

MANGALORE UNIVERSITY
Dept. of Studies and Research in Commerce
CHOICE BASED CREDIT SYSTEM
(Revised Syllabus for the academic year 2019-20)
M.Com Course Structure
Minimum Credits Required for M.Com Degree

I to IV Semester	Hard Core Course (HC)		Soft Core Course (SC)		Open Elective Course (OE)		Total	
	No. of Papers	Credits	No. of Papers	Credits	No. of Papers	Credits	No. of Papers	Credits
	11	44	09	36	02	06	22	86

Minimum credits to be registered by a student in a normal phase to successfully complete M.Com Degree in four semesters

Semesters	Hard Core Course		Soft Core Course		Open Elective Course		Total	
	No. of Papers	Credits	No. of Papers	Credits	No. of Papers	Credits	No. of Papers	Credits
I	03	12	02	08	-	-	05	20
II	03	12	02	08	01	03	06	23
III	03	12	02	08	01	03	06	23
IV	02	08	03	12	-	-	05	20
Total	11	44	09	36	02	06	22	86

1st SEMESTER M.COM*

Subject Code	Title of the Course	HC/SC/OE	Number of Credits				Prescribed Marks			Duration of the semester end Exam
			L	T	P	Total	IA	End Semester Marks	Total Marks	In Hours
CMS401	Management Theory and Practice	SC	3	2	-	4	30	70	100	3
CMS402	Business Economics	SC	3	2	-	4	30	70	100	3
CMS403	Innovation in Business	SC	3	2	-	4	30	70	100	3
CMH404	Business Statistics	HC	3	2	-	4	30	70	100	3
CMH405	Management Science	HC	3	2	-	4	30	70	100	3
CMH406	Advanced Financial Accounting	HC	3	2	-	4	30	70	100	3

*NOTE: Any two soft core courses or soft core papers shall be selected by the students out of three soft core courses available, at the time of commencement of Ist semester. The department council and affiliated college will announce at the time of beginning of the Ist semester which two soft core papers shall be offered during first semester depending upon the availability of faculty and the demand for the soft core courses. The minimum number of students opting for soft core course should be ten and affiliated college should get prior permission from the department council before offering the soft core courses.

2nd SEMESTER M.COM**

Subject Code	Title of the Course	HC/SC/OE	Number of Credits				Prescribed Marks			Duration of the semester end Exam
			L	T	P	Total	IA	End Semester Marks	Total Marks	In Hours
CME451	Personality Development	OE	2	2	-	3	30	70	100	3
CMS452	Entrepreneurship Development	SC	3	2	-	4	30	70	100	3
CMS453	Strategic Marketing Management	SC	3	2	-	4	30	70	100	3
CMS454	Business, Industry and Commerce	SC	3	2	-	4	30	70	100	3
CMH455	Business Research Methods	HC	3	2	-	4	30	70	100	3
CMH456	International Business	HC	3	2	-	4	30	70	100	3
CMH457	Advanced Cost Accounting	HC	3	2	-	4	30	70	100	3

***NOTE: Any two soft core courses or soft core papers shall be selected by the students out of three soft core courses offered, at the time of commencement of IInd semester. The department council and affiliated college will announce at the time of beginning of the IInd semester, which the two soft core papers shall be offered during second semester depending upon the availability of faculty and the demand for soft core courses. The minimum number of students opting for soft core course should be ten and affiliated college should get prior permission from the department council before offering the soft core courses.**

3rd SEMESTER M.COM

Subject Code	Title of the Course	HC/SC/OE	Number of Credits				Prescribed Marks			Duration of the semester end Exam
			L	T	P	Total	IA	End Semester Marks	Total Marks	In Hours
CME501	Personal Savings and Investment Management	OE	2	2	-	3	30	70	100	3
CMH502	Artificial and Business Intelligence	HC	3	2	-	4	30	70	100	3
CMH503	Business Ethics and CSR	HC	3	2	-	4	30	70	100	3
CMH504	E-Commerce	HC	3	2	-	4	30	70	100	3
Optional Stream -1: Financial Management and Investment Science (FMAIS)										
CMS 505:	Optional (FMAIS): Advanced IFRS and Practice	SC	3	2	-	4	30	70	100	3
CMS506	Optional (FMAIS): Capital Market Operations	SC	3	2	-	4	30	70	100	3
Optional Stream -2: Human Resource Development and Management (HRDAM)										
CMS507	Optional (HRDAM): Human Resource Development	SC	3	2	-	4	30	70	100	3

CMS508	Optional (HRDAM): Strategic Human Resource Management	SC	3	2	-	4	30	70	100	3
Optional Stream -3: Banking and Insurance Management (BAIM)										
CMS509	Optional (BAIM): Trends in Indian Banking	SC	3	2	-	4	30	70	100	3
CMS510	Optional (BAIM): Management of Life Insurance	SC	3	2	-	4	30	70	100	3
Optional Stream -4: Taxation (TXN)										
CMS511	Optional (TAX): Direct Taxes	SC	3	2	-	4	30	70	100	3
CMS512	Optional (TAX): GST and Custom Duty	SC	3	2	-	4	30	70	100	3

4th SEMESTER M.COM

Subject Code	Title of the Course	HC/ SC/ OE	Number of Credits				Prescribed Marks			Duration of the semester end Exam
			L	T	P	Total	IA	End Semester Marks	Total Marks	In Hours
CMS551	Retail Management	SC	3	2	-	4	30	70	100	3
CMS552	Dissertation	SC	-	4	6	4	-	-	100	-
CMH553	Risk and Insurance Management	HC	3	2	-	4	30	70	100	3
CMH554	International Financial Management	HC	3	2	-	4	30	70	100	3
Optional Stream -1: Financial Management and Investment Science (FMAIS)										
CMS555	Optional (FMAIS): Financial Derivative Markets	SC	3	2	-	4	30	70	100	3
CMS556	Optional (FMAIS): Portfolio Management	SC	3	2	-	4	30	70	100	3
Optional Stream -2: Human Resource Development and Management (HRDAM)										
CMS557	Optional (HRDAM): Organisational Behaviour	SC	3	2	-	4	30	70	100	3
CMS558	Optional (HRDAM): Labour Legislation	SC	3	2	-	4	30	70	100	3
Optional Stream -3: Banking and Insurance Management (BAIM)										
CMS559	Optional (BAIM): Financial Services and Institutions	SC	3	2	-	4	30	70	100	3
CMS560	Optional (BAIM): Actuarial Management	SC	3	2	-	4	30	70	100	3
Optional Stream -4: Taxation (TXN)										
CMS561	Optional (TAX): Corporate Tax Planning	SC	3	2	-	4	30	70	100	3
CMS562	Optional (TAX): GST Business Models	SC	3	2	-	4	30	70	100	3

Note: 1) L = Lecture, T = Tutorial, P = Practical

2) Two hours Tutorial is equal to One hour Lecture

3) Three hours Practical is equal to One hour Lecture, Practical consists of: group discussion, interaction, game play, case analysis, dialogue, debate and one-to-one interaction with the students and so on.

4) Internal Assessment marks should be given on continuous comprehensive assessment basis consisting of tests, seminars, assignments and class performance of the students. At least one test shall be conducted

before end of the respective semesters on the basis of multiple choice objective type questions, covering all the units of the particular papers.

5) The Minimum marks for multiple choice objective type questions shall be ten marks.

**** OPTIONAL STREAMS:**

Any one optional stream out of four streams available shall be selected by the student at the time of commencement of Third Semester. Once an optional stream has been selected in the third semester, there is no change in the optional stream in the Fourth Semester. The students must take the same optional stream in the Fourth Semester as well. These papers are specialized streams. The department/affiliated colleges will announce at the end of the Second Semester. Soft core optional streams which shall be offered during the Third and the Fourth Semesters, depending upon the availability of faculty members, infrastructure and the demand for soft core streams. The minimum number of students opting for optional streams should be fifteen.

***DISSERTATION:**

A student in the Second Semester (at the end of the Second Semester) shall register for dissertation which carries four credits in the Fourth Semester. The workload for dissertation is four hours tutorial per week and six hours practical per week. Practical consists of identification of the topic, field work, collecting secondary data, review of literature, questionnaire and collecting the primary data. A student in the Third Semester shall work the dissertation and in lieu of the Retail Management paper code CMS551 in the fourth semester.

Note: A student can opt for dissertation in lieu of the Retail Management paper code CMS551 in the 4th Semester.



M.Com
I Semester
CMS401: MANAGEMENT THEORY AND PRACTICE

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objective: To help students understand the conceptual & strategic Framework of Management.

Unit -1:Development of Modern Management Thought and Patterns of Management Analysis:

F.W. Taylor and Scientific Management – Henri Fayol and Principles of Management – Elton Mayo and Hawthorne Experiment – Patterns of Management Analysis – Definitions and Functions of Management – Recent Trends.

Unit -2: Planning & Organizing: Types of Plans, Steps in Planning, Decision Making-Process of Decision Making – Types of Decisions, Decision Making under Certainty, Uncertainty and Risk – Modern Approaches to Decision Making.

Organizing - Organization Structure - Mechanistic and Organic – Project and Matrix – Formal and Informal – Chain of Command, Span of Management, Authority, Functional Authority, Power- Line and Staff – Decentralization and Delegation – Recent Trends.

Unit -3: Human Resource Planning and Development: Human Resource Planning, External and Internal Sources – Recruitment, Selection, Placement, Training and Development – Performance Appraisal – Internal Mobility in the organization- Recent Trends.

Leadership, Motivation and Communication: Leadership – Concepts- Behaviour and Styles, Situational Approach; Dynamics of Motivation: Theories of Motivation, The Need Hierarchy - Hygiene Approach – The Expectancy - Theory, The Vroom's Theory, The Porter and Lawler Theory, McClelland's Needs Theory – Motivation and Job Enrichment– Motivation and Morale-Organisational Communication: Communication System – Barriers to Communication – Effective Communication – Recent Trends.

Unit -4: Control: Control Process – Critical Control Points and Standards –Requirements of Effective Control – Information System and Control - T.Q.M- Bench Marking and ISO 9000 Series – Kaizen, Just in time, Quality Circles, six-sigma- Recent Trends.

Unit -5: Strategy: Levels of Strategy formulation – Approaches to strategic decision making, goals, Mission, purpose and objectives – Strategic Business Unit (SBU), Functional level strategies- Environmental Analysis and Strategy formulation-Components of Environment– Types – Environment Scanning and appraisal, strategic advantage, Analysis and Diagnosis, SWOT Analysis, Strategic Planning process, Types of Strategies: Modernization, diversification, integration, merger, take over and joint strategies; turnaround, divestment and liquidation strategies-process of strategic choice. Industry competitor and SWOT analysis – Factors affecting Strategic Choice, Generic competitive strategy, Tools for strategy formulation – Recent Trends.

References:

1. Allen L.A., Management and Organisation-Tata McGraw Hill
2. Appleby Robert C, Modern Business Administration, Macmillan Harvard Business Review
3. Banerjee Shyamal, Principles and Practice of Management, Oxford and IBH Publishing Pvt. Co. Ltd.
4. Boone and Kurtz, Management; McGraw Hill
5. Burton Gene and Thakur Manab: Management Today, Principles and Practice(Tata McGraw Hill)
6. Dale Earnest, Management Theory and Practice, Tata McGraw Hill.
7. Drucker Peter F, Management; Tasks, Responsibilities, Practices, Allied Publishers
8. Drucker Peter F, The Practice of Management, Allied Publishers
9. George Claude S.(Jr), Management in Industry, (Prentice Hall)
10. Glueck W. F, Management: The Dydon Press
11. Haynes and Massie, Management: Analysis, Concept and Cases
12. Ivanovich; John and Michuol T Matheson: Organisational Behaviour and Management, Business Publications Inc, Texas
13. James A.F. Stoner, Management – Prentice Hall of India, New Delhi.

14. Koontz Harold and Weihrich Heinz, Management, (Tata McGraw Hill)
15. Koontz Harold, Cyril O Donnell, and Heinz Weihrich, Essentials of Management, Tata McGraw Hill, New Delhi.
16. Koontz Harold and O Donnell Cyril, Management; A Systems and Contingency Analysis of Managerial Functions-McGraw Hill
17. Luthans Fred ; Organisational Behaviour , McGraw Hill, New York.
18. Massie J.L . Essentials of Management, Prentice Hall
19. Mc Farland Dalton E; Management, Collier Macmillan
20. New Men Summer and Warren, Process of Management(Prentice Hall)
21. Newstrom, John W and Keith Davis: Organisational Behaviour; Human Behaviour at work, Tata McGraw Hill, New Delhi.
22. Niles Mary Crushing: The Essence of Management, Orient Longman
23. Prasad Lallan and Gulshan S.S.: Management Principles and Practice, S. Chand
24. Putti, Management: A Functional Approach (SI), McGraw Hill.
25. Robbins ,Stephen P and Mary Coulter; Management , Prentice Hall, New Delhi.
26. Terry George R., Principles of Management: Richard Irwin

**M.Com
I Semester**

CMS402: BUSINESS ECONOMICS

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objective:

- 1) **To provide students an insight to advanced concepts of business economics.**
- 2) **To help students understand various business economics tools for solving business problems in the changing business environment.**
- 3) **To enable students to integrate micro and macro economic analysis into business decision/ or decision making power.**
- 4) **Business economics is the application of economic principles and methods to business decision making.**
- 5) **Business economists play an important role in the firms.**

Unit -1: Business Economics and Decision Making: Nature Significance and Scope of Business Economics, Positive and Normative Economics, Role of Business Economists and Responsibilities, Decision Making under Risk and Uncertainty Situations, Risk and Return Analysis, Business Adventures and Business Behaviour, GDP, Core Economic Concepts– Incremental Principle, Opportunity Cost Principle, Discounting Principles Time Value of Money, Equi-marginal Principle and Strategic Business Planning.

Unit -2: Demand Theory Analysis: Individual and Market Demand Functions: Law of Demand, Determinants of Demand –Shift in Demand and Elasticity of Demand, Meaning and Importance, Price Elasticity, Income Elasticity and Cross Elasticity, Change in Demand, Application of Elasticity in Managerial Decisions, Cost Benefit Analysis, Market Failures.

Unit -3: Production Theory Analysis:- Production Function with one, two and multi variable Inputs; Stages of Production; Economics of Scale, Estimation of Production Function, Production Possibility Curve, Cost Theory and Estimation; Economic Value Analysis; Short and Long Run Cost Functions – Nature, Shape and Inter Relationship , Law of variable Proportions, Law of Return to Scale.

Unit -4: Price Theory Analysis: Price Determination under Different Market Conditions and Pricing Practices, Pricing Power, Characteristics of Different Market Structures – Price Determination and Firm’s Equilibrium in Short run and Long run under perfect Competition, Monopolistic Competition, Oligopoly and Monopoly Pricing Practices – Methods of Price Determination, Price Discrimination, International Price Discrimination, Dumping, Transfer Pricing and Profit Management.

Unit -5: Business Cycles Analysis: Business Cycles Nature and Phases of a Business Cycle, Game Theory, Information Super Highways, Small-world Model, Theories of Business Cycle – Psychological, Profit, Monetary, Innovation, Cobweb, Samuelson and Hicks Theories.

References:

1. Adhikary M. Business Economics, Excel Books, New Delhi.
2. Baumol, William J: Economic Theory and Operations Analysis, Prentice Hall, London.
3. Baya, Micheal R: Managerial Economics and Business Strategy, McGraw Hill Inc. New York.
4. Chopra, O.P: Managerial Economics, Prentice Tata Mc Graw Hill, Delhi
5. Craig Peterson, H and Cris Lewis, W: Managerial Economics: Person Education
6. Dean, Joel: Managerial Economics, Prentice Hall, Delhi.
7. Dholokia, R.H. and A.L.Oza: Macro Economics for Management Students, Oxford University Press, New Delhi.
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9. Dwivedi DN: Managerial Economics, Vikas Publishing House, New Delhi.
10. Eaton, B. Curtis and Diane Faton: Micro Economics, Prentice Hall, New Jersey.
11. Gough, J. and S. Hills: Fundamentals of Managerial Economics, MacMillan London.
12. Haynes, W.W., V.L.Mote and S.Paul: Managerial Economic Analysis and Cases, Prentice Hall India, Delhi.
13. Mithani D.M., Macro –Economics: Himalaya Publishing House.
14. Paul G. Keat and Philip K.Y. Young: Managerial Economics: Economics Tools for Today's Decision Makers: Pearson Education.
15. Peterson, H. Craig and W. Cris Lewis: Managerial Economics, Prentice Hall, Delhi.
16. Salvatore, Dominick: Managerial Economics in a Global Economy, McGraw Hill, New York.
17. Samuelson and William D. Nordhaus: Economics: McGraw Hills.
18. Varian, H.R: International Microeconomics: A Modern Approach, East West Press, New Delhi.
19. Varshney RL and Maheshwari KL: Managerial Economics; Sultan Chand and Sons, New Delhi.

M.Com
I Semester
CMS403: INNOVATION IN BUSINESS

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objective:

- 1) **To appraise on value of innovation.**
- 2) **To impart skills of innovation.**
- 3) **To enable students think and act on innovation.**

Unit -1: Introduction: Concept of innovation, historic retrospective, typology of innovations, innovation process, Macroeconomic view of innovation approaches to innovations, Assumptions and barriers to innovations, innovation sources, i.e. science and R & D, technology transfer, push and pull approaches. Processes used to explore innovations along the technology, market and strategy dimensions as the innovation moves from idea to market.

Unit -2: Evaluation of Innovation: Effectiveness, evaluation, integration of risks, factors influencing economic effectiveness, Post implementation analysis of innovation projects, intellectual property of innovations, legal aspects of innovations.

Unit -3: Innovation Application in Business: Organizational aspects of innovation, Soft methods and techniques of innovation management, Creative approaches, Systemic and analytical methods and techniques of innovation management, Economic aspects of innovations encompassing sources of innovation financing.

Unit -4: Innovation in Product Design and Marketing: Strategic considerations on innovations, innovation platforms that incorporate new product development, process innovations, service innovation, service design innovation, multiple product options, portfolios and standards.

Unit -5: Innovation and Idea: Mindset, lateral thinking, out of box approach, creativity, imagination and idea and their scope, innovation for problem solving and real time resolution.

References:

1. Fraser, Healthier, Design Works; Toronto: University of Toronto Press, 2012.

2. Govindarajan, Vijay & Trimble, Chris, 10 Rules for Strategic Innovators; Boston: Harvard Business School Press, 2005.
3. Govindarajan, Vijay & Trimble, Chris, Reverse Innovation; Boston: Harvard Business School Press, 2012.
4. Hamel, Gary, The Future of Management; Boston: Harvard Business School Press, 2007
5. Mass, Harvard Business Scholl Press, 2006.
6. Mauborgne, Rene, Blue Ocean Strategy, Boston, Harvard Business School Press, 2005.
7. Snyder, Duarte, Unleashing Innovation, how Whirlpool Transformed an Industry, Jossey- Bass, 2008.

M.Com
I Semester
CMH404: BUSINESS STATISTICS

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objective: To enable the students to acquire knowledge on quantitative analysis and to use statistical techniques for analysis of business data.

Unit -1: Indices, Surds and Binomial Theorem: Laws of Indices and Surds, Operation with Power Functions, Operation on Surd, Rationalising Factor, Root of a Mixed Surd, Binomial Theorem, Position of Terms, Binomial Coefficients.

Unit -2: Arithmetic and Geometric Progressions: Arithmetic Progression (AP), Sum of a Series in AP, Representation of Terms in AP, Geometric Progression (GP), Sum of a Series in GP, Representation of Terms in GP.

Unit -3: Time Series Analysis: Meaning, Components, Measurement of Trend, Measurement of Seasonal Variations, De-Seasonalisation of Data, Measurement of Cyclical Variations.

Unit -4: Probability, Random Variables and Theoretical Distributions: Terminology, Schools of Thought on (Approaches to) the Concept of Probability, Permutation and Combination, Theorems of Probability Conditional Probability, Bayes's Theorem, Calculation of Probability, Meaning of Random Variable, The mean of a Random Variable/ The expected Value of a Random Variable, Binomial Distribution and Fitting a Binomial Distribution, Poisson Distribution and Fitting a Poisson Distribution, Normal Distribution and Fitting a Normal Curve.

Unit -5: Statistical Quality Control (SQC): Meaning, Causes of Variation in Quality, The Purpose, Advantage, Theory and Technique of SQC, Process Control: Mean (X-bar) Chart; Range (R) Chart; Fraction (P) Defective Chart; Number Defective (np) Chart; and Number Defective Per Unit (C) Chart.

References:

1. Ajay Goel, Alka Goel: Mathematics and Statistics (New Delhi: Taxmann)
2. Asthana B.N: Elements of Statistics (New Delhi: S. Chand)
3. Elhance D.N: Fundamentals of Statistics (Allahabad: Kitab Mahal)
4. Gupta S.C: Fundamentals of Statistics (Mumbai: Himalaya Publishing House)
5. Gupta S.P: Statistical Methods (New Delhi: Sultan Chand & Sons)
6. Kothari C.R: Quantitative Techniques (New Delhi: Vikas)
7. Levin RI and Rubin DS: Statistics for Management (New Delhi: Prentice Hall of India)
8. Render B and Stair, RM Jr.: Quantitative Analysis for Management (Boston: Allyn & Bacon, Inc.)
9. Sancheti DC and Kapoor VK: Business Mathematics (New Delhi: Sultan Chand & Sons)
10. Thukral J.K: Mathematics (New Delhi: Taxmann)

M.Com
I Semester
CMH405: MANAGEMENT SCIENCE

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objective: To provide an understanding of Management Science techniques used for managerial decision making.

Unit -1: Introduction: History, Nature, Management Science and Systems Approach, Quantitative Analysis: Model Development; Data Preparation; Model Solution; Report Generation, Phases, Management Science Techniques, Significance of Management Science in Business and Industry, Management Science and Functional Areas of Management, Limitations.

Unit -2: Linear Programming Problem (LPP): Basic Concepts, Model Formulation, Assumptions underlying Linear Programming, Examples on the Applications of LPP, Graphical Method for Solution of LPP, Canonical and Standard Forms of LPP, Simplex Algorithm for Solution of Maximisation and Minimisation LPP : Big-M Method and Two-Phase Method, A Few Special Issues in Linear Programming: Infeasibility; Unboundedness; Redundancy; Alternate Optimal Solutions; Degeneracy, Duality in Linear Programming: Construction of a Dual Problem; Shadow Price; The Importance of the Duality Concept; Important Results in Duality.

Unit -3: Transportation Problem: Basic Concepts, Mathematical Model, Relationship to Linear Programming, The Transportation Method, Finding an Initial Feasible Solution: North-West Corner Rule; Least Cost Method, and Vogel's Approximation Method (VAM), Test for Optimality: Stepping Stone Method and the Modified Distribution (MODI) Method, Degeneracy in Transportation Problem, Unbalanced Transportation Problem, Maximisation Case in Transportation Problem.

Unit -4: Assignment Problem: Meaning, Comparison with Transportation Problem, Mathematical Representation of Assignment Model, Formulation of Assignment Model, Hungarian Method for Solution of Assignment Model, Special Cases in Assignment Problems: Maximisation Case; Multiple Optimal Solution; Unbalanced Problem; Constrained Assignment Problem.

Unit -5: Network Based Project Scheduling Techniques: Terminologies, Common Errors, Rules for Drawing Network Diagrams, Numbering of Events by Fulkerson's Rule, Critical Path Method (CPM): Characteristics of Critical Path; Finding Critical Path in Large Network Using Forward Pass Computation and Backward Pass Computation; Significance of Critical Path; Slack Time and Critical Path; Activity Float Analysis, Programme Evaluation and Review Technique (PERT): PERT Procedure; Computation of the Variance and Standard Deviation of Activity Times for PERT; Probability Aspects of Project Completion Time, Cost Considerations in PERT/ CPM: Project Cost; Cost Slope; Time-Cost Trade-off; Crashing of Project Time.

References:

1. Aekoff Russell L. and Sasieni Maurice W: Fundamentals of Operations Research (New York: John Wiley & Sons)
2. Anderson, Sweeney and Williams: An Introduction to Management Science: Quantitative Approaches to Decision Making (Australia: Thomson South Western)
3. Dannenbring, David G and Starr, Martin K: Management Science: An Introduction (New Delhi: McGraw hill Education)
4. Gupta P.K and Hira P.S: Operations Research (New Delhi: S. Chand & Co. Ltd)
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6. Kapoor V.K: Operations Research: Problems and Solutions (New Delhi: Sultan Chand & Sons)
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10. Sharma J.K: Operations Research (Bangalore: Macmillan India Ltd.)
11. Sharma S.D: Operations Research (Meerut: Kedarnath Ramnath)
12. Taha, Hamdy A: Operations Research An Introduction (New Delhi: Prentice Hall of India Ltd.)
13. Vohra N D: Quantitative Techniques in Management (New Delhi: Tara McGraw-Hill)

M.Com
I Semester
CMH406: ADVANCED FINANCIAL ACCOUNTING

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objective:

- To understand and apply financial accounting tools and techniques for managerial decision making.
- To provide students with the knowledge about contemporary issues in accounting
- To enable students to develop insights into financial analysis of business organizations.

Unit -1: Valuation of Goodwill and shares: Factors – Precautions – Need – Methods of Valuation of Shares and Goodwill

Unit-2: Amalgamation, Absorption and External Reconstruction: Purchase Consideration – Methods of Calculation – Liquidation Expenses – Accounting Treatment.

Unit -3: Accounts of Holding companies: – Requirements – Principles of Consolidation – Consolidated Balance Sheet – Consideration- Estimation – Treatment

Unit -4: Inflation accounting: - Need - Objectives - Adjustments for General Price Level Changes - Current Purchasing Power Accounting and Current Cost Accounting (CPP and CCA) – Preparation of Financial Statements.

Unit -5: Recent Developments In Accounting & Accounting Standards -International Financial Reporting Standards – Indian Accounting Standards – Human Resource Accounting -Social Responsibility Accounting – Environmental Accounting

References:

1. Advanced Accounting by the institute of Chartered accountants of India
2. Anitong Hawkins and Merchant : Accounting – Text and cases, Tata McGraw Hill, New Delhi 2009
3. B.K. Banerjee: Financial Accounting, PMI Learning (P) Ltd., New Delhi 2010.
4. M.C. Shukla: Advanced Accounts S. Chand and Co., New Delhi 2009.
5. Mukherjee and M. Hanif: Modern Accountancy, Tata McGraw Hill, New Delhi 2008
6. R.L. Gupta: Advanced Accountancy, Sultan Chand Sons, New Delhi 2008.
7. R.L.Gupta & M.Radhaswamy: Advanced Accountancy, Sultan Chand and Sons, New Delhi.
8. RSW Pillai, Bagavathi S. Uma: Advanced Accounting, S. Chand & Co., New Delhi. 2008
9. S.P. Jain and K.L. Narang: Advanced Accounting, Kalyani Publishers, New Delhi 2009.
10. S.P. Jain and K.L.Narang : Advanced Accountancy, Kalyani Publishers, Ludhiana.
11. S.P.Iyengar: Advanced Accounting, Sultan Chand and Sons, New Delhi.
12. Shukla and Grewal : Advanced Accounts, S.Chand and Company Ltd., New Delhi.

M.Com
II Semester
CME451: PERSONALITY DEVELOPMENT

Work load: 2 hours lecture and 2 hours tutorial per week: total 3 credits

Objective: To enhance the personal and professional effectiveness of the students by exposing them to the art and science of self-awareness and development.

Unit -1: Self-awareness and development – self-disclosure, self-discovery, self-awareness, self-analysis, self-knowledge and self-development-Johari Window-Blind self, hidden self, undiscovered self, open self - over-confidence, arrogance, ego, superiority and inferiority complex, introvert Vs extrovert, type-A&B personality, assertiveness Vs submissive behaviour – personal ethics and conscientiousness – observation and persuasive skills – Art of convincing – Handling criticisms and toxic behaviours of others – Adaptability and agility – Self-respect and self-esteem – personal SWOT Analysis. Fear & Phobia – Basic Types: Fear of Poverty, Criticism, failure, ill-health (Hypochondria), loss of love of someone, old age, loss of freedom, death - susceptibility to negative influences (the devil's workshop) - symptoms and cures. Perception – Eye of the beholder – Wrong perceptions and incorrect impressions – perceptual process – selective perception – selective distortion – selective retention – characteristics of the perceiver – perceiving object – situational influences – perception Vs reality – telepathy and sixth sense – Nurturing dreams & hopes – Autosuggestions – Powerful ideas.

Unit -2: Beliefs, values and opinions – Beliefs Vs Faith – Value system – upbringing status and cultural profile – opinion seekers and opinion leaders – Needs, wants, preferences, demands and expectations – comparative satisfaction Vs comparative dissatisfaction – Disappointment and Frustration – Management of frustration, cynicism, skepticism, monotony, fatigue and boredom – Failure – causes and management of failure – failure mode analysis – winners Vs Achievers – management of success – self discipline – 7 habits of highly effective people – Good human being Vs Great human being – process happiness and destination happiness – negative thinking, negative emotions and release of negative energy – Positive psychological strokes – Transaction Analysis – Brain: Left Vs. Right hemispheres of the brain- Master mind – Balanced mind – Brain-stilling and concentration - Role of subconscious mind – Tranquility – Thinking and thought process – Feelings/ emotions – behavioural intentions – Behavioural patterns – Attitude Vs Behaviour -Consistency Vs Discrepancy hypothesis – Enthusiastic, indifferent, positive, negative and hostile attitudes – Attitudinal restructuring – behavioural modification – Personal experiences and observations.

Unit -3: Dreams and hopes – Destiny, Fate and luck – coaching, mentoring and counseling – Ladder of inference – Mutual trust, confidence and goodwill – shared vision and determination to excel – perfection Vs Excellence – Execution excellence – Management by alibis – continuous learning and development – Lifelong learning – learning to change, change to learn and learn to learn – Unlearning, relearning, commitment to learning – Slow Vs Advanced Learners – Learning disability and learning disadvantaged people – Kolb's learning cycle and experiential learning – learning by committing mistakes.

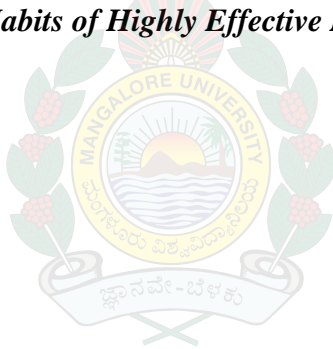
Unit -4: Qualification Vs Competency – ability, capacity, capability – knowledge, attitude, skills, habits & values (KASH-V) – Home, school and social environment – opportunity management – Destination, dedication, direction and devotion – shelf-life of competency – competency profiling, development and matching – Employment Vs. Employability – Aptitude, Aspiration, inspiration and perseverance – patience and persistence – Performance quotient – Intelligence quotient (IQ), emotional intelligence quotient (EQ), spiritual quotient (SQ) – Individual, interpersonal, family, community, social and national harmony – Life satisfaction – Scientific temperament and reasoning ability.

Unit -5: Effective communication skills – oral, written and non-verbal (body language/ kinesics) communication - language skills (vocabulary, grammar, usage) – Art of Listening – barriers to listening – overcoming the barriers to listening – presentation and public speaking skills –

conducting meetings and recording the proceedings – Public relations skills – handling media – Impression management and diplomacy – communication breakdown. Human relations skills – intimacy and rapport – Relationship management – Differences of opinion and strained relations – conflict resolution techniques – win-win, win-lose, lose-lose dyadic interpersonal interactions – negotiating skills – Leadership, trust and teambuilding skills. Decision-making and problem-solving skills-creativity and ‘out of box’ thinking – ‘decisions-actions-consequences’ sequential analysis – time management and stress management – work-life balance – yoga and meditation. Self-employment Vs working for others – preparation of resume, curriculum vitae, Biodata - Group discussion skills – Role play – case analysis – In-basket exercise – competing within – art of facing an employment interview – current awareness and updating skills – pen practice – Reading habits – questioning skills – synthesizing ability – Reflective observation and thinking – self-criticism and laughing at oneself.

References:

1. Bhatia Hansraj, 1970: *Elements of Social Psychology*, Bombay: Somaiya Publications (P) Ltd.
2. Brown, D & Srebalu, D.J.1988: *Introduction to Counselling Profession*, Englewood Cliffs: Prentice Hall.
3. Carkuff, R.R, Pierce R, 1978: *The Art of Helping*; Mumbai: Carkuff Institute of Human Technology; Better yourself Books
4. Currie, Fe., 1976: *Barefoot Counsellor – A Premier in Building Relationships*, Bangalore: Asian Trading Corporaion.
5. Daniel Goleman: *Emotional Intelligence*: New York: BantamBooks.
6. Denis Waitly: *Empires of the Mind*, London: Nicholas Brealey Publishing.
7. Edgar Thorpe & Showick Thope (2004), *Winning at Interviews*, New Delhi: Pearson Education.
8. James C.Collins and Jerry I Porras: *Built to last*, New York: Harper Collins.
9. Napoleon Hill: *The Law of Success*, Bangalore: Master Mind Books
10. Napoleon Hill: *Think and Grow Rich*: New York: Ballantine Books
11. Stephen R.Covery: *The 7 Habits of Highly Effective People*, London: Simon & Schuster Ltd.



M.Com
II Semester
CMS452: ENTREPRENEURSHIP DEVELOPMENT

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objective: To provide an introduction to entrepreneurship and its development process, environment and current scenario in India. To make the students aware of the importance of entrepreneurship opportunities available and challenges faced in the society.

Unit -1: Introduction: Meaning, Definition and concept of Enterprise, Entrepreneurship and Entrepreneurship Development, Evolution of Entrepreneurship, Theories of Entrepreneurship. Characteristics and Skills of Entrepreneurship, Concepts of Intrapreneurship, Entrepreneur v/s Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Role of Entrepreneurship in Economic Development, Factors affecting Entrepreneurship, Problems of Entrepreneurship.

Unit -2: Entrepreneurial Competency and Development: Meaning and concept of Entrepreneurial Competency, Developing Entrepreneurial Competencies, Entrepreneurial Culture, Entrepreneurial Mobility, Factors affecting Entrepreneurial mobility, Types of Entrepreneurial mobility. Entrepreneurial Motivation: Meaning and concept of Motivation, Motivation theories, Entrepreneurship Development Program: Needs and Objectives of EDPs, Phases of EDPs, Evaluation of EDPs, Startup Entrepreneurship and Practical Expert Entrepreneurs and Sharing Experience.

Unit -3: Institutions and Development of Entrepreneurship: Role of Government in promoting Entrepreneurship, MSME policy in India, Agencies for Policy Formulation and Implementation: District Industries Centres (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), SIDBI, RUDSET, MFI, SHGS, National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB), Financial Support System: Forms of Financial support, Long term and Short term financial support, Sources of Financial support, MUDRA, Development Financial Institutions, Investment Institutions.

Unit -4: Women and Social Entrepreneurship: Meaning, Characteristic features, Problems of Women Entrepreneurship in India, Developing Women Entrepreneurship in India, Concept of Social Enterprise and Social Entrepreneurship, Social Entrepreneurs, Sustainability Issues in Social Entrepreneurship, Rural Entrepreneurship, Family Business Entrepreneurship, Concepts of Entrepreneurship Failure, Issues of Entrepreneurial failure, Entrepreneurial resurgence, Reasons of Entrepreneurial Failure, Essentials to Avoid Unsuccessful Entrepreneurship, Business Continuity Management and Sustainability.

Unit -5: Business Ideas, project identification and formulation: Forms of Business Ownership, Issues in selecting forms of ownership, Environmental Analysis, Identifying problems and opportunities, Defining Business Idea, Planning Business Process, Project Management: Concept, Features, Classification of projects, Issues in Project Management, Project Identification, Project Formulation, Project Design and Network Analysis, Project Evaluation, Project Appraisal, Project Report Preparation, Specimen of a Project Report.

References

1. A.K.Rai – Entrepreneurship Development, (Vikas Publishing)
2. Barringer M J - Entrepreneurship (Prentice-Hall, 1999)
3. Couger, C- Creativity and Innovation (IPP, 1999)
4. Holt - Entrepreneurship: New Venture Creation (Prentice-Hall) 1998.
5. Kakkar D N - Entrepreneurship Development (Wiley Dreamtech)
6. Lall & Sahai: Entrepreneurship (Excel Books 2 edition)
7. Nina Jacob, - Creativity in Organisations (Wheeler, 1998)
8. R.V. Badi & N.V. Badi - Entrepreneurship (Vrinda Publications, 2nd Edition)
9. Sehgal & Chaturvedi-Entrepreneurship Development (UDH Publishing edition 2013)

M.Com
II Semester
CMS453: STRATEGIC MARKETING MANAGEMENT

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

- Objective:** 1) To familiarize students with the advance concept and issues of strategic marketing and enable them to be able to analyze the market environment and develop international marketing strategies for a business firm.
2) To identify the importance and philosophies in Marketing Management
3) To understand the market driven strategies.

Unit -1: Strategic Marketing Management: Nature of Strategic Marketing Management, Marketing Philosophies, Advanced Concepts and Approaches, Customer Relationship Marketing- Components of SMM, Brand Loyalty, Brand Positioning, Brand Resonance, Crisis Marketing, Unique Selling Proposition.

Unit -2: Marketing and Strategy Interface: Nature of Marketing Environment- Mission and Vision Statements, Marketing Audit and SWOT Analysis-Growth-Share Approaches to Competitor Analysis- Competitive Advantage and Porter's Three Generic Strategies- Strategies for Market Leaders, Followers, Challengers and Nichers- Approaches to Customer Analysis- Factors Influencing Consumer Behaviour- Buying Decision Process-Marketing Myopia and its Dimensions.

Unit -3: Marketing Mix Strategy: Marketing Segmentation, R & D Factors in Marketing Prospective, Bases for Segmenting Consumer and Industrial Markets- Market Targeting and Product Positioning-Product Life Cycle- New Product Development Process- Service Marketing, and Service Gaps.

Unit -4: Promotion Mix Strategy: Elements in Promotion Mix, Advertising objectives, budget, message, media, and measurement- sales promotion- public relations- personal selling, Event Markets, customer – experience and value creation – Database Marketing.

Unit -5: Strategic Evaluation: Meaning, Objectives and Methods of Strategic marketing Evaluation, Strategic Evaluation -Marketing Control-social marketing-green marketing- global marketing-ethical issues and dilemmas in marketing, Customer – Life time value measurement.

Unit -6: International Marketing: Nature, Importance and Scope of International Marketing, International Distribution and Logistics Management Inventory Management, Advertising, and International Marketing through Internet.

References:

- Baker, M.J., (1985), Marketing Strategy and Management, London:
- Christopher, M.G., Payne, A and Ballantyne, D (1991), Relationship
- Cliffs, NJ: Prentice Hall.
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- Marketing, Oxford: Heinemann.
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- Planning, Implementation and Control, New Delhi: Viva Books Private Limited.
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- Porter, M.E. (1990), The Competitive Advantage of Nations, New York:

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- Richard M.S. Wilson and Colin Gillian: Strategic marketing Management, Planning Implementation and Control: Viva Books Private Limited: New Delhi/ Butterworth Heinemann.
- Roger J. Best, Market-based management: Strategies for growing customer value and profitability, HI Learning Private Ltd, New Delhi 2001, Fifth edition.
- Schiffman, L.G. and Kanuk, L.L. (1983) Consumer Behaviour, Englewood
- Superior performance, New York: Free Press.
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- Wilson, R.M.S. and Gilligan, C.(1999) Strategic Marketing Management:
- William J. Stanton- Michael J. Etzel and Bruce J Walker: Fundamentals of Marketing, McGraw Hill International Editions.

M.Com
II Semester
CMS454: BUSINESS, INDUSTRY AND COMMERCE

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objective:

- To enumerate the fundamentals of Indian economy, business, industry and commerce.
- To study the present status of Business, industry and commerce in India.
- To get a glimpse of future challenges.

Unit –1: An overview of Indian economy: The structure of Indian Economy, Pillars of Economic Development, Role and contribution of Agriculture, Industry, commerce and Services; Performance, recent trends in business, industry and commerce and future scenario of these sectors in Indian economy.

Unit –2: Essentials of Business, Industry and Commerce: Nature, role and importance of business, industry and commerce. Functions and processes, Internal and external influences, Different forms of enterprises, Interaction and linkages with Government and civil society, Macro environment and its impact on business, industry and commerce. Types of Productive Systems, The Manorial or Feudal system, The Guild system, Characteristics of the domestic/ putting-out/outsourcing systems, and the Factory system, Causes and Consequences of industrialization, The IT system of industrialization-services, enabled services, linkage with Manufacturing & Agriculture.

Unit –3: Evolution of Business and Industry in India: Structure of Indian society, Glimpse of economic activity in ancient times, British Raj, Swadeshi movement, Post-Independence scenario, Licence-Permit Raj, LPG era, Economic reforms since 1991, Entrepreneurship Culture in India, Industrial Policy, 2014 & Changing economic policy era.

Unit –4: Structure and Status of Business & Industry in India: Unregistered firms/ Bagedari sector, Start-ups and MSME sector, Large Scale enterprises, Export oriented companies, MNCs in India, Family Business, Industry associations and bodies, Profile of eminent industry persons and houses. Present status and performance of Agriculture and allied fields like horticulture, food processing, animal husbandry, fishing, contract farming etc; Industry sectors like textiles, chemicals, sugar, paper, machine tools, auto components, engineering products, pharmaceutical, biotechnology, semiconductor, hardware products, coal, mining, consumer durables, FMCG etc; Service sectors like information technology, hospitality, tourism, health care, banking, financial services, insurance, tourism, retail etc.

Unit –5: Growth of Business, Industry and Commerce: Nature and types of crisis, Physical damage crisis, Stages of crisis like pre crisis stage, acute crisis, post crisis, consequences of and strategies for managing crisis; Management of human and other resources, changing manpower requirements, Growth dimensions and phases, growth barriers, succession and exit strategies.

Unit –6: Interface with Voluntary Organisations: Provisions of Companies Act 2013, CSR Rules, 2013; characteristics and role of non-governmental organizations (NGOs), Voluntary Organisations (VOs), Non-profit organizations (NPOs), Civil society organizations (CSOs), Types of NGOs by orientation, level of co-operation, scope and coverage, Present status of third sector in India, Confederation of Indian Industry (CCI), Federation Indian Chamber of Commerce and Industry (FICCI), Kanara Chamber of Commerce and Industry (KCCI), PHD Chamber of Commerce and Industry (PHDCCI), Associated Chambers of Commerce and Industry in India (ASSOCHAM), and International Chamber of Commerce (ICC)

References:

1. Ashwani Mahajan & Gaurav Datt “Datt & Sundharam Indian Economy” S Chand 2013, 69th Edition.
2. Bachcha & Pathak “industrial policy-India” Deep and Deep publication Pvt. Ltd. 2007.
3. C.V. Madhavi “Business in Crisis” Create Space Independent Publishing Platform.
4. Dr. Yogesh M. Kulkarni “Performance of Indian industrial Sector” Binding: HBR Year: 2011.
5. Harvard Business Essentials, “Crisis Management: Master the Skills to Prevent Disasters” Harvard Business Review Press (20 September 2011).
6. Nitin Dhingra & Ishwar C Dhingra “Developing New Enterprise” Cosmos Bookhive 2014, 1st edition.
7. Osama Lari “Industrial Sociology” Word press publication, 2010, 1st edition.
8. PRIA (2000) “Defining the sector in India –Voluntary, civil or non-profit” Working paper 1 New Delhi.
9. Sushilaravindranath “The CII Entrepreneur’s Handbook” Westland Ltd, 2010.
10. Uma Kapil, “Indian economy –Performance and Policies” Academic Foundation 2009, 8th edition.
11. Vaidyanathan. R “Reforming the reforms process” Silver jubilee research volume, IIMB India.

M.COM
II Semester
CMH455: BUSINESS RESEARCH METHODS

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objective: The course is envisaged to provide the students with the knowledge and skill related to conduct of research related to business and familiarise the students with the technicalities of executing a research assignment.

Unit -1: Introduction: Meaning of Business Research, Scope of Business Research, Types of Business Research, Theory Building, An Overview of Research Process, Problem Definition and Discovery, Exploratory Research : Secondary Data; Experience Survey; Pilot testing and Pretesting, Research Questions, Research Objectives, The Design of Research: Design Strategies; Sampling Design (Research Population, Sampling, Steps in Sampling Design, Sampling Frame, Sample Size, Probability and Non-probability Sampling Techniques); Measurement and Attitude Scaling, The Sources and Collection of Data: Secondary Data; Observation; Survey; Questionnaires and Interview Schedules, Analysis and Presentation of Data: Descriptive Analysis; Choosing the Appropriate Statistical Technique; Univariate Statistical Analysis (Concept only); Bivariate Analysis (Concept only); Multivariate Analysis (Concept only); Interpretation; The Research Report (Meaning only).

Unit -2: Regression and Correlation Analysis: Meaning of Regression Analysis, Linear and Non-Linear Regression, Regression Equation, Lines of Regression, Estimation Using the Regression Line, The Standard Error of Estimate , Multiple Regression Analysis, Meaning of Correlation Analysis, Significance of the Study of Correlation, Correlation Versus Causation, Types of Correlation, Methods of Studying Correlation: Scatter Diagram Method ; Graphic Method; Karl Pearson’s Coefficient of Correlation; Correlation of Grouped Data; Least Squares Method of Studying Correlation; Rank Correlation Coefficient, Probable Error of Correlation Coefficient and Interpreting Coefficient of Correlation, Multiple Correlation Analysis, Coefficient of Determination, Correlation Versus Regression.

Unit -3: Sampling Theory and Statistical Inference: Sampling Theory, The Two Concepts: Parameter and Statistic, Objects of Sampling Theory, Sampling Distribution, The Concept of Standard Error(SE), Point Estimation and Interval Estimation, Ordinary Least Squares (OLS) Method of Estimation, Hypothesis Testing Procedure, Null Hypothesis and Alternative Hypothesis, The Two Mutually Complementary Approaches for Hypothesis Testing: Confidence Interval and Test of Significance, Type I and Type II Errors, Two-tailed and One-tailed Tests of Hypothesis, Sampling of Attributes and Tests of Hypothesis for Attributes, Tests of Hypothesis in respect of Samples Concerning Statistics of Variables (Large Samples), Tests of Hypothesis in respect of Samples Concerning Statistics of Variables (Small Samples): The T-Test; Z-Test, The F-Test and Analysis of Variance (ANOVA): One-way and Two-way Classifications.

Unit -4: Non-Parametric Tests: Meaning of Non-Parametric Tests, Advantage of Non-Parametric Tests, The Chi-square (X^2) Test, The Sign Test, The Mann-Whitney U Test (in case of Large Sample only), the Kruskal – Wallis H Test (in case of Large Sample only), the Runs Test for Randomness (in case of Large Sample only), The Wilcoxon Matched Pairs Signed – Ranks Test (in case of Large Sample only).

Unit -5: The Research Report: The Importance of the Report, Types of Written Research Report, Written Research Report Components, Considerations in the Report-writing Process, Oral Presentation and Considerations in Oral Presentations.

References:

1. Cooper D R and Schindler P.S: Business Research Methods (New Delhi: TATA McGraw Hill)
2. Gupta S C: Fundamentals of Statistics (Mumbai: Himalaya Publishing House)
3. Gupta S P: Statistical Methods (New Delhi: Sultan Chand and Sons)
4. Gujarati D N, Porter D C and Gunasekar S: Basic Econometrics (New Delhi: TATA McGraw-Hill)
5. Israel D: Data Analysis in Business Research: A Step-by-step Nonparametric Approach (New Delhi: Response)
6. Kothari C R: Quantitative Techniques (New Delhi: Vikas Publishing)
7. Kothari C R: Research Methodology: Methods and Techniques (New Delhi: New Age International Publishers)
8. Levin R I and Rubin D S: Statistics for Management (New Delhi: Prentice Hall of India)
9. Siegel S: Nonparametric Statistics for the Behavioral Sciences (New Delhi: McGraw Hill Kogakusha Ltd.)
10. Zikmund W.G: Business Research Methods (Chicago: The Dryden Press)

M.Com

II Semester

CMH456: INTERNATIONAL BUSINESS

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objective:

- 1) **Familiarized the students with functions and practice of International business.**
- 2) **Enable them get global perspective on issues related to FDI, forex market and globalization.**

Unit - 1:International Business Environment: Nature, Scope and Importance of IBE, Tariffs and Non-Tariffs barriers. Foreign Trade Policy, Balance of payment and its problems, an over view of International Trade theories.

Unit - 2: International Business Decisions: World Trading Environment, Globalisation, Historical Background of Globalisation, Drivers of International Business Decisions, Reasons for the firm to go Abroad, Deciding to go Global, Choosing the Mode of Entry, Strategies for Going International, Globalisation and Developing Countries, The Changing Demographics of the Global Economy the Globalisation Debate Antiglobalisation Protests, Globalization and National Sovereign Globalization and the World's Poor and Managing the Firm in the Global Scenario.

Unit-3: Managing Global Business Risk: Enterprise Risk Management, Key Success Involvement of ERM, Steps in ERM, Strategic Risk Assessment, EXIM policy, Foreign Exchange Management.

Unit -4: Foreign Exchange Market: The Functions of the Foreign Exchange Market, The Nature of the Foreign Exchange Market, Capital Flows, Foreign Investment Flows and Barriers, Currency Convertability, Capital Account Convertability, Current Account Convert Ability, Exchange Rate Convertability, Appreciation, Depreciation, Premium and Discount of

Currencies. Foreign Currency Features, Revenues and Pricing Strategies, Purchasing Power Parity Theories, Rupee Dollar Convertability Background, Direct and Indirect Quotes.

Unit -5: Regulatory Environment of International Business: International Trading Environment, Bilateral, Trilateral and Multilateral Treaties, International Economic Institutions – GATT, ASB, WTO, BRICS, UNCTAD, IMF, IBRD, International Laws, International Trading Arrangements of India, Pakistan and China. Free Trade Area, Regional Economic Integration.

Unit-6: Multinationals in International Business: MNC's and TNC's, Issue in Investment, Technology Transfer, Pricing, Regulations, International Collaboration and Strategic Alliances, Defenders and Critics of MNC's and TNC's Corporate Social Responsibility and Contemporary Developments and Issues in International Business.

References:

1. Akira Takayama – International Trade – (Holt, Rinehart and Winston, Inc, Newyork)- 1972.
2. Anant K Sundaram / J. Stewart Black – The International Business Environment – Text and Cases – Prentice Hall of India – (New Delhi) – 1999.
3. Aswathappa .K, International Business, Tata McGraw Hill Education: Sixth Edition 2015.
4. Charles W.L. Hill: International Business, eighth edition Tata McGraw Hill Education Private Ltd., 2016.
5. Charles W.L. Hill, Global Business Today: Tata McGraw Hill, sixth edition.
6. Deo Som – Multinational Corporations and Third World – Ashish (New Delhi) 1986.
7. Exchange Rates and Open Economy Macro- Economics – Edited by – Ronald Mac Donald and Mark P Taylor – (Basil Blackwell) 1989
8. Francis Cherunilam – International Business (Second EDITION)- (Wheeler Publishing) – 2001
9. James Taggart - The Essence of International Business – Prentice Hall (New Delhi) – 1995.
Neil Wood- The Economics of Multinational Enterprise – Longmen (London)- 1979.
10. Paul Hallwood and Ronald Mac Donald – with contribution from Robert Shaw. (Basil Blackwell) – 1989.
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12. Richard N. Farmer and Barry M.Richman-International Business an Operational Theory – (Richard D. Irwin, Inc, Homewood, Illinois) - 1966
13. Sanjaya Lall and Paul Streeten – Foreign Investment, Transnational's and Developing Countries – (MacMillan) - 1980
14. Simmons and Simmons: Consultant editor: Jonathan Reuvid “Managing Business Risk; a practical guide to protecting your business Kogan page U.K.
15. Subba P. Rao – International Business Text & Cases.
16. Virgil Salera – Multinational Business – (Houghton Mifflin Company Boston) – 1969
17. William A. Dymrza – Multinational Business Strategy – McGraw Hill (New York)-1972.

M.Com

II Semester

CMH457: ADVANCED COST ACCOUNTING

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objective: To provide the students with an in-depth knowledge of advanced approaches of Cost Accounting in order to enable them to apply costing methods and techniques so as to assist management in taking appropriate decisions

Unit -1: Inventory System: Turnover of Material: ABC Analysis; VED Analysis; JIT, Aims and Objectives of JIT, Methodology in Implementation of JIT, Impact of JIT on Production Price. JIT's Effect on Costing System. Material Requirement Planning (MRP-I), Aims, Methodology, Methods of Operations, Requirement for Implementation of MRP-I, MRP-I and Inventory Management. Zero Inventory system.

Unit -2: Process Costing: Comparison of Process Costing and Job Costing, Inter Process Profits, Work in Progress and Equivalent Production.

Unit -3: Marginal Costing and Break Even Analysis: – Calculation and Interpretation of a Break-Even Point and Margin of Safety-Marginal Costing and CVP Analysis – Preparation of Various Breaks Even Charts.

Unit -4: Standard Costing and variance analysis: – Concept of Standard Costs – Uses of Standard Product Costs- Fixation of Standard Costs – Material – Labour – Overhead, Profit and Sales Variances Leading to Decision Making and Reporting.

Unit -5: Managerial Decisions and Cost Accounting: Pricing, Accepting Special Offer, Profit Planning. Make or Buy Decision, Determining Key-Factor, Determining Sales- Mix, Determining Optimum Activity Level, Performance Evaluation, Alternatives Methods of Production, Cost Reduction & Cost Control.

References:-

- 1) B.S. Khanna, I.M. Pandey, G.K. Ahuja and M.N. Arora – Practical Costing, S.Chand and Company, Ltd., New Delhi.
- 2) Baneerjee, Cost Accounting-Theory & Practice, Prentice Hall of India, N. Delhi.
- 3) Dr. S.N. Maheswari – Advanced Cost Accounting, Sultan Chand and Sons, New Delhi.
- 4) Horngreen C.T.: Cost Accounting, Management Emphasis, Prentice Hall of India Pvt. Ltd, New Delhi.
- 5) Lal Jawahar.: Cost Accounting, Tata McGraw Hill, New Delhi.
- 6) N.K. Prasad: Principles and Practice of Cost Accounting, Book Syndicate Pvt. Ltd. Calcutta
- 7) Prof. Subhas Jagtap : Practice in Advanced. Costing and Management, Accounting Nirai Prakashan, Pune
- 8) R.S.N. Pillai and V. Bagavathi – Cost Accounting, S. Chand and Company Ltd. New Delhi.
- 9) Ravi M. Kishore : Advanced Cost Accounting and Cost Systems Taxmann, New Delhi.
- 10) Ravi M. Kishore : Student's Guide to Cost Accounting Taxmann, New Delhi
- 11) Reeve, James. M.: Readings and Issues in Cost Management, South western College Publishing,USA.
- 12) S.P. Iyengar, Cost Accounting – Sultan Chand & Sons New Delhi.
- 13) S.P. Jain & R.L. Narang – Advanced Cost Accounting, Kalyani Pubhshar, Ludhiana.
- 14) S.P. Iyengar : Cost Accounting Principles and Practice, Sultan Chand and Sons, New Delhi



**M.Com
III Semester**

CME 501: PERSONAL SAVINGS AND INVESTMENT MANAGEMENT

Work load: 2 hours lecture and 2 hours tutorial per week: total 3 credits

Course Objective:

The objective of this course is to provide students the knowledge of various avenues of savings and investment for individuals.

Unit 1: Introduction to Investments

Meaning of Investments, Difference between Savings and Investment; Difference between Investment, Speculation and Gambling. Investment Goals; Investment Constraints. Identifying Risk Tolerance.

Unit 2: Pre-cautionary Investments

Health Insurance: Types, operations and procedure. Life Insurance: Origin, Types, Operations and Procedures, Selection of Type of Insurance Policy. Pension Funds.

Unit 3: Tax Saving Schemes and Savings Schemes

Bank Deposits, Post-office Saving Schemes, NDFC Deposits, Kisan Vikas Patra, National Savings Certificates, Employee Provident Fund, Public Provident Fund.

Unit 4: Mutual Funds

Introduction to Mutual Funds, Historical background of Mutual Funds in India, Classification of Mutual Funds.

Selection of Mutual Funds – criteria for selection. Calculation of Net Asset Value. Calculation of Mutual Fund Returns for Dividend Payment Plan, Dividend Reinvestment Plan, Bonus Plan and Growth Plan.

Performance Criteria – Sharpe's Measure, Treynor's Measure and Jensen's Alpha.

Unit 5: Stocks and Bonds

Meaning of Shares and Stock, Bonds – Features and Types of Bonds.

Stock Market Operations; SEBI Guidelines – KYC guidelines.

References:

1. Chandra, Prasanna (2008), “Investment Analysis and Portfolio Management”, Tata McGraw Hill Publishing Limited, 3rd Edition.
2. Rao, Balaji, “Financial Markets and Investment Instruments – An Industry Integrated Working Knowledge Study Material”, Balaji Rao Publishers.
3. Bhalla, V.K. (2006); “Investment Management”, S. Chand; 12th Edition.
4. Avadhani V.A (2006), “Securities Analysis and Portfolio Management”, Himalaya Publishing House, Eighth Revised Edition.
5. Ranganatham and Madhumathi (2005); “Investment Analysis and Portfolio Management”, Pearson Education, First Edition.
6. Pandian, Punithavathy (2007); “Security Analysis and Portfolio Management”, Vikas Publishing House Private Limited, Fifth Reprint Edition.
7. Kevin (2008); “Security Analysis and Portfolio Management”, Prentice Hall of India Private Limited, First Reprint Edition.
8. Maheshwari, Yogesh (2008); “Investment Management”, PHI Learning Private Limited, First Edition.
9. “Stock Market Book” (2005); Dalal Street Journal.
10. “The Layman’s Guide to Mutual Funds” (2004), Outlook Publishing (India) Private Limited, First Edition.

M.Com

III Semester

CMH 502: Artificial and Business Intelligence

Workload: 3 hours Lecture and 2 hours Tutorial per week: Total 4 Credits

Objective: In the business world, competition is the main factor, intelligence is prerequisite for understand to meet competition. AI and BI are essential learning and analytical concepts. So that, students can enhance their intelligence and they can take-up career in these fields.

Unit -1: Artificial Intelligence: Meaning, scope, nature of business problem solving, cognitive science, knowledge acquisition techniques, knowledge sharing and transformation of knowledge.

Unit -2: Knowledge Mapping: Inheritable knowledge, machine and robotic knowledge, knowledge mapping system, knowledge V/s skills, re-skills, knowledge creation with the help of AI, forward and backward thinking, value system and mind mapping techniques, human capital analytics.

Unit -3: Modeling of AI: Intelligent system, areas of AI, Psychological modeling, improving efficiency, business model analysis, appreciative intelligence, benchmarking analysis and business model analysis.

Unit -4: Intelligent Cycle: Intelligent cycle components, forms of analysis: facts, perception, beliefs, assumptions, projections and synthesis. Intelligent decision-making, intelligent solution to business problems, unlock value of AI in business, avoiding analysis pitfalls and developing analytical fitness through AI, recent trends in AI.

Unit -5: Business Intelligence: Meaning, importance in business decision-making interpretation of big data, business intelligence and competitive intelligence in business, business analytics, BI capabilities in business solutions, recent trends in BI.

References:

- Anu Singh Lather, Anil S Saini and Sanjay Dhingra: Business Intelligence and Data ware housing: Narosa Publishing House.
- Barr et al (1981) Handbook of Artificial Intelligence: Morgan Kaufmann.
- Business Intelligence: Concepts, methods, tools and application by MAIR (Management Association Information Resources) IGI Global Publisher 2015.
- Charniak and McDermott: Introduction to Artificial Intelligence (1985) Addison Wesley.
- Craig S. Fleisher and Babette E. Bensoussan: Business and Competitive Analysis, Pearson.
- Elaine Rich and Kevin Knight: Artificial Intelligence, Second edition: McGraw-Hill –Inc.
- Genesereth & Nilsson (1987): Logical Foundation of Artificial Intelligence: Morgan Kaufmann.

- John Boyer et al: Business Intelligence Strategy: A Practical Guide for achieving business intelligence excellence: McGraw Hill.
- John Brooks: Business Adventures: John Murracy Learning Private Information and Business Development.
- Nilsson (1980): Principles of Artificial Intelligence: Morgan Kaufmann.
- Rajiv Sabherwar, et al, Business Intelligence Practice: Practices, Technologies and Management, Willey.
- Shapiro and Eckroth (1987): Encyclopedia of Artificial Intelligence: Addison Wesley.
- Webber B. L and Nilsson: Reading in Artificial Intelligence: Morgan Kaufmann.
- Winston (1984): Artificial Intelligence: Addison Wesley.

M.Com

III Semester

CMH503: BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objective: To make the students acquire knowledge of ethical issues, social responsibility and corporate governance practices in corporate.

Unit-1: Ethical theory: An overview of Ethical theory, Kantianism, Nature of Ethics; Ethics and its relation to values, norms, and morals; Ethics, Economics and Law; Cognitivist and non-cognitivist theories; Virtue Ethics and Conflict of interest.

Unit-2: Business Protocol: Scope; Relevance; Ethical Issues in Marketing; Ethics in Financial Services and Financial Markets; Ethical issues in hostile takeovers; Arguments against Insider trading, self-regulation, social value, surrogate decision-maker and corporate whistleblower.

Unit-3: Corporate Social Responsibility: Nature of Corporate Social Responsibility and Environmental disclosure, Approaches to Corporate Social Responsibility; Dimensions of Social Responsibility; Sachar Committee's Suggestions; Arguments for and against Corporate Social responsibility, corporate reputation, Recent trends in CSR and new CSR Act in India.

Unit-4: Social Responsibility and Corporate Governance: Social Responsibility and sustainable development of corporate, corporate citizenship models and corporate excellence, corporate mis-governance, corporate governance- advantages, corporate frauds, corruption, reporting practice, governance and charities, charities and external stakeholders- scope and dimensions: internal aspects of governance – ouster of Board of Directors and Chairmans' and exemplary employment practice, corporate frauds impact on the development of economies.

Unit-5: Global Business and cross cultural diversity: Globalisation and business changes; values for global managers; Values West can learn from East and vice-versa, cross-cultural comparison and managing cross-cultural diversity – parochialism, good corporate citizenship, transparency, relationship building in global level.

References:

1. Agarwal, Corporate Social Responsibility in India (Sage Publication)
2. Boatright John R, Ethics and the conduct of Business (Pearson Education).
3. C.A.Kamal Garg, Corporate Social Responsibility with companies (Corporate Social Responsibility Policy) Rules, 2014, w.e.f. 01-04-2014. (Bharat Law House Pvt. Ltd., New Delhi)
4. Ghosh Biswanath, Ethics in Management and Indian Ethos (Vikas)
5. Hartman Laura Pincus, Perspectives in Business Ethics (McGraw Hill)
6. Harvard Business Review, 'Harvard Business Review on Corporate Social Responsibility, Paperback.
7. Kaushal Shyam L, Business Ethics- Concepts, Crisis and Solutions. (Deep and Deep)
8. Madhumita Chatterji, Corporate Social Responsibility (Oxford University Press)

9. Moon Chris and Bonny Clive, Business Ethics- Facing up to the issues (The Economist)
10. Philip Kotler, Corporate Social Responsibility: Doing the most Good for your Company and your cause.
11. Sanjeev Rinku and Khanna Parul, Ethics and Values in Business Management (Ane Books India)

M.Com
III Semester
CMH504: E-Commerce

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

- Objectives:**
1. To understand the nature of E-Commerce business and its various dimensions.
 2. To Identify the various strategies and advanced concept of web-based commerce.
 3. To understand the importance and role of E-Commerce and M-Commerce business environment.
 4. To provide insights to the students on E-Commerce models.

Unit-1: Electronic commerce: Nature and scope of E-Commerce and M-Commerce; Global-E-Commerce; business environment, Evolution of world wide web and future status of web-based business role of web site in E-Commerce, alternative modes of customer relationship management, e-mail etiquette and e-mail security.

Unit-2: E-Commerce models: B2B, B2C, C2C, N2N, B2G, O2O and other models of E-Commerce, service digitalization, remote sensing and online Marketing.

Unit-3: Electronic Payment System: Different types of E-payments, E – cash, E-cheques, E-Wallet, credit cards, smart cards, electronic purses and debit cards, legal risks of E-payment and options of E-payment system.

Unit-4: Conflicts in E-Commerce business: Features and perceptions of E-Commerce-Conflicts, functional and dysfunctional conflicts in E-Commerce, levels of conflicts, causes of conflicts in E-Commerce and conflict resolution and negotiation through e-mail and its strategies.

Unit-5: Security issues in E-Commerce: Digital signature and electronic signature, E-Commerce Security, E-Commerce Threats, Protecting from E-Commerce Threats, Security tools, Encryption and its roles in E-Commerce Business.

Unit-6: E-Commerce Policy: IT Act 2000, National Cyber Security Policy, Opt in and opt out policy, Recent issues, Role of Net Neutrality in E-business, Language and culture in E-Commerce, legal environment in E-Commerce, its border and jurisdiction, contracting and contract enforcement; National and International Cyber – Laws, ethical and moral issues in E-Commerce.

References:

1. Laudon Kenneth C. and Carol Guercio Traver (2002) E-Commerce : Business, Technology, Society.(New Delhi : Pearson Educatin).
2. Awad Elias M.(2007), Electronic Commerce: From Vision to Fulfillment (New Delhi : Pearson Education).
3. Kalakota Ravi and Marcia Robinson (2001), Business 2.0: Roadmap for success (Nw Delhi : Pearson Education).
4. Smith P.R. and Dave Chaffey (2005), E-marketing, excellence; The Heart of E-Business (UK : Elsevier Ltd.)
5. Lewicki Roy et.al : ‘Negotiation ; Mcgrow Hill Education India Pvt. Ltd. (5th Edition) New Delhi – 2013.
6. Singh B.D. ‘ Managing Conflict and negotiation, Excel Books, New Delhi – 2008.
7. Jayforder and Patrickquirk ‘ Electronic Commerce and Law’, JohnWiley and Son

M.Com
III Semester
CMS 505: Advanced IFRS and Practice

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objective : To familiarize and acquaint the student the recent developments in International Accounting Standards and various financial reporting practices at the global level.

Unit – I : IFRS dimensions in accounting practice

Role of IFRS, Accounting Environment, Accounting Principles and Scope and application of IFRS system, Fundamental Principles - Conceptual Framework Approach - Independence - Confidentiality - Conflicts of Interest - Conflicts in Application of the Fundamental Principles - IFAC Developments- Ethical requirements of corporate reporting and their consequences

Unit - II: Financial Reporting Framework

The application, strength and weakness of accounting framework, Uniform Global Financial Reporting : Need – Differences between IAS, Indian GAAP and US GAAP – Translation of Indian GAAP statements in to US GAAP and IFRS – International Accounting Standards Board. **IFRS** : Convergence with IFRS – Benefits of Convergence – Challenges of Convergence – Role of IASB in post convergence scenario.

Unit – III: Financial Reporting Performance

Asset related standards including IAS 16 Property, plant and Equipment, IAS 38 Intangible Assets, IAS 40 Investment property, IFRS 5 Assets held for sale and discontinued operations, IAS 36 Impairment of assets, IAS 23 Borrowing Costs, IAS 41 Agriculture

Disclosure standards including IAS 33 Earnings per share, IAS 24 Related Party Disclosures, IFRS 8 Operating Segments, IAS Interim Financial Reports, IFRS 13 Fair value measurements

Accounting for Financial instruments including impairment of financial assets and hedge accounting – IFRS 9 Financial Instruments, IAS 32 Financial Instruments: Presentation, IFRS 7 Financial Instrument: Disclosure

Other areas of reporting including – IFRS 16 Revenue from contracts with customers, IFRS 16 Leases, IFRS 2 Share-based payment, IAS 19 Employee benefits, IAS 12 Income taxes, IAS 37 Provisions, contingent liabilities and contingent assets, IAS 20 Accounting for Government Grants and Disclosure of Government Assistance, IAS 10 Events after the reporting date, Reporting requirements of small and medium-sized entities (SMEs), IAS 21 The effect of changes in Foreign exchange rates

Unit- IV: Financial Statements Group Structure

Group accounting for complex groups including statements of cash flows – Continuing and discontinued interests – Changes in group structures – Foreign transactions and entities. The standards to be covered include IAS 27, IAS 28, IFRS 3, IFRS 10, IFRS 11, IFRS 12

Unit – V: Developments on Financial Reporting

True blood Report (USA). Corporate Report (UK), Stamp Report (Canada). **Financial Reporting:** General Purpose- Qualities – Significance of Corporate Annual Reports – Recent Trends in Corporate Reporting in India.

References:

1. Gupta, Ambrish, "Financial Accounting for Management – An Analytical Perspective"; Pearson Publications.
2. Vijaykumar M P., "First Lessons in Financial Reporting", Snow White Publications.
3. Chandra, Prasanna, "Finance Sense – Finance for Non-finance Executives", Tata McGraw Hill.
4. Agarwal, V. Rakesh, "Systematic Approach to Cost Accounting", Bharat Publications.
5. Tulsian and Tulsian, " Financial Reporting", S.Chand.
6. Vijaykumar M.P., "First Lessons in Accounting Standards:, Snow White Publications.
7. Ramachandran, and Kakani, "How to Analyze Financial Statements", Tata Mc Graw Hill.
8. Palat, Raghu, "How to Read Annual Reports and Balance Sheets", JAICO Publishing House.
9. Dash A.P., "Financial Wisdom – Finance for Non-Finance Executives", Biztantra.
10. Jawaharlal " Accounting Theory and Practice" Himalaya Publishing Company;
11. Rawat D.S. " Accounting Standards: Taxmann Allied Services Private Limited;
12. Kamal Garg " IFRS Concepts and Applications : Bharat Law House Pvt. Limited;
13. Ghosh T.P. " IFRSs for Finance Executives ", Taxmann Allied Services Private Limited;
14. Porwal L.S. " Accounting Theory" Tata Mc Graw – hill Publishing Company.
15. Jain S.P. & Narang K.L: Accounting Theory & Management Accounting , Kalyani.
Journals : 1.Chartered Accountant, ICAI;2; 2. Management Accountant, ICAI;
News papers: 1.Business Line, 2.Economic Times.

M.Com**III Semester****CMS506: Optional (FMAIS): CAPITAL MARKET OPERATIONS**

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objective: This course is designed to acquaint the students with various concepts of Investment Management and to facilitate them to understand various issues of capital market in India.

Unit-1: Introduction: Evolution and Development of Financial System in India, Structure of Financial Markets, Financial Institutions. Introduction to Investment- Attributes of Investment- Investment Process, and Avenues of Investments. - Mutual Funds, Concepts, Constitution of Mutual Funds, Functions of Asset Management Companies-Regulation of Mutual Funds and Recent Development in the Financial System.

Unit-2: New Issues Market and Stock Exchanges: Methods of floating New Issues- Stock Exchanges-Growth and Functions- BSE- OTCEI- NSE- ISE- Stock Market Operations – Insider Trading- Legal Control of Stock Exchange in India-SEBI- Market Indices- Methods of computing Market Indices. Recent Developments in the Primary and Secondary Markets.

Unit-3: Behaviour of Capital Markets: Fundamental Analysis-Economy, Industry and Company Analysis- Technical Analysis-Dow Theory and its basic tenets- Charts and Signals-Technical Indicators-ROC-Moving Averages-Oscillators-Stochastics-Relative Strength Index. Valuation of Securities- Equity Shares- Bonds Valuation-Immunization-Duration.

Unit-4: Efficient Market Theory: The Concept of Efficient Market – Forms of Efficient Markets – Weak, Semi-strong and Strong Forms – Tests of weak, Semi- Strong and Strong forms-Market Anomalies – Implication of Random walk for Technical and Fundamental Analysis, Market Rationality.

Unit-5: Bonds: Type and Bonds, Valuation and Bonds, Return on Bonds, Risks associated with Bonds, Duration and Convexity of Bonds.

References:

1. Francis Jack Clark,
Investments-Analysis and Management, (McGraw Hill)
2. Elton Edwin J and
Gruber Martin J, Modern Portfolio Theory and Investment Analysis, (John Wiley and Sons)
3. Sharpe William F,
Alexander Gordon J, Bailey Jeffrey V, Investments, (Prentice Hall)
4. Stevenson R.A.
and Jennings E H, Fundamentals of Investments, (West Publishing Company)
5. Luenberger David
G, Investment Science, (Oxford University Press)

6. Security Analysis and Portfolio Management, (Holt, Rinehart and Winston) Bolten Steven E,
7. and Clendenin John C, Introduction to Investments, (McGraw Hill) Christy George A
8. Tuttle Donald L and Heaton Cherril, Essentials of Modern Investments, (Ronald Press Company, NY) Jones Charles P,
9. C, Essentials of Investments, (Houghton Mifflin) Sprecher Ronald
10. Blackwell, Introduction to Investments and Finance, (The MacMillan Company, NY) Renwick Fred
11. and Gordon Gail, Financial Futures and Investment Strategy, (Dow Jones Irwin Illinois) Rebell L Arthur
12. D, Using Dow Theory, (Vision Books) Sheimo Michael
13. Sarnat Marshall, Investment and Portfolio Analysis, (Wiley Series in Finance) Levy Haim and
14. and Archer Stephen, Portfolio Analysis, (McGraw Hill series in Finance) Francis Jack Clark
15. C, Financial Management and Policy, (Prentice Hall) Van Horne James
16. Financial Decision Making, (Prentice Hall) Hampton John,
17. and Jordan Ronald J, Security Analysis and Portfolio Management, (Prentice Hall) Fischer Donald E
18. Alex, Mrcus J Alan, Investments,. (McGraw Hill/Irwin) Bodie Zvi, Kane
19. Technical Analysis Explained, (McGraw Hill) Martin J Pring,
20. Financial System, (Vikas Publishing House) Machiraju, Indian
21. Working of Stock Exchanges in India, (Wiley) Machiraju, The
22. "Investment-Analysis and Management" Prasanna Chandra,
23. Parthasarathy, "Security Analysis and Portfolio Management", Vikas Publishing House. Pandiar,

M.Com III Semester

Optional Stream – 2: Human Resource Development and Management(HRDAM)

CMS507: Optional (HRDAM): Human Resource Development

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objective: To familiarize the students with the conceptual, theoretical and practice-oriented perspectives in HRD along with ethics and national policy framework.

Unit-1: An overview of Human Resource Development : Concepts of education, training and development – Distinction between Human Resource Management and HRD, Strategic HRD- Theories of HRD : General systems theory, institutional theory, human capital theory, resource-based theory – characteristics, role and relevance, nature and scope of HRD.

Unit-2: The National Context : Nature and characteristics of labour markets – Public policy and infrastructure – Ministry of HRD : Structure, Role and Functions – Adult education – National education policy – Human Development and HRD – Recent Developments.

Unit-3: The organizational context: The external context – the internal context- components of HRD: Employee Training, Management Development, Career Development, and Organizational Development – Current trends.

Unit-4: The HRD process: Individual, team and organizational learning – Analysis of training needs – Designing and implementing HRD programmes – Andragogy – Experiential Learning Cycle- Evaluation of HRD contributions – purposes and processes of evaluation – Problems with evaluation. Facilitators and barriers to transfer of learning - Workplace Diversity and Cross-cultural training – open, distance and flexible learning – multimedia and e-learning.

Unit-5: Policy and Ethics in HRD: HRD policy – The ethics of HRD – Learning Organization, lifelong learning and knowledge Management – Global HRD.

References:

- Harrison R.(1997), Employee Development, London: Institute of personnel and Development.
- Mabey C. and Salaman G.(1995), Strategic Human Resource Management, Oxford : Blackwell.
- Noe R.A. ‘ Employee Training and Development’, McGraw-Hill.
- Rothwell W.J. and Kanas H.C. (1989b), Human Resource Development: A Strategic Approach, Amherst M.A: HRD Press.
- Rothwell W.J. and Kanas H.C. (1991) Strategic Human Resource Planning and Management, Englewood Cliffs NJ : Prentice Hall.
- Rothwell W.J. and Kanas H.C.(1989a), Strategic Human Resource Development, Englewood Cliffs, N J : Prentice Hall.
- Stewart J and Tansley C(2002), training in the knowledge based economy, London : Chartered Institute of personnel and Development.
- Stewart J. and Mc Goldrick J (Editors) (1996), Human Resource Development : perspectives, Strategies and practice, London : Financial Times /Pitman Publishing.
- Swanson R.A. and Holton III, E.F., ‘ Foundations of Human Resource Development’ Berrett – Koechler Publishers.
- Thomson R. and Mabey C(1994), Developing Human Resources, London: Butterworth – Heinemann.
- Walton J.(1999), Strategic Human Resource Development, Essex: Financial Times/Prentice Hall.
- Wilson J(Editor) (1999)Human Resource Development, London : Kogan Page.



**M.Com
III Semester**

CMS 508: STRATEGIC HUMAN RESOURCE MANAGEMENT

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objective: To make the learner understand the basic functioning of organisations from the human resource point of view and to explore the role of people and the functions related to employees in organisations.

Unit-1:The Strategic Role of Human Resource Management: Evolution and Growth - Objectives and Functions, Human Resource Department: Structure, Changing roles, outputs and competencies of HR practitioners - Globalisation and Future of SHRM in Dynamic Environment - High Performance work systems (HPWS).

Unit-2: Staffing the Organisation: Introduction – Human Resource Planning – Job Analysis – Competency-based Job Analysis - Recruitment – Sources and Methods - Selection Process, Placement, Induction, Internal Mobility and Separations – Recent Trends.

Unit-3:Developing Effectiveness in Human Resources: Career Management - Training Vs Development, Types of Training, Executive Development – Methods of Management Development – Succession Planning - Knowledge Management- Concepts and Process – Recent Trends.

Unit-4:Evaluating Performance and Managing Compensations: Performance Appraisal Methods of Performance Appraisal – Potential Appraisal – Strategic Compensation Planning Incentives and Employee Benefits – Incentive pay plans – Individual, Group and Organisation-wide Incentives – Recent Trends in Executive Compensation.

Unit-5:Human Capital Relations and Organisational Exit: Principles of Relationship Management – Prevention and Settlement of industrial Disputes – Grievance Management –

Collective Bargaining –HR Audit- Disciplinary Procedure. Organisational Exit: Voluntary Retirement Vs Compulsory Retirement – Exit Policy – Exit Interview – Downsizing Retraining and Redeployment, Managing the Ageing Workforce – Recent Trends.

References:

1. Gangaram Singh, R Nandagopal, R.G Priyaadardini, Strategic Human Resource Management in a Global Economy, Excel Books, New Delhi.
2. Nayantara Padhi ‘Strategic Human Resource Management Theory and Practice, Atlantic Publishers & Distributors, New Delhi.
3. PVL Raju and Nagasudha Ravinuthala, ‘Strategic Human Resource Management – An Introduction, ICFAI University Press, Hyderabad.
4. Rajib Lochan Dhar, Strategic Human Resource Management Excel books – New Delhi
5. Scott Snell and George Bohlander, Human Resource Management, South Western Cengage Learning
6. Tapomoy Deb, Strategic Approach to Human Resource Management- Concept, Tools and Application, Atlantic Publishers, New Delhi.
7. VSP Rao, Human Resource Management, Second Edition, Excel Books, New Delhi

M.Com

III Semester

CMS509: Optional (BAIM): Trends in Indian Banking

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objective: The course aims at providing students with an understanding of structure, organizations, Operation and Current Trends in Indian Banking.

Unit-1: Commercial Banks: Principles of Sound Banking Functions and Services of Indian Banks, Analysis of Balance sheet of Banks, Portfolio Management, Employment of funds in assets, Factors governing Cash Reserves, Earning assets, statutory provisions regarding liquid assets, Term financing by banks, universal banking, Retail Banking and Wholesale Banking, Core Banking Services, Financial Intermediation – Recent trends.

Unit-2: Banking System in India:-Constituents of the Indian Banking System, Commercial banks, Scheduled and Non-scheduled banks, Foreign Banks, Merchant Banks, organisation and structure of Commercial Banks, Public and Private, Institutional Agencies for Rural finance, cooperative Banks, Land Development Banks, Regional Rural banks, Bank Correspondents, NABARD, SIDBI, New generation Banks, Productivity and profitability in Banks-MIS in Banks- Customer Service, Quality circles in Banks, Relationship Banking, Social and Ethical Issues in Banks– Recent Trends.

Unit-3: Risk Management:- Mismatch between Assets and Liabilities- source of risk, credit analysis, overall risk of a bank, Types of Risk, Interest sensitive Assets, credit Risk, Interest Rate Risk, Liquidity risk and operational risk, Derivatives, treasury function, Monitoring risk, RBI Guidelines for Risk Management, Risk Management Systems.

Unit-4 Financial Sector Reforms: Nationalization of Banks, Branch expansion, Deposit mobilisation, credit expansion, Priority sector lending and problems, Globalization and Indian Commercial Banks, Narasimham committee on Financial Sector Reforms 1991, Recommendations of the Committee, BASCL Basal 1, 2 and 3 norms, Prudential Accounting norms, Income Recognition, Asset classification, standard, substandard, Doubtful and Loss making assets, Provisioning requirements, capital adequacy, Non-Performing Assets, (NPAs), public issue of shares, Narasimham committee on Banking Sector Reforms 1998; Weak public Sector Banks, Report of Working Group (1999) (Verma Committee), Problem of Recovery, Debt Recovery Tribunals (DRTs), SARFAESI Act 2002, Securitization of Assets Reconstruction Corporations (ARCs).

Unit-5: Management of Financial Services of Banks: Diversification in Banking functions, Housing Finance, Mutual Funds- Insurance Business- Bancassurance – Investment in commodity exchange – New technology in Banking – Computerization of Banks- E-Services – Debit and Credit cards- Internet Banking – ATM – EFT-MICR-RTGS-NEFT-DEMAT Accounts, Mobile Banking and insolvency and bankruptcy code.

References

1. K.C. Shekhar and Lekshmy Shekhar K (2005): *Banking Theory and Practice*, Vikas Publishing House Pvt. Ltd., New Delhi.
2. H.R. Machiraju (2001), *Modern Commercial Banking*, Vikas Publishing House Pvt. Ltd., New Delhi.
3. H.R. Machiraju (2002), *Indian financial System*, Vikas Publishing House Pvt. Ltd., New Delhi.
4. Bharath V. Pathak (2003), *Indian Financial System*, Pearson Education.
5. M.Y. Khan: *Financial Services*, Tata McGraw Hill.
6. Report of the committee on *Financial Sector Reforms* 1998.
7. Report of the committee on *Banking Sector Reforms* 1998.

M.COM

III Semester

Optional Stream-3: Banking and Insurance Management (BAIM)

Optional (BAIM): CM 510 Management of Life Insurance

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Unit-1: Principles of life insurance: essentials of life insurance contract, new trends in life insurance, life insurance products, purpose of life insurance, benefits of life insurance, demand and outlook of life insurance, Role of Life Insurance Advisors and Insurance Intermediaries.

Unit-2: Accounting and taxation for insurance: accounting principles for preparation of financial statements, final accounts of life insurance companies, taxation aspects of insurance, documentation in life insurance, concept of actuarial valuation, pricing of life insurance products, life Insurance policy provisions and Riders.

Unit-3: Life Insurance Risk Management: meaning of risk management, features, objectives, risk management process, use of technology in risk management, risk management and decision making, enterprise risk management, risk management information system(RMIS), life Insurance underwriting, Life Insurance Financial Management and Retirement Planning.

Unit-4: Bancassurance: combination of banking and insurance business, difference between banking insurance and life insurance companies, claims management- settlement, marketing of insurance products, distribution channels, concept of postal life insurance, Health Insurance Products and Disability Income Insurance.

Unit-5: Globalisation of insurance market: need for globalisation, globalisation and liberalisation, global picture of insurance globalisation and its impact on India, benefits and challenges of market access liberalisation, Information Technology and Life Insurance companies and recent developments in Life Insurance companies in India.

References:

- 1.M.N. Mishra: Insurance Principles and Practice: sultan Chand and company, New Delhi.
- 2.Pande; Insurance Principles and Practice.
- 3.P.K. Gupta: Insurance and Risk Management.
- 4.Sharma R.S: Insurance Principles and Practice
- 5.Dhavi B.S: Insurance Principles and Practice.
- 6.M.J. Mathew: Insurance Principles and Practice.
- 7.Dinsdale M.A: Elements of Insurance.

- 8.C. Arthur Williams.Jr, Michal L. smith Peter C Young: Risk Management and Insurance.
9. Kenneth Black, Jr, Herold D.Skipper, Kenneth Black,III – Life Insurance, 14th Edition, USA.

M.Com
III Semester
Optional Stream – 4 : Taxation (TAX)
CMS 511: OPTIONAL (TAX): DIRECT TAXES

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Course Objective

The subject equips students with tools to effectively manage income and expenditure and offers a better understanding of tax savings. It provides basic understanding of tax concepts and familiarize with filing of tax returns for different heads of income. Students will be gaining knowledge about taxation and methodology based on practical aspects.

Unit-1 Introduction

The Income Tax Act 1961 The Finance Act Benami Transactions Act 1988 Tax Planning; Basic concepts:Agricultural income, Assesse, Assessment year, Average rate of tax, income of person, gross total income, Previous year, Charge of income Tax; Capital and Revenue Receipts capital or revenue expenditure, residence and Incidence of Tax: Residence Determination of the Residential status Tax Free Incomes.

Unit-2 Heads of Income

Computation of Income from salaries, Income from house property Profits and gains of business or profession, Capital gains, Income from other sources; computation of total income and Tax liability.

Unit-3 Depreciation

Conditions for charge of depreciation-Assets-used for business-New method of charging depreciation-Block of assets-Rates of depreciation-Actual cost of assets-written down value of assets-Types of depreciation- computation of depreciation-Misc. provisions about depreciation.

Unit-4 Clubbing, Aggregation And Set-off

Clubbing of Income, Transfers Income of individual to include income of spouse etc. Liability of person in respect of income included in the income of another person, aggregation of income set off losses; Early forward and set of losses, Deductions from gross total income and rebate of Tax.

Unit-5 Assessment

Assessment of individuals, Hindu undivided families, partnership firms and companies- theory only.

Unit-6 Tax Administration

Income tax authorities Procedure for assessment Deduction of tax at source: salaries, interest on securities. Dividends, winnings from lottery or cross word puzzles, winnings from horse races. Insurance commission Penalties imposable and prosecution.

Tax audit as per the provisions of section 43 B of Income tax act, 1961: Tax audit report and non-compliance with the legal requirements.

References:

1. *Vinod K. Singhania, "Corporate Taxes - Planning and Management", Taxmann*
2. *Girish Ahuja and Ravi Gupta, "Direct Taxes Planning and Management", Bharat Publications.*
3. *Manoharan T N, "Direct Taxes", Snow White Publications.*

M.Com
III Semester
CMS512: OPTIONAL (TAX): GST and CUSTOM DUTY

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Course Objective:

- A. To impart students with knowledge about GST and it's features.**
- B. To give insight on the taxes influencing a corporate entity particularly in GST system.**
- C. To orient the students on the procedures and formalities to be adhered with regard to GST profiles.**

Unit-1: Goods and Services tax and its framework

Introduction to Goods and Services Tax, Constitutional framework, Orientation to CGST, SGST and IGST, Definitions – Supply, Inward Supply, Outward Supply, Continuous Supply, Time of Supply, Place of Supply, Goods, Services, Person, taxable Person, Related Person, Business, Place of Business, Business Verticals, Consideration, Capital Goods, Input and Input Service, Input tax, Output tax, Aggregate Turnover, Deemed Exports, Recipient, Reverse Charge and Works Contract.

Unit-2: Valuation for GST and Computation of GST Liability

Taxable and Exempted Goods : valuation of Taxable Supply of Goods, Computation of GST Liability on Supply of Goods, Set-off of Input tax Credit : taxable and Exempted Services : Valuation of Taxable Value of Services : Computation of GST Liability on Supply of Services, Set-Off of input Tax Credit and Reverse Charge Mechanism.

Unit-3: GST Procedures

Registration under GST, Tax Invoice, Levy and Collection of GST, Composition Scheme, Due dates for Payment of GST, GST Returns – Types of Returns, Monthly Returns, Annual Return and Final Return – Due dates for filling of returns and Final Assessment.

Unit-4: GST and Technology

GST Network: Structure, vision and mission, Powers and Functions. Goods and Service Tax Suvidha Providers (GSP): Concept, Framework and Guidelines and Architecture to integrate with GST system. GSP Eco system and GST softwares.

Unit-5: GST Features:

Federal level of GST, New Tax System – Pricing, Control Anti-Profiteering provisions to monitor prices, role and recommendations of organization of economic co-operation and development, E-way bill and its scope.

Unit-6: Customs Duty:

Export and Import procedure. Meaning and Types, features and Sources, Applicability, Chargeability of Customs Duty, Exceptions for Levy of customs Duty, Taxable event, valuation of imported and exported goods for levy of customs duty, Computation of Customs Duty payable.(GST valuation / procedure is considered for computation)

References:

- **Datey, V.S., “ Indirect Taxes”, Taxmann Publications.**
- **Hiregange et al, “ Indirect taxes: Puliani and Puliani**
- **Haldia, Arpit, “GST Made Easy”, Taxmann Publications.**
- **Chaudhary, Dalmia, Girdharwal, “ GST – A Practical Approach”, Taxmann Publications.**
- **Garg, Kamal, “ Understanding GST”, B harat Publications**
- **Hiregange, Jain and Naik, “ Students Handbook on Goods and Services tax”, Puliani and Pliani.**

M.COM
IV Semester
CMS551: Retail Management

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Unit-1: Introduction to Retail: Retail in India - Retail models and theories of retail development – Types of Retailers-Ethical & Security Issues in Retail - Retailing in other countries- opportunity in Retailing - multichannel retailing.

Unit-2: Strategic Retail Planning: Strategic Retail Planning Process - Understanding the Retail Customer-Delivery value through retail formats - Role of Customer services and Relationship Marketing in Retail-Retail franchising-Retail location & Site decision - Retail buying-Retail Market Segmentation.

Unit-3: Retail Marketing : Product Merchandise - Pricing decisions in retailing - Promotion & Communication Mix in Retail - Multi-channel retailing, Managing Retail services-Merchandise management process overview - considerations in setting up retail prices - Store design objectives.

Unit-4: Retail Operations: Supply chain management & vendor relation's role in Retail- Management of Human Resources - Financial Management Issues in Retail - The strategic profit model - the profit path - Store operations - size & place allocation - Store Maintenance, Inventory Management -FDI in Retailing.

Unit-5: Retail Structure- Enterprise Density- Market Concentration- Product Sector- Innovation Employment Structure- Merging Structure - Global Structure- Developing markets – Stages in development of International Operations - Export- Management Contracts- Franchising – Acquisition and Mergers – Organic Growth- Choice of Market Entry- Domestic Market- Retail Operations - Non Domestic market.- Retail Positioning and Brand Image - Measurement of Store Image – Open ended Techniques - Attitude Scaling Techniques - Multi Attribute model – Multi dimensional Scaling - Conjoint analysis.

Unit-6: - Legal & compliances for a Retail Store Legal & compliances: License-Contracts & Recovery - Legal Process - PF/ESIC & Exemptions Food & Restaurants - PPF-IR – Law-Shops & establishments - IPR Patents - Copyright & Trademarks- Inclusion of Service Mark - Procedure and Duration of Registration - Collective Mark - Certification Mark - Procedural Compliance for Establishing an Retail Store - Customer Rights - Consumer Protection Acts - Unfair Trade Practices –Procedures applicable for a Retail Store.

References:

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2. Bajaj, Chetan, Tuli, Rajnish and Srivastava, Nidhi; Retail Management; OUP; New Delhi
3. Berman, Barry & Evans, Joel R.; Retail Management – A strategic approach; Pearson Education/Prentice Hall of India; New Delhi
4. Levy, Michael & Weitz, Barton A.; Retailing Management; Tata McGraw Hill; New Delhi
5. Newman, Andrew J. & Cullen, Peter; Retailing – Environment and Operations; Thomson Asia Pvt. Ltd.; New Delhi
6. Dunne, Patrick M., Lusch, Robert F & Griffith, David A.; Retailing; Thomson Asia Pvt. Ltd; ND
7. Lamba, A.J. The Art of Retailing; Tata McGraw Hill; New Delhi
8. Nicolas Alexander International Retailing-Blackwell Business Publishers Ltd.
9. Arthur A Thompson,AJ Strickland, John E Gamble & Arun K Jain Crafting and Executing Strategy- Concepts and Cases –Tata McGraw Hill Publishing Company Ltd.
10. Abbas J Ali Globalization of Business- Practice and Theory – Jaico Publishing House
11. Margaret Bruce, Chistopher Moore, and Grete Birtwistle International Retail Marketing: A Case Study Approach
12. Allan M Findlay, Ronan Paddision and John A Dawson Retailing Environments in Developing Countries- Rutledge
13. Arun Chandra, Pradep Rau, & John K Ryans India Business: Finding Opportunities in This Big Emerging Market- Paramount Market Publishing Inc
14. Legal Aspects of Business –Akhileshwar Pathak- The McGraw Hill Companies

M.Com
IV Semester
CMH553: Risk and Insurance Management

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objectives:

1. To understand the nature of various insurance policies and its dimensions.
2. To learn the insurance and risk management strategies.
3. To understand the importance of corporate risks and individual risks and mitigation strategies.
4. To provide the risk handling methods.

Unit-1: Insurance Management: Definition of Insurance, Functions of Insurance, Characteristics of Insurance, Costs and benefits of Insurance, financial crisis, Pricing of Insurance, Investment and Solvency-Principal and Agent Relationship and Problems in Insurance Business.

Unit-2: Insurance Dimensions: Life and Non-Life Insurance, Liability Insurance, Health Insurance, Pension Plans and Regulations, Social Insurance, Nationalization of Insurance Business, IRDA Act 2000, Role of Government in Insurance Business and Economic Development and Insurance, Insurance Penetration Rate in India and Demand of Insurance Policy.

Unit-3: Risk and Insurance: Meaning and Definition of Risk, Risk and Uncertainty, Classification of Risk, Re-Insurance, Captive Insurance and Claims Settlement, and Procedure for Claims Settlement, Actuarial Management.

Unit-4: Legal Issues in Insurance Business: Insurance Contract, Underwriting, Insurance Ombudsman, Regulation of Insurance Business, Principles of Indemnity, Insurance Interest, Subrogation and Utmost Good Faith, Insurance Industry and Markets, Indian Insurance Market, Banking and Insurance, Insurance Management and Risk Management, Postal Insurance in India, and other Related Financial Services.

Unit-5: Crime Insurance: Commercial Crime Insurance Programmes, Commercial Crime Insurance Forms, Robbery and Burglary of other Property, Criminal and Tortious Behaviour of Insureds and Insurer, Negligence and Defenses of Negligence's.

Unit-6: Risk Management and Disaster Management: Definition, Meaning, Nature and Scope of Risk Management, Disaster Management its Meaning, Types of Disaster Management, Measures for Mitigating Disaster Management, Use of technology in Risk Management and Disaster Management, Steps in the Risk Management Process, Risk Management Tools, Risk Control, Risk Finance, Risk Management's Contribution to the Organization, Risk Management by Individuals and Corporates.

References:

1. Ben G Baldwin – New Life Insurance Investment Advisor.
2. Christopher L Culp – Art of Risk Management
3. Eric Breys – Insurance from under writing to derivatives (Asset Liability Management): Dimensalisation.
4. Emmelt J Vaughan – Essentials of Risk Management and Insurance.
5. George E Rejda – Social Insurance and Economic Security
6. Herold D Jr Skipper – International Risk and Insurance : An Environmental Management approach (Irwin McGraw Hill)
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8. Marks DORF Man – Introduction to Insurance
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10. Philip Kepter – Risk Management and Insurance, 2nd Edition 1998
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14. Walter Rielhoz and Partrier Liedthe- Strategic Issues in Insurance.
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16. Williams, Smith and Young – Risk Management and Insurance, 8th Edition.

M.Com
IV Semester
CMH 554: INTERNATIONAL FINANCIAL MANAGEMENT

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

OBJECTIVES:

- A. To orient the students on global business environment and international markets.**
- B. To make students understand the various risks an enterprise is exposed to on account of international transactions.**
- C. To provide knowledge and skills for hedging foreign currency risks.**

COURSE CONTENT AND STRUCTURE

Unit 1: Global Financial Environment

Evolution of International Monetary System, Bimetallism, Classical Gold Standard, Interwar Period, Bretton Woods System, Flexible Exchange Rate Regime, The current Exchange Rate Agreements, European Monetary System, Fixed vs. Flexible Exchange Rate Regime.

Unit 2: Balance of Payments

Introduction, Accounting Principles in Balance of Payments, Valuation and Timing, Components of the Balance of Payments, 'Surplus' and 'Deficit' in Balance of Payments, Importance and limitations of BOP Statistics, Relationship of BOP with other economic variables.

Unit 3: International Financial Markets

Motives for using International Financial Markets. Foreign Exchange Market – History and Transactions, interpreting Foreign Exchange Quotations, International Money Markets, International Credit Markets and International Bond Markets. Comparison of International Financial Markets.

Unit 4: Exchange Rate Determination

Purchasing Power Parity Theory, Interest Rate Parity Theory, International Fischer's Effect, Pure Expectations Theory.

Unit 5: Foreign Exchange Risk and Risk Hedging Strategies

Transaction Risk, Translation Risk, Economic Risk. Risk Hedging Strategies: Internal – Netting, Leads and Lags. External – Forwards, Futures, Options, Money-market Hedging, Currency Swaps.

Unit 6: Interest Rate Risk and Risk Hedging Strategies

Interest Rate Swaps, Forward Rate Agreements, Interest Rate Futures, Interest Rate Options, Caps, Floors and Collars, Swaption.

REFERENCES

1. Alan Shapiro: *Multinational Financial Management*, Prentice Hall, New Delhi.
2. Apte, Prakash, "International Finance – A Business Perspective", Tata Mc Graw Hill.
3. David B. Zenoff & Jack Zwick: *International Financial Management*.
4. Rita M. Rodriguez L. Bigame Carter: *International Financial Management*.
5. V. A. Avadhani: *International Finance- Theory and Practice*, Himalaya Publishing House.
6. Madura, Jeff, "International Corporate Finance", Thomson South-Western.
7. Sharan, Vyuptakesh, "International Financial Management", Prentice Hall of India.
8. Jain, Peyrard, and Yadav' "International Financial Management", MacMillan
9. J. Fred Weston, Bart: *Guide to International Financial Management*.
10. Robery O. Edmister: *Financial Institutions - markets and Management*.
11. A.V. Rajwade: *Foreign Exchange International Finance and Risk Management*, Prentice Hall.

M.Com
IV Semester
CMS555: Optional (FMAIS): FINANCIAL DERIVATIVE MARKETS

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objective: The objective of this course is to provide students with knowledge of hedging investments.

Unit-1: Introduction:

Meaning of Derivatives, forwards and futures contract, option, traders in futures and option markets, functions of derivatives market, world derivatives market and evolution of derivatives market in India.

Unit-2:

Forwards and Futures Contract: Valuation of forwards and futures, stock index futures, valuation of stock index futures, hedging using futures contract and stock index futures contract, adjusting the beta of portfolio using stock index futures.

Unit-3:

Options Contracts: Characteristics of option contracts, buyer and seller attitudes, option pricing, risk and return on equity option, Pay-off-on options, option trading strategies.

Unit-4:

Valuation of Options: A graphic analysis of call and put values, characteristics of option values, models of valuation of option, Binomial Option Pricing Model, applicability of Black and Scholes Model.

Unit-5:

Trading Risks and Regulations: Trading mechanism, types of orders, risks in derivatives trading, regulations on derivatives, and recent trends in derivatives market in India.

References

1. N.D.Vohra and B.R.Bagri, Futures and Options, Tata McGraw Hill, New Delhi.
2. John C Hull, Fundamentals of Futures and Options market, Pearson Education, New Delhi
3. Robert W Kolb, Understanding Futures Markets, PHI, New Delhi
4. Franklin R Edwards, Futures and Options, Tata McGraw Hill, New Delhi
5. V K Bhalla, Financial Derivatives and Risk Management, S Chand, New Delhi
6. Chance, Introduction to Derivatives and Risk management, Thomson Learning
7. D C Patwari, Options and Futures in an Indian Perspective, Jaico Publishers
8. I.M, Pandey, Advanced Financial Management, Vikas Publishing House, New Delhi.
9. William F. Sharpe, Gordon J Alexander and Jeffery V Bailey, Investments, Prentice Hall New Delhi
10. R.Mahajan, Futures and Options, Vision Books Pvt Ltd, New Delhi.
11. Prafulla Kumar Swain, Fundamentals of Derivatives, HPH
12. Business Dailies
13. Parasuraman, "Derivatives".
14. SSS Kumar, "Derivatives".

M.Com
IV Semester
CMS556: Optional (FMAIS): PORTFOLIO MANAGEMENT

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objective: The objective of this course is to provide students with an insight of constructing and managing portfolio.

Unit-1: Portfolio Construction: Markowitz Model - Efficient Frontier – Graphical Presentation - Portfolio Diversification – Indifference curves – Utility Analysis. Sharpe's Single Index Model – Diversification – Constructing Optimal Portfolio.

Unit-2: Capital Market Theory: Capital Asset Pricing Model (CAPM): Assumptions of CAPM – Risk Free Asset – Risk Free Lending and Borrowing – Capital Market Line (CML) – Security Market Line (SML) – Shifts in Security Market Line – Empirical tests of CAPM – Zero Beta Version of CAPM –Imposing Restrictions on Risk – Free borrowing – Consumption Oriented CAPM, Multi Beta CAPM.

Unit-3: Factor Models: Factor Models and Return Generating Process - One Factor Models – Multiple Factor Models- Sector Factor Models –Factor Models and Equilibrium.

Unit-4: Arbitrage Pricing Theory – Principle of Arbitrage-Constructing Arbitrage Portfolios- Pricing effects and interpreting APT Pricing Equation-Synthesis of APT and CAPM.

Unit-5: Portfolio Performance Evaluation and Portfolio Revision: Measures of Return- Rupee Weighted Returns, Time Weighted Returns- Risk Adjusted Measures of Performance- Sharpe's measure, Treynor's measure, Jensen's measure and Fama's measure- Portfolio Revision- Formula Plans.

References:

1. Francis Jack Clark, Investments-Analysis and Management, (McGraw Hill)
2. Elton Edwin J and Gruber Martin J, Modern Portfolio Theory and Investment Analysis, (John Wiley and Sons)
3. Sharpe William F, Alexander Gordon J, Bailey Jeffrey V, Investments, (Prentice Hall)
4. Stevenson R.A. and Jennings E H, Fundamentals of Investments, (West Publishing Company)
5. Luenberger David G, Investment Science, (Oxford University Press)
6. Bolten Steven E, Security Analysis and Portfolio Management, (Holt, Rinehart and Winston)
7. Christy George A and Clendenin John C, Introduction to Investments, (McGraw Hill)
8. Jones Charles P, Tuttle Donald L and Heaton Cherril, Essentials of Modern Investments, (Ronald Press Company, NY)
9. Sprecher Ronald C, Essentials of Investments, (Houghton Mifflin)
10. Renwick Fred Blackwell, Introduction to Investments and Finance, (The MacMillan Company, NY)
11. Rebell L Arthur and Gordon Gail, Financial Futures and Investment Strategy, (Dow Jones Irwin Illinois)
12. Sheimo Michael D, Using Dow Theory, (Vision Books)
13. Levy Haim and Sarnat Marshall, Investment and Portfolio Analysis, (Wiley Series in Finance)
14. Francis Jack Clark and Archer Stephen, Portfolio Analysis, (McGraw Hill series in Finance)
15. Van Horne James C, Financial Management and Policy, (Prentice Hall)
16. Hampton John, Financial Decision Making, (Prentice Hall)
17. Fischer Donald E and Jordan Ronald J, Security Analysis and Portfolio Management, (Prentice Hall)
18. Bodie Zvi, Kane Alex, Mrcus J Alan, Investments,. (McGraw Hill/Irwin)
19. Martin J Pring, Technical Analysis Explained, (McGraw Hill)
20. Machiraju, Indian Financial System, (Vikas Publishing House)
21. Machiraju, The Working of Stock Exchanges in India, (Wiley)

M.Com
IV Semester

Optional Stream – 2: Human Resource Development and Management (HRDAM)
CMS557: Optional (HRDAM): Organizational Behaviour

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objective: To familiarize the students with individual, interpersonal and group-related perspectives in organizational behaviour along with the recent developments.

Unit-1: An Overview of Organisational Behaviour: Evolution – Concepts and Approaches - Consistency Vs Individual Differences in Human Behaviour - Tools for Learning about Behaviour in Organisations-Psychological contract-Challenges and Opportunities for Organisational Behaviour.

Unit-2: Individual Behaviour : Biographical Characteristics – Ability-Job Fit - Traits and Determinants of Personality - Personality-Job Fit Theory - Person- organization fit – Perception – Hallucination -Learning - Adult Learning Curve – Values and Attitudes – Sources and Types of Values and Attitudes –Emotional Intelligence-Pygmalion Effect- Job Satisfaction, Job Involvement, and Organisational Commitment- Attribution theory- stereotypes-coaching mentoring and counseling – Employee Involvement and Empowerment –Employee Engagement.

Unit-3: Group behaviour: Concept of Group - Stages of Group Development – Group Behaviour Model - Group Decision Making – Teams Vs Groups - Team Effectiveness Model - Interpersonal Relations – Johari Window – TA - Conflict – Conflict Process – Negotiation and Bargaining – Distributive Vs Integrative Bargaining – Managing Inter-group Relations.

Unit-4: Bases of Power – Power and Influence - Power Tactics - Organisation System: Organisation Design – New Work Designs and Technology – Tasks Characteristics Theories - Work Space Design – organizational designs and employee behaviour – Flex time –quality of work life and workplace stress-Telecommuting - work-life balance-Alcoholism and Drug Abuse Organisation Culture – Types and Functions of Culture - Learning Culture.

Unit-5: Organisation Change – Forces for Change – Lewin’s 3-step Model - Kotter’s 8-step plan- Managing Change – Impression Management – Innovation in Organizations – Organizational Citizenship Behaviours – Psychological Capital.

References:

- Adler N.J., International Dimensions of Organizational Behaviour, (Kent)
- Boony L.E. and Bowen D.D. (eds) , The Great Writings in Management and Organisation Behaviour, (Random House)
- Cranny C J, Smith P.C. and Stone E F (eds), Job Satisfaction (Lexington Books)
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- Mullins L.J., ‘Essentials of Organizational Behaviour’, Prentice-Hall.
- Pasmore W.A. and Woodman R.W. (eds), Research in Organisational Change and Development (JAI Press)
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- Schein E H, Organisational Psychology, (Prentice-Hall)
- Senge Peter M., The Fifth Discipline (Doubleday)

M.Com
IV Semester
CMS 558: LABOUR LEGISLATION

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objective: To familiarize the students about the legal framework regulating the behaviour, working conditions, economic benefits, and union-management relationship.

Unit-1: Labour Laws: Growth of Labour Legislation in India – Principles of Labour Legislation Scope Indian Constitution and Labour Legislation – Administration of Labour Legislation in India – Enactment and Enforcement of Labour Laws - ILO and Labour Legislation Recent Trends.

Unit-2: Legislation Regulating Working Conditions in Factories: The Factories Act, 1948: Preliminary - Inspecting Staff – Health, Safety, and Welfare – Hazardous Process – Working Hours of Adults – Employment of young Person- Annual Leave – Penalties –Recent amendments and Case Laws.

Unit-3: Social Security Legislation: The Workmen’s Compensation Act, 1923; The Employees Provident Funds & Miscellaneous Provisions Act, 1952; The Payment of Gratuity Act, 1952; The Maternity Benefit Act, 1961; The Employees State Insurance Act, 1948 – Important Provisions –. New Pension Scheme - Recent amendments and Case Laws.

Unit-4: Legislation Pertaining to Wages and Bonus: The Payment of Wages Act, 1936; The Minimum Wages Act, 1948; The Payment of Bonus Act, 1965 - Main Provisions – Recent amendments and Case Laws.

Unit-5: Legislation Governing Industrial Relations: The Industrial Disputes Act, 1947 – Preliminary Authorities – Strikes & Lockouts – Lay-off, Retrenchment – Unfair Labour Practices – Penalties; The Industrial Employment (Standing Orders) Act, 1946; The Trade Unions Act, 1926 - Provisions – Interpretations and Case Laws - General Understanding of Other Labor Laws: The Child Labor (Prohibition & Regulation) Act, 1986; The Apprentices Act, 1961. Recent amendments and case laws.

References:

1. Chawla and Garg, *Industrial Law* - Kalyani
2. Kapoor N D and Tripathi P C, *Industrial Laws and Practice*, - Sultan Chand and Sons
3. Kapoor N D, *Handbook of Industrial Law*, - Sultan Chand and Sons
4. Maheshwari, *Industrial Law*, - National Publishing House
5. Malik P L, *Handbook of Industrial and Labour Law*, - Manas
6. Mishra S N, *Labour and Industrial Law* - Allahabad Law Agency

M.Com
IV Semester
Optional Stream -3: Banking and Insurance Management (BAIM)
CMS559: Optional (BAIM): Financial Services and Institutions

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objectives: The course aims at providing students with an understanding of the structure, Operations, Functions and procedures of financial institutions, Markets and different services provided by them.

Unit -1:Introduction: Nature and role of financial system, financial system and economic development – Indian Financial System, Monetary Management, R.B.I, - Functions, Promotional and Regulatory rules- Recent trends.

Unit-2:Merchant Banking and credit rating: concept- Functions, Lead Managers, underwriters to an issue – Bankers to an issue, Debenture Trustees, Portfolio Managers, - Regulation of Merchant Banking activities – Credit Rating agencies – Rating Methodologies and processes- Rating symbols- Recent Trends.

Unit-3:Special Financial Institutions in India – Concept; functions, project identification – promotion- Project appraisal and Evaluation – Procedure of lending – Supervision and follow up Entrepreneurship Development Programmes – Agencies to carry out EDP's, types, nature and evaluation – Regional imbalance - causes and consequences- Government policy – measures for Balanced development – Package measures of Development Banks – Recent trends. A brief study of development banks like IFCI –IDBI –ICICI-LIC and GIC –UTI – SFC's- SIDC's/SIIC's–IRBI – SIDBI – Recent Trends.

Unit-4:Financial Markets – Money and Capital markets – Money market, constituents, functions, call money market, REPOs and Reverse REPOs Money market instruments, treasury bills, commercial bills, trade bills, commercial papers and certificates of Deposit, The Discount Market – Discounting service – Discount and Finance House of India – Recent trends in Indian Money Market- Capital Market- Primary and Secondary markets, Depositories and Custodians- Depository system, National Securities Depository Limited- Central Depository Services(India Ltd.), Custodians, Stock Holding Corporation of India Ltd. Role of SEBI- Recent Trends.

Unit-5:Non banking Financial Companies: Concept, Functions, role of non banking financial intermediaries – Non banking companies – RBI and statutory commission – Public Deposits ,RBI's Directions on Acceptance of Public Deposits – Lease Financing, Hire Purchase finance. Factoring and Forfaiting, Venture Capital Financing – Mutual Funds – Investment Policies of non banking Financial Companies- Recent trends.

References

- Diamond William -Development Banks-World Bank
- Shirley and Boskey- — Problems and Practice of Development Banks – World Bank
- Desai Vasant- Development Banking in India – Issues and Options, (Himalaya Publishing House)
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- Khan M.Y Financial Services Tata McGraw Hill.
- Singh Vimal Shankar, Development Banking in India, Vikas Publishing House.
- Srivastava R.M Management of Indian Financial Institution- Himalaya Publishing House.
- Kuchhal S.C – Corporation Finance, Chaitanya Publishing House
- Kuchhal S.C – Industrial Economy of India – Chaitanya Publishing House
- Tarakeshwar and Martin P.D – Institutional Financing in India – Sahitya Bhawan – Agra.
- Bhole L.M – Financial Institutions and Markets – Tata McGraw Hill
- Shekhar K.C – Banking Theory and Practice Vikas Publishing House.
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- Giddy I.H Global Financial Markets – AITBS, Delhi
- Varshney P.N – Indian Financial System, Sultan Chand & Sons, New Delhi.

- Averbach Robert. D: Money, Banking and Financial Markets, Macmillan, London.
- Verma J.C Guide to Mutual Funds and Investment Portfolio, Bharat Publishing House, New Delhi.
- R.B.I Bulletin, Annual Reports and Report on Currency and Finance.
- Report on Development banking in India, IDBI

M.Com
IV Semester
Optional Stream-3: Banking and Insurance Management (BAIM)
CMS560: Optional (BAIM): Actuarial Management

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objectives: Objective of this course is to equip students with theoretical and practical knowledge of actuarial science in order to work in life and non-life insurance companies, designing innovative insurance products, research and consultancy and valuing financial contracts.

Unit-1:

Actuarial Risk Management: Nature, importance and scope of actuarial Risk Management, Functions of Actuarial Risk Management in Life and Non-life insurance business.

Unit-2:

Role of Actuaries in Social Security Sectors : Social security versus Actuaries Management, Valuation of a new scheme, legal versus actual coverage, benefit provisions, financial provisions, interrelationships between social security schemes and their demographic, economic and fiscal environment.

Unit-3:

Actuarial assumptions and Models : Actuarial assumptions and models for social security projections: features of actuarial assumptions, population projections – social security area population projections by marital status and dependency ratio's.

Unit-4:

Models in Risk Theory : Introduction, Compound Poisson, Negative binomial and binomial distributions credibility theory and survey of graduation theory. Actuarial present values of benefits in life insurance business.

Unit-5:

Insurance Business and Risk Models : Introduction, expected value principle, notion of utility and risk models for short term. Mortality tables, its functions, conversion tables and other tables.

References:

1. Shailaja R.Deshmukh : Actuarial Statistics, A introduction using 'R': University press : Private ltd.: 2009.
2. Hasey H. Panjer : Acturial Mathematics: Volume 35, American mathematical Society Providence, Rhode Island 2000.
3. Bowers N.L. : Gerber, Hickman, Jones and Nesbitt: Acturial mathematics, Society of Actuarial Itasca Llinois, 1988.
4. Benjamin and Pollard : The Analysis of Mortality and other actuarial statistics, Heinemann, London 1980.
5. Pierre Plamondon, Annedrouin et-al: Actuarial Practice in Social Security : International Labour Office: Geneva.
6. Mark S. Dorfman : Introduction to Risk Management and Insurance: Eight Edition, Prentice Hall of India, New Delhi – 2005, ISBN No. 81-203-2768-03.

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8. R.E.Underwood, “ The Elements of Actuarial Science”, 4th Edition, Pitman.
9. Harry Freeman, “ Mathematics for Actuarial Students”, Cambridge at the University Press, 1949.

M.Com
IV Semester
CMS561: OPTIONAL (TAX): CORPORATE TAX PLANNING

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Objective:

The aim 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 planning with a view to derive maximum possible tax benefits admissible under the law.

Unit 1: Tax Planning

Meaning of tax planning and management, tax evasion and tax avoidance; Nature and scope of tax planning and management in the corporate sector; Justification of corporate tax planning and management.

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 2: Tax Concessions and Incentives

Implications of Tax concessions and incentives for corporate decisions in respect of setting up a new business, location of business and nature of business, E-way bill and it's scope.

Unit 3: Tax Management

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

Unit 4: Tax System and Funds

Tax planning with reference to managerial decisions: Owning or leasing of an asset; purchasing of assets by installment 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 5: Tax Agreements

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.

REFERENCES:

1. Vinod K. Singhania, “Corporate Taxes - Planning and Management”, Taxmann
2. Girish Ahuja and Ravi Gupta, “Direct Taxes Planning and Management”, Bharat Publications.
3. Manoharan T N, “Direct Taxes”, Snow White Publications.

M.Com
IV Semester

CMS 562: OPTIONAL (TAX): GST BUSINESS MODELS

Work load: 3 hours lecture and 2 hours tutorial per week: total 4 credits

Course Objective:

The course is designed to provide students, a thorough and detailed knowledge of service tax, its systems and operations; CST, System of one country one tax and its operations and an overview of Goods and Service Tax structures.

Unit 1: GST and overview:

Introduction to GST : Historical background of VAT, MODVAT, CENVAT, GST council and its Frame Work; GST-I, GST-II and GST – III, GST-IV and other GST registration forms. S-GST, C-GST and UT-GST and integrated GST (I-GST)

Unit 2: GST Procedure:

Salient features of GST, Centre-state financial relationship under GST, State-Governments financial problems after GST era, advantages of GST, GST act on services tax and its impact on the common man, GST rules, formats on registration, payments, invoices – E-way bills returns and refund procedures and payments checked by the individual consumers.

Unit 3: GST Business Models:

GST business models of corporates, MSME's, hotels, Insurance Business, Banking Business, Transportation and agricultural and Agri – Business Sectors.

Unit 4: GST Tax Structure:

GST difference tax structure, slabs, reasons behind the zero tax and high tax rates, cess on luxury goods and services and its impact on the Indian economy. Particularly GST rates, on goods and GST rate structure and services.

Unit 5: Global GST Senario

Countries adopted GST in the world, rates on goods and services of different countries in the world. Successive stories and fit falls of GST-Australian GST model, European GST model, Canada GST model and India's GST model.

Unit 6: GST Analysis:

GST benefit to consumers, GST benefit to business community, GST benefit to Indian economy, GST benefits to poor people in India analysis of GST and assesses to economic impact of GST.

References:

1. Sodhani, Vineet, "Indirect Taxes", Taxmann Publications.
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