



Control of Examinations  
SAMBALPUR UNIVERSITY  
JYOTIVIHAR

## COURSES OF STUDY

**Master of Commerce (M.Com.): Four Semester Course**  
**SAMBALPUR UNIVERSITY, JYOTIVIHAR**

### OUTLINE COURSE STRUCTURE

<b>Ist SEMESTER</b>	
<b>SIX compulsory papers of 50 marks each = 300 marks</b>	
<b>MCO 1.1.1</b>	<b>ACCOUNTING FOR MANAGERIAL DECISION</b>
<b>MCO 1.1.2</b>	<b>ADVANCED MARKETING MANAGEMENT</b>
<b>MCO 1.1.3</b>	<b>ADVANCED MANAGEMENT ACCOUNTING</b>
<b>MCO 1.1.4</b>	<b>ECONOMICS FOR MANAGERS</b>
<b>MCO 1.1.5</b>	<b>EMERGING BUSINESS LAWS</b>
<b>MCO 1.1.6</b>	<b>COMPUTER APPLICATION IN BUSINESS</b>
<b>IInd SEMESTER</b>	
<b>SIX compulsory papers of 50 marks each = 300 marks</b>	
<b>MCO 1.2.7</b>	<b>ADVANCE BUSINESS STATISTICS</b>
<b>MCO 1.2.8</b>	<b>INTERNATIONAL BUSINESS ENVIRONMENT</b>
<b>MCO 1.2.9</b>	<b>QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS</b>
<b>MCO 1.2.10</b>	<b>BUSINESS ETHICS &amp; CORPORATE GOVERNANCE</b>
<b>MCO 1.2.11</b>	<b>FINANCIAL MANAGEMENT</b>
<b>MCO 1.2.12</b>	<b>RESEARCH METHODOLOGY</b>

**IIIrd SEMESTER**

Two compulsory paper, one Seminar Paper &amp; three Special Papers of 50 marks each = 300 marks

MCO 2.3.13	ORGANIZATIONAL BEHAVIOR
MCO 2.3.14	ENTERPRENEURSHIP & MSME MANAGEMENT (Open Course meant for other departments also)
MCO 2.3.15	DISSERTATION
MCO 2.3.16	SPL PAPER
MCO 2.3.17	SPL PAPER
MCO 2.3.18	SPL PAPER

**IVth SEMESTER**

Two compulsory paper, One Dissertation &amp; three Special Papers of 50 marks each = 300 marks

MCO 2.4.19	STRATEGIC MANAGEMENT
MCO 2.4.20	MANAGING HUMAN RESOURCES
MCO 2.4.21	SEMINAR PRESENTATION
MCO 2.4.22	SPL PAPER
MCO 2.4.23	SPL PAPER
MCO 2.4.24	SPL PAPER

Special Papers IIIrd Semester- *And any one of the following three Optional Groups***Group-A -Accounting**

MCO 2.3.16 (A)	CORPORATE TAX PLANNING
MCO 2.3.17 (A)	ACCOUNTING THEORY & PRACTICE
MCO 2.3.18 (A)	CORPORATE REPORTING & ANALYSIS

**Group-B- Finance**

MCO 2.3.16(B)	ADVANCED FINANCIAL MANAGEMENT
MCO 2.3.17(B)	FINANCIAL MARKETS & FINANCIAL SERVICES
MCO 2.3.18(B)	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

**Group-C - Marketing**

MCO 2.3.16(C)	SERVICES MARKETING
MCO 2.3.17(C)	ADVERTISING AND SALES PROMOTION MANAGEMENT
MCO 2.3.18(C)	CONSUMER BEHAVIOR

Special Papers IV semester- *And any one of the following three Optional Groups***Group-A -Accounting**

MCO 2.4.22 (A)	ADVANCED ACCOUNTING
MCO 2.4.23 (A)	ADVANCED AUDITING
MCO 2.4.24 (A)	INTERNATIONAL ACCOUNTING

**Group-B- Finance**

MCO 2.4.22(B)	INTERNATIONAL FINANCIAL MANAGEMENT
MCO 2.4.23(B)	PROJECT MANAGEMENT
MCO 2.4.24(B)	FINANCIAL RISK MANAGEMENT & DERIVATIVES

**Group-C - Marketing**

MCO 2.4.22(C)	SALES AND DISTRIBUTION MANAGEMENT
MCO 2.4.23(C)	RETAIL BUSINESS MANAGEMENT
MCO 2.4.24(C)	CUSTOMER RELATIONSHIP MANAGEMENT



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MCO 1.1.2	ADVANCED MARKETING MANAGEMENT
MCO 1.1.3	ADVANCED MANAGEMENT ACCOUNTING
MCO 1.1.4	ECONOMICS FOR MANAGERS
MCO 1.1.5	EMERGING BUSINESS LAWS
MCO 1.1.6	COMPUTER APPLICATION IN BUSINESS

#### MCO 1.1.1.

#### ACCOUNTING FOR MANAGERIAL DECISIONS

FM-10+40

Time- 3 hours

#### UNIT-I

#### BUDGETING AND RESPONSIBILITY ACCOUNTING

Budgeting: Definition, Essentials of budgeting, types of budgets- functional, fixed and flexible, cash budget, etc. Budgetary control, zero base budgeting and performance budgeting, Responsibility Accounting: Cost center, Revenue Center, Profit Center, Investment Center and measuring divisional performance.

#### UNIT-II

#### COST MANAGEMENT AND STANDARD COSTING

Cost Management: Cost control drivers, Total Cost Management, Business Process, Re-engineering, TCM vs. TQM. Standard costing and variance analysis, Standard costing as a control technique, setting of standards and their revision, variance analysis- meaning and importance, kinds of variance and their uses- overhead and sales variances, Disposition of variances, relevance of variances and investigation of variances.

#### UNIT-III

#### MIS, HRA AND ACCOUNTING FOR PRICE LEVEL CHANGES

Management Information System: Definition, Concept, Requirements, Steps, Management reporting system, Management control system, transfer pricing and multinational consideration, Human Resources Accounting: Nature, Objective, Advantages, Measurement and Models of HRA, Accounting for price level changes: Introduction, objectives and methods.

- Reference:
1. Prof. Jawaharlal, Accounting for Management, Himalaya
  2. T.P. Ghose, Accounting and Finance for Managers, Taxman
  3. I.M. Pandey, Management Accounting, Vikas Publishing
  4. Gupta, Financial Accounting for Management, Pearson Education
  5. Jelsy Joshph Kuppapally, Accounting for managers, Prentice Hall of India
  6. Sharma, Vital, Financial Accounting for Management- Macmillan
  7. Homgren, Dater & Foster: Cost Accounting- A Managerial Emphasis, PHI

**P.G. DEPARTMENT OF COMMERCE**  
**SCHOOL OF COMMERCE AND MANAGEMENT STUDIES**  
**RAVENSHAW UNIVERSITY, CUTTACK**

1st SEMESTER

MASTER OF COMMERCE

SIX compulsory papers of 50 marks each = 300 marks	
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<b>MCO 1.1.2</b>	<b>ADVANCED MARKETING MANAGEMENT</b>
<b>MCO 1.1.3</b>	<b>ADVANCED MANAGEMENT ACCOUNTING</b>
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**MCO 1.1.1.**

**ACCOUNTING FOR MANAGERIAL DECISIONS**

**FM-10+40**

**Time- 3 hours**

<b>UNIT-I</b>	<p><b>BUDGETING AND RESPONSIBILITY ACCOUNTING</b>            Budgeting: Definition, Essentials of budgeting, types of budgets- functional, fixed and flexible, cash budget, etc. Budgetary control, zero base budgeting and performance budgeting, Responsibility Accounting: Cost center, Revenue Center, Profit Center, Investment Center and measuring divisional performance.</p>
<b>UNIT-II</b>	<p><b>COST MANAGEMENT AND STANDARD COSTING</b>            Cost Management: Cost control drivers, Total Cost Management, Business Process, Re-engineering, TCM vs. TQM. Standard costing and variance analysis, Standard costing as a control technique, setting of standards and their revision, variance analysis- meaning and importance, kinds of variance and their uses- overhead and sales variances, Disposition of variances, relevance of variances and investigation of variances.</p>
<b>UNIT-III</b>	<p><b>MIS, HRA AND ACCOUNTING FOR PRICE LEVEL CHANGES</b>            Management Information System: Definition, Concept, Requirements, Steps, Management reporting system, Management control system, transfer pricing and multinational consideration, Human Resources Accounting: Nature, Objective, Advantages, Measurement and Models of HRA, Accounting for price level changes: Introduction, objectives and methods.</p>

- Reference:
1. Prof. Jawaharlal, Accounting for Management, Himalaya
  2. T.P. Ghose, Accounting and Finance for Managers, Taxman
  3. I.M. Pandey, Management Accounting, Vikas Publishing
  4. Gupta, Financial Accounting for Management, Pearson Education
  5. Jelsy Joshph Kuppapally, Accounting for managers, Prentice Hall of India
  6. Sharma, Vital, Financial Accounting for Management- Macmillan
  7. Horngren, Dater & Foster: Cost Accounting- A Managerial Emphasis, PHI

## ADVANCED MARKETING MANAGEMENT

### MCO-1.1.2

FM-10+40

Time- 3 hour

**UNIT-I Marketing Framework:**  
Concept, Scope and Importance of Marketing, Different Marketing, Concepts, Marketing Mix, Marketing Environment- Macro and Micro Components and their Impact on Marketing Decisions, Marketing Segmentation, Concept, types and importance, Buyer Behavior- Concept, Types , Motives and Decision Making Process.

**UNIT-II Product and Pricing decisions Distribution Promotion Decisions:**  
Concept and classification of Products: product Line and Product Mix, Branding, Packaging and Labeling, Product Life Cycle; New product Planning and Development; Factors Affecting Price Determination; Pricing Policies and Strategies. Concept and Functions of channel members, Channel Design decisions, Channel Management, Retailing and Wholesaling; Logistics Management

**UNIT-III Marketing Research and Services Marketing:**  
Communication Process; Promotion Mix-Advertising, Personal Selling, Sales Promotion, Publicity, Public Relations; Concept and Scope of Marketing Research; Marketing Research Process; Services Marketing; International Marketing; Industrial Marketing; Ethical and Legal Aspects of Marketing

#### References:

1. Kotler, Philip and Gary Armstrong: Principles of Marketing, Prentice Hall, New Delhi.
2. Sherlekr, Pany – Marketing Principles and Management-Himalaya.
3. Stanton, William J., and Charles Futrell : Fundamentals of Marketing : McGraw Hill
4. Majumdar, Ramanuj : Product Management in India, Prentice Hall, New Delhi.
5. Ramaswamy, V.S. and Namakumari, S: Marketing Management, Macmillan India
6. Srinivasan, R: Case Studies in Marketing: The Indian Context, PHI

### MCO 1.1.3

## ADVANCED MANAGEMENT ACCOUNTING

FM-10+40

Time- 3 hours

#### UNIT-I **ADVANCED MARGINAL COSTING AND ALTERNATIVE CHOICES**

Marginal costing, break even analysis and cost volume profit analysis: concepts, assumptions, practical applications, advantages and limitations. Alternative choice decisions: types of choice decisions, make or buy, add or drop products, sell or process further, operate or shut down, special orders, replace or retain, product mix, fixation of selling price, discontinuation of product line, etc. Differential cost analysis: concepts, practical applications, advantages and limitations.

## **UNIT- II PRICING DECISIONS AND TRANSFER PRICING**

Pricing Decisions: Factors affecting pricing decisions, methods of pricing, short run vs. long-run pricing decisions, target pricing, life cycle product costing and pricing, economic approach of pricing, price indifference point. Transfer pricing: Concept, objectives in sound transfer pricing system, requisites of sound transfer pricing system and methods of transfer pricing, limitations, guidelines and transfer pricing in multinational companies.

## **UNIT-III STRATEGIC MANAGEMENT ACCOUNTING**

Meaning, techniques: Balanced Score Card: Concepts, Meaning, Perspective and characteristics of good Balance Score Card. Target Costing: Concepts and Meaning. Kaizen costing: Concepts and Meaning, kaizen vs. target Costing.

### **Reference:**

1. Horn green, Dater & Foster: Cost Accounting – A managerial Emphasis, PHI
2. J. Madegowda, Advanced Management Accounting - Himalaya
3. T.P Ghosh, Accounting and Finance for Managers, Taxman Publications;
4. I.M. Pandey, Management Accounting, Vikas Publication
5. Gupta , Financial Accounting for Management, Pearson Education,
6. Jelsy Joseph Kuppapally, Accounting for managers, Prentice Hall of India.
7. Subash Sharma, M. Panduranga Vithal, Financial Accounting for Management, Macmillan Publishers India, Ltd.
8. Dr. Jawaharlal, Advance Management Accounting, S. Chand
9. R. M. Kishore-Advance Management Accounting, taxman, New Delhi.

### **MCO. 1.1.4**

## **ECONOMICS FOR MANAGERS**

**FM-10+40**

**Time- 3 hours**

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

Objective of a firm; Economics theory and managerial theory; Managerial economist's role and responsibilities; the nature and objectives of the firm, maximizing verses satisfying constrained decision making. The concept of economic profit. Measurement and policies on profit maximization. Managerial Economics and decision making. Use of stochastic models in decision making.

### **UNIT-II Demand Analysis:**

Indifference Curve Analysis: Approach, MRS, Properties, Managerial Applications and its superiority. Demand Analysis: Law of demand, determinants of demand, Elasticity of demand- its meaning and importance, price elasticity, Income elasticity and cross elasticity. Using elasticity in managerial decision. Demand Functions Demand estimation for major consumer and durable goods, Demand forecasting technique. Production Theory: Production function- production function with one and two variable inputs, Cobb- Douglas production function, Estimation of production function, Cost theory and estimation; Economic value analysis, Short and long run cost functions- their nature, shape and inter-relationship; Estimation of a short-run cost function.

**UNIT-III****Price Determination under different market conditions:**

Characteristics of different market structures, Price and output decisions under perfect competition, monopolistic competition, oligopoly and monopoly. **Pricing practices:** Methods of price determination in practice, Pricing of multiple products, Price discrimination, International price discrimination and dumping, Transfer pricing.

**References**

1. A. Mas Colell, M.D. Whinsgton, J.R. Green, Micro-Economic Theory, Oxford
2. Mithani DM-Managerial Economics-Himalaya, 2011.
3. H.R. Varian, Microeconomic Analysis, W.W. Norton, 1984, 2nd ed.
4. A. Koutsoyiannias, Modern Microeconomics, ELBS 1975.
5. Chopra, O.P : Managerial Economics, Tata McGraw Hill, Delhi
6. Dean Joel: Managerial Economics, Prentice Hall, Delhi
7. Dholakia R.H., and A.L. Oza: Micro Economics for Management students, Oxford University Press
8. Eaton, B. Curtis and Diane Faton: Micro Economics, PH Delhi

**MCO. 1.1.5**  
**EMERGING BUSINESS LAWS**

**FM-10+40****Time- 3 hours****Unit - I**

SEBI Act, 1992;  
Consumer Protection Act, 1986  
Competition Act , 2002

**Unit - II**

Environment Protection Act , 1986  
FEMA Act, 1999  
Prevention of Money Laundering Act, 2002

**Unit - III**

Information Technology Act, 2000,  
Right to Information Act ,2005  
Women and Human Right at Work place

**Reference :**

1. Bulchandani KR – Buisness Laws – Himalaya Publishing House
2. N. D. Kapoor- Mercantile Law- Sultan Chand & Sons.
3. Maheswari, Maheswari – A Manual of Business Law - Himalaya
4. Corporate Laws, Dr. S..K.Kapoor, Taxman Publication
5. SEBI Act- 1992
6. FEMA ACT 1999
7. MRTP ACT 1669
8. Consumer Protection Act – 1986

**MCO. 1.1.6**  
**COMPUTER APPLICATION IN BUSINESS**

**FM-10+40**

**Time- 3 hours**

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

Meaning and Components; Basic Idea of Different Types of Networks; Internet-a Global Network; E-Mail; Common Protocol Used in Internet; Concept of World Wide Web and Internet Browsing; Internet Security; Application of Internet in Business. Basic idea of DOS, WINDOWS, Introduction and working with MS-Word in MS-Office , MS-Excel, MS-Power Point- Basic Commands, Formatting Texts and Documents, working with Graphics and Creating Presentation the Easy Way. Introduction to Cyber Crime

**UNIT-II: Introduction to E-commerce:**

Meaning and Concept, Objectives, Advantages and Disadvantages, E-Commerce and E-Business, Traditional Commerce vs. E-Commerce, Forces Driving E-Commerce, Growth of E-Commerce, E-Commerce Opportunities for Industries, Future of E-Commerce. Forms of E-Commerce- Business to Consumer, Business to Business, Business to Government, Other Models- Brokerage Model, Aggregator Model, Info- intermediary model, Community Model and Value Chain Model, Transaction Process. Websites Generation- Concept and Meaning ,Objectives and Advantages, Types of Websites, Website Designing Principles, Methods of Promoting Website , Searching the Website , Factors for Growth of Websites .

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

Maintaining of Ledgers, Preparation of Vouchers and Invoice; Pay Slip Generation through pay roll, Maintenance of Inventory Records, Accounting Books and Final Accounts; Financial Reports Generation as per revised schedule –VI Traditional File Management; Processing Techniques; Limitation of File Management Systems; Meaning and Features of DBMS; Components of DBMS; Architecture of DBMS; Functioning of DBMS. Enterprise Resource Planning

**References:**

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



**IIND SEMESTER  
MASTER OF COMMERCE**

<b>SIX compulsory papers of 50 marks each = 300 marks</b>	
<b>MCO 1.2.7</b>	<b>ADVANCE BUSINESS STATISTICS</b>
<b>MCO 1.2.8</b>	<b>INTERNATIONAL BUSINESS ENVIRONMENT</b>
<b>MCO 1.2.9</b>	<b>QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS</b>
<b>MCO 1.2.10</b>	<b>BUSINESS ETHICS &amp; CORPORATE GOVERNANCE</b>
<b>MCO 1.2.11</b>	<b>FINANCIAL MANAGEMENT</b>
<b>MCO 1.2.12</b>	<b>RESEARCH METHODOLOGY</b>

**ADVANCED BUSINESS STATISTICS  
MCO- 1.2.7**

**FM-10+40**

**Time- 3 hours**

**Unit-I Probability Theory:**

Probability-Classical, Relative, Subjective and Axiomatic Approach to Probability, Addition and Multiplication probability models, conditional probability, Bay's theorem and mathematical expectation.

**Theoretical Distribution:** Binomial, Poisson and Normal distributions, their characteristics, constants and fitting of Binomial, Poisson distribution a normal curve and their applications.

**Unit-II Statistical Decision Theory:** Introduction, Types of Decision Problems, Decision Making under uncertainty, solving the decision using the expected payoff criterion, Non-Probabilistic decision –making criteria. Sampling- Population and Sample, Methods of Sampling, Sampling errors, Law of Large Number and central Limit Theorem, Difference between large and small samples, standard error of a statistic utility of standard error of a statistic.

**Unit-III Statistical Estimation and Testing:** Point and Interval estimation of population mean, proportion and variance; statistical testing; hypotheses and errors, sampling size, large and small sampling tests- z tests, T tests, F test & ANOVA.

**Non-Parametric Test:** Chi-square tests, Statistical Quality Control: Causes of variations in quality characteristics, quality control charts, purpose and logic, constructing control charts, determination of control limits (X and R charts). Control charts for attributes, fraction, defectives and number of defect, Acceptance Sampling Plans.

**Reference:**

1. Fundamentals of Statistics- S.C.Gupta- Himalaya Publishing House. Ltd. Mumbai
2. Statistical Methods: S.P. Gupta- Sultan Chand
3. Fundamental of Statistics: D.N. Elhance- Kitab Mahal
4. Business Statistics: J.K. Thukral- Taxman Publishers
5. Comprehensive Statistical Methods: P.N. Arra- S.
6. R.P. Hooda, advanced Business Statistics, Macmillan Publishing India Ltd.

**INTERNATIONAL BUSINESS ENVIRONMENT**  
**MCO-1.2.8**

**FM-10+40**

**Time- 3 hours**

**Unit-I Introduction & Theories of International Business:** Introduction, evolution and Nature of International Business, International vs. Domestic Business, Advantages & Problems of International Business, stages of International Business, Theories of International Business.

**Unit-II International Business Environment & Entering International Business:** Introduction, Social and cultural environment, technological environment, economic environment, political environment, legal environment, natural environment. Modes of entering in to international Business: Entry and Expanding international business, Modes of entry: Exporting, licensing, franchising and contract & manufacturing management, Turnkey Projects, F.D.I, Mergers & acquisitions.

**Unit-III Globalization, WTO and MNC:** Globalisation- stages and methods, advantages and disadvantages of globalization, essential conditions for globalization, WTO: Evolution and development, organization structure. MNC: Growth for MNC, advantages and disadvantages of MNC, design and structure of MNC, MNCs in India.

Reference:

1. P. subha Rao, 'International Business: Text & Cases,' Himalaya Publishing House, Mumbai
2. Cherunilam Francis, 'International Business Environment,' Himalayan Publishing House, Mumbai
3. Adhikary. M, 'Economic Environment of Business,' Sultan Chand & Sons, New Delhi
4. Ahluwalia, J.J., ' Industrial growth in India,' Oxford University press New Delhi
5. Alagh, Yoginder K., ' Indian development Planning and Policy,' Vikash Publishing House, new Delhi
6. Ghosh, Biswanath, ' Economic Environment of Business,' Vikash Publishing House, New Delhi
7. Government of India: Economic Survey, various Issues
8. Raj Agarwal and Parag Diwan, ' Business Environment,' Excel Books, New Delhi
9. Sengupta, N.K., 'Government and Business in India,' Vikash publishing House, New Delhi

## QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

MCO-1.2.9

FM-10+40

Time- 3 hours

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**UNIT-I Quantitative Techniques:** An introduction, Meaning and characteristics of Quantitative Techniques; Classification of Quantitative Techniques; Statistical Techniques; Programming or Operations Research Techniques; role of quantitative Techniques in Business and Industry; Quantitative Techniques and Business Management; Benefits and Limitations of Quantitative Techniques.

**Operation Research for Decision Making:** Historical background and development, Operation Research Approach, Models in Operation research, Stages of Operation Research Projects, Classification of decision Models, and scope of Operation research in Management.

**UNIT-II Linear Programming:** Meaning of Linear Programming, Fields where linear programming can be used; Basic concepts and notations; General Form of the Linear programming model; solution to a Linear programming model; graphical solution; simplex solution ; Rules for Ties; interpretation of the simplex solution; Graphical solution; Simplex solution; degeneracy; Sensitive Analysis and Limitations of Linear programming.

**UNIT-III Decision Analysis and decision Tree:** Introduction, Decision making process, environment and concepts; Decision Tree Analysis, posterior probabilities and Analysis; decision making with utilities.

**Inventory Planning Control:** Introduction, types, Inventory management and inventory models, the techniques of inventory control, order point system; the protective stock and the establishment of reorder points, significance of Data Processing in Inventory Control; Limitations of Inventory Control.

### Reference:

1. Sharma Anand, Quantitative Techniques for Decision Making HPH, Mumbai
2. Koyhari, C.R. Quantitative Techniques, Vikas Publishing House Pvt. Ltd.
3. Bazaraa M.S., J.J. Jarvis, Linear Programming and Net work flows, John Wiley & sons
4. Hamdy, A Taha, "Operations Research- An Introduction
5. Kanti swarup, P.K. Gupta, Man Mohan, Operations Research, Sultan Chand & Sons
6. Fredrick S, Hiller, gerld J. Liberman, Operations Research , CBS Publication
7. Martin K. Starr, David W. Millar, Inventory Control; Theory and Practice PHI
8. B.R.K Kashyap, M.L. Chaudhury, An Introduction to Queuing Theory, Arkay Publishing

# BUSINESS ETHICS & CORPORATE GOVERNANCE

MCO-1.2.10

FM-10+40

Time- 3 hours

## Unit-I Corporate Governance and its Practices in India

Meaning and origin of corporate governance; Theories of corporate governance- agency theory sources and costs of agency conflict; stakeholders theory; Corporate governance mechanisms internal and external; corporate governance models US- UK model, European model and Japanese Model; linkage between corporate governance and economic development; Governance models in India- Managing agency model, business house model and Anglo American model; progress of governance in India.

## Unit-II Corporate Boards and Governance Committees:

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

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

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

## References

1. Thomas Clarke: Theories of Corporate Governance(ed), Rutledge Publishers, London.
2. Christine A. Mallin: Corporate Governance. Oxford University Press, New Delhi
3. A.C. Fermamdo: Corporate-Governance, Principles, Policies and Practices, Pearson Education. New Delhi.
4. Kesho prasad: Corporate Governance , PHI, New Delhi
5. Vasudha Joshi: Corporate Governance- The Indian Scenario Foundation Books, New Delhi,
6. Richard M. Steinberg & Caatherine. L. Bronilow: Corporate Governance and the Board, Institute Internal Auditors Research Foundation.
7. Yadong Luo: Global Dimensions of Corporate Governance, Blackwell publishing, Singapore.
8. Joseph R. Desjardins: An introduction to business ethics, TMH, New Delhi.

9. David J. Fritzsche, Business Ethics: A global and Managerial Perspective, TMH, New Delhi.
10. R. C. Shekhar; Ethical Choices in business, response Book, New Delhi.
11. Rituparana Raj; A study in business ethics, Himalaya, Bombay.
12. Chakarabarty S, K Ethics in management, Oxford University press, New Delhi.

## FINANCIAL MANAGEMENT

**MCO- 1.2.11**

**FM-10+40**

**Time- 3 hours**

- Unit-I** Financial Management: Introduction, Objectives, Profit Maximization vrs Wealth maximization. Functions of a Financial Manager: Acquisition of Funds and Allocation of Income, Time value of money, compounding and discounting financial and operating leverage.
- Unit-II** Investment Decision: Capital budgeting, Estimation of cash flows for new projects, Investment evaluation techniques: payback period, Accounting Rate of Return, Net Present Value, Internal Rate of Return and Profitability Index, Conflicts between NPV and IRR. Cost of Capital: Assumptions Cost of individual sources of capital weighted average cost of capital. Factors affecting dividend policy and forms of dividend.
- Unit-III** Management of working capital: meaning concept, types and importance, calculation of operating cycle, estimation of working capital requirements, Approaches to financing current assets.

### References

1. Pandey I.M- Financial Management, Vikas Publishing House
2. Reddy G. Sudarsana: Financial Management Principle and practice HPH, Mumbai.
3. Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi.
4. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi
5. Brealey, Richard A and Steward C. Myers: Corporate Finance, McGraw Hill, Int. New York.
6. Hampton, John: Financial Decision Making, Prentice Hall, Delhi.
7. Van Horne, J.C. and J.M. Wachowicz Jr.: Fundamentals of Financial Management, Prentice-Hall, Delhi.
8. Van Horne, James C: Financial Management and Policy, Prentice Hall, Delhi.
9. Pinches, George E: Essentials of Financial Management; Harper and Row, New York.

## RESEARCH METHODOLOGY

**MCO-1.2.12**

**FM-10+40**

**Time- 3 hours**

- Unit-I Research methodology:** Concepts of research: Pure research and applied research, social science research; design-exploratory research, descriptive research and diagnostic research, action research and experimental research. Case study, Research: Meaning and Objective, Types of Research, Role of Scientific Research I functional areas, Finance, Marketing, HRD and production.

**Unit-II Planning a research:** Selection of problem; setting objectives; formulation of problem; hypothesis; study variable; measurement of variables; research plan. Research Design, Sample Design, Methods and Techniques of data Collection, data processing, analysis and interpretation of data .Use of statistical Techniques in Analysis of interpretations.

**Unit-III Report writing** –types of reports; planning report writing; research report format; Documentation-footnotes and bibliography; Writing the report and typing the report.

References:

1. Krishnaswami O.R. : "Methodology of Research in Social Science 'Himalaya publishing, Mumbai
2. Suresh Gupta: Research Methodology , Deep and Deep Publications, New Delhi
3. Ranjith Kumar: Research Methodology: A step by step Guide for Beginners, Sage Publishers, New delhi
4. Tripadhi, P.C :A Text Book of Research Methodology in Social Sciences,Sultan Chand, New delhi
5. Kothari, C.R. Research methodology, Weshwa Prakashan, new delhi
6. Wilkinson & Bhandarkar: Methodology and techniques of Social Research , Himalaya Publishers
7. Bajal S.R: Methods of social survey and research " Kitab Mahal Kanpur
8. Hansraj: Theory and Practice in social research

<b>IIIrd SEMESTER</b>	
<b>Three compulsory paper, &amp; three Special Papers of 50 marks each = 300 marks</b>	
<b>MCO 2.3.13</b>	<b>ORGANIZATIONAL BEHAVIOR</b>
<b>MCO2.3.14</b>	<b>ENTERPRENEURSHIP &amp; MSME MANAGEMENT (Open Course meant for other departments also)</b>
<b>MCO 2.3.15</b>	<b>DISSERTATION</b>
<b>MCO 2.3.16</b>	<b>SPL PAPER</b>
<b>MCO 2.3.17</b>	<b>SPL PAPER</b>
<b>MCO 2.3.18</b>	<b>SPL PAPER</b>
<b>Special Papers IIIrd Semester- Any one of the following three Optional Groups</b>	
<b>Group-A -Accounting</b>	
<b>MCO 2.3.16 (A)</b>	<b>CORPORATE TAX PLANNING</b>
<b>MCO 2.3.17 (A)</b>	<b>ACCOUNTING THEORY &amp; PRACTICE</b>
<b>MCO 2.3.18 (A)</b>	<b>CORPORATE REPORTING &amp; ANALYSIS</b>
<b>Group-B- Finance</b>	
<b>MCO 2.3.16(B)</b>	<b>ADVANCED FINANCIAL MANAGEMENT</b>
<b>MCO 2.3.17(B)</b>	<b>FINANCIAL MARKETS &amp; FINANCIAL SERVICES</b>
<b>MCO 2.3.18(B)</b>	<b>SECURITY ANALYSIS &amp; PORTFOLIO MANAGEMENT</b>
<b>Group-C - Marketing</b>	
<b>MCO 2.3.16(C)</b>	<b>SERVICES MARKETING</b>
<b>MCO 2.3.17(C)</b>	<b>ADVERTISING AND SALES PROMOTION MANAGEMENT</b>
<b>MCO 2.3.18(C)</b>	<b>CONSUMER BEHAVIOUR</b>

## ORGANIZATIONAL BEHAVIOR

### MCO 2.3.13

**FM-10+40**

**Time- 3 hours**

Unit- I: Introduction: Concept and significance of organization behavior (OB), relationship with managers and management, Individual Behaviour: Personality – Concept and theories of personality, determinants of personality. Perception: Concept, Perceptual Process, Perception and O.B. Perceptual selectivity. Learning – Concept, Theories of learning, Principles of learning, Attitude formation and functions of attitude.

Unit-II- Motivation: Concept, significance of motivation in OB, Theories of motivation. Need Hierarchy Theory, Two Factors Theory, Theory X and Theory Y, ERG Theory McClelland theory, Transactional analysis. Leadership: - qualities of a good leader, leadership style.

Unit-III Group: group formation process, formal & informal group, team building, Stress Management: Stress response, sources of stress, stress coping strategies. Organization change process, Organizational Culture & Organizational Development

#### Reference:

1. *Organisation Behaviour- K. Aswathappa, Himalaya Publisher*
2. *Organisation Behaviour J.S. "Chandan, Vikas Publishing House.*
3. *Essential of Organisation Behaviour- Robins , PHP*
4. *Organisation theory and Behaviour- S.K. Gupta & R. Joshi, Kalyani Publisher*
5. *Organizational Behavior and Human Relation- R.S. Dwivedy, Macmillan Publishers India Ltd.*
6. *Management of organizational behavior-Hersey & Blanchard, PHI*

## ENTREPRENEURSHIP AND MSME MANAGEMENT

### MCO 2.3.14

**FM-10+40**

**Time- 3 hours**

#### Unit – I: Entrepreneurship:

Entrepreneurship-meaning and definition and forms; Entrepreneurship Theories- Sociological, Economic, Psychological and Managerial Theories, Entrepreneurship process- Setting, preparation, Management and survival, Growth, Entrepreneurship transition, Entrepreneurship- problems and prospects in India, Entrepreneurial Behaviour and Skills; Entrepreneurial Structure; Entrepreneurial Culture Vs Administrative Culture; Nature, Characteristics and importance entrepreneurs; Role of an entrepreneur: different views-Psychological, social, economic and Managerial, Classification of entrepreneurs; Entrepreneurial traits and motivation; Entrepreneur distinguished from manager and leader, Entrepreneurial function at different stages of enterprise life cycle; Sources of entrepreneurial supply;

#### Unit –II: 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: Functional Management in MSMEs:**

Framework of Human Resource Management, Financial Health Analysis; Pattern of Financing and Risk Management; Important issues of Working Capital Management in Small Business, Management of Product and Product Life Cycle; Promotional Activities for Small Business; Pricing Policy for a small Business; Distribution Strategy and channels for Small Business, Location & Layout and their influence on operation; Break Even Analysis; Production Planning, Scheduling and Control in Small Business Quality Control and Cost Consciousness in Small Business

#### **References:**

1. Hisrich, R.D & Peter, M.P.: Entrepreneurship, Tata Mc Graw Hill
2. Drucker, Peter: Innovation and Entrepreneurship, Heineman
4. Holt Entrepreneurship: New Venture Creation, Prentice Hall of India, N. Delhi,
5. Desai, Vasant: Entrepreneurial Development Vol. I Himalaya Publications, N. Delhi, Sage Publication, N. Delhi
8. Sharma, R.A.: Entrepreneurial Change in Indian Industries, Sterling Publication, N. Delhi
10. Desai, Desai Vasant.: Small Industrial Organization and Management, Himalaya Publishing House, Mumbai

### **DISSERTATION**

**MCO 2.3.15**

**FM-30+20**

- 
- I. SIXTY PERCENT WEIGHTAGE FOR DISSERTATION PAPERS AND FORTY PERCENT WEITAGE FOR PRESENTATION.
  - II. DISSERTATION IS TO BE PREPARED UNDER THE GUIDANCE OF A FACULTY OF THE DEPARTMENT DURING THE SEMESTER PERIOD COVERING THE AREAS OF COMMERCE & MANAGEMENT.
  - III. TO COMPLETE THIS PAPER FIFTY PERCENT MARK IS REQUIRED.

#### **GUIDELINES FOR DISSERTATION**

The objective of the project course is to help the student develop ability to apply multi-disciplinary concepts, tools and techniques to solve organisational problems. The project may be from any one of your areas preferably of specialisation area: Comprehensive case study (covering single organisation/multifunctional area, problem formulation, analysis and recommendations). Inter-organisational study aimed at inter-organisational comparison/validation of theory/survey of management practices, field study (empirical study).

#### **SYNOPSIS**

The Proposal of the proposed Project should essentially have the following:

- I. Introduction, brief background and relevance of the topic chosen for the project.
- II. Statement of the problem.
- III. Objectives (clearly stated in behavioural terms).



IV. **Research Methodology:**

**Research Design**

Nature and source of data/information to be collected. Sample and sampling technique.

Rationale of chosen organisation and the sample.

Tools and Techniques to be used for data collection - details of the tools/questionnaire to be used and its relevance with the objectives of the project.

Method/s to be used for data collection.

V. Data handling and analysis- organisation and analysis of data. Statistical tools to be used for analysis. Relevance of statistical tools with the objectives of the project.

VI. Findings and conclusions.

VII. Limitation of the proposed project, if any.

VIII. Scope for further research (optional).

IX. Any other relevant detail which will help better appreciation and understanding of the project proposal.

**PROJECT REPORT**

**The Project Report must have the following:**

- Cover Page – must have the name and roll no. of the student and the name & designation of the guide along with the title of the Project.

Acknowledgement, declaration, Certificate of originality signed by the guide with date.

- Detailed tables & figures of contents with page nos. Index of Chapters
- All pages of the Project Report must be numbered as reflected in Index of Chapters  
Chapter-I: Introduction & Review of literatures, Chapter-II: Research Methodology, Chapter-III: Conceptual & Theoretical Descriptions, Chapter-IV: Analysis & Interpretations, Chapter-V: Testing of Hypotheses, Chapter-VI: Conclusion, suggestions & Scope for further research. References, Annexure, etc.

**Research Methodology:**

- Research Design
- Nature and Source of data/information
- Sample and Sampling method with rationale
- Details of the tools:
  - The Questionnaire and other methods used and their purpose
  - Reliability and Validity of the tools used
  - Administration of tools and techniques
- Data collection
- Data Handling, Statistical tools used for Data Analysis
- Data Interpretation and Findings
- Recommendations
- Summary and Conclusion
- Limitations of the Project
- Direction for further research
- Reference/Bibliography
- Annexure/Appendices (Questionnaire used etc.)

## ACCOUNTING SPECIALISATION

### **CORPORATE TAX PLANNING**

**MCO 2.3.16 (A)**

**FM-10+40**  
**hours**

**Time- 3**

- 
- Unit-I Introduction to tax management: concept of tax planning, tax avoidance and tax evasion, Tax planning Vs Tax management, taxation of companies. Tax planning and financial management decisions, Tax planning relating to capital structure decision and dividend policy, tax planning and managerial decisions in respect of purchase of asset out of own funds or out of borrowed capital , sale of assets used for scientific research, make or buy decision, repair, replace, renewal or renovation, shut down or continue decision.
- Unit-II Special tax provisions, Tax provisions relating to free trade zones, infrastructure Sector and backward areas, tax incentive for exporters, Tax planning with reference to amalgamation of companies, tax payment: "Tax deduction and collection at source, Advance payment of Tax, taxation of companies.
- Unit-III Tax planning with reference to specific business decisions, New business location, new nature of business, new form of business organization, financial management decisions, employees' remuneration, sale of scientific research assets, receipt of insurance compensation, Business Restructuring: Tax planning with reference to amalgamation of companies, transfer of assets between holding and subsidiary companies, TDS and Interest Refund.

Reference:

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

## **ACCOUNTING THEORY AND PRACTICE**

**MCO 2.3.17(A)**

**FM-10+40**

**Time- 3 hours**

- 
- UNIT-I Factors Influencing Accounting Environment. Accounting Postulates and Concepts. Accounting Theory- Meaning, importance, classification of accounting theory, deductive vs inductive approaches, positive vs normative methodology.
- UNIT-II Income Measurement- Importance, Different Income concepts- Accounting, Income, Economic Income, capital maintenance concept of income, comprehensive income, recipients of income.

UNIT-III      Assets- Nature, Types, valuation of assets, liabilities and equities – nature, types, theories of equity. Depreciation accounting and policy. Accounting for changing prices

References

1. Jawaharlal: Accounting Theory: Vikas Publishing House Pvt. Ltd., New Delhi
2. Hendriksen, E.S.: Accounting Theory; Khosla Publishing House, New Delhi-2.
3. Baxter, W.T. and S. Davidson: Studies in Accounting; The Institutions of Chartered Accounts England and Wales, London.
4. Hlautier, M.W.W., and B. Underown: Accounting – Theory and Practice; Arnold-Heinemann Publishers.
5. Backer, M: Modern Accounting Theory; PHI Pvt. Ltd.
6. Colditz, B.T. and R. W. Hibbins: Accounting Perspectives; McGraw Hill Book Co. Sydney.
7. Porwal, L.S.: Accounting Theory-An Introduction; Tata McGraw Hill, New Delhi.
8. Ghosh, P.K., Maheshwari, and R.N. Hoyale: Studies in Accounting Theory; Wiley Eastern Ltd. India.
9. Bhattacharyya, S.K. and Dearden: Accounting for Management; Text and Case; Vikas Publishing House Pvt. Ltd., New Delhi.

## CORPORATE REPORTING AND ANALYSIS

### MCO 2.3.18(A)

FM-10+40

Time- 3 hours

UNIT-I      **Financial Reporting:** An overview- concept, objective, development, users, purpose, characteristics, significance, benefits, conceptual frame work of IASB, Issues in accounting standard setting. Accounting standards in India. Recent developments in Indian & International Accounting standards. Issues in corporate reporting disclosure requirements. International Financial Reporting Standards (IFRS), Indian Accounting Standards (Ind AS),

UNIT-II:      **Reporting of Contemporary Issues:** Interim reporting, Corporate social reporting: Meaning, Importance and Benefits, Harmonization and Global convergence of accounting standards, recent developments in corporate reporting. Sustainability Reporting: Meaning, Importance and Benefits

UNIT-III      **Issues in corporate reporting** disclosure requirements, segment reporting, interim reporting, Harmonization and Global convergence of accounting standards, recent developments in corporate reporting. Convergence of Accounting Standards with IFRS Advanced of Convergence.

**References:**

1. *Jawaharlal, Accounting Theory and practice, Himalaya, 2010*
2. *Das Gupta, N.: Accounting Standard: Indian & International, Sultan Chand, N. Delhi*
3. *ICAI.: Compendium of Statements & Standard Accounting ICAI, Delhi*
4. *Narayanswamy R.: Financial Accounting: A Managerial Perspective. PHI, New Delhi,*
5. *Lal Jawahar.: Corporate Financial Reporting Theory and Practice.*

- Taxman, New Delhi,
6. Vijaykumar M P.: *First lesson to Accounting Standards*, Snow White, Delhi,
  7. Porwal L S.: *Accounting Theory- an Introduction*, TMG, New Delhi.
  8. ICAI'S Relevant Publication.: [www.icaai.org](http://www.icaai.org)
  9. Ghosh, Goyale & Maheshwari.: *Accounting Theory*. Wiley Eastern ,
  10. Heinemann, A.: *Accounting Theory*, Prentice Hall.

## FINANCE SPECIALISATION

### ADVANCED FINANCIAL MANAGEMENT MCO 2.3.16(B)

FM-10+40

Time- 3 hours

- |           |   |
|-----------|---|
| Unit- I   | <p><b>Financing Decision:</b><br/>Capital Structure and Leverages-Meaning, optimal Capital Structure, characteristics of appropriate Capital Structure and its measurement. Determinants of Capital Structure and its patterns. Approaches to determine appropriate Capital Structure, indifference points, leverages and types of leverages. Capital Structure and Firm Valuation.</p> |
| Unit – II | <p><b>Long-term financing decision:</b><br/>Venture Capital Finance-Equity Financing Options, venture capital- features and types, stages of venture capital investment, future prospects of venture capital in India. Lease and hire-purchase financing</p>  |
| Unit III  | <p><b>Dividend Policy Decision:</b><br/>Meaning, types and factors influencing dividend policy, forms of dividends, dividend theories-Relevance Theories (Walter's Model, Gordon's Model and irrelevance-Miller and Modigliani Hypothesis)</p>  |

#### References

1. Reddy G. Sudarsana: *Financial Management Principle and practice* HPH, Mumbai.
2. Chandra, Prasanna: *Financial Management*, Tata McGraw Hill, Delhi.
3. Pandey, I.M: *Financial Management*, Vikas Publishing House, Delhi
4. Brealey, Richard A and Steward C. Myers: *Corporate Finance*, McGraw Hill, Int. New York.
5. Hampton, John: *Financial Decision Making*, Prentice Hall, Delhi.
6. Van Horne, J.C. and J.M. Wachowicz Jr.: *Fundamentals of Financial Management*, Prentice-Hall, Delhi.
7. Van Home, James C: *Financial Management and Policy*, Prentice Hall, Delhi.
8. Pinches, George E: *Essentials of Financial Management*; Harper and Row, New York.
9. Archer, Stephen, H., Choate G Marc Racette, George; *Financial Management*; John Wiley, New York.
10. Block, Stanly B, Geoffrey A Hilt: *Foundations of Financial Management*; Richard D. Irwin, Homewood, Illinois.

**FINANCIAL MARKETS & FINANCIAL SERVICES**  
**MCO 2.3.17(B)**

**FM-10+40**

**Time- 3 hours**

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

*References*

1. *Gordon Natarajan: Financial markets and services, Himalaya Publishing House*
2. *Shashi K. Gupta & Nisha Agrawal: Financial services , Kalyani Publishing*
3. *Gupta L.C: Stock Exchange Trading in India: Society for Capital Markets Research and Development, Delhi,*
4. *Machi Raju, H. R.: Working of Stock Exchanges in India; Wiley Eastern Ltd, New Delhi*
5. *Sharpe, William F. Gordon J Alexander and J.V. Baily: Investments, Prentice Hall of India, New Delhi*
6. *Shapre William F: Portfolio Theory and Capital Markets; McGraw Hill, New York*
7. *Francis J. Clark: Management of Investments; McGraw Hill, New York*
8. *Stock Exchange Regulations and Bylaws along with SEBI guidelines issued time to time.*

**SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**  
**MCO 2.3.18(B)**

**FM-10+40**

**Time- 3 hours**

- Unit- I**      **Risk and Return:**  
Concept, investor's attitude towards return and risk, types of risks, systematic risk, unsystematic risk, measurement of risk. Return: Measurement of return. Taxes and investment, inflation and investment. Beta as a measure of risk.
- Unit-II**      **Portfolio Theories:**  
Introduction, traditional vs. modern portfolio analysis. Modern portfolio theories, rationale of diversification of investment, the effect of combining two securities, interactive risk through co variance, theories of portfolio selection and management. Markowitz portfolio theory, Sharpe's Single Index Model, Capital Asset Pricing Model, Capital Market Line vs. Security Market Line, Arbitrage Pricing Theory.
- Unit-III**      **Bond Analysis, Valuation and Strategies:**  
Debt Instruments, features of Bonds and Debentures, regulations of Bonds in India, types of Bonds and Debentures, objectives of issuing Bonds, Credit rating of Bonds, Bond yield, Bond Valuation, Bond management Strategy.
- Reference:**
1. *Singh, Preeti: Security Analysis and Portfolio Management: HPH, Mumbai*
  2. *Bhalla, V.K. : Investment Management : S.Chand.*
  3. *Chandra, Prasan : Investment analysis and Portfolio Management, Tata Mc graw Hill.*
  4. *Sharpe, W.F. Invetment, Prentice Hall, Englawood cliff.*
  5. *Fabozzi, Frank J: Investment Management, Prentice Hall, International Edition*
  6. *Stock Exchange Regulations and Bylaws along with SEBI guidelines issued time to time.*

**MARKETING SPECIALIZATION**

**SERVICES MARKETING**

**MCO 2.3.16(C)**

**FM-10+40**

**Time- 3 hours**

- Unit-I**      Services, Services Marketing triangle, Reason for growth in services sector, types of Services, Service Marketing Mixes. Goods, vs. Services, Service expectations, service perception, Service (core & supplementary) products
- Unit-II**      Pricing for services, Promoting services, physical evidence, people and services, service process, service encounters.
- Unit-III**      Service delivery , service demand and supply, service quality, quality gap model, SERVQUAL, Customer Management in Service Sectors, Customer Retention and Relationship marketing.

*Reference:*

1. *Balaji B. Services Marketing & Management, S. Chand and Company*
2. *Introduction to Banking by V.R. Iyengar Excel*
3. *Banking Theory and Practice by Shekhar & Shekar , Vikas Publishing*
4. *Principles & Practice of Insurance by Dr. P. Periasamy, HPH House*
5. *Insurance Management , by Gangualy, Ananda, New Age International Publication*
6. *Insurance Principles and Practice by Mishra and Mishra Sultan chand*
7. *Hospitality operation and Management by Krishna k. Kamra, Robert C.Mill*
8. *Marketing of Hospitality and Tourism by Philip Kotler, John Bowen*
9. *Banking Theory, law and Practice, by Gordon – Natrajan,HPH*
10. *IIBM, Insurance Product and Services, Taxman Publication Pvt. Ltd, New Delhi*

**ADVERTISING AND SALES PROMOTION MANAGEMENT**  
**MCO 2.3.17(C)**

**FM-10+40**

**Time- 3 hours**

- Unit-I** Concept, Functions and significance of Advertising, Advertising communication system, Setting Advertising Objectives; DAGMAR Approach, Advertising Appeals- Concepts, classification and Essentials, Advertising Strategy planning : Need for advertising strategy planning: steps involved in Developing Advertising Strategy, advertising Agency- Role and functions ; Advertiser and Agency Relationship; Advertising copy-copywriting, Ethics in advertising.
- Unit-II** Designing Advertising Message, Appeal in advertisement, creativity and advertising, advertising media planning, print media, outdoor media, T.V. Ratio, Miscellaneous media, web advertising Media Selection Problems; Consideration in Media Selection Advertising Budget; Approaches to Advertising Budget and Factors influencing Budget;
- Unit-III** Introduction to sales promotion, concept and types of sales promotion, sales promotion strategy, sales promotion tactics, consumer promotions, trade promotion, Business promotion, concept and tools of Public Relations,

*Reference:*

1. *Santaki C.N. Advertising & Sales Mgt. Kalyani Publisher*
2. *Sandage C.H. Verman Wrylougherf & Kim Rotzool: Advertising theory and practices- Richard D. Irwin*
3. *Batra, Myers & aaker: Advertising Management, Prentice Hall of India*
4. *George E. Belch & Michael A. Belch: Advertising and Promotion . Tata McGraw Hill*
5. *Willam Well Sandra Moriarty John Burnet: Advertising Principles and Practices*

**CONSUMER BEHAVIOUR**  
**MCO 2.3.18(C)**

**FM-10+40**

**Time- 3 hours**

**Unit-I:** Introduction to C.B. Consumer Buying Process, Industrial Buying Process, Market Segmentation & Consumer Behavior. Need for studying Consumer Behaviour. Application of Consumer Behaviour; Factors Affecting Consumer Behavior; Individual Consumer – Features of Individual Consumers; Consumer Decision-making Process; Organizational Consumer– Concept, Characteristics and Types of Organisational Consumer; Organizational Consumer decision -making Process.

**Unit-II:** Motivation and buyer behavior, Need hierarchy model, Role of Personality & self image in buyers behavior, Attitude, Income, Family, Family Life Cycle, Culture, Subculture, Social Class, Reference group.

**Unit-III:** Models of Buyers Behaviours: Black box model, Howard & Sheth model, Engel- Blackwell-Kollat model, Diffusion and Adoption process, Consumerism.

**References:**

1. Mahajan B.M.: Consumer Behaviour in India, Concept Publishing Company. New Delhi
2. Engles, Kollat, Blockcell & Hott: Consumer Behaviour, Rechard and Wisdom, Landon.
3. Peter D. Basut, Herold H. Kasarfair: Consumer Behaviour, Prentice Hall of India Ltd
4. Leon G. Schiffman, Kanuk L.L. & Ramesh Kumar S.: Consumer Behaviour, Pearson Education.
5. Dravid L. landan & Albert J. Della Bitta: Consumer Behaviour, Tata McGraw-Hill, New Delhi
6. Frank R. Kardes: Consumer Behaviour and Managerial Descision Making, Prentice Hall of India, New Delhi
7. Gupta & Sumitra Pal: Consumer Behaviour: An India Perspective Text & Cases,
8. Blackwell R.D., Miniard P.W. & James F. Engel: Consumer Behaviour, Cengage Learning.



## IV SEMESTER SYLLABUS

Two compulsory paper, One Dissertation & three Special Papers of 50 marks each = 300 marks	
<b>MCO 2.4.19</b>	<b>STRATEGIC MANAGEMENT</b>
<b>MCO 2.4.20</b>	<b>MANAGING HUMAN RESOURCES</b>
<b>MCO 2.4.21</b>	<b>SEMINAR PRESENTATION</b>
<b>MCO 2.4.22</b>	<b>SPL PAPER</b>
<b>MCO 2.4.23</b>	<b>SPL PAPER</b>
<b>MCO 2.4.24</b>	<b>SPL PAPER</b>
<b>Special Papers- And any one of the following three Optional Groups</b>	
<b>Group-A -Accounting</b>	
<b>MCO 2.4.22 (A)</b>	<b>ADVANCED ACCOUNTING</b>
<b>MCO 2.4.23 (A)</b>	<b>ADVANCED AUDITING</b>
<b>MCO 2.4.24 (A)</b>	<b>INTERNATIONAL ACCOUNTING</b>
<b>Group-B- Finance</b>	
<b>MCO 2.4.22(B)</b>	<b>INTERNATIONAL FINANCIAL MANAGEMENT</b>
<b>MCO 2.4.23(B)</b>	<b>PROJECT MANAGEMENT</b>
<b>MCO 2.4.24(B)</b>	<b>FINANCIAL RISK MANAGEMENT &amp; DERIVATIVES</b>
<b>Group-C - Marketing</b>	
<b>MCO 2.4.22(C)</b>	<b>SALES AND DISTRIBUTION MANAGEMENT</b>
<b>MCO 2.4.23(C)</b>	<b>RETAIL BUSINESS MANAGEMENT</b>
<b>MCO 2.4.24(C)</b>	<b>CUSTOMER RELATIONSHIP MANAGEMENT</b>

### STRATEGIC MANAGEMENT

**MCO 2.4.19**

**FM-10+40**

**Time- 3 hours**

Unit- I Meaning and Attributes of Sound strategy, Basic features of strategic management, Fundamentals of strategic decision, Approaches to strategic decision making , Role and limitations of strategic management. Bench Marking, Sequence of strategic management process and their implications, Strategists involved for strategic management; Board of Directors, Chief Executive Officer, Corporate Planning staff, Managers, Consultants, Limitations of strategic management process.

Unit-II Basic of Strategy, Variants of stability strategy, Features of expansion strategy, variants of growth strategy, Diversification strategy, Retrenchment strategy, Turnaround strategy, Divestment strategy. Liquidation Strategy, Mergers and Acquisition, Meaning of Strategic Choice, Factors influencing Strategic choice, Approaches to strategy formulation.

Unit-III Need for strategy evaluation and control, Barriers, Strategic control, Operational control, Process of Control & Evaluation, Strategic Control and Evaluation Techniques. Operational Control, Role of Organizational system in Evaluation.

Reference:

1. *Business Policy and Strategic Management* Sukul Lomash & P.K.Mishra, Vikash Publishing House Pvt. Ltd.
2. *Strategic Management Text and Cases* Dr. C.N. Sontakki, Kalayani Publisher
3. *Business Policy & Strategic Management*. P.SubbaRao, Himalaya Publishing House
4. *Strategic Management*. – Francis Cherunilum, Himalaya Publishing House, Mumbai
5. U.C. Mathur, *Text book of Strategic Management*, Macmillan Publishers India Ltd.

## MANAGING HUMAN RESOURCES

MCO-2.4.20

FM-10+40

Time- 3 hours

### Unit-I **MANAGING HR PLANNING:**

Managing Personnel and Human Resource: An Overview. HRP concepts, importance, objectives, types of HR plan, HRP approaches, (Social demand approach, rate of return approach and man power requirement approach), HR importance, types, sources, and procedure of maintaining HR. Job Analysis, Human Resource Planning, Recruitment, Selection, Orientation or Induction.

### Unit-II **MANAGING HR DEVELOPMENT**

Concepts of HR development, different aspects of HR Development, HRD concepts system, HRD matrixes climate , elements, HRD Interventions, quality of work life. Career Planning, Promotion, Demotion and Transfer Dislocation, Relocation and Outplacement, Training and Development, Performance appraisal, Employee Compensation.

### Unit-III **MANAGING INTERNATIONAL HR**

International Human Resource Management, Cross- Cultural Environment, Challenges. Multiculturalism. Current Trends and Future of HRM.

Reference:

1. Subbarao P. 'Essentials of HRM & IR', Himalaya Publishing House, Mumbai
2. Sharma A.M., 'Human Resource Management', HPH, Mumbai
3. Gomez Mejia, 'Managing Human Resource', PHI
4. Reddy Dr. B. Rathan , 'Effective HR Training and Development Strategy', HPH

## **SEMINAR PRESENTATION**

**MCO-2.4.21**

**FM-30+20**

- 
- I SIXTY PERCENT WEIGHTAGE FOR SEMINAR PAPERS AND FORTY PERCENT WEITAGE FOR PRESENTATION.
  - II TEN SEMINAR PAPERS TO BE PRESENTED DURING THE SEMESTER PERIOD COVERING THE AREAS OF COMMERCE & MANAGEMENT.
  - III TO COMPLETE THIS PAPER FIFTY PERCENT MARK IS REQUIRED.

### **Guidelines**

1. NAME OF TOPIC
2. NAME, CLASS, ROLL NO. & DEPT ADDRESS
3. ABSTRACTS
4. KEY WORDS
5. BACKDROP OF THE STUDY
6. OBJECTIVE OF THE STUDY
7. SCOPE OF THE STUDY
8. LITERATURE REVIEW
9. RESEARCH METHODOLOGY
10. SOURCES OF STUDY
11. SAMPLE SIZE
12. PERIOD OF THE STUDY
13. METHODS OF ANALYSIS
14. HYPOTHESIS OF STUDY
15. ANALYSIS OF DATA
16. TESTING OF HYPOTHESIS
17. FINDINGS AND CONCLUSION
- 18 REFERENCES

### **Regulations**

1. Abstract: maximum 200 words in Times New Roman with font size of 12. Three to five keywords related to the main topic must be specified with abstract.
2. Paper title: 20 pt. Times New Roman, Bold, Centered, Upper and Lower Case.
3. Students name: 14 pt. Times New Roman, Bold Centre, Upper and Lower Case; Department, University, Roll No. & Email-id.
4. Full Paper: Manuscripts should contain original research work of the student, which have not been published elsewhere in any form.
5. Manuscript should be typed in MS Word, 1.5 spacing with 12 points Times New Roman font, justified aligned. Margin of 1 inch on all sides should be maintained.
6. Tables, figures and diagrams should be titled properly.

### **Submission**

Students are required submit their soft copy seminar paper to the email: [hodcommercru@gmail.com](mailto:hodcommercru@gmail.com) and after conformation from the concerned teacher, the hard copy of the seminar paper must be submitted on or before end-semester form-fill up in the Department.

## **ACCOUNTING SPECIALISATION**

**ADVANCED ACCOUNTING**  
**MCO-2.4.22(A)**

**FM-10+40**

**Time- 3 hours**

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- Unit-I** Accounts of Holding Companies: Meaning of holding company and subsidiary company, merits and demerits of consolidation of financial statements, minority interest, cost of control, revaluation of assets and liabilities, consolidation of profit and loss account and balance sheet.
- Unit-II** Accounts of Banking Companies: Special features of Bank Accounting, profit and loss Account and Balance sheet as per the banking regulation Act, 1949. Accounts of Insurance Companies: Classification of insurance business- life insurance and general insurance, statutory books to be maintained in life insurance companies, statutory provisions in preparing the revenue account, valuation balance sheet and balance sheet.
- Unit-III** Double Accounts system: Meaning, definition and distinction between single and double account system, merits and demerits of double account system, final accounts under the double account system, Revenue account, Net revenue account, capital account and general balance sheet.

Reference:

1. Hanif & Mukherjee, 'Corporate Accounting', Tata McGrath Hill, New Delhi
2. Shukla M.C. Grewal T.S. and Gupta S.C., 'Advanced Accounts-(Vol.-II)', S.Chand, New Delhi.
3. Pillai R.S.N, Bagavathi & Uma S., 'Fundamentals of Advanced Accounting,' S.Chand, New Delhi.
4. Gupta R.L. and Radhaswamy M., Advanced Accountancy, Sultan Chand and Sons, New Delhi
5. Maheshwari S.N. & Maheshwari S.K., 'Corporate Accounting', Vikas Publishing House, New Delhi.
6. Arulanandan, Raman – Corporate Accounting- Himalaya Publishing House, Mumbai

**ADVANCED AUDITING**  
**MCO-2.4.23(A)**

**FM-10+40**

**Time- 3 hours**

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**Unit-I: Company Audit:**

Introduction to Statements on Standard Auditing Practices, Provisions of the Companies Act, 1956 as Regards to Maintenance of Books of Accounts and Registers; Audit of Share Capital; Audit of Reserves and Surplus; Audit of Debentures; Audit of Public Deposits; Audit of Investment. Preparation of Company Audit Report. Accounting and Accounting Standards-Service Organization Auditing Standard (SAS). Performance Audit, Environmental Audit; Quality Audit

**Unit-II: Cost Audit:**

Definition and Objective; Cost Audit vis-à-vis Financial Audit; Advantages and Criticism against Cost Audit; Cost Auditor—Qualifications and Appointment, Cost Audit Procedure – Material, Labour, Overheads, Depreciation, Work-in-progress and Stores and Spare Parts; Preparation of Cost Audit Report.

**Unit-III: Management Audit:**

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

**References:**

1. Kamal Gupta: Contemporary Auditing, Tata McGrath Hill, New Delhi.
2. Dinkar Pagare, Kishnadwala & others: Auditing- Principles and Practice, Sultan chand & Sons, New Delhi
3. Basu S.K.: Auditing- Principles and Techniques, Pearson Educatuon.
4. Sharma S.D.: Auditing- Principles and Practice, Taxmann Allied Service Ltd.
5. Tandan B.N.: Auditing- Principles and Practice, Sultan chand & Sons, New Delhi.
6. Sharma T.R.: Auditing- Principles and Problems, Shahitya Bhavan, Agra
7. Porwal and Kapoor: Auditing, Kitab Mahal, Allahabad.
8. Jagdish Prakash: Auditing- Principles, Practice & Problems, Prayag Pustak Bhavan, Allahabad.
9. Ravindra Kumar and Virender Sharma: Auditing: Principles and Practices, Prentice Hall of India. New Delhi

**INTERNATIONAL ACCOUNTING****MCO-2.4.24(A)****FM-10+40****Time- 3 hours**

**Unit-I** International Dimensions of Accounting- Historical and contemporary perspective, global competition, cross-border mergers and acquisitions, financial innovation. Reporting and disclosure practices, cash flow and funds flow statements, social responsibility disclosures, corporate governance, disclosures, internet business reporting and disclosure.

**Unit-II** Foreign currency translation: reasons for translations, financial statement effects of alternative translation rates, foreign currency transactions, translation accounting development, foreign currency translation and inflation, current trends.

**Unit-III** International accounting harmonization, meaning, advantages criticisms of international standards major international organizations promoting accounting harmonization, IASB, new IASB structure, European union harmonization efforts, international organization of securities commissions (IOSCO), international federation of accountants (IFAC) International financial statement analysis, accounting analysis international financial analysis – ratio analysis, cash flow analysis.

Reference:

1. Mohapatra A.K.Das, 'International Accounting', PHI Learning Pvt. Ltd.
2. Choi Frederick & Meek Gray, 'International Accounting', Pearson Publication

**FINANCE SPECIALIZATION**

**INTERNATIONAL FINANCIAL MANAGEMENT**

**MCO-2.4.22(B)**

**FM-10+40**

**Time- 3 hours**

- Unit-I** Introduction to International Financial Management, International financial Environment. Goals and Growth of Multinationals, International Business Methods
- Unit-II** Determination of Exchange Rates, Forecasting Exchange Rates, Balance of Payments (Equilibrium vs. Disequilibrium)
- Exchange Rate Risk Management, Hedging in derivate Markets (Futures and Options) Hedging in Swap.
- Unit-III** Short term International Financing, Operations in International Money Market, Operations in Foreign Currency Markets
- International Capital Flows, Foreign Investment (Direct and portfolio, GDR and ADRs)

Reference:

1. Avadhani, V.A , 'International Financial Management,' Himalaya Publishing House, Mumbai
2. Agarwal O.P , 'International Financial Management', Himalaya Publishing House, Mumbai
3. Levi Maurice D, 'International Finance', Tata McGrath Hill, International Edition
4. Henning C.N., W Piggot and W.H and W.H Scott, 'International Financial Management', Tata McGrath Hill, International Edition

**PROJECT MANAGEMENT**

**MCO-2.4.23(B)**

**FM-10+40**

**Time- 3 hours**

- Unit-I** Concept of Projects, Project Identification, Project formulation, Project Planning  
Major cost components of project and Estimation of cost of project.
- Unit-II** Project planning and project design, Net work analysis, PERT and CPM Techniques, critical path, event slacks and activity floats, Project Implementation practices in India.
- Unit-III** Project report, Project appraisal, plant location, design and layout, Project financial feasibility- break even analysis, Profitability analysis and social cost benefit analysis.

Reference:

1. Desai Vasant, 'Project Management', Himalaya Publishing House, Mumbai
2. Singh Narendra, 'Project Management & Control', Himalaya Publishing House, Mumbai
3. Prasana Chandra, 'Project Preparation, Appraisal and Implementation', Tata McGraw Hill, New Delhi

**FINANCIAL RISK MANAGEMENT & DERIVATIVES**  
**MCO-2.4.24(B)**

**FM-10+40**

**Time- 3 hours**

**Unit-I** The Role of Financial Institutions, Need of Risk Management, Identification of Risks.

**Unit-II** Measurement of Interest Rate Risk, Measurement Credit Risk, Liquidity & Off Balance Sheet Risks. Management of Interest rate risk, credit risks and liquidity risks.

**Unit-III** Derivative- meaning, kinds of financial derivatives – forwards, future options, swaps, forwards vs. futures contract, significance of derivatives, recent development in derivative trading in India, SEBI guidelines, regulating the securities markets. Determination of Forward contract Price, valuation of Options

Reference:

1. Vivek & Asthana P.N, 'Financial Risk Management', Himalaya Publishing House, Mumbai
2. Singh Narendra, 'Project Management & Control', Himalaya Publishing House, Mumbai
3. Prasana Chandra, 'Project Preparation, Appraisal and Implementation', Tata McGraw Hill, New Delhi
4. Swain Prafulla Kumar, 'Fundamentals of Financial Derivatives, Himalaya Publishing House, Mumbai

**MARKETING SPECIALISATION**  
**SALES AND DISTRIBUTION MANAGEMENT**  
**MCO-2.4.22(C)**

**FM-10+40**

**Time- 3 hours**

**Unit-I** Introduction to Sales and Distribution Management: Evolution to sales Management, Nature, Importance and Objectives of Sales Management, functions of sales department, Recruitment, Selection and training of sales people, personal selling process.

**Unit-II** Sales forecasting, Forecasting Approaches, sales budgeting, sales territory, designing sales territory, Motivating sales people, compensating the sales forces, sales expenses.

**Unit-III** Distribution Management: Definition, Objectives and Functions of Distribution Management, Marketing channels, channels levels, factors affecting choice of channels, Retailing, wholesaling, channel conflict and management, transportation, warehousing, logistic management.

Reference:

1. Havaldar K.K & Cavale V.M, 'sales and Distribution Management', Tata McGrath Hill, New Delhi
2. Chunawala S.A, 'Sales and Distribution Management', Himalaya Publishing House, Mumbai

**RETAIL BUSINESS MANAGEMENT**  
**MCO-2.4.23(C)**

**FM-10+40**

**Time- 3 hours**

**Unit-I** Introduction to Retail: What is retail? Functions of retailer, Global retail market, Evolution of retailing in India, Challenges to retail development in India, Retail formats: Store based retailing and Non store based retailing.

**Unit-II** Understanding the retail consumer, factors influencing retail shopper, Decision making process of a retail buyer, Retail store location, Types of location, store design, store layout (Grid, Racetrack, and Freedom)

**Unit-III** Retail store operation: Customer service, communication, Inventory, transportation, warehouse and information management, retail promotion.

Reference:

1. Pradhan Swapna, 'Retail Management-Text and Cases', Tata McGrath Hill, New Delhi
2. Sheikh Ariff, 'Retail Management', Himalaya Publishing House, Mumbai
3. Gilbert David, 'Retail Marketing Management', Pearson Education



## CUSTOMER RELATIONSHIP MANAGEMENT

MCO-2.4.24

FM-10+40

Time- 3 hours

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- Unit- I Introduction and significance of CRM, Strategies for building relationship, Customer Analysis, Cost analysis, Knowledge on purchase behavior pattern, changing requirements of customers, Focus on reducing dissatisfaction, develop partnership with customer, customer, complaint monitoring, Developing total care programme customer Interaction Management, Customer life Cycle. Types of CRM.
- Unit-II Loyal Customer Ladder, Strategies to prevent defection and Recover lapsed Customer. E-CRM, CRM applications, Key e-CRM features, e-CRM tools, SFA, Call centers, web-based Customer, Support, Data Warehouse and Data mining.
- Unit-III Customers profitability, Relationship with key accounts, Boarding for building Relationship, CRM implementation: Implementation steps.

### Reference:

1. Sheth, Parvatiyar, Shainesh, ' Customer Relationship Management,' Tata McGraw Hill, New Delhi
2. Bhat K. Govinda, 'Customer Relationship Management,' Himalaya Publishing House, Mumbai
3. Peeru Mohaned & A.Sagadeven, 'Customer Relationship Management', Vikas Publishing House, Noida, New Delhi
4. Chatruvedi Mikash & Chaturvedi Abhinav, 'Customer Relationship Management',Excel Books