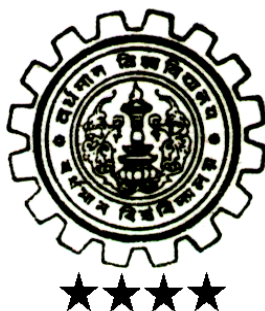


# **SYLLABUS FOR MASTER OF COMMERCE Course**

**(w.e.f. 2014-15 Academic Session)**



**DEPARTMENT OF COMMERCE  
THE UNIVERSITY OF BURDWAN**

**Name of the Course:** ‘Master of Commerce’, with dual specialization: either Accounting and Finance or Accounting and Marketing.

**Course Duration:** Two-year full-time, divided into four semesters.

**Course objective:** The course aims at providing the graduates a facility of acquainting themselves with the advanced areas of Accounting & Reporting, Financial Management & Security Analysis and Portfolio Management, Marketing Management in the context of present national and international business & economic conditions. At the end of this course, the passed out students are expected to possess in-depth knowledge and skill of sufficiently high level in the above-mentioned areas of business activities around the world. With such high level of knowledge and skills, they would be able to serve as academicians and as knowledge workers at the modern industries.

**Generic Skills that will be developed are:**

- i. the ability to identify the changes in the economic and legal environments relevant for business operations within and outside the country;
- ii. the ability to explain the behavioural pattern of an organization and also the ways and means for managing its human resources for achieving its goals;
- iii. the ability to understand how the business organizations prepare and adopt appropriate strategies in the context of the given conditions of the environment and also its goals;
- iv. the ability to understand the various marketing techniques adopted by different business enterprises belonging to different industries in order to accomplish their objectives;
- v. Enhanced analytical ability using sophisticated statistical techniques and ability to apply appropriate quantitative techniques for facilitating business decision making;
- vi. the ability to understand various aspects of international business as well as the issues relating to the financing of such business;
- vii. an in-depth knowledge of the advanced and critical issues of financial accounting;
- viii. a thorough understanding of the issues concerning the accounting for cross-border business;
- ix. an in-depth knowledge of the corporate reporting practices.
- x. conceptual foundations that are required to understand various aspects of financial management decision;
- xi. analytical skills to apply the basic concepts of finance in practice and also to review the techniques of financial decision-making applied by the corporations;
- xii. the ability to go through the day-to-day security market operations by means of utilizing the knowledge on the relevant theories relating to the capital market operations, security valuation and portfolio management;
- xiii. basic skills required to manage the costs and achieving operational efficiency of an organization. A special thrust has been given on developing the students’ ability to identify and understand the appropriate techniques for business decision making purposes;
- xiv. ability to manage the taxation affairs of a business in a planned manner;
- xv. ability to use computer software for generating accounting information and facilitating business decision-making.

**Course description:** Considering the course objective and the generic skills specified above the curriculum of the said course has been designed in the following manner:

1. It is a four-semester full-time day course. The syllabus consists of 26 papers of 50 marks each. Thus there will be 1300 marks in total. There will be 300 marks in the first three semesters and 400 marks in the fourth semester.
2. Of the total 1300 marks, 1000 marks are related to the general papers, 200 marks are meant for special papers and two papers (50 + 50 = 100 marks) are meant for project work, project presentation, viva and social outreach.
3. For the 200 marks allotted for special papers, students are allowed to opt either for Accounting & Finance papers or for Accounting & Marketing papers.
4. Based on the option chosen by a student, the specialization will be named as either 'Accounting and Finance', or 'Accounting and Marketing'. Thus there will be dual specialization in each group.
5. For all papers except the papers on Project Work (Paper – Com 407), Project Presentation, Viva and Social Outreach (Paper – Com 408) and Computer Applications in Business (Paper Com 401) continuous assessment will be based on class test/ term paper/project report/viva voce which is equal to 20% of total marks in each paper.
6. In each paper there would be two modules. Except the paper on Computer Applications in Business (Paper Com 401), module-1 would consist of units 1 to 3 while module-2 would consist of units 4 to 6. From each module 4 questions would be set – at least one from each unit and the candidates would have to answer two questions out of 4 questions given in each module. Thus in each paper (excepting the paper on computer applications in business) the candidates would have to answer 4 questions – two from each module. Each question would be of 10 marks. In the paper on computer applications in business (paper Com 401) module-1 would include theoretical part involving 30 marks while module-2 would include practical part involving 20 marks. There would not be any marks earmarked for continuous assessment in this paper.
7. There will be two papers in fourth semester with 50 marks each on Project Work (Com 407) and Project Presentation, Viva and Social Outreach ( Com 408). For these papers each student will have to select one topic on which the student will conduct a study and submit a project report in not less than 5000 words. The study may be based on primary data collected from field survey or on secondary data available from published sources. Each project report will be examined jointly by one internal examiner and one external examiner. In the Project Work (Paper - Com 407) there will be 50 marks on the written project report. In the Project Presentation, Viva and Social Outreach paper (Paper – Com 408) there will be 50 marks consisting of presentation and viva voce on the project report (40 marks) and evaluation of social outreach activity undertaken by the student (10 marks). In this paper, each student will have to make a presentation on the report submitted by him/her and face a viva voce by a board of examiners. There will be 40 marks for the presentation and the viva voce. Each student will have to inform the Head of the Department about the title of the project work at the beginning of the fourth semester class and the project report will have to be submitted before the starting of the fourth semester final examination. The panel of external and internal members for the evaluation of the submitted project reports will be recommended by the P.G. Board of Studies in Commerce. Similarly the panel of members of the viva voce board will also be recommended by the P.G. Board. The allocation of the

submitted project reports among the members of the panel for evaluation will be done by the Departmental Committee. Similarly allocation of the students among the boards of examiners for viva voce will also be done by the Departmental Committee. There will be spot assessment of submitted written reports on dates to be determined by the Departmental Committee. The dates of viva voce and presentation will also be determined by the Departmental Committee. For the social outreach component the student would have to submit a report on the social outreach work done by him/her and marks (out of 10) would be awarded on the basis of this report in the paper Com 408.

## CHOICE-BASED CREDIT SYSTEM

The Department of Commerce is going to introduce the choice-based credit system and grade points from the present marks-based system. The main features of the new system are as follows:

- The M.Com syllabus will have 1300 marks divided into 26 papers of 50 marks each.
- Each paper of 50 marks shall be of 4 credits but the papers of Project Work, Project Presentation, Viva and Social Outreach of 100 (=50 + 50) marks will carry 4 (= 2 + 2) credits.
- A candidate has to earn 100 credits to earn M.Com degree.
- There shall be three types of papers. **First**, there are core papers which should be compulsorily studied in the Department. **Second**, there are departmental elective papers. The students can take up the courses in the Department itself. Alternatively, the students can take up alternative papers of equivalent credit from sister departments (Mathematics, Statistics, Business Administration, Computer Science, Economics) subject to prior approval of the Departmental Committee and University authorities and uniformity of academic calendar. **Third**, there are special papers which offer specialised/advanced knowledge on the relevant topics. Special papers will be offered by the Department only. The Department offers dual specialisation in Accounting and Finance or in Accounting and Marketing.
- A minimum of 68 credits shall have to be earned from departmental core courses and shall be compulsory for all students.
- A minimum of 16 credit points shall have to be earned from departmental special papers.
- A maximum of 16 credit points may be earned from non-departmental electives in place of departmental electives [marked with an asterisk (\*) in the framework].
- A student may entirely opt for departmental elective courses.
- In second semester, a student may opt for Operation Research (Com 202) at the Department or can take up any course of equivalent credit from sister departments. Similarly a student may opt for International Finance (Com 203) in the Department or can take up any course of equivalent credit from sister departments.
- In third semester, a student may opt for Auditing and Professional Ethics (Com 304) in the Department or can take up any course of equivalent credit from the sister departments. The course Com 304A which is an alternative of Com 304 will be offered only to non-departmental students. Departmental students cannot take up this course.

- In fourth semester, a student may opt for Computer Applications in Business (Com 401) in the Department or can take up any course of equivalent credit from the sister departments.
- Paper Com 407 of fourth semester will have 2 credits and 50 marks. It will consist of written project report.
- Paper Com 408 of fourth semester will have 2 credits and 50 marks. Out of this, 40 marks will be for presentation and viva voce on the project report and 10 marks will be for social outreach.
- Each paper of 4 credits shall have 4 hour session of lectures per week over a period of one semester of 16 weeks for teaching learning process.
- Excepting papers Com 401, Com 407 and Com 408 there would be two modules in each paper. Module 1 would consist of units 1 to 3 while Module 2 would consist of units 4 to 6. From each module 4 questions would be set of which at least one question would be from each unit. Each question would be of 10 marks. The student would have to answer 2 questions from each module. Thus 40 marks in each paper would be for end-semester examination. 10 marks would be allotted for continuous assessment through term papers/project report/class tests/viva voce etc., modalities for which would be decided by the Departmental Committee. For the paper Com 401 module 1 would include theoretical part carrying 30 marks while module 2 would include practical part carrying 20 marks. There would not be any marks earmarked for continuous assessment in this paper. The paper Com 407 will consist of evaluation of written project report submitted by the student. It will carry 50 marks. The paper Com 408 will consist of presentation and viva voce on the project report (40 marks) and evaluation of social outreach activity undertaken by the student (10 marks). For the social outreach component the student would have to submit a report on the social outreach work done by him/her and marks (out of 10) would be awarded on the basis of this report in the paper Com 408.
- The grade and the grade point earned by the candidate in the course (assuming that the course is of 4 credits) will be as given below:

Marks obtained ( out of 50)	Grade (G)	Grade Point (GP)
< 15.0	F	4* 0 = 0
15.0 – 19.5	C	4 * 3 = 12
20.0 – 22	B (-)	4 * 4 = 16
22.5 - 27	B only	4 * 5 = 20
27.5 - 32	B (+)	4 * 6 = 24
32.5 - 37	A (-)	4 * 7 = 28
37.5 – 44.5	A only	4 * 8 = 32
>44.5	A (+)	4 * 9 = 36

- The Semester Grade Point Average shall be calculated as

$$SGPA = \frac{\sum_{i=1}^n GP_i}{Total Credits Earned}$$

where  $n$  is the number of courses opted by a student in that semester.

- The Cumulative Grade Point Average shall be calculated as

$$CGPA = \frac{\sum_{j=1}^N GP_j}{Total Credits Earned}$$

where  $N$  is the number of courses opted by a student in total.

- Classification of results: The final grade point (FGP) to be awarded to the students is based on CGPA secured by the candidate and is given as follows:

CGPA	FGP	Equivalent division / class
CGPA<4.0	F	Fail
4.0=<CGPA<5.0	B (-)	Average
5.0=<CGPA<5.5	B only	Fair
5.5=<CGPA<6.5	B (+)	Good
6.5=<CGPA<7.5	A (-)	Very good
7.5=<CGPA<9.0	A only	Excellent
9.0=<CGPA	A (+)	Outstanding

SGPA or CGPA shall not be rounded off and shall be mentioned up to 3 decimal places. To calculate percentage of marks obtained, CGPA has to be multiplied by 10.

## Proposed Structure of M. Com Curriculum

### Name of the PG Programme: M.COM

#### M. Com (1<sup>st</sup> SEMESTER)

Course Code	Course Title	Course Type	(L-T-P)	Credit	Marks
<b>COM 101</b>	Macro Business Environment and Strategic Management (MBESM)	Core Paper	(4-0-0)	4	50
<b>COM 102</b>	Organizational Behaviour and Human Resource Management (OBHRM)	Core Paper	(4-0-0)	4	50
<b>COM 103</b>	Managerial Economics (ME)	Core Paper	(4-0-0)	4	50
<b>COM 104</b>	Statistics for Business Decisions(SBD)	Core Paper	(4-0-0)	4	50
<b>COM 105</b>	Marketing Management (MM)	Core Paper	(4-0-0)	4	50
<b>COM 106</b>	Accounting for Managerial Decisions (AMD)	Core Paper	(4-0-0)	4	50

[Note: All the papers in first semester are core papers and compulsory]

#### M. Com (2<sup>nd</sup> SEMESTER)

Course Code	Course Title	Course Type	(L-T-P)	Credit	Marks
<b>COM 201</b>	Corporate Social Responsibility (CSR)	Core Paper	(4-0-0)	4	50
<b>*COM 202</b>	Operations Research (OR)	Departmental Elective	(4-0-0)	4	50
<b>*COM 203</b>	International Finance (IF)	Departmental Elective	(4-0-0)	4	50
<b>COM 204</b>	Advanced Financial Accounting (AFA)	Core Paper	(4-0-0)	4	50
<b>COM 205</b>	Financial Statement Analysis (FSA)	Core Paper	(4-0-0)	4	50
<b>COM 206</b>	Financial Management (FM)	Core Paper	(4-0-0)	4	50

[Note: In this semester papers COM 201, COM 204, COM 205 and COM 206 are core papers and compulsory. Papers COM 202 and COM 203 are departmental electives. They can be taken up by the students or the students can take up any papers of equivalent credits from sister departments (Mathematics, Statistics, Business Administration, Economics) subject to prior approval of the departmental committee and university authorities].

### M. Com (3<sup>rd</sup> SEMESTER)

Course Code	Course Title	Course Type	(L-T-P)	Credit	Marks
<b>COM 301</b>	International Accounting (IA)	Core Paper	(4-0-0)	4	50
<b>COM 302</b>	Direct Taxes (DT)	Core Paper	(4-0-0)	4	50
<b>COM 303</b>	Corporate Reporting – I (CR-I)	Core Paper	(4-0-0)	4	50
<b>*COM 304</b>	Auditing and Professional Ethics (APE)	Departmental Elective	(4-0-0)	4	50
<b>COM 304A</b>	Accounting and Financial Management (AFM)	Alternative of COM 304	(4-0-0)	4	50
<b>COM 305AF</b>	Financial Institutions and Markets(FIM)	Special Paper	(4-0-0)	4	50
<b>COM 305AM</b>	Advertising and Sales Promotion (ASP)	Special Paper	(4-0-0)	4	50
<b>COM 306AF</b>	Security Analysis and Portfolio Management (SAPM)	Special Paper	(4-0-0)	4	50
<b>COM 306AM</b>	Consumer Behaviour and Marketing Research (CBMR)	Special Paper	(4-0-0)	4	50

[Note: In this semester papers COM 301, COM 302, COM 303 are core and compulsory papers. Paper COM 304 is departmental elective paper. Students can take up this paper or alternatively students can take up any paper of equivalent credit from the sister departments subject to prior approval of the Departmental Committee. Paper COM 304A which is an alternative of COM 304 will be allotted only to non-departmental students. Departmental students cannot take this course. Papers COM 305 and COM 306 are special papers. Students opting for Accounting and Finance specialization will have to take up papers COM 305AF and COM 306AF. On the other hand students opting for Accounting and Marketing Specialisation will have to take up papers COM 305AM and COM 306AM].



### M. Com (4<sup>th</sup> SEMESTER)

Course Code	Course Title	Course Type	(L-T-P)	Credit	Marks
<b>*COM 401</b>	Computer Applications in Business(CAB)	Departmental Elective	(2-0-2)	4	50
<b>COM 402</b>	Indirect Taxes (IDT)	Core Paper	(4-0-0)	4	50
<b>COM 403</b>	Strategic Cost Management (SCM)	Core Paper	(4-0-0)	4	50
<b>COM 404</b>	Corporate Reporting – II (CR-II)	Core Paper	(4-0-0)	4	50
<b>COM 405AF</b>	Business Valuation and Risk Management (BVRM)	Special Paper	(4-0-0)	4	50
<b>COM 405AM</b>	Marketing of Services (MS)	Special Paper	(4-0-0)	4	50
<b>COM 406AF</b>	Advanced Financial Management (AFM)	Special Paper	(4-0-0)	4	50
<b>COM 406AM</b>	Sales and Distribution Management (SDM)	Special Paper	(4-0-0)	4	50
<b>COM 407</b>	Project Work (PW)	Core Paper	(0-2-0)	2	50
<b>COM 408</b>	Project Presentation, Viva and Social Outreach (PPVSO)	Core Paper	(0-0-2)	2	50

[Note: In this semester papers COM 402, COM 403, COM 404, COM 407 and COM 408 are core papers and compulsory. Paper COM 401 is a departmental elective paper. Students can take up this paper or they can take up any paper of equivalent credit from sister departments with equivalent credit subject to the prior approval of the Departmental Committee. Papers COM 405 & COM 406 are special papers. Students opting for Accounting and Finance specialisation will have to take up papers COM 405AF and COM 406AF. On the other hand, students opting for Accounting and Marketing specialisation will have to take up COM 405AM and COM 406AM papers.]

# Detailed Syllabus

## FIRST SEMESTER

### COM 101: MACRO BUSINESS ENVIRONMENT AND STRATEGIC MANAGEMENT

#### Module-1

**Unit 1: Macro Economic Environment of Business:** Concepts, Significance and Elements of Business Environment; Changing dimension of Business Environment; Environmental monitoring and analysis; Concept and significance of the economic environment of business, Elements of economic environment in India; Economic systems and business environment; Macro-economic indicators and forecasting of macro-economy; Economic Policies - Monetary and Fiscal policies; Globalization, Liberalization and Business environment; Economic Planning and the emerging environment, Case Studies.

[20%]

**Unit 2: Legal Environment of Business:** Concept and Scope of Political and Legal Environment of Business in India; Importance of Physical Environment; Environmental responsibility of Business; Environmental Laws in India - The Environmental Protection Act, 1986; The Air (Prevention and Control of Pollution) Act, 1981; The Water (Prevention and Control of Pollution) Act, 1974, Concepts and importance of Intellectual Property Rights; Indian laws for protecting intellectual properties – Patents Act, 1970; The Copyright Act, 1957; The Trade Mark Act, 1999 – Objectives Definitions, Important Provisions , Case Studies.

[20%]

**Unit 3: International and Technological Environment of Business:** Importance of International Environment; Multinational Corporations: Concept and Characteristics, benefits and dangers to host countries; Origin and functions of WTO, differences between GATT and WTO, WTO Agreements, Trading Blocks and India; Technology Policy in India – Policy on Research and Development; Technology Transfer: Policies and Mechanisms, Case Studies.

[10%]

#### Module-2

**Unit 4: Introduction to Strategic Management:** Organization-Environment Interface; Strategy, Strategic Management and related issues; Strategic Management Process; External Analysis and Diagnosis; Industry Analysis: Michael Porter's Five-Forces Model; Analysis of Internal Resources and Capabilities and Synthesis of Internal Factors; SWOT analysis; Case Studies.

[25%]

**Unit 5: Strategic Options:** Alternative Grand Strategies: Stability, Growth, Retrenchment and Combinations – Mergers, Acquisitions and Joint Ventures; Michael Porter's Concept of Generic Strategies and Competitive advantage; Case Studies.

[15%]

**Unit 6: Choice of Strategy and Strategy Implementation:** Strategic Choice – The Portfolio Approach; Interrelationship between formulation and implementation; Important Issues in Strategy Implementation: Resource Allocation, Leadership Implementation, Structural considerations etc.; Case Studies.

[10%]

### **Suggested Readings:**

1. Aswathappa, K., *Business Environment for Strategic Management*, Himalaya Publishing House, Mumbai.
2. Misra & Puri, *Economic Environment of Business*, Himalaya, Mumbai.
3. Cherunilam, F., *Business Environment*, Himalaya, Mumbai.
4. Adhikary, *Economic Environment of Business*, Sultan Chand, New Delhi.
5. Sengupta: *Government and Business in India*, Vikas, New Delhi.
6. Bagchi, A.K., *WTO and India*, Eastern Law Book, Kolkata.
7. Chakravarty, S., *Development Planning*, Oxford University Press, Delhi.
8. Ansoff, H. Igor. *Implanting Strategic Management*, PHI, Englewood Cliffs, New Jersey.
9. Jauch, L. R. and Glueck, W.F., *Business Policy and Strategic Management*, McGraw Hill, New York.
10. David, Fred R., *Strategic Management*, Pearson Education
11. Kazmi, A., *Business Policy and Strategic Management*, McGraw Hill.
12. Rowe, A.J., Mason, R.O., Dickel, K.E., Mann, R.B. and Mockler, R.J. *Strategic Management: A Methodological Approach*. Addison-Wesley.
13. Haberberg and Rieple. *Strategic Management: Theory and Application*. Oxford.
14. Grant, *Contemporary Strategic Management*, Wiley

## **COM 102: ORGRANISATIONAL BEHAVIOUR AND HUMAN RESOURCE MANAGEMENT**

### **Module-1**

**Unit 1: Organisation, Organisation Theory and Organisational Behaviour:** Concept of Organisation, Modern Foundation of Organisational Studies, Challenges managers facing today, Concepts and Models of Organisational Behaviour, Organisational Behaviour in Global Context. Case Studies

[10%]

**Unit 2: Individual, Group and Group Dynamics in Organisation:** Important determinants of individual behaviour – Personality, Perception, Attitude, Values, Learning and Job Satisfaction; Concept of and types of Groups, Process of Group formation, foundation of Group behaviour, Creativity and Group Decision Making; Concepts of Group Dynamics, Power and Politics; Organisational Conflicts and their resolution; Organisational Culture. Case Studies

[20%]

**Unit 3: Motivation and Leadership:** Concept, Importance and Theories of Motivation, Leadership; Motivation and Behaviour modification, Contemporary issues in Leadership. Case Studies

[20%]

### **Module-2**

**Unit 4: Introduction to Human Resource Management:** Basic Conceptual Framework of HRM, Changing Role, Functions and Qualities of Human Resource Manager Human Resource Planning- Concept - Objectives - Factors affecting HR planning - Process of HR Planning - Problems in HR Planning , Recruitment - Objectives - Sources of Recruitment. Selection - Concept –Selection – Procedure, Wages and salaries administration- Basic concept, Meaning and Types of fringe benefits, Concept of Social Security, Case Studies.

[20%]

**Unit 5: Training, Development and Performance Management:** Assessing training needs  
Methods and Evaluation of Training – Development – Techniques of Management Development  
– Evaluating Effectiveness, Concept - Performance Appraisal - Concept- - Traditional and  
Modern Methods of Appraisal – Concepts of Potential Appraisal, Case Studies. [15%]

**Unit 6: Industrial Relations (IRs):** Concept, Characteristics and Objectives of IRs, Factors  
influencing IRs, Conditions for congenial IRs, Meaning, forms, causes, Prevention and  
settlement of Industrial Disputes, Morale and productivity, Meaning and Significance of  
Employee Empowerment, Quality Circles, Case Studies. [15%]

**Suggested Readings:**

1. Buchana, David and Hucznski, Andrzej: *Organizational Behaviour*, Pearson Inc.
2. Etzioni, Amitai: *Modern organizational Behaviour*, PHI, New Delhi.
3. Francesco: *International Organisational Behaviour* – Pearson Education, New Delhi.
4. Hersy, Blanchard and Johnson: *Management of Organisational Behaviour*, PHI.
5. Kast and Rosenzweig: *Organisation and Management*: New York: MacGraw Hill Int.
6. Luthans, Fred: *Organisational Behaviour*, McGraw Hill Int, Boston.
7. Robbins, S P and Sanghi S: *Organisational Behaviour*, Pearson Education, New Delhi.
8. Aswathappa, K., *Organisational Behaviour*, Himalaya Publishing, Mumbai.
9. Bohlander: *Human Resource Management*, Thomson
10. Biswajeet Pattanayak : *Human Resource Management*, PHI
11. Srinivas K. R: *Human Resource Management in Practice*, PHI.
12. Mathis: *Human Resource Management*, Thomson
13. Sadri, Jayasree, Ajgaonkar, *Geometry of HR*, Himalaya
14. Subba Rao P. *Personnel and Human Resource Management*, Himalaya.
15. VSP Rao, *Human Resource Management*, Vikas
16. Mello: *Strategic Human Resource Management*, Thomson

**COM 103: MANAGERIAL ECONOMICS**

**Module 1**

**Unit 1: Nature and Scope of Managerial Economics:** Relation of managerial economics with  
economic theory, decision sciences, and functional areas of business; Fundamental concepts  
affecting business decisions – Incremental principle, Opportunity cost principle, Discounting  
principle, Equi-marginal principle; The Framework of Managerial Economics.

[8%]

**Unit 2: Demand Theories and Their Applications:** Individual and market demand functions;  
Derivation of the law of demand from theories of consumer behaviour; Determinants of  
demand; Elasticity of demand- its meaning and importance; Using elasticity in managerial  
decisions; Demand estimation - Meaning, significance and methods of Demand forecasting.

[20%]

**Unit 3: Theory of Production and Costs:** Production function; Stages of production; Law of  
variable proportions; Law of returns to scale; Economies of scale; Isoquants and isocosts –  
concepts and their properties; Choice of best input combination; Short and long run cost  
functions - their derivation, nature, shape and inter relationship; Empirical production  
functions – their properties and estimation; Empirical estimation of cost functions.

[22%]

## Module 2

**Unit 4: Pricing and Market Structures:** Price Determination under different market conditions: Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly; Methods of price determination in practice – Mark up pricing, Limit pricing, Peak load pricing, Pricing of new products; Price discrimination; International price discrimination and dumping; Transfer pricing. [25%]

**Unit 5: Risk and Uncertainties in Managerial Decision Making:** Distinction between risk and uncertainty; Measuring risk with probability distributions; Different criteria for decision making under risk; Expected utility theory; Decisions under uncertainty. [10%]

**Unit 6: Organisational Goals:** Profit maximization hypothesis and its limitations; Managerial theories of Baumol, Marris and Williamson; Behavioural theory of Cyert and March. [15%]

### Suggested Readings:

1. Thomas, C.R., Maurice, S.C., Sarkar, S.: *Managerial Economics*, Tata McGraw Hill Publishing Co. Ltd, New Delhi
2. Peterson, C.H., Lewis, W.C., Jain, S.K.: *Managerial Economics*, Pearson Education, New Delhi
3. Koutsoyiannis, A.: *Modern Microeconomics*, Macmillan
4. Hirschey, M.: *Economics for Managers*, Thomas South Western, India Edition.
5. Mithani, D.M.: *Managerial Economics – Theory and Applications*, Himalaya Publishing House, Mumbai.
6. Damodaran, S.: *Managerial Economics*, Oxford University Press, New Delhi.
7. Mehta, P.L.: *Managerial Economics – Analysis, Problems and Cases*, Sultan Chand & Sons, New Delhi.
8. Tirole J.: *The Theory of Industrial Organization*, Cambridge MIT Press.

## COM 104: STATISTICS FOR BUSINESS DECISIONS

### Module 1

**Unit 1: Probability and Random variable:** Definition of Probability- Classical definition, Frequency definition and Axiomatic definition; Total probability theorem; Conditional probabilities and independent events; Compound probability theorem, Bayes theorem – Relation between posterior and prior probabilities; Random variable and its distribution; Mathematical Expectations and Variance of a random variable. [20%]

**Unit 2: Probability distributions:** Probability function, Distribution function; Probability mass functions of Binomial and Poisson distribution - Mean, Variance, Skewness and Kurtosis; Probability density function of Normal distribution – Mean, Variance, Skewness and Kurtosis; Standard Normal variate; Properties and uses of different probability distribution; Joint probability distribution function. [20%]

**Unit 3: Sampling and Sampling distributions:** Census and sampling; Bias in sample survey; Sampling fluctuation and sampling distribution; Standard error of statistic; Sampling techniques

- Simple random sampling, Stratified sampling, Systematic sampling; Procedure of selecting random sample; Determination of optimal sample size; Sampling distributions – Z, Chi-square, t and F, characteristics and uses. [10%]

### Module 2

**Unit 4: Statistical Inference:** Theory of estimation and theory of testing of hypothesis; Point and interval estimation of population mean, proportion and variance; Procedure of testing of hypothesis; Small and large sample test based on 't', 'Z' and 'F' statistic; Association of attributes and Chi-square test; Analysis of Variance – one way and two way classified data. [20%]

**Unit 5: Multivariate Analysis:** Multiple Regression Analysis – Assumptions, Model specification, Estimation and Testing; Relation between partial regression coefficient and correlation coefficient; Multiple correlation and partial correlation; Some general problems in multiple regression analysis. [20%]

**Unit 6: Statistical Quality Control:** Meaning and scope; Control limits, specification limits, tolerance limits; Chance causes, Assignable causes; Process control, product control; Technique of control charts; Problems of drawing X, R charts. [10%]

### Suggested Readings:

1. Aczel, A.D. and Sounderpandian: *Complete Business Statistics*, Tata McGraw Hill Publishing Co. Ltd, New Delhi
2. Levin, R. I. and Rubin, D.S.: *Statistics for Management*, Prentice Hall of India Pvt. Ltd., New Delhi
3. Sharma, J.K.: *Business Statistics*, Pearson Education, New Delhi
4. Das, J.K.: *Statistics for Business Decisions*, Academic Publishers, Kolkata
5. Sarkhel, J. and Dutta, S. K.: *An Insight into Statistics*, Book Syndicate Pvt. Ltd., Kolkata.
6. Spiegel, M.R.: *Theory and Problems of Statistics*, Schaum Publishing Company.
7. Gujrati, D.N., Porter, D.C., Gunasekar, S.: *Basic Econometrics*, Tata McGraw Hill Education.
8. Goon, Gupta and Dasgupta, *Fundamentals of Statistics*, Vol. I & II, World Press Private Ltd.

## COM 105: MARKETING MANAGEMENT

### Module-1

**Unit 1: Basic Concepts:** Nature, scope and importance of Marketing Management; Process of marketing.; 4 Ps and 4 Cs of marketing; Customer value & Satisfaction; Marketing Environment – macro and micro components and their impact on marketing decisions; Issues in marketing & its strategy – STP model and its relevance; Product and its classification; PLC – market strategy and market evaluation. [20%]

**Unit 2: Consumer Behaviour:** Basic models and major influencing factors; Consumer Decision making process; Models of Buyer Behaviour; Market Segmentation and its bases; Market targeting and positioning; Marketing Research-an overview; Various steps and significance of marketing research. [20%]

**Unit 3: Marketing Communication:** Definition, concepts and communication mix; Promotional tools – rationale for their use- Advertisement: definition, objective, Message and media selection; Branding: definition and basic concepts.

[10%]

#### **Module-2**

**Unit 4: Selling:** Definition and contemporary role in marketing; Management and important issues relating to Sales Force management; Physical Distribution System, Supply Chain Management. Channel designing and its management.

[20%]

**Unit 5: Retailing:** Definition and its importance as an important sector; Personal selling – its role in retailing; On-line selling; CRM concepts – goals and process; Pricing decision and strategic pricing.

[15%]

**Unit 6: Service marketing:** Types and difference with product marketing; 3 special Ps for service marketing and service – quality gap; Marketing for Financial service, Tourism etc.

[15%]

#### **Suggested Readings:**

1. Kotler, Philip: *Marketing Management*, Prentice Hall, New Delhi.
2. Stanton, Willam J. and Charles Futrell: *Fundamentals of Marketing*, McGraw Hill Publishing Co., New York.
3. Saxena, Rajan: *Marketing Management*, Tata McGraw Hill, New Delhi.
4. Ramswamy, V. S. and Namakumari, S, : *Marketing Management*, Mcmillan India, New Delhi.
5. Mamoria, C, B: *Principles and Practice of Marketing in India*, Kitab Mahal, Allahabad.

### **COM 106: ACCOUNTING FOR MANAGERIAL DECISIONS**

#### **Module-1**

**Unit 1: Introduction:** Objectives, Nature, Scope, Creation of Data Base for Operational Control & Decision making and Basic Cost Concepts in decision making.

[10%]

**Unit 2: Marginal Costing and C-V-P Analysis:** Fundamental points of difference between Marginal Costing and Absorption Costing-essential and simplifying assumptions in Marginal Costing. The Marginal Cost concepts and their significance from decision point of view. The concepts of contribution, its various forms and uses in decision-making; the concept of BEP, P/V Ratio, M/S etc. and their significance. Application of the above concepts in decision involving determination of product-mix, pricing of products, adding or abandoning a product etc.

[20%]

**Unit 3: Short term decision making:** Make or buy decision, Shut down or Continue decision, Export vs. Local sale decision, Expand or Contract decision, sell or Further process decision, Change Vs Status quo decision, Marketing decisions etc.

[20%]

## Module-2

**Unit 4: Budget and Budgetary Control:** Budgets as planning and control instruments- Types of Budgets and their significance, Various approaches to Budgeting.

[20%]

**Unit 5: Responsibility Accounting:** Introduction, Meaning and significance of responsibility accounting; prerequisites for responsibility accounting, meaning of responsibility centers; Types of responsibility centers; Relevance of Responsibility Reporting, Limitations of Responsibility Accounting.

[20%]

**Unit 6: Divisional Performance Measurement:** Periodic evaluation of performance – overall and divisional profit as a yardstick for periodic performance evaluation – The problems of measurement – Theory of Balance Score Card.

[10%]

### Suggested Readings:

1. Anthony R. : *Management Accounting*, Taraporewala.
2. Williamson Dccwaw, : *Cost and Management Accounting*, Prentice Hall
3. Hope and Arnold: *Accounting for Managemnt Accounting*, Prentice Hall
4. Drucy. C, : *Management and Cost Accounting*, Chapman & Hall
5. Kaplan and Atkinson, : *Advanced Management Accounting*, Prentice Hall
6. Ravi M. Kishore, : *Cost Management*, Taxmann Publishing
7. Docoster, D. T. and Eldon, L.S., : *Management Accounting , A Decision Emphasis*, John Wiley.
8. Bhattacharyya and Dearden, : *Accounting for Managerial Decisions*, Prentice Hall
9. Walsch G. A. : *Budgeting, Profit Planning and Control*, Prentice Hall
10. V K. Saxena & C. D. Vashist: *Advanced Cost and Management Accounting*, Sultan Chand & Sons.
11. Bhattacharyya A. K: *Principles and Practice of Cost Accounting*, Prentice Hall



## SECOND SEMESTER

### COM 201: CORPORATE SOCIAL RESPONSIBILITY

#### Module -1

**Unit-1: CSR:** Definitions, Principles: sustainability, accountability and transparency; Agency theory and Stakeholder theory of Business; Business and the society.

[10%]

**Unit-2: Sustainability, Accountability and Transparency:** Various concepts and relevant issues- Environment, society and governance (ESG); Triple-Bottom-Line (TBL).

[20%]

**Unit-3: Corporate Governance:** Concept and importance; International scenario; Indian scenario—reports of various committees.

[20%]

#### Module-2

**Unit-4: Environment and Society:** Issues relating to Environment, Social, Labour and human rights- relevant ILO standards and UN charter.

[20%]

**Unit-5: Reporting Framework and Standards:** Sustainability /CSR/ ESG reporting framework and standards (GRI, OECD, Global Compact, AA1000, ISO26000); Reporting requirement in India.

[20%]

**Unit-6: Performance indicators:** Sustainability/ CSR performance indicators as per various standards; Disclosures and Measurement of Transparency; Dow Jones Sustainability Index / FTSE4GOOD Index.

[10%]

#### Suggested Readings:

1. Philip Kotler, *Corporate Social Responsibility*, Nancy Lee, John Wiley & Sons Inc. 2005 ISBN 0-471-47611-0
2. Daniel Esty, Andrew Winston, *Green to Gold*, John Wiley & Sons Inc. 2006 ISBN 978-0-470-39374-1
3. C.K. Prahalad, *The Fortune at the Bottom of the Pyramid*, Wharton School Publishing, 2005
4. Sanjay K Agarwal, *Corporate Social Responsibility in India*, SAGE Publications Pvt. Ltd,
5. HuzaifaKhorakiwala, Vijay Kapur and EnakshiSengupta, *Essentials in Corporate Social Responsibility*, Wockhardt Foundation.

## COM 202: OPERATIONS RESEARCH

### Module 1

**Unit I: Linear Programming Problem:** Linear programming problem formulation; Graphical solution; Simplex method; Sensitivity analysis; Duality.

[20%]

**Unit II: Transportation and Assignment Problems:** Mathematical representation, Methods of solving initial basic feasible solution; Testing optimality; Variations in transportation problem; Assignment problems - its concept and algorithm; Solution of Assignment problem, Variations of assignment problems.

[20%]

**Unit III: Replacement Theory:** Basic concept; Replacement policy with and without change in money value; Replacement of items that deteriorate with time; Impact of maintenance cost in replacement; Limitations of replacement.

[10%]

### Module 2

**Unit IV: Queuing Theory:** Concept of queuing system and model; Characteristics of queuing model; Models with Poisson arrival and services rates, Single server with infinite and finite population.

[20%]

**Unit V: Simulation:** Basic concept; Elements of simulation process; Advantages and limitations of simulations; Application of simulation in different fields.

[10%]

**Unit VI: Network Analysis:** Network diagram; Time estimates for activity; Determination of floats; Critical Path Method; Programme Evaluation and Review Technique; Project crashing, scheduling and leveling.

[20%]

### Suggested Readings:

1. Taha, H.A.: *Operations Research – An Introduction*, Prentice Hall of India Pvt. Ltd., New Delhi
2. Swarup, I.K., Gupta, P.K., Mohan, M.: *Operations Research*, Sultan Chand & Sons, New Delhi.
3. Vohra, N.D.: *Quantitative Technique in Management*, Tata McGraw Hill Publishing Co. Ltd., New Delhi
4. Sharma, J.K.: *Operations Research – Theory and Applications*, Macmillan, New Delhi.
5. Kapoor, V.K. and Kapoor, S.: *Operations Research – Techniques for Management*, Sultan Chand & Sons, New Delhi.

## COM 203: INTERNATIONAL FINANCE

### Module 1

**Unit I: An Overview of International Financial Management and BOP:** Meaning, Nature and scope of International Finance; International Financial Management – International Finance Vs Domestic Finance; Balance of payments – form and nature of BOP accounts, Equality and equilibrium,

[10%]

**Unit II: Balance of Payments Adjustment Mechanism:** Adjustment mechanism, Adjustment of BOP under fixed and flexible exchange rates; Devaluation – Elasticity and Absorption approach; Different exchange rate regimes and their mechanism; BOP and economic policy; Internal and external balance through exchange rate adjustment, monetary policy and fiscal policy.

[20%]

**Unit III: International Monetary System:** Evolution of monetary standard – Specific commodity standard, Classical gold standard; Interwar period; Bretton Woods system of exchange rate, collapse of fixed parity system, Smithsonian arrangement, the exchange rate regime since 1973 to present; Gold standard forms, rules, mechanism, advantages and disadvantages; IMF and international Liquidity and SDR.

[20%]

### Module 2

**Unit IV: Foreign Exchange Market:** Foreign exchange market – structure, functions and participants; Major foreign exchange markets – spot, forward, futures, options and swaps; Quotations of exchange rates, bid and ask quote, spot and forward quote, cross rates; Nominal, real and effective exchange rates; Determination of exchange rate in spot and forward market – Demand supply theory, PPP theory, IRP theory; Theories of exchange rate behaviour; Currency arbitrage in spot market, Covered and uncovered interest rate arbitrage; Forward market hedging.

[20%]

**Unit V: Foreign Exchange Derivatives:** Market for derivatives, currency futures, options and synthetics; Currency risk management; Financial swaps and interest rate risk management;

[20%]

**Unit VI: Foreign Exchange Risk Management:** Risk of foreign exchange: translation, transaction and real operating exposure – their measurement and management.

[10%]

#### Suggested Readings:

1. Soderstein, B.: *International Economics*, Macmillan
2. Sharan, V.: *International Financial Management*, Prentice Hall of India Pvt. Ltd., New Delhi
3. Yadav, S.S., Jain, P.K., Peyrard, M.: *Foreign Exchange Markets – Understanding Derivatives and Other Instruments*, Macmillan.
4. Avadhani, V.A.: *International Finance: Theory and Practice*, Himalaya Publishing House, Mumbai.
5. Mithani, D.M.: *International Economics*, Himalaya Publishing House, Mumbai.
6. Seth A.K.: *International Financial Management*, Galgotia Publishing Company, New Delhi,
7. Madhu, V.: *International Financial Management*, Excel Publications.

## COM 204: ADVANCED FINANCIAL ACCOUNTING

### Module-1

**Unit 1: Holding Company Accounts:** Chain Holding, Group Financial Reporting including foreign subsidiaries, Conversion in Home Currency.

[20%]

**Unit 2: Accounting and Reporting of Financial Instruments:** Meaning, Recognition, De-recognition, off-set, Compound Financial Instruments, Measurement of Financial Instruments, Hedge Accounting and Disclosure.

[20%]

**Unit 3: Taxation in Accounting:** Excise Duty- Customs Duty-CST-Income Tax-VAT.

[10%]

### Module-2

**Unit 4: Accounting for Banking, Insurance and Electricity Companies:** Banking: Legal provisions, Books and Accounts – Final Accounts; Insurance: Legal provisions, Books and Accounts of General and life Insurance companies; Electricity: Legal provisions and final accounts including double accounts system of electricity companies.

[20%]

**Unit 5: Accounting relating to liquidation of company:** Meaning – Statement of affairs – Liquidator's final statement of accounts

[15%]

**Unit 6: Valuation:** Concept of valuation – Valuation of tangible fixed assets –Valuation of liabilities – Valuation of Business

[15%]

### Suggested Readings:

1. Shukla. M.C. and T.S. Grewal : *Advanced Accountancy*, S.Chand & Co., New Delhi.
2. Gupta, R.L. *Advanced Financial Accounting*, S. Chand & Co., New Delhi
3. Naryanaswamy, R: *Financial Accounting: A Managerial Perspective*, Prentice Hall,,New Delhi
4. Dearden , J and S.K. Bhattacharya: *Accounting for Management*,Vikas Publishing, House,New Delhi
5. Gupta N.S: *Accounting Standards: Indian and International*, Sultan Chand & Sons, New Delhi.
6. William Pickles, *Advanced Accounting*.
7. Yorston, Smith & Brown – *Advanced Accounting*.

## COM: 205 FINANCIAL STATEMENT ANALYSIS

### Module-1

**Unit 1: Financial Statements:** Meaning, Nature, Objectives, Importance, Different Types and Limitations.

[10%]

**Unit 2: Financial Statement Analysis (FSA):** Conceptual Framework, Steps in FSA, Objectives of FSA, Historical Development of FSA, Traditional and Modern Approaches to FSA, Types of FSA- Based on Material used and based on Modus Operandi, Problems encountered in FSA, Methods of FSA- Comparative Statements, Common-size statements, Trend Ratios and Ratio Analysis, Content Analysis: Basic concept.

[20%]

**Unit 3: Ratio Analysis:** Meaning of Ratio Analysis, Ratio Formation, Objectives of Ratio Analysis, Classification of Ratios, Important Ratios, DuPont Analysis, Limitations of Ratio Analysis, Points to be kept in mind for making Ratio Analysis effective, Practical Methods of Analysis- Time Series Analysis, Cross-sectional Analysis, Residual Analysis and Multivariate Analysis.

[20%]

### Module-2

**Unit 4: Basic Statistical Issues in FSA:** Purposes of Statistical Measures in FSA, Statistical Measures commonly used in FSA-Measures of Central Tendency, Measures of Dispersion, Measures of Relationship and Relevant Statistical Tests.

[10%]

**Unit 5: Fund Flow Analysis and Cash Flow Analysis:** Fund Flow Statements (FFS)- Concept of Fund, Meaning of FFS, Sources and uses of Fund, Steps in preparing FFS, Importance and Limitations of FFS, Cash Flow Statements (CFS)- Meaning of CFS, FFS vs. CFS, Sources and Uses of cash, Preparation of CFS, SEBI Guidelines for CFS, Cash Flow information based Ratios, Interpretation of Information derived from FFS and CFS.

[20%]

**Unit 6: Corporate Distress Analysis:** Concept of Corporate Financial Distress/ Corporate Sickness/ Corporate Failure/ Corporate Bankruptcy, Causes of Corporate Failure, Need for Corporate Distress Analysis, Approaches to Corporate Failure Prediction.

[20%]

### Suggested Readings:

1. Foster, G.: *Financial Statement Analysis*, Prentice Hall.
2. Lev. B.: *Financial Statement Analysis – A New Approach*, Prentice Hall.
3. Sur, D.: *Financial Statement Analysis – A Comprehensive Approach*, Excel Books.
4. Wild, J.D., Subramanyam, K.R. and Halsey, R.F.: *Financial Statement Analysis*, McGraw Hill Education India Pvt. Ltd.

## COM 206: FINANCIAL MANAGEMENT

### Module-1

**Unit-1: Financial Management:** Definition-Scope and objective. Decisions in Financial Management. [10%]

**Unit-2: Cost of Capital:** Definition, Relevance, Specific costs of capital. Weighted Average Cost of Capital. Marginal Cost of Capital. CAPM and cost of capital. [20%]

**Unit-3: Capital Budgeting Techniques:** Capital Budgeting under certainty condition, Capital Budgeting Practices in India. [20%]

### Module-2

**Unit-4: Capital Structure and Firm Value:** Concept of capital structure, Various models, Determinants of capital structure. [20%]

**Unit-5: Dividend Policy and Firm Value:** Concept of dividend policy, Various dividend models. [20%]

**Unit-6: Management of Working Capital:** Management of major components of working capital, working capital financing policies. [10%]

### Suggested Readings:

1. Bhattacharyya, Hrishikesh: *Working Capital Management Strategies and Techniques*, Prentice Hall, New Delhi.
2. Bhalla V. K.: *Financial Management*, Anmol Publication.
3. Brealey, Ricard A and Steward C. Myers: *Principles of Corporate Finance*, Tata McGraw Hill, New Delhi.
4. Chandra Prasanna: *Financial Management*, Tata McGraw Hill, New Delhi.
5. Khan M. Y. and Jain P.K. : *Financial Management*, Tata McGraw Hill, New Delhi.
6. Levy and Sarnat: *Capital Investment and Financial Decisions*.
7. Pandey I.M.: *Finnacial Management*, Vikas Publishing House, New Delhi.
8. Van Horn J. C.: *Financial Management and Policy*, Prentice Hall, New Delhi.
9. Weston J. Fred and Brigham Eugene F: *Managerial Finance*.

## THIRD SEMESTER

### COM 301: INTERNATIONAL ACCOUNTING

#### Module-1

**Unit 1: International Accounting:** Meaning, importance, Factors making contributions towards development of International Accounting. [10%]

**Unit 2: Comparative Accounting:** Importance of Comparative Accounting, Nature and Growth of Multinational Operations, Major International differences in Financial Reporting, Financial Reporting in UK, USA, Germany and Japan. [20%]

**Unit 3: Foreign Currency Translation:** Concept, Usefulness, Approaches and Practices. [20%]

#### Module-2

**Unit 4: International Standards and Organizations:** Usefulness, Supporting and Deterring Forces, International and Regional Efforts in Standards setting. [15%]

**Unit 5: Convergence:** Concept, Significance and Process of Convergence, IFRS-Concept, usefulness, Trends in Implementation of IFRS, Problems associated with IFRS implementation, Share Based Payments. [20%]

**Unit 6: Fair Value Accounting:** Concept, Genesis, process, Merits and Demerits. [15%]

#### Suggested Readings:

1. Choi, F.D.S. and Meek, G.K.: *International Accounting*, Pearson Education.
2. Nobes, C. and Parker, R. : *Comparative International Accounting*, Pearson Education.
3. Gerhon, H.: *Accounting: An International Perspective*, McGraw-Hill.
4. Rathore, S.: *International Accounting*, Prentice Hall India.

### COM 302: DIRECT TAXES

#### Module-1

**Unit 1: Taxation of Business Income:** Corporate and Partnership Firms, Provision for set off and carry forward of losses. (Sec 70 to 80 of IT Act, 1961). [15%]

**Unit 2: Corporate Tax Planning:** Basic Concept, Tax Planning Consideration in relation to business: forms of business, nature of business, sources of fund, management and investment decision: make or buy, own or lease, retain or replace, capital structure decision. [20%]

**Unit 3: Tax Planning in Corporate Restructuring:** New business setup, foreign collaboration agreement- corporate failure and contraction-Close or continue- restructuring of business- Amalgamation, Demerger and Takeover Programmes. [15%]

## Module-2

**Unit 4: Clubbing of Income:** Case study based. [15%]

**Unit 5: Taxation of International Transactions:** Double Taxation Relief & Transfer Pricing. [15%]

**Unit 6: Tax Management:** Return of Income, Assessment of Income, Penalties and prosecution, Advance Payment of Tax, Interest, TDS, Refund, Appeals and Revisions, Settlement of Cases. [20%]

### Suggested Readings:

1. *Income Tax Act 1961*, As amended.
2. *Income Tax Rules*, As amended.
3. Ahuja & Gupta, *Tax Planning*, Bharat Publishers.
4. V.K. Singhania, *Direct Taxes*, Taxmann Publication.

## COM 303: CORPORATE REPORTING-I

### Module-1

**Unit-1: Indian Accounting Standards:** Concept of Accounting Standards, Development of Accounting Standards, Standard setting process in India Advantages and Limitations of Accounting Standards, Objectives of Accounting Standards, Accounting Standards in India, Problems of Accounting Standards.

[20%]

**Unit-2: Segmental Reporting:** Introduction, AS- 17, Disclosure requirements, Case study.

[10%]

**Unit-3: Impairment of Assets:** Introduction, Objective, Scope, Identifying an asset that may be impaired, measurement of recoverable amount, Recognition and measurement of an impairment loss, Cash generating units, reversal of an impairment loss, impairment in case of discontinuing operations, disclosure, transitional provisions.

[20%]

### Module-2

**Unit-4: Accounting for Corporate Restructuring:** Methods of Corporate Restructuring, Accounting and Reporting for Buy-back of shares, Accounting for Demergers, Accounting for Employee Stock Option Plan (ESOP).

[20%]

**Unit-5: Accounting for Amalgamation (AS-14):** Introduction, Definition, Methods of accounting for amalgamation and disclosure.

[10%]

**Unit-6: Economic Value Added Statements:** Introduction, Limitations of traditional performance evaluation techniques of accounting, Evaluation of EVA, Advantages and Limitations of EVA, Concept of MVA and SVA, Case Study.

[20%]

### Suggested Readings:

1. ICAI, *Compendium of Accounting Standards*.
2. Ghosh, T.P., *Accounting Standards and Corporate Accounting Practices*, Taxmann publication.
3. Agarwal, S., *Guide to Accounting Standards*, Snowwhite Publication Pvt. Ltd.
4. Rawat, D.S., *Students' Guide to Accounting Standards*, Taxmann publication.
5. Ghosh, T.P., *Economic Value Added: A Tool for Business Planning*, ICWAI Publication.



## COM 304: AUDITING AND PROFESSIONAL ETHICS

### Module-1

**Unit-1: Auditing and Assurance Standards (AASs):** Statements and Guidance Notes on Auditing issued by the ICAI; Significant differences between Auditing and Assurance Standards and International Standards on Auditing. [20%]

**Unit-2: Statutory audit:** Statutory audit of limited companies under the Companies Act, 1956; Audit of branches; Joint audits; Dividends and divisible profits — financial, legal, and policy considerations. [20%]

**Unit-3: Company Auditors:** Company auditors, rights, duties, and liabilities of company auditors; third party liability of auditors. [10%]

### Module-2

**Unit-4: Audit reports:** Audit report and its contents, qualifications of audit report, notes on accounts, distinction between notes and qualifications, observations by the statutory auditor to the management vis-a-vis obligations of reporting to the members. [20%]

**Unit-5: Audit committee and audit of various entities:** Audit Committee and its formation, role of audit committee on corporate Governance; special features of audit of banks, insurance companies, co-operative societies and non-banking financial companies. [20%]

**Unit-6: Internal audit:** Internal audit; Internal Audit Standards issued by the ICAI; Salient features of Sarbanes – Oxley Act, 2002 with special reference to reporting on internal control; Professional ethics- relevant provisions of The Chartered Accountants Act, 1949 and the Regulations thereunder. [10%]

### Suggested Readings:

1. Bansal, S., *Advanced Auditing and Professional Ethics*, Bestworld Publications Pvt. Ltd.
2. Gupta, K., *Contemporary Auditing*, Tata McGraw Hill
3. Gupta and Arora, *Fundamentals of Auditing*, Tata McGraw Hill
4. Rawat, D.S., *Students Guide to Auditing Standards*, Taxmann Publications.
5. Ainapure, V. and Ainapure, M., *Auditing and Assurance*, PHI.

## COM 304A: ACCOUNTING & FINANCIAL MANAGEMENT

**A) Accounting:** Meaning, objectives, functions, advantages and limitations; accounting as a language, accounting cycle, accounting information, users of accounting; different accounting concepts, conventions; accounting principles: GAAP, International Accounting Standard (IAS – I), Indian Accounting Standard (IAS – I). [7%]

**B) Double Entry System:** Double entry system, its advantages and limitations; transactions and events, differences; accounts, its classification, application of Golden rules, transactions relating to goods, cash and accrual basis of accounting; mixed or hybrid basis; conversion. [10%]

- C) Journal, Ledger and Trial Balance:** Journal, its classifications and specimen, features, advantages, special journal and compound journal; Ledger, meaning, features, advantages, process of ledger posting, balancing of accounts; Trial Balance, meaning, advantages and limitations, utilities, method of preparation of trial balance, errors which are disclosed and which are not disclosed by the trial balance. [8%]
- D) Cash Book:** Meaning of cash book, different types of cash book, preparation of single column and double column cash book, contra entry, treatment relating to cheque transactions. [5%]
- E) Bank Reconciliation Statement:** Meaning, need, reasons for differences in two balances (cash book balance and pass book balance), procedure for preparation of bank reconciliation statement. [4%]
- F) Measurement of Accounting Income:** Concept of revenue, gain, loss, expenses, cost, revenue expenditure and capital expenditure, their differences. [3%]
- G) Assets and Liabilities:** Definition, classifications, features, recognition; concept of balance sheet, methods, preparation of balance sheet. [4%]
- H) Final Accounts:** Introduction of manufacturing account, preparation of trading, profit & loss account, and balance sheet of sole proprietorship business, partnership firms, limited company with normal closing entry. [8%]
- I) Introduction to Computerised Accounting System:** Coding logic and codes required, master files, transaction files; introduction to documents used for data collection, processing of different files and outputs obtained. [4%]
- J) Financial Management:** Meaning, scope and role, functions, functional area of financial management, financial management process, organization of financial function. [3%]
- K) Ratio Analysis:** Meaning, advantage and limitations, importance, types of ratios and their usefulness, computation of different ratios and their interpretations. [7%]
- L) Fund Flow Statement:** Meaning, advantages and limitations, differences between fund flow and cash flow, working capital cycle, preparation and interpretation of fund flow statement. [7%]
- M) Costing:** Definition, nature and importance, advantages and limitations, objectives, installation of good costing system, classifications of costs, basic principles; preparation of cost sheet. [8%]
- N) Budget and Budgetary Control:** Meaning of budget and budgetary control, nature and scope; objectives, importance and limitations; method of finalisation of master budget and functional budgets; steps in budgeting, zero base budget, responsibility accounting. [8%]
- O) Standard Costing:** Meaning of standard cost and standard costing, advantages and limitations of standard costing, differences between standard costing and budgetary control, analysis of variances (material, labour). [8%]

**P) Marginal Costing:** Nature, scope and importance; break – even analysis, its uses and limitations, construction of break – even chart, practical applications of marginal costing. [6%]

**Suggested Readings:**

- 1) Mukherjee, A. & Hanif, M. ,*Financial Accounting*, Tata McGraw Hill
- 2) Paul, S.K., *Accountancy (Volume – 1)*, New Central Book Agency
- 3) Jawaharlal and Srivastava, S., *Financial Accounting*, S. Chand.
- 4) Safat, R. & Hiro, P., *Basic Accounting*, PHI
- 5) Jain, S.P. & Narang, K. L., *Advanced Accountancy*, Kalyani Publishers, New Delhi
- 6) Gupta, S. K., & Sharma, P. K., *Financial Management*, Kalyani Publishers
- 7) Tulsian, P. C., *Financial Management – A Self Study Text Book*: S. Chand Pub.
- 8) Maheswari, S. N., *Financial Management – Principles and Practice*:, Sultan Chand and Sons, New Delhi
- 9) Madegowda, J., *Cost Accounting*, Himalaya Pub., New Delhi
- 10) Rao, M. F. T., *Methods and Techniques of Costing*, New Age International
- 11) Khan, M. Y., *Cost Accounting*, Tata McGraw Hill Education Pvt. Ltd.
- 12) Hanif, M., *Modern Cost and Management Accounting*, Tata McGraw Hill, New Delhi
- 13) Banerjee, D., *Modern Cost and Management Accounting*, Book Syndicate (P) Ltd.

**COM 305AF: FINANCIAL INSTITUTIONS AND MARKETS**

**Module 1**

**Unit 1: Economy and the Financial System:** Money and payments system; Different measures of money supply in India; Theory of money supply determination; Structure of financial system – money and capital markets; Relationship between financial system and economic development; The economic basis of financial intermediation; Meaning and process of financial development; Theories of the impact of financial development on savings and investment; Financial markets: Nature, Functions and Efficiency.

[10%]

**Unit 2: Commercial Banks:** Definition, classification and functions of commercial banks; Balance sheet of a commercial bank; Theories of commercial bank liquidity; Credit creation of commercial banks; Growth and structure of commercial banks in India; Reform of the banking sector in India; Prudential norms; Universal banking.

[20%]

**Unit 3: Reserve Bank of India:** Organization of RBI; Functions of RBI: Traditional and Promotional; Monetary policy of the RBI – quantitative and qualitative measures of credit control.

[20%]

**Module 2**

**Unit 4: Money Market:** Meaning, constituents and functions of money market; Money market and the economy; Types and instruments of money market: all money market, treasury bill market, commercial bill market, commercial papers and certificates of deposits.

[20%]

**Unit 5: Capital Market:** Capital market instruments: government (gilt-edged) securities market, industrial securities market, new issue market, secondary market; Reforms in capital market; Depository services; Regulations of capital market and the Securities and Exchange Board of India (SEBI).

[20%]

**Unit VI: Financial Services:** Nature of financial services, Fee based and fund based services; Credit rating, factoring and forfeiting, Merchant banking, Venture capital; Lease financing. [10%]

**Suggested Readings:**

1. Bhole, L.M.: *Financial Markets and Institutions*, Tata McGraw Hill Publishing Co. Ltd., New Delhi
2. Khan, M.Y.: *Indian Financial System*, Tata McGraw Hill Publishing Co. Ltd., New Delhi
3. Varshney, P.N. and Mittal, D.K.: *Indian Financial System*, Sultan Chand & Sons, New Delhi.
4. Pathak, B.V.: *Indian Financial System*, Pearson Education, New Delhi
5. Gupta, S.B.: *Monetary Economics – Institutions, Theory and Policy*, Sultan Chand & Sons, New Delhi.
6. Mishkin, F. S. and Eakins, S.G.: *Financial Markets and Institutions*, Pearson Education, New Delhi
7. Reserve Bank of India: *RBI Bulletin and Report on Currency & Finance*. Different issues.

**COM 305AM: ADVERTISING AND SALES PROMOTION**

**Module 1**

**Unit-1: Introduction:** Background and roles of Today's Advertising, Legal and other restraints on Advertising, Advertising and Marketing Mix, Advertising Process. [10%]

**Unit-2: Understanding Consumer Behaviour:** Relating consumer behavior to Branding, Special discussion on Memory, Information processing, Persuasion Theory, Involvement, Culture, artifacts, gender relations; Research in Advertising including Campaign Evaluation. [20%]

**Unit-3: Advertising Strategy and Planning:** Understanding Advertising objectives, role of organization including selection and coordination with an agency, changing of an agency, advertising budgets. [20%]

**Module 2**

**Unit-4: Advertising and Communication:** Introduction to FCB Grid and Rossiter, Percy Grid and its relation to advertisement planning. [10%]

**Unit-5: Creative and Media Strategy:** Creative strategy, Creative execution and Judgements; Comparative evaluation of media and other relevant media decisions. [20%]

**Unit-6: Sales Promotion:** Sales promotion and their components, Various purposes, Major decisions. [20%]

**Suggested Readings:**

1. Batra, Myers and Aaker, *Advertising Management (5<sup>th</sup> ed.)*, Pearson Education.
2. Mohan, M., *Advertising Management: Concept and Cases*, Tata McGraw Hill Publication.
3. Sengupta, S., *Brand Management*, Tata McGraw Hill.
4. Cummins, J. and Mullin, R., *Sales Promotion: How to Create, Implement and Integrate*. Kogan Page.

## COM 306AF: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

### Module-1

**Unit-1: Introduction:** Securities- concept, types and characteristics; Overview of securities market; Major stock exchanges of India and major international stock exchanges; Security market indicators and their construction; Investment- concept, types and processes; Risk and Return- concept, types and measurements.

[10%]

**Unit-2: Security Market Analysis:** Fundamental Analysis- concept, objectives and beliefs, framework- economic analysis, industry analysis, company analysis; Technical Analysis- concept, Dow Theory, price analysis approaches and price-volume analysis, approaches for forecasting individual stock performance.

[30%]

**Unit -3: Efficient Market Hypothesis (EMH):** Concept of perfect capital and efficient capital markets; Levels of market efficiency; Different empirical tests on weak form of efficient market hypothesis and semi-strong form of efficient market hypothesis; Behavioral Finance: A challenge to the efficient market hypothesis.

[10%]

### Module-2

**Unit -4: Portfolio Management:** Portfolio theory; Portfolio selection - The Markowitz principles, The Single-Index Model, Multi-Index Models; Asset allocation.

[20%]

**Unit -5: Asset Pricing Theories:** Capital Asset Pricing Model – concept, assumptions, CAPM with unlimited borrowing and lending at a risk-free rate, pricing of securities with CAPM; Arbitrage Pricing Theory.

[20%]

**Unit -6: Performance Measurement:** Concept and framework for evaluating portfolio performance; Risk adjusted measures of performance; Decomposition of performance.

[10%]

### Suggested Readings:

1. Francis, J. C., *Investment – Analysis and Management*, Tata McGraw Hill.
2. Fischer and Jordon, *Security Analysis and Portfolio Management*, Pearson Education.
3. Sharpe, W.F. et al., *Investments*, PHI.
4. Strong, R.A., *Portfolio Management Handbook*, Jaico Publishing House.
5. Kahn, M.N., *Technical Analysis*, Pearson Education
6. Chandra, P., *Investment Analysis and Portfolio Management*, Tata McGraw Hill.
7. Bhalla, V. K., *Investment Management*, S Chand
8. Panadian, P., *Security Analysis and Portfolio Management*, Vikas Publishing House

## **COM 306AM: CONSUMER BEHAVIOUR AND MARKETING RESEARCH**

### **Module-1**

**Unit-1: Introduction to Marketing Research:** Defining marketing research problem and developing an approach. [15%]

**Unit-2: Formulation of Research Design:** Research design formulation- Exploratory, causal and descriptive research design, Measurement and scaling-fundamental, comparative and non-comparative scaling techniques, Questionnaire designing and sampling. [20%]

**Unit-3: Data Collection, Analysis and Reporting:** Data collection, preparation, analysis and report writing. [15%]

### **Module-2**

**Unit-4: Introduction to Consumer Behaviour:** Understanding need set vis-à-vis consumer and market segment, Understanding environment influences like culture, social class, social group and family on Consumer Behaviour, Relevant discussion on case study related to financial organization. [20%]

**Unit-5: Individual Determinants of Consumer Behaviour:** Personality and self concept, motivation and involvement, information processing, learning and memory and attitudes.[ 20%]

**Unit-6: Consumer Decision Process:** Problem recognition, Information search, Evaluation, Decision, Post-purchase satisfaction. [10%]

### **Suggested Readings:**

1. Loudon and Della Bitta, *Consumer Behaviour*, Tata McGraw Hill Publication.
2. Malhotra, *Marketing Research*, Pearson Education.

## FOURTH SEMESTER

### COM 401: COMPUTER APPLICATIONS IN BUSINESS

#### Module-1 (Theoretical) 30 marks

**Unit-1: Concept of Data processing and Data representation:** Data, Information, Data processing, Computerised data processing, Data structure, need for data processing, Data processing cycle and functions, methods of data processing, Application of data processing system. Concept of data representation, Data types, Number systems, Computer coding systems, Computer Arithmetic.

[10%]

**Unit-2: Transaction Processing System:** Concept of Transaction Processing System, Transaction processing cycle, Components of the transaction processing system.

[20%]

**Unit-3: Design of Computerised Commercial Applications:** Concept, General Form of Business application, Account payable, Payroll Accounting, Finished Goods Inventory Control, Sales Order processing system, Materials Inventory Control, Financial Accounting.

[30%]

#### Module-2 (Practical) 20 marks

##### Practical:

1. Application of Spreadsheet in Business

[20%]

2. Tally 9 (Advanced level).

[20%]

##### Suggested Readings:

1. H. Korth, *Database Management Systems*, Tata McGraw Hill.
2. Ivan Bayross, *Database Concepts and Systems*, SPD.
3. M. Abbey, *Oracle 8i- A Beginner's Guide*, Oracle Press, TMH.
4. A. K. Nadhani & K.K. Nadhani, *Tally 9*, BPB Publications.
5. *Mastering Excel-2000*, Premium edition, BPB Publication.

### COM 402: INDIRECT TAXES

#### Module-1

**Unit 1: Introduction:** Features, Cannons of Taxation, Direct vs. Indirect Taxation, Major reforms in Indirect taxation, Tax planning in Indirect taxes.

[10%]

**Unit 2: Central Excise Act, 1944:** Important definitions, nature of Excise Duty, Legislative History, Levy and collection of excise duty, Provision governing manufacturing and removal of excisable goods, classification of goods, valuation procedure under the Act, Provision relating to CENVAT, procedure for export, duty drawback, exemption for SSIs, Assessment procedure, Registration procedure, Demands and Refunds, maintenance of records, registers and filling of returns, Departmental organizational setup, adjudication and appellate procedure, settlement commission, offences and penalties.

[20%]

**Unit 3: Customs Duty:** Important definitions, levy of customs duty, types of duty including protective duty, safeguard duty, countervailing duty and antidumping duty, exemption from

customs duty, basic principles of classification of goods and valuation of goods, provisions governing conveyance, baggage, importation and exportation of goods including by posts and stores, detailed procedure in relation to transportation and warehousing, custom authorities, custom ports and warehousing stations, drawback of custom duty paid.

[20%]

### **Module-2**

**Unit 4: Central Sales Tax, 1965:** Important definitions, Inter-state Sale, sales or purchase in the course of export and import, levy and collection of CST, Registration of dealers, Liability of tax, Rate of tax and taxable turnover, offences and penalties.

[20%]

**Unit 5: Service Tax:** Important definitions, Classification of Taxable services, charge of service tax, nature of service tax, valuation of taxable services, basic concept applicable to all services, definitions of important services, importance of service tax in India.

[20%]

**Unit 6: VAT:** Important definitions, Reasons of introducing VAT in India, Problems and prospects of VAT, Different types, VAT methodology, different rates applicable, methods and calculation, VAT scenario in WB.

[10%]

### **Suggested Readings:**

1. Bare Acts.
2. V.S.Datey, *Indirect Taxes*, Taxmann, Latest Edition.
3. B.S. Balachandran, *Indirect Taxes*, Latest Edition.

## **COM 403: STRATEGIC COST MANAGEMENT**

### **Module-1**

**Unit 1: Strategic Cost Management and Control:** Conceptual Framework, Life Cycle Costing, Target Costing, Kaizen Costing, Business Process Re-engineering (BPR) and Benchmarking.

[10%]

**Unit 2: Activity Based Cost Management:** Meaning, Stages in ABC, Activity Based Cost System Installation and Operation, Activity Based Cost Management, ABC – A Decision Making Tool.

[20%]

**Unit 3: Service Costing:** Introduction, Collection of Costing data in service sector, Costing methods used in service sector, Pricing by Service Sector, Transport, Canteen, Hotel, Boiler House, Power House, Hospital.

[20%]

### **Module-2**

**Unit 4: Standard Costing and Variance Analysis:** Introduction, Types of Standards, Setting up of Standards, Application of Standard Costing, Control through Variance Analysis, Computation of Variances, Reporting of Variances, Accounting Procedure for Standard Cost, Disposition of Variances.

[20%]

**Unit 5: Transfer Pricing:** Introduction, Objectives of Transfer Pricing System, Methods of Transfer Pricing, Conflict between a division and the company.

[20%]

**Unit 6: Cost of Quality and Total Quality Management(TQM):** Quality Control, Quality Assurance, Quality Management. TQM-Basics, stages, Principles and control, Cost of Quality Report, Continuous Process Improvement.

[10%]



**Suggested Readings:**

1. Horngreen, C.T., *Cost Accounting- A Managerial Emphasis*, Prentice Hall of India.
2. Maheshwari, S.N., *Management Accounting and Financial Control*, Mahavir Book Depot.
3. Saxena V.K. & Vashist. C.D., *Advanced Cost Management Accounting*. Sultan Chand & Sons.
4. Bhattacharya & Dearden, *Accounting for Managerial Decisions*. Prentice Hall of India.
5. Daff Trevor, *Cost and Management Accounting*, Woodhead Faulkner.
6. Lal Jawahar, *Cost Accounting*, Tata McGraw Hill.
7. Prasad, N.K. & A.K., *Principles and Practice of Cost Accounting*, Book Syndicate Pvt. Ltd.

**COM 404: CORPORATE REPORTING-II****Module-1**

**Unit-1: Accounting for Intangibles:** Classification of Assets, Characteristics of Intangible Assets, Concept of Brand, need for Brand accounting, Brand valuation models, Brand accounting practices, Concept of Goodwill- accounting for self generated and purchased goodwill, accounting for negative goodwill, other intangible assets.

[20%]

**Unit-2: Environment Accounting:** Environmental Hazards, meaning of environment accounting, advantages and problems of environment accounting, environmental disclosure practices in India, Environment audit, objects of environment audit and process of environment audit.

[20%]

**Unit-3: Value Added Accounting:** Meaning, Objectives, Basic Premises, Significance, Indian Practices.

[10%]

**Module-2**

**Unit-4: Human Resource Accounting:** Meaning, Objectives, Basic Premises, Significance, HR Valuation models, Indian Practices.

[20%]

**Unit-5: Financial Reporting for Financial Institutions:** Mutual Funds, Non-Bank Finance Companies, Merchant Bankers, Stock Brokers.

[10%]

**Unit-6: Inflation Accounting:** Limitations of conventional accounting, CPP, CCA, Indian Practices.

[20%]

**Suggested Readings:**

1. Das Gupta, N., *Human Resource Accounting*, Sultan Chand & Sons.
2. Koley, M.K., *Human Resource Accounting*, ICWAI Publication, Kolkata.
3. Rao, D. P., *Human Resource Accounting*, Inter-India Publications, New Delhi.
4. Dutta, U.K., "Environmental Accounting and Disclosure: An Overview" in Pramanik, A.K.(ed.), *Environmental Accounting and Reporting*, Deep & Deep Publications Pvt. Ltd..
5. Gray, R.H. et. al., *Accounting for the Environment*, Paul Chapman Publishing, London.
6. Das Gupta, N., *Environmental Accounting*, Wheeler Publishing, New Delhi.
7. Gupta, R., *Inflation Accounting*, Tata McGraw Hill.

## COM 405AF: BUSINESS VALUATION AND RISK MANAGEMENT

### Module-1

**Unit-1: Introduction to Business Valuation:** Concept and Issues of valuation, Approaches to Valuation- Discounted cash flow valuation, Relative valuation, Contingent claim valuation.

[10%]

**Unit-2: Valuation of Equities, Assets and Liabilities:** Stocks- Concept, Dividend Capitalization Approach for valuation of equity shares, Other approach to valuation of equity shares, Valuation of Preference Share, Bonds- Concept, Valuation of Bonds, Bond Return, Duration, Valuation of assets and other liabilities.

[20%]

**Unit-3: Firm Valuation:** Cost of capital approach and adjusted present value approach of firm valuation, Valuing Financial Service Firms and Firms with Negative Earnings, Valuing Start-up Firms, Valuing Private Firms, Business Valuation vis-à-vis Mergers and Acquisitions.

[20%]

### Module-2

**Unit-4: Introduction to Risk Management:** The Nature of Risk, Risk Measurement: Risk Management by individuals and corporations, Tools of Risk Management, Enterprise Risk management.

[10%]

**Unit-5: Risk Management with Derivatives:** Concept of derivatives, Types of derivatives, Importance of derivatives in risk management, Using forward contracts to manage risk, Risk Management with futures contracts.

[20%]

**Unit-6: Risk Management with Options and Swaps:** Concepts, features, types, terminology of options and swaps, Pricing of options and swaps, Trading strategies involving options, The Greek letters.

[20%]

### Suggested Readings:

1. Damodaran, A., *Valuation*, John Wiley & Sons.
2. Palepu, K. G., Peek, E. and Bernard, V.L. *Business Valuation and Analysis*, IFRS Edition, Cengage Learning.
3. Stulz, R. M., *Risk Management and Derivatives*, Cengage Learning.
4. Dun and Bradstreet, *Financial Risk Management*, Tata McGraw-Hill.
5. Vaughan, E. and Vaughan, T., *Essentials of Risk Management and Insurance*, John Wiley and Sons. Inc.
6. Rejda, G.E., *Principles of Risk Management and Insurance*, Pearson.
7. Hull, J. C., *Options, Futures and Other Derivatives Securities*, Prentice Hall of India.
8. Dubofsky, D. et al., *Derivatives Valuation and Risk Management*, Oxford University Press.

## COM 405AM: MARKETING OF SERVICES

### Module-1

**Unit-1: Introduction:** Introduction to Marketing of Services- Product and Service Difference and the implications thereof, Classification of Services. [10%]

**Unit-2: Service Delivery Process:** Service Encounter and Understanding Structural pattern of Service, Delivery process with special emphasis to financial services. [20%]

**Unit-3: Customers' Expectations:** Understanding the service-customer: Expectation and satisfaction factors behind forming expectations and satisfaction, Expected and actual service gap. [20%]

### Module-2

**Unit-4: Consumer Behaviour:** Consumer behavior vis-à-vis service consumption. [10%]

**Unit-5: Models of Marketing:** Understanding the 5-Gap Model - Structure and implications, Assessment of 7Ps of service marketing with special reference to financial services. [20%]

**Unit-6: Branding:** Service Marketing including Service Branding and Internal Marketing: Concepts with special emphasis to Indian financial services. [20%]

### Suggested Readings:

1. Zeithaml and Bitner, *Services Marketing*, TMH.
2. Lovelock and Christopher, *Services Marketing*, Pearson Education.
3. Chowdhury and Chowdhury, *Text Book of Marketing of Services, The Indian Experience*, Macmillan.

## COM 406AF: ADVANCED FINANCIAL MANAGEMENT

### Module-1

**Unit-1: Concept of Leverage:** Business and Financial risks, Operating Leverage, Financial Leverage, Financial Leverage and Trading on Equity, Financial Leverage and Equity shareholders' return, EBIT-EPS Analysis, Total Leverage. [15%]

**Unit -2: Dividend Decision:** Rationale for paying dividend, Determinants of Dividend Policy, Rationale for Dividend Stability, Bonus Share and Stock Splits, Share Buyback. [15%]

**Unit-3: Risk Analysis in Capital Budgeting:** Introduction, Nature of Risk, General techniques, Quantitative techniques, Capital budgeting practices in India. [20%]

### Module-2

**Unit-4: Corporate Restructuring:** Concept of Corporate Restructuring, Significance and forms of Corporate Restructuring, Provisions under the Companies Act, 1956, Financial Restructuring, Leveraged Buyout, Employees stock options plan. [20%]

**Unit-5: Mergers and Acquisitions:** Concept, Merger Wave, Trends and historical aspects, different forms, methods of valuation, evaluation of regulatory control of M&As in India, procedures under the Companies Act, 1956. The SEBI Takeover Regulation Code, 1997.

[20%]

**Unit-6: Lease Financing:** Concept of leasing, types of lease agreements, methods of lease financing, Difference between hire purchase and lease financing, Leasing in India.

[10%]

**Suggested Readings:**

1. Chandra, P., *Financial Management-Theory and Practice*, Tata McGraw Hill.
2. Khan, M.Y. and Jain, P.K., *Financial Management-Text and Problems*, Tata McGraw Hill.
3. Pandey, I. M., *Financial Management*, Vikas Publishing House Pvt. Ltd.
4. Van Horne, J C., *Financial Management and Policy*, Prentice Hall of India.
5. Chakraborty, S.K., K.K., Rao, and Sen, P.K., *Financial Management and Control-Text and Cases*, Macmillan India Ltd.
6. Schall, L.D. and Haley, C.W., *Introduction to Financial Management*, Tata McGraw Hill

## **COM 406AM: SALES AND DISTRIBUTION MANAGEMENT**

### **Module-1**

**Unit-1: Introduction to Sales Management:** Introduction, Evolution, Importance, Personal selling types, diversity of personal selling situation, buyer-seller Dyad: Selling types and theories, interdependent role between marketing and sales; sales management process and emerging trends, Case study analysis-financial sectors.

[20%]

**Unit-2: Selling Skills and Strategies:** Concept of selling skills and selling strategies, Selling process, Case study analysis-financial sectors.

[10%]

**Unit-3: Managing and Organizing Sales Management Activities:** Managing sales information, sales organization, management of sales territory and managing quota, recruitment and selection of the sales force, training and motivation of the sales force, appraisal of compensating sales personnel, Case study analysis-financial sectors.

[20%]

### **Module-2**

**Unit-4: Controlling the Sales Effect:** Determination of the sales budget, quotas and sales territories, cost analysis, Case study analysis-financial sectors.

[20%]

**Unit-5: Distribution Management:** Distribution channel management with special emphasis on financial sector-an introduction, designing customer-oriented marketing channels for financial sectors, customers oriented logistic management.

[20%]

**Unit-6: Managing Channel:** Channel policies and legal issues.

[10%]

**Suggested Readings:**

1. S.R.Richard, C.W.Edward, G.AP. Norman, *Sales Management: Decision Strategies and Cases*, Prentice Hall of India.
2. T.K.Pandey, S.Sachdev, *Sales and Distribution Management*, Oxford.
3. D.J.Douglas, C.I.Willam, *Sales Management*, John Wiley & Sons..
4. H.K.Krishna, C.M.Vasant, *Sales Distribution Management: Text & Cases*, Tata McGraw Hill Publication.
5. Mallik, P.K. *Sales Management*, Oxford, New Delhi.

**COM 407: PROJECT WORK**

In the Project Work paper each student will have to select one topic on which the student will conduct a study and submit a project report in not less than 5000 words. The study may be based on primary data collected from field survey or on secondary data available from published sources. Each project report will be examined jointly by one internal examiner and one external examiner. In the Project Work there will be 50 marks on the written project report. Each student will have to inform the Head of the Department about the title of the project work at the beginning of the fourth semester class and the project report will have to be submitted before the starting of the fourth semester final examination.

**COM 408: PROJECT PRESENTATION, VIVA AND SOCIAL OUTREACH**

In the Project Presentation, Viva and Social Outreach paper there will be 50 marks consisting of presentation and viva voce on the project report (40 marks) and evaluation of social outreach activity undertaken by the student (10 marks). In this paper, each student will have to make a presentation on the report submitted by him/her and face a viva voce by a board of examiners. There will be 40 marks for the presentation and the viva voce.

For the social outreach component the student would have to submit a report on the social outreach work done by him/her and marks (out of 10) would be awarded on the basis of this report in the paper Com 408.

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