

COURSE STRUCTURE AND SYLLABUS

(2 YEAR M.COM PROGRAMME)

M. COM. PROGRAMME

2017-18



DEPARTMENT OF FINANCIAL ADMINISTRATION

School of Management
Central university of Punjab, Bathinda
Punjab, India-151001

1.0 Department of Financial Administration

Established in accordance with the Ordinance of the Central University of Punjab, Bathinda, under the ambit of the School of Management in the academic session 2017-18, the Department of Financial Administration aims to boast its flagship programmes in line with the changing corporate structure and functioning. The mission of the Department is to attain excellence in teaching and research in the areas of commerce and business. The key assignment of the Department is to offer educational opportunities to students in order to prepare them to become accomplished citizens and professionals.

1.1 Course Objective

In this 21st Century, the World is witnessing revolutions in technology and knowledge with rapid changes in science, technology, commerce and industry. The world now believes that knowledge is everything, and transition from knowledge to wisdom has become the main goal of education. The opening up of the domestic economy to the world economy has caused tremendous growth and transformations in trade and business. A career in this sector involves challenging professional work environment and high growth opportunities with lucrative pay packages which is creating a huge demand for education in commerce and business. Commensurate with the need of the hour, Central University of Punjab, Bathinda offers 2 Year Master Degree in Commerce (M.Com) Programme under the Department of Financial Administration keeping in view the changing dynamics of the corporate world. The course structure and syllabus has been designed to accommodate 96 Credits spreading over 4 Semesters that include interdisciplinary, core, elective courses. The students admitted to this programme are expected to possess the basic knowledge in the area of all the commerce courses covered at the B.Com level. The outputs of this programme (pass out students) would be able to successfully fit themselves in teaching profession, cutting-edge research, and in the corporate world such as Banking, Insurance, IT enabled services, and Manufacturing, or would be able to start their own enterprises. The principal objectives of this M.Com programme are:

- To equip the students with knowledge, skills, values and attitude to become more suitable for the present and emerging job market.
- To develop within students the traits of making independent logical thinking and facilitate personality development along with the development of communication and analytical skills.
- To enable the students to qualify UGC-NET-JRF/SET examinations so as to choose the teaching and/or research profession of high quality.
- To inculcate entrepreneurial skills within students for starting new business ventures of themselves.

COURSE STRUCTURE AND SYLLABUS**Admission Batch 2017-18****M. COM. (1st Year)**

SEMESTER – I				
Course Code	Course Title	Credit	L-T-P	Max. Marks
MCM.506	Management Concepts and Practices	4	4-0-0	100
MCM.507	Advanced Economic Theory	4	4-0-0	100
MCM.508	Quantitative Techniques for Business Decisions	4	4-0-0	100
MCM.509	Advanced Financial Accounting	4	4-0-0	100
MCM.510	Business Environment	4	4-0-0	100
MCM.597	Academic Activity – I (Credit Seminar)	2	0-0-2	50
XXX. ###	Interdisciplinary Elective – I (Students to choose a course from other Departments)	2	2-0-0	50
	Total	24	22-0-2	600
Interdisciplinary courses offered by Dept. of Commerce Studies (for students of other Depts.)				
MCM.511	Financial Markets and Services (IDC)	2	2-0-0	50
MCM.512	Introduction to Indian Tax System (IDC)	2	2-0-0	50

COURSE STRUCTURE AND SYLLABUS**Admission Batch 2017-18****M. COM. (1st Year)**

SEMESTER – II				
Course Code	Course Title	Credit	L-T-P	Max. Marks
MCM.521	Advanced Cost and Management Accounting	4	4-0-0	100
MCM.522	Advanced Financial Management and Policy	4	4-0-0	100
MCM.523	Organization Theory and Behaviour	4	4-0-0	100
MCM.524	Corporate Tax Planning	4	4-0-0	100
MCM.525	Business Research Methods	4	4-0-0	100
MCM.597	Academic Activity – II (Credit Seminar)	2	0-0-2	50
XXX. ###	Interdisciplinary Elective – II (Students to choose a course from other Departments)	2	2-0-0	50
	Total	24	22-0-2	600
Interdisciplinary courses offered by Dept. of Commerce Studies (for students of other Depts.)				
MCM.526	Entrepreneurship and MSME Management	2	2-0-0	50
MCM.527	Microfinance Management	2	2-0-0	50

COURSE STRUCTURE AND SYLLABUS**Admission Batch 2017-18****M. COM. (2nd Year)**

SEMESTER – III				
Course Code	Course Title	Credit	L-T-P	Max. Marks
MCM.551	Advanced Corporate Accounting	4	4-0-0	100
MCM.552	Marketing Management	4	4-0-0	100
MCM.553	Business Analytics	4	4-0-0	100
MCM.554	Management Control Systems	4	4-0-0	100
XXX. ###	Elective Course - I	4	4-0-0	100
XXX. ###	Elective Course - II	4	4-0-0	100
	Total	24	24-0-0	500
List of Electives (Choose any two)				
MCM.555	Financial Reporting and Analysis	4	4-0-0	100
MCM.556	Security Analysis and Portfolio Management	4	4-0-0	100
MCM.557	International Financial Management	4	4-0-0	100
MCM.558	International Accounting	4	4-0-0	100
MCM.559	Mergers and Acquisitions	4	4-0-0	100

COURSE STRUCTURE AND SYLLABUS**Admission Batch 2017-18****M. COM. (2nd Year)**

SEMESTER – IV				
Course Code	Course Title	Credit	L-T-P	Max. Marks
MCM.571	Strategic Management	4	4-0-0	100
MCM.572	Human Resource Management	4	4-0-0	100
XXX. ###	Elective Course - III	4	4-0-0	100
XXX. ###	Elective Course - IV	4	4-0-0	100
MCM.599	Project Work	8	0-0-8	S/US
	Total	24	16-0-8	400
List of Electives (Choose any two)				
MCM.573	International Marketing	4	4-0-0	100
MCM.574	Advertising and Sales Management	4	4-0-0	100
MCM.575	Corporate Laws	4	4-0-0	100
MCM.576	Insurance Management	4	4-0-0	100
MCM.577	Banking Operations and Management	4	4-0-0	100

Course Name: Management Concepts and Practices

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.506

Course Objective: The objective of this course is to familiarise the students of Master degree with the basic concepts, functions, and practices of management required to develop managerial skills.

Unit-I

16 Hours

Concept of Management: Functions, Skills of a Manager, Process of Management, Development of management (Scientific Management- Taylor, Modern Approach- Fayol, Human Relations Approach - Mayo).

Planning: Concept, Process, Type, Importance; Decision making: types of Decision, Process of decision making, Models & Issues.

Unit-II

14 Hours

Organizing - Concept, Nature, Importance, Principles, Centralization, Decentralization, Organization Structures- Line and Staff Authority, Functional, Product, Matrix, Geographical, Customer, New Forms of Organization – Virtual, Organizations as Networks - Types of Network Organizations/Clusters - Self-Organizing Systems. Organizational Designs for Change and Innovation -Designing Principles for New Forms of Organizations.

Unit-III

16 Hours

Staffing - Concept, Nature, Importance, Steps. Concept of knowledge worker. **Directing** – Concept, Nature, Importance.; **Coordination and Controlling:** Principle of Coordination – Process of Coordination, Control – Tools and Techniques, -MBO.

Unit-IV

14 Hours

Contemporary Issues: -Recent Trends and Challenges, -Role of Managers in Changing environment, -Contemporary Organizational Structure, Trends in Management, Challenges in today's global environment and competitiveness.

Suggested Readings:

1. Gupta, Sharma and Bhalla: Principles and Practices of Management, Kalyani Publication, 2016
2. Koontz, H. and Wehrich, H.: Management, New York, McGraw Hill, 2015.
3. Srinivasan R. and Chunawalla S.A. Management Principles and Practices, Himalaya Publishing House, Mumbai, 2015.

Course Name: Advanced Economic Theory

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.507

Course Objective: The objective of this course is to familiarise the students of Master degree with the basic concepts, theories, and policies of economics required to augment managerial skills for business decision making.

Unit-I

15 Hours

Nature and scope of business economics – demand theory and techniques for demand estimation, demand forecasting, production function for single product, production function for multiple product, empirical evidence on the shape of cost curves, relevance of cost theories in business decision-making.

Unit-II

15 Hours

Market structure and degree of competition – competitive markets, Pareto optimality and competitive equilibria, partial equilibrium competitive analysis, welfare theorems, free-entry and long-run competitive equilibria; monopoly and oligopoly, monopoly pricing, static models of oligopoly.

Unit-III

15 Hours

Utility Analysis – types of utility, relationship between total utility and marginal utility; critical appraisal of law of diminishing marginal utility, explanation of law of equi-marginal utility, derivation of demand curve with the help of utility analysis, validity of utility analysis in modern times.

Unit-IV

15 Hours

Keynesian Analysis – Keynesian theory of employment, consumption function, investment function, multiplier, relevance of Keynesian economics after 1936; conceptual framework of national income, measures and methods of measurement, limitations of national income, inflation – definition, characteristics and types; inflation in terms of demand-pull and cost-push factors, effects of inflation.

Suggested Readings:

1. Browning, E.K. and Browning, J.M., *Micro Economic Theory and Applications*, John Wiley and Sons, 2012
2. Dean, J., *Managerial Economics*, Prentice Hall, 2014
3. Duncan, W.R. and Crook, J.N., *Managerial Economics*, Pearson Education, 2011
4. Koutsoyiannis, A., *Modern Microeconomics*, Macmillan, 2010
5. Peterson and Lewis, *Managerial Economics*, Prentice Hall of India, 2010
6. Salvatore, D., *Microeconomics*, Oxford University Press, 2007
7. Shapiro, E., *Macro Economics*, Galgotia Publishers, 2000

**Course Name: Quantitative Techniques for Business
Decisions**

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.508

Course Objective: The objective of this course is to familiarise the students of Master degree with the basic tools, techniques and methods of mathematics, statistics and operations research required for developing managerial skills for business decision making.

Unit-I

15 Hours

Displaying and Describing Quantitative Data – construction of frequency distributions and their analysis in the form of measures of central tendency and dispersion, Skewness, and kurtosis; index numbers – definition and methods of construction of index numbers; tests of consistency, base shifting, splicing and deflation; problems in construction, importance of index numbers in managerial decision making.

Unit-II

15 Hours

Bivariate Analysis: Correlation analysis- Karl Pearson’s coefficient of correlation and Spearman’s rank correlation, regression analysis, time series analysis – measurement of trend and seasonal variations, and forecasting.

Unit-III

15 Hours

Optimization Techniques – Introduction to Limit, Continuity, Differentiation, Optimization of one variable function, two variable functions with and without constraints; Applications in business decision making.

Unit-IV

15 Hours

Operations Research – Linear Programming – Graphical and Simplex Methods; Duality in LPP, Transportation and Assignment Problems, Queuing Theory, CPM & PERT.

Suggested Readings:

1. Aczel, A.D. and Sounderpandian, J., *Complete Business Statistics*, Tata McGraw Hill, 2008
2. Anderson, D.R., Sweeney, D.J., Williams, T.A., Camm, J.D., and Cochran, J.J., *Quantitative Methods in Business*, Cengage Learning, 2007
3. Bierman H. Jr, C.P. Bonini and W.H. Hausman, *Quantitative Analysis for Business Decisions*”, 7th Edition, Homewood, Ill., Irwin 2000
4. Levin, R.I., D.S. Rubin and J.P. Stinson, *Quantitative Approaches to Management*, 2009, McGraw - Hill.
5. Taha, Hamdy A., *Operations Research: An Introduction*”, Prentice –Hall of India, 2014
6. Vohra N.D., *Quantitative Techniques in Management*”, The McGraw Hill companies, 2010.

Course Name: Advanced Financial Accounting

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.509

Course Objective: The Objective of this course is to equip the students of Masters Degree with the skills to read and prepare published financial reports and to use the reports for financial decision-making purposes.

Unit-I

15 Hours

Accounting – Concepts and Conventions – Accounting Standards and Procedures – Final Accounts with Adjustments

Unit-II

15 Hours

Depreciation Accounting – Need and Causes for depreciation – Methods of depreciation – Hire purchase and Instalments Systems – differences – Hire purchase Trading Account – Fire Insurance claims and average clause.

Unit-III

15 Hours

Partnership accounts - Admission, Retirement and Death – Treatment of goodwill; Dissolution of partnership firm – Dissolution of firm – conversion.

Unit-IV

15 Hours

Responsibility Accounting – Human Resource Accounting. Financial Reporting – Annual reports – Half yearly report – content of annual reports disciplines in financial reporting.

Suggested Readings:

1. Ashok Sehgal & Deepak Sehgal, *Advanced Accounting / Financial Accounting*, Taxman s Publications, 6th Edition, 2008
2. Battacharyya, S.K, *Accounting for Management*”, Vikas publishing house Pvt Ltd, 3rd Edition, 2007
3. Carl S. Warren, James M.Reeve & Philip E.Fess, *Financial Accounting*, Thomson-South – Western Publications, 9th Edition, 2004.
4. Gupta RL & Radhasamy, *Advanced Accounting*, Vol – I, S.Chand & Company, NewDelhi 2012.
5. Pillai, R.S.N, Bagavathi & S.Uma, *Fundamentals of Advanced Accounting Financial Accounting*, S.Chand & Company, Vol – II, 2013.

Course Name: Business Environment

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.510

Course Objective: The Objective of this course is to expose the students to the effect of various national and global environmental factors on business processes and enable them to scan business opportunities and take decisions under uncertainty.

Unit-I

14 Hours

Concept of business environment – its significance and nature, interaction matrix of different environment factors, process of environmental scanning, environmental scanning of important industries of India.

Unit-II

16 Hours

Economic environment – the philosophy, strategy and planning in India, monetary policy and their impact on Indian business; economic reforms in India – liberalization, privatization and globalization; competitive strength of Indian industry, industrial policy, foreign trade policy and their impact on Indian business, political environment, relation between business and government of India, constitutional provisions related to business, concept of state intervention in business, ideology of different political parties, bureaucracy and Indian business.

Unit-III

15 Hours

Technological environment – policy for research and development in India, appropriate technology, debate of technology vs. labour, MNC as a source of transfer of technology and its implication, institutional infrastructure for exports in India, India's export-import policy, global business environment, significance of foreign investment in India, opportunities and threats in WTO and the new international trading regime, tariff and non tariff barriers in global trade.

Unit-IV

15 Hours

Socio-cultural environment in India – salient features of Indian culture, values and their implication for Indian business, middle class in India and its implications on industrial growth in India, consumerism as emerging force, social responsibility of business, business ethics and Indian business, impact of mass media on Indian business; changing role of rural sector in India – rural income and rural demand of consumer durable; environmental laws, costs and business behaviour; consumer laws, cost and business behaviour.

Suggested Readings:

1. Adhikari, A., *Economic Environment of Business*, Sultan Chand and Sons, 2014
2. Aswathappa, K., *Essentials of Business Environment*, Himalaya Publishing House, 2015
3. Baron, D.P., *Business and Its Environment*, Prentice Hall, 2005
4. Cherulinum, F., *Business Environment*, Himalaya Publishing House, 2012

Course Name: Academic Activity-I (Credit Seminar)

L	T	P	Credit	Marks
0	0	2	2	50

Course Code: MCM.597

Course Objective: The objective of this course is to develop the human and soft skills of the students of Masters Degree.

General Outline of Activities:

1. The course coordinator should make the students learn how to prepare seminar report as well as seminar presentations on a given topic.
2. The preparation of seminar report on a given topic should be made referring to the literature available in the form of text/reference books, journals, periodicals, magazines, news paper articles, and web resources.
3. The students should be encouraged to visit the library as well as computer centre of the University for preparing seminar reports and its power point presentation.
4. As far as possible the topic of the seminar should relate to current developments in the field.
5. The seminar report and its presentation should be evaluated by a duly constituted Centre level committee.

Course Name: Financial Markets and Services

L	T	P	Credit	Marks
2	0	0	2	50

Course Code: MCM.511

Course Objective: The objective of this course is to provide a comprehensive knowledge on the structure of financial markets and on various forms of financial services.

Unit-I

10 Hours

Nature and functions of the financial system: financial system and financial market, role of the financial system in economic development, Indian financial system- An overview, money market- meaning, composition of money market, importance of money market. Capital market: Meaning, features and functions of Capital Market- Primary Market: Introduction, features, functions and issue mechanism. Secondary Markets: Introduction.

Unit-II

10 Hours

Financial Services - meaning, and concept, features of financial services, kinds of financial services – Asset based / fund based services, financial intermediaries rendering financial services like development banks commercial banks and merchant bankers. SEBI Guidelines relating to financial services.

Unit-III

6 Hours

Mutual Funds – Introduction, history of mutual funds, types of mutual funds, risk in mutual funds, SEBI Guidelines Relating to Mutual Funds, Growth and performance of mutual funds in India.

Unit-IV

6 Hours

Credit Rating- Meaning, Importance, Credit Rating Agencies in India and Rating Process, Functioning of Credit Rating Agencies like – CRISIL and ICRA.

Suggested Readings:

1. Gordon and Natarajan: Financial markets and services, Himalaya Publishing House, 2012
2. Khan M.Y, Financial Services, Tata McGraw Hill, 2014
3. Sharpe, William F. Gordon J Alexander and J.V. Bailly: Investments, Prentice Hall of India, New Delhi, 2011
4. Shashi K. Gupta & Nisha Agrawal: Financial services, Kalyani Publishing, 2013
5. Stock Exchange Regulations and Bylaws along with SEBI guidelines issued time to time.
6. V.A. Avadhani, Financial Services and Markets, Himalaya Publishing House, 2012

Course Name: Introduction to Indian Tax System

L	T	P	Credit	Marks
2	0	0	2	50

Course Code: MCM.512

Course Objective: The objective of this course is to familiarize the students with the basics of the Indian tax system.

Unit-I

8 Hours

Introduction – Meaning and types of taxes, characteristics of Indian tax system, Direct and Indirect taxes, tax reforms in India.

Unit-II

6 Hours

Taxation System – Distribution of taxation powers between the Centre and the States in the constitution of India; sharing of Central taxes; Restrictions on the taxation powers of the States.

Unit-III

10 Hours

Trend in tax-GDP ratio; relative roles of direct and indirect taxes in economic growth and development; residential status and income tax liability – incomes exempted from tax, tax holiday schemes, tax rebates, and tax incentives for savings.

Unit-IV

8 Hours

The concept of GST in India – challenges and opportunities; Tax treatment of capital gains; main features of company taxation, taxation of partnership firms, taxation and MSMEs.

Suggested Readings:

1. Richard Goode, *Government Finance in Developing Countries*, New Delhi. Tata-McGraw Hill Publishing Company Ltd., 2006.
2. Vinod K. Singhania, *Direct Taxes: Law and Practice*, Delhi: Taxmann Publications (P) Ltd., Latest edition.

Course Name: Advanced Cost and Management Accounting

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.521

Course Objective: The Objective of this course is to acquire knowledge and understanding of the concepts, techniques and practices of cost and management accounting and to develop skills for decision making.

Unit-I

12 Hours

Introduction to cost accounting –Methods of costing – Elements of costing – Material - classification and coding of materials fixation of maximum, minimum and reorder levels – Economic order quantity – Purchase procedure – Storage of materials, issue of materials pricing of material issues and returns– Unit Costing – Preparation; **Labour** - Classification of labour, Time keeping, Preparation of pay roll, Wage payment and incentive system,

Unit-II

18 Hours

Overhead - Steps in overhead accounting – Absorption of overhead cost, difference between cost allocation and apportionment and reapportionment; **Process Costing** –Joint products and By-products Costing; **Contract Costing** – Operating Costing (Transport Only) – Job and Batch Costing; Standard Costing and Variance analysis.

Unit-III

12 Hours

Management Accounting –Contemporary Issues in Management Accounting, Tools and Techniques of Management Accounting, Process of financial statement Analysis and Interpretation; **Ratio Analysis** – Classification of Ratios – Profitability – Turnover Ratios – Long-term Financial position, Preparation of Balance Sheet

Unit-IV

18 Hours

Funds Flow statement –concept of Funds and Flow of Funds –Uses of Funds Flow statements – Schedule of changes in working capital – Preparation of Funds Flow statement – **Cash Flow statement** – Distinction between Funds Flow statement and Cash Flow statement – Uses of Cash Flow statement –Preparation of Cash Flow Statement; **Break-Even Analysis** – Cost-volume-profit Analysis – Applications of Marginal costing for Business Decision making; Budgeting and Budgetary control.

Suggested Readings:

1. Horngren, *Cost Accounting with Managerial Emphasis*, Prentice Hall India, 3rd Edition. 2011, New Delhi.
2. Jain and Narang, *Advanced Cost Accounting*, Kalyani Publication, New Delhi, 2008 Edition
3. Made Gowda J *Cost accounting*, 2008: Himalaya Publishing House Pvt. Ltd
4. Maheswari S.N., *Management Accounting*, Vikas Publications.
5. Sharma R.K. & Shashi k.Gupta, *Management Accounting*, Kalyani Publisher, 2008

Course Name: Advanced Financial Management and Policy

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.522

Course Objective: The Objective of this course is to acquaint the students with the basic analytical techniques and methods of financial management of business firms useful for financial policy decisions.

Unit-I

15 Hours

Financial Management: Financial decision-making and types of financial decisions; role of a finance manager in a firm and Agency problem, Risk-Return framework for financial decision-making;

Unit-II

15 Hours

Capital Budgeting Decisions - techniques of evaluating capital budgeting decisions, capital budgeting decisions under constraints and with multiple objectives using Mathematical Programming Models; Capital budgeting decisions under inflation; Capital budgeting decisions under uncertainty and their evaluation using Statistical Decision Theory

Unit-III

15 Hours

Capital Structure: financial leverage and its impact on the valuation of firm; theories of capital structure, optimal capital structure; determinants of capital structure; **Dividend Policy:** Dividend and its form; theories of dividend policy and their impact on the value of a firm; types of dividend policy; determinants of dividend policy and some case studies.

Unit-IV

15 Hours

Working Capital Planning and Management: Estimation of working capital requirement; working capital policy and its management of cash, accounts receivables and inventories; Mathematical and Simulation Models for Working Capital Decisions; financing working capital. **Responsibility Corporate re-structuring:** Mergers and Acquisitions-types; sources of takeover gains; valuation and financing of acquisitions; Analysis of some case studies.

Suggested Readings:

1. Brealey R.A. and S.C. Myers, *Principles of Corporate Finance*, McGraw Hill, 2007
2. Damodaran, A., *Corporate Finance: Theory and Practice*. John Wiley & Sons, 2nd Ed., 2010.
3. Pandey I. M., *Financial Management*, Vikas Publishing, 2016
4. Ross S.A., R.W. Westerfield and J. Jaffe, *Corporate Finance*, McGraw Hill, 2009
5. Van Horne, James C., *Financial Management and Policy*, Prentice Hall of India 2011.

Course Name: Organization Theory and Behaviour

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.523

Course Objective: The Objective of this course is to develop a theoretical understanding among students about the structure and behaviour of organization as it develops over time.

Unit-I

16 Hours

Organizational Theories and Behaviour: Classical, Neo-classical and Contemporary. Authority, Power, status, formal and informal structure. Flat and Tall structures. Bureaucratization of organisations. Organisational Behaviour-concepts, determinants, models, challenges and opportunities of OB. Transaction cost and organizational behaviours Contributing disciplines to the OB. Individual Behaviour: Foundations of individual behaviour, values, attitudes, personality and emotions. Theory X and Theory Y, Chris Argyris behaviour patterns, Perceptual process.

Unit-II

14 Hours

Group Decision making and Communication: Concept and nature of decision making process, Individual versus group decision making, Nominal group technique and Delphi technique, models of communication, communication effectiveness in organizations. Feedback, T.A., Johari Window;

Unit-III

15 Hours

Motivation: Need hierarchy, Maslow's Need Hierarchy, Two factor theory, Contemporary theories of motivation (ERG, Cognitive evaluation, goal setting, equity) expectancy model. Behavior modification, Motivation and organizational effectiveness; Leadership, Power and Conflict: Concept and theories, Behavioral approach, Situational approach, Leadership effectiveness, Contemporary issues in leadership. Power and conflict. Bases of Power, power tactics, sources of conflict patterns, levels and conflict resolution strategies

Unit-IV

15 Hours

Organisational Culture, Organisational Development and Stress Management: Concept and determinants of organisational culture, Organisational Development: concept and intervention techniques. Individual and organisational factors to stress, consequences of stress on individual and organisation, management of stress.

Suggested Readings:

1. Luthans, Fred, *Organisational Behaviour*, Mc Graw Hill International, New York, 2007
2. Robbins; S.P., *Organisational Behaviour*, Prentice Hall of India Pvt. Ltd., New Delhi, 2008
3. Robins S.P., *Organisational Theory: Structure Design and Application*, Prentice Hall of India Pvt. Ltd., 2007

Course Name: Corporate Tax Planning

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.524

Course Objective: The Objective of this course is to familiarize the student with major latest provisions of the Indian tax laws and related judicial pronouncements pertaining to corporate enterprises having implications for various aspects of Corporate.

Unit-I**15 Hours**

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.

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

Unit-II**15 Hours**

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

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

Unit-III**15 Hours**

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

Unit-IV**15 Hours**

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

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

Suggested Readings:

1. A.C. Sampath Iyengar, *Law of Income Tax*, Bharat Publishing House, Allahabad, 2016
2. Bhagmati Prasad, *Direct Taxes Laws Practice*, Wishwa Prakashan, 2016
3. E.A. Srinivas, *Corporate Tax Planning*, Tata McGraw Hill, 2012
4. V.S. Sundaram, *Commentaries on the Law of Income- Tax in India*, Law Publishers, 2016
5. Vinod K. Singhanian, *Taxmann's Direct Taxes Planning and Management*, 2016

Course Name: Research methods for Business

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.525

Course Objective: The Objective of this course is to have a detailed study on various methods of research as applicable to business management.

Unit-I

15 Hours

Business Research – Meaning – Scope and Significance – Utility of Business research – Qualities of good researcher – Types of research – Research process – Literature Review, Identification, Selection and formulation of research problems – Hypothesis – Research design.

Unit-II

15 Hours

Basics of theory of probability and probability distribution; Sampling – Methods and techniques – Sample size – Sampling error – Fieldwork and data collection Tools of data collection – Interview schedule - Questionnaire – Observation, interview and mailed questionnaire – pilot study and final collection of data.

Unit-III

15 Hours

Measurement and scaling techniques – Reliability and validity Processing and analysis of data; Statistical inference – concept of sampling distribution, parameter and statistics, standard error; theory of estimation – point and interval estimation, construction and confidence limits for mean; tests of significance – parametric vs. non-parametric tests; hypothesis testing, large samples, small samples – chi-square test, z-test, t-test, binomial test, analysis of variance; independence of attributes, goodness of fit and test of homogeneity.

Unit-IV

15 Hours

Multivariate Analysis for Business and management – Principal Component Analysis, Factor Analysis, Discriminant Analysis, Conjoint Analysis, Path Analysis, Introduction to Structural Equation Modelling.

Editing – Coding - Classification – Tabulation – Interpretations, Report writing – Steps-Types of reports; Citation styles, Bibliography and appendix.

Suggested Readings:

1. Cooper, D. R., Business Research Method , Tata Mcgraw Hill, New Delhi, 2005
2. Kothari C.R., Research Methodology, Himalaya Publication, Bombay, 2009
3. Suchdeva J.K., Business Research Methodology, Himalaya Publication, Bombay, 2010

Course Name: Academic Activity-II(Credit Seminar)

L	T	P	Credit	Marks
0	0	2	2	50

Course Code: MCM.597

Course Objective: The objective of this course is to develop the human and soft skills of the students of Masters Degree.

General Outline of Activities:

1. The course coordinator should make the students learn how to prepare seminar report as well as seminar presentations on a given topic.
2. The preparation of seminar report on a given topic should be made referring to the literature available in the form of text/reference books, journals, periodicals, magazines, news paper articles, and web resources.
3. The students should be encouraged to visit the library as well as computer centre of the University for preparing seminar reports and its power point presentation.
4. As far as possible the topic of the seminar should relate to current developments in the field.
5. The seminar report and its presentation should be evaluated by a duly constituted Centre level committee.

**Course Name: Entrepreneurship and MSME
Management**

L	T	P	Credit	Marks
2	0	0	2	50

Course Code: MCM.526

Course Objective: The objective of this course is to make the students learn about the basics of entrepreneurship development and management of MSMEs.

Unit-I

8 Hours

Entrepreneurship-meaning and definition and forms; Entrepreneurship process- Setting, preparation, Management and survival, Growth, Entrepreneurship transition, Entrepreneurship- problems and prospects in India, Entrepreneurial Behaviour and Skills; Entrepreneurial Structure; Entrepreneurial Culture Vs. Administrative Culture; Nature, Characteristics and importance entrepreneurs; Role of an entrepreneur, Classification of entrepreneurs; Entrepreneurial function at different stages of enterprise life cycle.

Unit-II

10 Hours

Management of MSMEs – Entrepreneurial Ethics; Entrepreneurship Development- Models, Designing and Evaluating Entrepreneurship Programme, EDPs in India. Environment of Small Enterprise Management; Small Enterprise management process vs. Large Enterprise management process, Strategy Formulation and Implementation in small Enterprise, Strategic Cost Analysis- Strategic position, Value Chain and Cost Drivers, Venture start up process.

Unit-III

7 Hours

Functional Management of MSMEs - Framework of Human Resource Management, Financial Health Analysis; Pattern of Financing and Risk Management; Important issues of Working Capital Management in Small Business, Management of Product and Product Life Cycle; Promotional Activities for Small Business.

Unit-IV

7 Hours

Functional Management of MSMEs – Pricing Policy for a small Business; Distribution Strategy and channels for Small Business, Location & Layout and their influence on operation; Break Even Analysis; Production Planning, Scheduling and Control in Small Business Quality Control and Cost Consciousness in Small Business.

Suggested Readings:

1. Desai, Desai Vasant.: Small Industrial Organization and Management, Himalaya Publishing House, Mumbai, 2012
2. Desai, Vasant: Entrepreneurial Development, Vol. I Himalaya Publications, New Delhi, 2011
3. Drucker, Peter: Innovation and Entrepreneurship, Heineman, 2007
4. Hisrich, R.D & Peter, M.P.: Entrepreneurship, Tata Mc Graw Hill, 2010
5. Holt Entrepreneurship: New Venture Creation, Prentice Hall of India, New Delhi, 2010

Course Name: Microfinance Management

L	T	P	Credit	Marks
2	0	0	2	50

Course Code: MCM.527

Course Objective: The objective of this course is to equip the students of with the skills required to manage microfinance.

Unit-I **15 Hours**

History of Microfinance, Status of microfinance in India, Government sponsored programs involving SHGs, Importance of SHGs.

Unit-II **15 Hours**

Group formation and its operations, Opening of a savings bank account, Book keeping and maintenance of records, credit linkages of SHGs.

Unit-III **15 Hours**

Models in microfinance, other microfinance services, role of microfinance in livelihood promotion, participatory rural appraisal.

Unit-IV **15 Hours**

Establishment of MFIs, Management of group dynamics, federation of SHGs, Innovation in Indian Microfinance.

Suggested Readings:

1. Gianfranco A. Vento, Mario La Torre, Microfinance, Palgrave Macmillan, UK, 2006
2. IIBF, Micro-Finance: Perspectives and Operations, 2008
3. Navin Kumar Rajpal, Microfinance and Tribal Women Entrepreneurs, Educreation Publishing, 2016

Course Name: Advanced Corporate Accounting

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.551

Course Objective: The Objective of this course is to gain knowledge in theory as well as practice in corporate accounting and to get expertise in various accounting procedures and practices in companies.

Unit-I

18 Hours

Preparation of Final accounts – Schedule VI Part I and Part II – Managerial remuneration – dividend declaration out of the past and the current profits – Issue of Bonus shares – Statement of Profit & Loss /and Balance Sheet.

Bank Accounts – Preparation of Profit and Loss Account and Balance Sheet – Introduction to **Insurance Company Accounts** – Life Insurance and General Insurance – Preparation of Revenue Accounts – Statement of Profit and Loss – Balance Sheet

Unit-II

15 Hours

Amalgamation of companies – Meaning – features – Purchase Consideration – meaning – methods (lump sum payment method, net assets method, intrinsic value of shares method) – accounting entries for amalgamation – practical problems – **Absorption** and reconstruction of companies – meaning – accounting entries for absorption – practical problems – **Reconstruction of companies** – external reconstruction – internal reconstruction – meaning – procedure – accounting entries.

Unit-III

12 Hours

Winding up of companies – Meaning – Modes of winding up - Accounts relating to liquidation of companies - Meaning of liquidation - preferential payments - Role of liquidators and their duties - preparation of statement of affairs - Liquidation final statement of account.

Unit-IV

15 Hours

Holding Company Accounts - Consolidation of Balance Sheets – consolidated Profit and Loss Account – Inter-company holdings and Non- Controlling Interest -Consolidated Cash flow statement.

Suggested Readings:

1. Shukla M.C. & T.S.Grewal, *Advanced Accounting*, S.Chand & Sons, New Delhi 2014 Edition
2. Gupta R.L. and Radhasamy, *Advanced Accounting*, Sultan Chand & Sons, New Delhi, 2015 edition
3. Jain & Narang, *Advanced Accounting*, Kalyani Publication, 2014
4. Arulanandam and Raman, *Advanced Accounting*, Himalaya Publishing Publications House 2008 edition
5. Reddy T.S., and others. *Corporate Accounting*, Chennai, Margam Publications, 2012

Course Name: Marketing Management

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.552

Course Objective: The objective of this course is to familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.

Unit-I

15 Hours

Introduction: Traditional view of marketing; Evolution of marketing concept; Modern concept of marketing; Marketing functions and role; Marketing management process- a strategic perspective.

Marketing Environment: Significance of scanning marketing environment; Economic, demographic, socio-cultural, technical, political and legal environment of marketing in India

Unit-II

15 Hours

Buyer behaviour- Consumer vs. business buying behaviour; Consumer buying decision process and influences; Industrial buying process; **Market Segmentation, Targeting and Positioning:** Bases and procedure for segmenting a consumer market; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process.

Unit-III

15 Hours

Product Decision: Product concept and classification; Major product decisions; New product development; Consumer adoption and innovation diffusion, Product life cycle – concept and appropriate strategies to be adopted at different stages. **Pricing Decisions:** Objectives of pricing; Factors affecting price of a product; Procedure for setting price; Pricing policies and strategies.

Unit-IV

15 Hours

Distribution Decisions: Channels of distribution; Different types of distributions, middlemen and their functions; Channel management, Selection, motivation and performance appraisal of distribution middlemen; Retailing and wholesaling; Distribution logistics - major logistics decisions; **Promotion Decisions:** Communication process; Promotion tools- their effectiveness; Determining optimal promotion mix; Developing and implementing a promotional campaign; Promoting through internet.

Suggested Readings:

1. Kotler Philip and Kevin Keller *Marketing Management*, 13th ed., Pearson Prentice – 2008.
2. Kotler, Philip, and Gary Armstrong, *Principles of Marketing*, 12th ed., Pearson Prentice-Hall 2008.
3. Etzel, Michael J., Bruce J. Walker and William J. Stanton, *Fundamentals of Marketing*, 11th ed., McGraw Hill, 2008.

Course Name: Business Analytics

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.553

Course Objective: The objective of this course is to gain an understanding of how managers use business analytics to formulate and solve business problems and to support managerial decision making.

Unit-I

15 Hours

Introduction to Analytics: Business intelligence, Business Analytics, Managerial spread sheet analysis and modelling, Applications and Challenges in Business analytics, Marketing and Financial analytics; Organisation/sources of data, importance of data quality, dealing with missing or incomplete data, data classification, data presentation/summarization, data mining –process.

Predictive Analytics – Simple linear regression, multiple linear regression, logistic and multinomial regression, forecasting techniques; application of predictive analytics in retail, direct marketing, financial services, insurance, supply chain, etc.

Unit-II

15 Hours

Optimization Analytics – Multi-period linear programming models and applications, network models and project planning, integer programming and its application in capital budgeting, location decisions, etc.; Multi-criteria decision making techniques – goal programming and analytic hierarchy process and applications.

Unit-III

15 Hours

Stochastic Analytics – Introduction to stochastic models, Markov models, Renewal theory, Markov decision process and applications in sequential decision making

Unit-IV

15 Hours

Analytics under Uncertainty: Survival analysis and its applications; Six Sigma as a problem solving methodology; Classification and regression trees; lean thinking; dynamic pricing and revenue management; high dimensional data analysis; Analytics in Finance – discounted cash flows, profitability analysis, asset performance measurement tools, introduction to Insurance loss models.

Suggested Readings:

1. Jeanne G. Harris and Thomas H. Davenport, Competing on Analytics: The new science of winning, Harvard Business School Press, 2007
2. James Evans, Business Analytics, Pearson, 2012
3. Gert H. N. Laursen, Business Analytics for Managers: Taking Business Intelligence Beyond Reporting, John Wiley & Sons, 2010
4. S. Christian Albright and Wayne L. Winston, Business Analytics: Data Analysis and Decision Making, South-Western College Publishing, 2014

Course Name: Management Control Systems

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.554

Course Objective: The objective of this course is to gain knowledge, develop insight and analytical skills related to design and implementation of management control systems in organisations and to make them familiar with modern control techniques.

Unit-I

15 Hours

Introduction to accounting as a management information system – management control system, basic concepts, boundaries, formal and informal systems; understanding strategies – concept, corporate and business level strategies; behaviour in organisations, inter-relationship among strategic planning, management control and operational control, responsibility accounting, importance of informal management controls, prerequisites of a successful management control system, use of information technology in control systems, behavioural aspects of management control – goal congruence, factors affecting goal congruence, motivation and morale, participative management.

Unit-II

15 Hours

Structure of management control – need for delegation, types of organisation structures and its implications to management control systems, matching structure to strategy, types of responsibility centres, organisational structure of responsibility centres, revenue and expense centres, profit centres, measuring and controlling assets employed, objectives and methods of transfer pricing, arms length principle, pricing corporate services and administration of transfer prices, managing inter-departmental conflicts related to transfer pricing, international transfer pricing, controller's organisation – functions and role of controller.

Unit-III

15 Hours

Management control process – strategic planning, analysis of new and ongoing programmes, strategic planning process, implementing radical process and product innovation strategy, programming and budgeting, budget preparation process, budgetary control, performance measurement systems – identification of key success variables, financial and non-financial measures, return on sales, ROI, residual income, EVA and MVA; Balanced scorecard – four perspectives, aligning balanced score card to strategy, features of a good balanced score card, implementation and pitfalls of balanced scorecard; interactive control, analyzing financial performance reports; uses of variance analysis in cost control, developments in the area of costing for control purposes such as activity based costing, activity based management; ethical dimensions in management control process; management audit.

Unit-IV

15 Hours

Applications of management control systems – management compensation and rewards – types, principles of management compensation, linking rewards to performance; controls for differentiated strategies, control in service organisations, control in non-profit organisations, management control in multinational and multi project corporations – control issues, cultural

differences, exchange rates, transfer pricing; management control-related ethical issues, problems in implementation and administration of control systems.

Suggested Readings:

1. Anthony, R.N. and Govindrajana, V., *Management Control Systems*, Tata McGraw-Hill, 2016
2. Maclariello, J.A. and Kirby, C.J., *Management Control System: Using Adaptive Systems to Attain Control*, Prentice Hall of India, 2013
3. Merchant, K.A., *Modern Management Control Systems: Text and Cases*, Pearson Education, 2012
4. Merchant, K.A. and Van-der-Stede, W.A., *Management Control Systems: Performance, Evaluation and Incentives*, Prentice Hall, 2011

Course Name: Financial Reporting and Analysis

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.555

Course Objective: The objective of this course is to prepare students to interpret and analyze financial statements effectively and explore in greater depth the financial reporting topics.

Unit-I

15 Hours

Regulatory framework for the preparation and presentation of financial statements – transition of Indian GAAP based standards to Ind AS (IFRS based accounting standards), reasons for national differences in financial reporting practices, the work of international standard setters, arguments for and against accounting standards; the conceptual framework for the preparation and presentation of financial statements – form of financial statements, the framework for the preparation and presentation of financial statements issued by the International Accounting Standards Board (IASB), the objective and users of financial statements, the qualitative characteristics of information in financial statements, the elements of financial statements and their recognition, the measurement of assets, liabilities, revenues, expenses, gains and losses.

Unit-II

15 Hours

Preparation and presentation of financial statements – legal and regulatory requirements, international accounting standards; converged Indian accounting standards (Ind AS) – first-time adoption of Indian accounting standards (Ind AS 101); presentation of financial statements (Ind AS 1) – income statement, other comprehensive income, statement of financial position, statement of changes in equity, statement of cash flows (Ind AS 7), notes to the accounts, accounting policies (Ind AS 8), segmental reporting (Ind AS 108); group accounts (Ind AS 27) - regulatory framework, consolidated statement of financial position, consolidated income statement, consolidated statement of cash flows, investment in associates (Ind AS 28), interests in joint ventures (Ind AS 31), the effects of changes in foreign exchange rates (Ind AS 21); limitations of published accounts; current issues in reporting – environmental and social reporting, ethics for accountants.

Unit-III

15 Hours

Introduction and foundation for effective financial statement analysis – overview of financial statement analysis, users and sources of financial information; basis and techniques of analysis – cross sectional and time series analysis, trend or horizontal analysis, common size statements, accounting ratios and ratio analysis, segmental analysis, inter-firm comparisons and industrial averages, earnings per share, limitations of analytical and interpretative techniques; analysis of financing activities, analysis of investing activities – accounting for long-term, short-term and intangible assets, analysis of operating activities, analysis of cash flow statement, cash forecasting.

Unit-IV

15 Hours

Analysis of financial statements, forecasting and valuation analysis – short-term liquidity analysis – working capital analysis, operating activity analysis; solvency analysis – capital

structure measures for solvency analysis, asset based measures of solvency analysis, asset-based measures of solvency, earnings coverage; analysis of profitability, analysis of growth (changes in profitability) as well as sustainable earnings; prospective analysis (short- and long-term forecasting), equity analysis and valuation – earnings persistence, cash flow based valuation approach, earning based valuation, accounting analysis and valuation – creating accounting value, economic value added, and determining accounting as well as earnings quality.

Suggested Readings:

1. Bernstein, L.A., *Financial Statement Analysis*, McGraw-Hill International, 2007
2. Douplik, T. and Perera, H., *International Accounting*, McGraw-Hill, 2006
3. Foster, G., *Financial Statement Analysis*, Prentice Hall, 2004
4. Gibson, C.H., *Financial Reporting and Analysis: Using Financial Accounting Information*, Cengage Learning, 2010
5. *International Financial Reporting Standards*, Vol. I and II, Taxman Publications, 2014
6. Jarnagin, B.D., *Financial Accounting Standards: Explanation and Analysis*, Chicago Illinois Commerce Clearing House, 2011
7. Needles, B.E. and Powers, M., *International Financial Reporting Standards*, South-Western College Publishing, 2012

Course Name: Security Analysis and Portfolio Management

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.556

Course Objective: The objective of this course is to establish a conceptual frame work for the study of security analysis and portfolio management which will provide the student the ability to understand and utilise the skill of optimising returns.

Unit-I

15 Hours

Nature, process and scope of financial assets investment decisions; Structure of Indian Securities market-An overview; Sources of Financial Information. Securities Analysis: two-parameters frame work; understanding of return and risk of a security; types of return and risk; sources of risk.

Unit-II

18 Hours

Analysis of Fixed Income Securities: Bond fundamentals; valuation of bonds; analysis of risk in bonds-duration and convexity; bond portfolio management strategies-passive, semi-active and active along with immunization strategies. Certificate of Deposits, Debentures.

Analysis of Variable Income Securities (Equity): Approaches to security (equity) analysis-Fundamental Analysis along with valuation models of equity and Technical Analysis, Efficient market hypothesis.

Unit-III

15 Hours

Portfolio Theories and Management: Traditional and Modern Portfolio Theories; Single and multi-index models. Markowitz Model; Sharpe's Single Index Model; Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Model (APT); performance evaluation of portfolios; problems associated with revision of portfolio. Active and Passive portfolio management.

Unit-IV

12 Hours

Financial Derivatives: Futures, Options, Portfolios of futures and options synthetics, Exotics and Financially engineered products

Suggested Readings:

1. Fischer Donald E. and Ronald J. Jordan, *Security Analysis and Portfolio Management*, Prentice Hall of India, 2007
2. Frank K. Reilly, and Keith C. Brown, *Investment Analysis and Portfolio Management*, Thomson, 2007
3. Sharpe William F, and Bailey Jeffery V, Alexander Gordon J, *Investments*, Prentice Hall of India, 2005
4. Hull J.C. *Options, Futures and Other Derivatives*, Prentice Hall, 2012

Course Name: International Financial Management

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.557

Course Objective: The objective of this course is to introduce the environment of international finance and its implications on international business.

Unit-I

15 Hours

Intricacies of Foreign Exchange Markets - Spot and Forwards Exchange Rates, Eurocurrency and Domestic Interest Rates, Quotations and Market Rules; Parity conditions in International Finance - Purchasing Power Parity, Covered Interest Parity, Real Interest Parity, Parity Conditions and Managerial Implications; Forecasting Exchange Rates - Fundamental Factors, Affecting Exchange Rates, Time Series Forecasting Models.

Unit-II

15 Hours

International Sources of Finance for the Firm - Bond Financing (Fixed and Floating Rate Notes), Loan Financing (Syndicates Loans), Securitised Financing (Euronote), Equity Financing (GDR and ADR), Features of Loan Agreements: Loan Negotiations.

Unit-III

15 Hours

International Financing Decision - Issues in Overseas Funding Choices, Economic Circumstances and overall Funding Choices, Funding and Risk Management Aspects; Analysis of International Capital Budgeting, Cost of Capital of a Foreign Investment.

Unit-IV

15 Hours

Foreign Exchange Risk Management - Conceptual Overview, Nature of Exposure (Economic, Transaction, Translation), Hedging and Speculation; Derivatives and Exposure Management - Currency Forwards, Currency Options, Currency Futures, Currency Swaps, Interest Rate Risk Management; Framework of Managing Exposures, Accounting Implications of Forex Transactions, Derivatives Accounting, Risk Management in a Treasury.

Suggested Readings:

1. Levi, Maurice, *International Finance*, New York, McGraw Hill Inc., 2006.
2. Eiteman, David K., Arthur Stonehill and Michael H. Moffett, *Multinational Business Finance*, Reading mass., Addison – Wesley Publishing company, 2008.
3. Shapiro, Allen C., *Multinational Financial Management*, New Delhi, Prentice Hall India Pvt. Ltd., 2005.
4. Apte P.G., *Multinational Financial Management*, New Delhi, Tata McGraw Hill, 2008
5. Seth A.K., *International Financial Management*, New Delhi, Galgotia Publishing Company, 2007

Course Name: International Accounting

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.558

Course Objective: The objective of this course is to develop some conceptual knowledge and understanding of international accounting issues among students.

Unit-I

15 Hours

International Dimensions of accounting and control: Multinational enterprise, Internationalisation of capital markets, Internationalization of accounting profession. Operational and conceptual issue. Foreign currency translations, methods and practices.

Unit-II

15 Hours

Specific Reporting Issues: Regulatory Disclosure Requirements; Foreign Operations Disclosure; Social Responsibility Disclosures. Managerial Accounting Issues: Strategic Planning; Management Control Systems; Performance Evaluation of foreign operations.

Unit-III

15 Hours

International Standards and Organisation: Advantages, supporting and deterring forces; International and Regional Efforts in Standard Setting; International Standards setting process, Harmonisation; International Accounting Standards Board; Accounting and Auditing Standards.

Unit-IV

15 Hours

Financial Statement Analysis of companies and countries differences in accounting principles, foreign currency statements and Ratio Analysis. Transfer pricing, methods, objectives, strategies. Emerging issues in International Accounting.

Suggested Readings:

1. Radebaugh L. H. and S.J. Gray, *International Accounting*, and Multinational Enterprises, John Wiley & Sons, 2002.
2. Sandagaran S.M., *International Accounting*, South Western, 2001.
3. Gray, S.J., *International Accounting and Transnational Decisions*, Butterworth, London, U.K., 2005
4. Holzer H. Peter, *International Accounting*, Horper and Row Publishers, New York, 2006
5. Frederick D.S. Choi and Gary K. Meek, *International Accounting*, Pearson Education, 2005
6. Shirin Rathore, *International Accounting* Prentice Hall of India, 2008.

Course Name: Mergers and Acquisitions

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.559

Course Objective: The objective of this course is to develop an understanding of mergers and acquisitions as a significant economic activity taking place in today's economy.

Unit-I

15 Hours

Introduction to Merger and Acquisition: Meaning of mergers and acquisitions (M & A), motives behind the M & A, advantages and disadvantages of M & A, types of mergers and steps for a successful merger.

Strategic Evaluation of M & A Opportunities- selection approaches and criteria, modalities of fixing the acquisition price, key steps in the strategic planning of a merger, feasibility analysis in respect of cash and stock deals, describes fair value: institutional criteria and special features of acquisition of sick companies.

Strategising and Structuring M & A Activity- Merger process right from planning the merger till implementation, five-stage model, methods of financial mergers and capital budgeting decision

Unit-II

15 Hours

Synergy and Value Creation in Mergers - synergy and its different types, role of industry life cycle, value creation in synergy, theoretical factors that would affect M & A activity.

Corporate Restructuring- meaning of corporate restructuring, need for corporate restructuring, methods of corporate restructuring.

Demergers- Meaning of demerger, characteristics of demerger, structure of demerger, and tax implication of demergers.

LBOs, MBOs, MLPs and ESOPs - meaning of LBO, MBO, MLP , ESOP, governance and mode of purchase in LBO, key motives behind an MBO, structure of MBO, types of MLP and ESOP, regulations that govern ESOPs.

Unit-III

15 Hours

Joint Ventures - Meaning of joint ventures, characteristics of a joint venture, states the rationale for joint ventures, role of joint ventures in business strategy, defines joint venture and complex learning, tax aspects of joint ventures, international joint ventures, reasons for failure of joint ventures, and joint venture vis-à-vis anti-trust policy.

International M & A –Introduction of international M & A activity, the opportunities and threats, role of M & A in international trade growth, the external advantages in differential products, impact of government policies and political and economic stability on international M&A decisions, recommendation for effective cross-border M & A.

Takeover Defences - types of takeovers, techniques of bidding for a takeover, defences against takeover bids, regulations and amendments, and guidelines for takeovers.

Valuation - valuation approaches, basis of valuation, different methods of valuation, valuation of synergy, corporate control and LBO.

Unit-IV

15 Hours

Accounting for Amalgamation –Meaning of amalgamation, types of amalgamation, methods of accounting for amalgamation, meaning of consideration, treatment of goodwill, reserves and other profits.

Legal and Regulatory Framework of M & A -Provisions of the Companies Act, 1956 relating to M & A, buyback of shares, provisions of SEBI act, 1992 and 1997, provisions relevant to M & A activity in the Income Tax Act, and Foreign Exchange Management Act.

Post-Merger Integration - integration planning, factors in post-merger integration model, post-merger integration model, strategic interdependence and autonomy, political and cultural aspects in integration, cultural profiling and assessment of cultural compatibility, HRM issues, and problems in integration and five rules of integration process

Suggested Readings:

1. Arzac, Enrique, *Valuation for Mergers, Buyouts and Restructuring*, Wiley, 2007
2. Gaughn, P.A., *Mergers, Acquisitions and Corporate Restructurings*, Wiley, 2008
3. Godbole, P., *Mergers, Acquisitions and Corporate Restructuring*, Vikas Publication, 2012
4. Ramanujam, S., *Mergers and Acquisitions: Issues, Implications, and Case Laws in Corporate Restructuring*, Tata McGraw-Hill, 2004
5. Weston, J.F., Chug, K.S. and Hoag, S.E., *Mergers, Restructuring and Corporate Control*, Prentice Hall, 2001
6. Weston J.F., Mitchell, M.L. and Mulherin, J.H., *Takeovers, Restructuring and Corporate Governance*, Prentice Hall, 2004

Course Name: Strategic Management

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.571

Course Objective: The objective of the course is to understand about Strategic Management, Globalization, Competitive Advantage, Implementation Strategies, Evaluation and Issues of Non-Profit Organizations.

Unit-I

15 Hours

Strategy and Process - Conceptual framework for strategic management, the Concept of Strategy and the Strategy Formation Process – Stakeholders in business –Vision, Mission and Purpose – Business definition, Objectives and Goals – Corporate Governance and Social responsibility.

Unit-II

15 Hours

Competitive Advantage - External Environment - Porter's Five Forces Model-Strategic Groups Competitive Changes during Industry Evolution- Globalization and Industry Structure - National Context and Competitive advantage Resources- Capabilities and competencies–core competencies-Low cost and differentiation Generic Building Blocks of Competitive Advantage- Distinctive Competencies-Resources and Capabilities durability of competitive Advantage- Avoiding failures and sustaining competitive advantage.

Unit-III

15 Hours

The generic strategic alternatives – Stability, Expansion, Retrenchment and Combination strategies - Business level strategy- Strategy in the Global Environment-Corporate Strategy- Vertical Integration-Diversification and Strategic Alliances- Building and Restructuring the corporation- Strategic analysis and choice - Environmental Threat and Opportunity Profile (ETOP) – Organizational Capability Profile - Strategic Advantage Profile - Corporate Portfolio Analysis – SWOT Analysis - GAP Analysis - Mc Kinsey's 7s Framework - GE 9 Cell Model – Distinctive competitiveness - Selection of matrix - Balance Score Card.

Unit-IV

15 Hours

Strategy Implementation & Evaluation - The implementation process, Resource allocation, Designing organizational structure-Designing Strategic Control Systems- Matching structure and control to strategy-Implementing Strategic change-Politics-Power and Conflict- Techniques of strategic evaluation & control.

Suggested Readings:

1. Thomas L. Wheelen, J.David Hunger and Krish Rangarajan, Strategic Management and Business policy, Pearson Education., 2007
2. Charles W.L.Hill & Gareth R.Jones, Strategic Management Theory, An Integrated approach, Biztantra, Wiley India, 2007.
3. Azhar Kazmi, Strategic Management & Business Policy, Tata McGraw Hill, 2008.
4. Fred.R.David, Strategic Management and cases, PHI Learning, 2010.
5. Upendra Hachru, Strategic Management concepts & cases, Excel Books, 2006.

Course Name: Human Resource Management

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.572

Course Objective: The objective of the course is to understand the organizations HRM practices, HR planning, Training Activities, Compensation and reward Planning, Performance Appraisal systems.

Unit-I

15 Hours

Perceptive in Human Resource Management - Evolution of human resource management – The importance of the human factor – Objectives of human resource management – Inclusive growth and affirmative action -Role of human resource manager – Human resource policies – Computer applications in human resource management – Human resource accounting and audit.

Unit-II

15 Hours

The Concept of Best Fit Employee - Importance of Human Resource Planning – Forecasting human resource requirement – Internal and External sources. Selection process screening – Tests - Validation – Interview - Medical examination – Recruitment introduction – Importance – Practices – Socialization benefits.

Unit-III

15 Hours

Training and Executive Development - Types of training methods purpose benefits resistance. Executive development programmes – Common practices - Benefits – Self development – Knowledge management. **Sustaining Employee Interest** - Compensation plan – Reward – Motivation – Theories of motivation – Career management – Development of mentor – Protégé relationships.

Unit-IV

15 Hours

Performance Evaluation and Control Process - Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances – Causes – Implications – Redressal methods.

Suggested Readings:

1. Decenzo and Robbins, Human Resource Management, Wiley, 2013.
2. Dessler, Human Resource Management, Pearson Education Limited, 2007
3. Mamoria C.B. and Mamoria S. Personnel Management, Himalaya Publishing Company, 2011
4. Bernadin , Human Resource Management ,Tata Mcgraw Hill, 2012.
5. Wayne Cascio, Managing Human Resource, McGraw Hill, 2009.
6. Ivancevich, Human Resource Management, McGraw Hill, 2010.

Course Name: International Marketing

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.573

Course Objective: The objective of the course is to equip the students of Masters Degree with the basic concepts, approaches, strategies required for achieving excellence in international marketing management.

Unit-I

15 Hours

Introduction – The concept of global marketing – Importance, Growth and Benefits – Scope and Challenge of international marketing – The dynamic environment of international marketing.

Developing Global Marketing strategies – Global marketing management – Planning and Organization – International Marketing Information System and Research – Understanding Global Consumers – Cultural Dynamics in assessing Global markets.

Unit-II

15 Hours

International product policy – Product positioning in foreign market – Product standardization and Adoption – Brands, Trademarks, Packaging and Labeling – International marketing of services – International product pricing policy – Export pricing – Pricing for international markets.

Unit-III

15 Hours

International promotional policy – International advertising – Developing International advertising strategy – International sales force and their management – Other forms of promotion for global markets.

Unit-IV

15 Hours

Overseas marketing channel policy – Managing international distribution channels – Multinational retailers and Wholesalers – Global Logistics – Contemporary issues in International marketing – Future prospects in International marketing.

Suggested Readings:

1. Vasudeva P.K., '*International Marketing*' Excel books, 2004.
2. Srinivasan R, '*International Marketing*' Prentice Hall India, 2007
3. Rathor, Jani Rathor, '*International Marketing*', Himalaya publishing House, 2008
4. John Fayer Weather, '*International Marketing*', Prentice Hall, 2010
5. Sherlekar S.A., & Sherlekar V.S., '*Global Marketing Management*', Himalaya publishing House, 2011

Course Name: Advertising and Sales Management

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.574

Course Objective: The objective of the course is to acquaint students with the theory and practice of advertising, as well as management of a firm's sales operations.

Unit-I

15 Hours

Advertising: Definition, Nature of advertising, Advertising as a tool of marketing, Advertising effects economic and social, Advertising as a powerful tool for consumer welfare, Role of advertising in modern business, Advertising objective and advertising budgets: allocation of advertising budget and budget appropriation.

Unit-II

15 Hours

Advertising Media: Print media, Broadcasting media, Non-media advertising, media planning and scheduling, Advertising on internet, Media selection decisions. Types of advertising: National local & Global. Consumer product, Industrial Product & service product advertising, Institutional, corporate, public relations, Public service, & financial advertising, sensational and glamorous financial advertising.

Unit-III

15 Hours

Selling: Concept, Objectives, scope and Functions of Sales Management, Fundamentals of selling, Selling Process, Salesmanship, Product and customer knowledge. Difference between salesmanship, sales management & personal selling.

Unit-IV

15 Hours

Sales Planning: Importance and Types of sales planning, Sales planning process, Forecasting, Determining sales territories, Sales quota and Sales Budget. Objectives, principles & uses of sales Budget.

Suggested Readings:

1. Aaker, Devid : Advertising Management, Prentice Hall, New Delhi, 2011
2. Anderson, Hair, Bush: Professional Sales Management, McGraw Hill, Singapore, 2010
3. Batra, Rajeev, Johan G. Myers and David A. Aaker : Advertising Management, Prentice Hall, New Delhi, 2012
4. Gupta, Vaswar Das: Sales Management in the Indian Perspective, Prentice Hall, New Delhi, 2010

Course Name: Corporate Laws

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.575

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

Unit-I

16 Hours

Provisions of the Companies Act, 1956 and case law relating to Managerial remuneration, Accounts and audit. The Companies Amendment Act, 2000 (Corporate Governance Laws); Industries (Development and Regulation) Act, 1951.

Unit-II

16 Hours

Monopolies and Restrictive Trade Practices Act, 1969 (Relevant Provisions) and Competition Law; SEBI Act, 1992 – Functions of SEBI. Powers of SEBI in relation to securities markets. Guidelines for Securities issues.

Unit-III

14 Hours

Consumer Protection Act, 1986 – Objectives. Rights of consumers. Mechanism of Redressal of Consumer grievances; Environment Protection Act, 1986 – Objectives, Powers of the Central Government, Major Provisions.

Unit-IV

14 Hours

Foreign Exchange Management Act (FEMA); Emerging issues in Corporate Laws and Governance.

Suggested Readings:

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

Course Name: Insurance Management

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.576

Course Objective: The objective of the course is to acquaint the student about the changing scenario in Life Insurance and the techniques of General Insurance- understanding the pricing mechanics –Risk management and about the different Regulators for Insurance Sector.

Unit-I

15 Hours

Introduction to Insurance Business: Definition of insurance - Characteristics of insurance – Principles of contract of insurance – General Concepts of Insurance – Insurance and hedging – Types of insurance – Insurance intermediaries Life Insurance Business - Fundamental principles of life insurance – Basic features of life insurance contracts – Life insurance products – Traditional and unit-linked policies – Individual and group policies - With and without profit policies – Types of life insurance policies – Term insurance – Whole life insurance and its variants – Endowment insurance and its variants – Annuities – Claim settlement.

Unit-II

15 Hours

General Insurance: General Insurance Business - Fundamental principles of general insurance – Fire insurance – Marine insurance –Motor insurance – Personal accident insurance – Property and Liability insurance – Rural insurance – Social Insurance – Miscellaneous insurance – Claims settlement. **Pricing of Insurance Products:** Meaning of rate/premium, Objectives of rate making, Rate making in life insurance business – Basic methods of rate making – Net single premium – Net annual level premium – Premium concepts – Level premium – Basic premium – Office yearly premium – Premium tables – Tabular premium – Rebate – Extra premium – Rider premium – Bonus – Calculation of premium and bonus. Rate making in general insurance business – Principles – Basic methods of rate making – Judgment rating – Class rating – Merit rating.

Unit-III

15 Hours

Risk Management in Insurance Sector: Risk management – Objectives of risk management – Risk management process – Identifying and evaluating potential losses – Selecting appropriate technique for treating loss exposure – Risk financing – Implementing and administering risk management program – Personal risk management – Loss forecasting Risk Assessment, Analysis, Evaluation, Risk Control and Treatment - Risk Reduction - Transfer and Sharing of Risk - Elimination and Retention of Risk.

Unit-IV

15 Hours

Regulatory Framework and Underwriting Process: History and Growth of Insurance in India - Formation of LIC/GIC – Regulatory environment – Need for Regulation in Insurance sector - Insurance Act 1938 – IRDA Act 1999 – Purpose, duties, powers and functions – Registration and Licensing of Insurance Re-insurance contract-- Underwriting Process – Definition – Objectives and Principles of Underwriting – Underwriting in Life Insurance.

Suggested Readings:

1. George Rejda, Principles of Risk Management and Insurance, Pearson Education, 2006
2. S. Balachandran, General Insurance, Insurance Institute of India, 2004
3. S. Balachandran, Karve, Palav, Life Insurance, Insurance Institute of India, 2003
4. M. Y. Khan, Indian Financial System, Tata McGraw-Hill, 2015
5. Bharti Pathak, Indian Financial System, Pearson Education, 2014
6. Arthur, C., William Jr., Michael Smith, Peter Young, Risk Management and Insurance, McGraw-Hill, 2004
7. Gupta, P. K, Insurance and Risk Management, Himalaya Publishing House, 2013
8. Nalini Prava Tripathy & Prabir Pal, Insurance Theory and Practice, Prentice – Hall of India, Pvt. Ltd, New Delhi, 2012

Course Name: Banking Operations and Management

L	T	P	Credit	Marks
4	-	-	4	100

Course Code: MCM.577

Course Objective: The objective of the course is to provide students a comprehensive knowledge on banking its operations as well as various banking sector reforms and regulatory environment.

Unit-I

15 Hours

Commercial Banking in India: Evolution – Traditional Banking Functions – Emerging Role – Structure – Growth and Development of Banking in India – Role of RBI – Banking Sector Reforms – Narasimham Committee I and II Recommendations – Strengths & weaknesses of Indian Commercial banks – Challenges ahead – Consolidation in Indian Banking Sector – RBI's policy regarding Bank Licensing to Private Corporate Sector – Objectives & tasks of RBI – Structure of RBI – Monetary Policy of RBI - Banking Innovations - E-banking, Universal Banking, - emerging trends in E-banking – Technology in banking services.

Unit-II

15 Hours

Management of Capital Funds & Deposits in Commercial Banks: Capital Adequacy in Banks - Functions of capital funds in commercial banks – Basle norms on capital adequacy – Capital adequacy norms in Indian commercial banks – Present position of capital adequacy in Indian Commercial banks – deposit mobilization in commercial banks – challenges – formulating marketing strategies to overcome challenges – implementing marketing strategy.

Unit-III

15 Hours

Management of Loans in Commercial Banks: Characteristics of commercial bank loans – principles of sound bank lending – formulating loan policy – factors affecting loan policy – contents of loan policy – evaluating credit applicant – supervision of loans – new norms of working capital financing by banks.

ALM & NPAs in Commercial Banks: Meaning – Objectives of ALM – Functions of ALM – Process of ALM – Measurement of Risk – Management of Risk – Utility of ALM – ALM Policies & Practices of Banking System in India – Non-Performing Assets (NPAs) – RBI Guidelines on NPAs.

Unit-IV

15 Hours

Non-Banking Finance Companies & Micro-Finance Institutions: Nature & significance of NBFCs – Types – NBFCs in India – Evolution & Growth – Regulatory Norms – challenges before Indian NBFCs – Nature of Micro Finance Institutions (MFIs) – MFIs in India – Recent initiatives by NABARD – Micro finance initiatives by SIDBI.

Suggested Readings:

1. Gerald Hatler, Bank Investments and Funds Management, Macmillan, 2010

2. Srivastava, Divya Nigam, Management of Indian Financial Institutions, Himalaya Publishing House, 2013
3. M. Y. Khan, Indian Financial System, Tata Mc Graw Hill, 2015
4. Vasant Joshi, Vinay Joshi, Managing Indian Banks- Challenges Ahead, Response Books, 2014
5. Agarwal O.P., Banking and Insurance, Himalaya Publishing House, 2013
6. Satya Pal Sharma N. K. Et al, Banking and Insurance, Himalaya Publishing House, 2013
7. Sethi Jyotsna, Bhatia Nishwan, Elements of Banking & Insurance, Prentice Hall of India, 2007
8. Vasant Desai, Bank Management, Himalaya Publishing House, 2014

Course Name: Project Work

L	T	R	Credit	Marks
-	-	8	8	S/US

Course Code: MCM.599

Course Objective: The objective of the course is to make the students learn the skills of formulation of research problem, objectives, hypotheses and also the skills of data collection, analysis and interpretation.

General Outlines:

1. Each student should be assigned a project supervisor from the faculty members of the concerned centre, preferably on the basis of the students' preferences.
2. The topic of project report should be decided by the supervisor taking into account the area of interest of the student. As far as possible the topic should address the current issues / developments in the field.
3. Standard norms for the preparation of a research project report may be followed – introduction, brief background, relevance of the topic, literature review, problem statement, objectives, hypotheses, sample design, data nature and sources, tools and techniques of data collection, data presentation, analysis, and interpretation, findings and conclusion.
4. The project should be completed with a period of one semester, and outcomes may be reported in the following form: Chapter-1: Introduction & Review of Literature; Chapter-2: Research Methodology; Chapter-3: Conceptual & Theoretical Description; Chapter-4: Analysis and Interpretations; Chapter-5: Conclusion, Suggestions & Scope for further research; References, Annexure, etc.
5. APA style sheet may be followed for preparing in-text citations, foot notes, end notes, references and bibliography.
6. The project outcomes should be evaluated both in the form of project reports and seminar presentation/viva-voce examination by a duly constituted committee by the appropriate authority.
7. This is to be evaluated as 'Satisfactory (S)' or 'Unsatisfactory (US)'.