

COURSES OF STUDIES

MASTER OF COMMERCE (M.COM)

RULES, REGULATIONS AND COURSE SYLLABUS

W.E.F ACADEMIC SESSION 2021-22



**DEPARTMENT OF COMMERCE
RAVENSHAW UNIVERSITY, CUTTACK, ODISHA
753003**

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1. Preamble

Ravenshaw University came into existence on the 15th day of November, 2006. It was an upgradation of Ravenshaw College established in 1868, one of the oldest and largest colleges in India which subsequently became an autonomous college with CPE status by UGC and 'A' grade by NAAC. The College with all its glorious academic achievement and ceaseless scholastic pursuits had already created a distinct niche for itself in India and beyond.

The world is witnessing a high-tech revolution with changes in science, technology, commerce and industry. The world now believes that knowledge is everything. With opening up of world economy by way of globalisation, liberalisation and privatisation processes, all the business sectors are witnessing a tremendous growth. The whole economy is undergoing a tremendous transformation with many new sunrise sectors like financial services, consultancies etc coming up. The service sector is outstripping the manufacturing sector in growth. A career in these sectors involves challenging work, high growth opportunities, lucrative pay packets and a professionally challenging work environment. The job market is undergoing a metamorphosis. This is creating a huge demand for careers in Commerce and Business. This has led to huge change in the way we teach and deliver business studies courses.

Commensurate with the times and taking into account the challenges the age of globalization and knowledge-societies pose, RU is aware of the urgent need to move towards semester-wise Choice-Based Credit System (CBCS) and Continuous Assessment and Grading Pattern (CAGP). Agencies like UGC and NAAC have been advocating CBCS and CAGP. A number of universities and institutes of higher learning in the country have already adopted CBCS and CAGP. Under the banner of School of Commerce and Management Studies two year (four semesters) full-time M.Com is continuing.

The corporate world is dynamic and the changes are so severe that a series of new concepts and techniques are fast coming into being and the earlier and traditional ones are becoming obsolete. This situation has given rise to the need for restructuring the curricula of Commerce education at all levels so as to make it meaningful and compatible with the changing business scenario and introduce the concepts and techniques among the commerce teachers to further channelize and streamline their contribution. By introducing more and more professional skills, we need output of graduates and researchers to be of the best quality in the world.

2. Departmental Profiles

Higher education in Commerce was first introduced in Orissa at G.M. College, Sambalpur and Rajendra College, Balangir in 1994. It was introduced in Khallikote College in 1955. There was a public demand for opening of Commerce Stream in Ravenshaw College, Cuttack, and the Govt. of Orissa introduced I.Com classes in Ravenshaw College in 1957. Sri P.C. Ray and Sri R.K .Jena joined as lecturers and classes in Commerce started in the Arts Block. As Cuttack was the centre of all business activities, Commerce education gained popularity and the govt. backed by strong public demand opened B.Com. classes in Ravenshaw College in 1959. More teachers were posed in Ravenshaw College and the

course continued successfully till 1969, when Honours courses were introduced with 16 seats.

In 1969 the commerce classes were shifted to a new three storied building now known as the Commerce Block whose construction was completed in 1970. The idea of a separate Commerce Block originated in the mind of a renowned businessman of Cuttack, Sri Ranglal Modi, who donated a sum of Rs. 1 lakh to the Govt. of Odisha for the purpose in 1959. As the Govt. took up the construction work at a later date the total cost came to Rs. 7 lakh for which the govt. decided to allot the building to three departments. So English and economics departments were allotted one floor each in the said block as sister department of Commerce but the name of the block remained as Commerce Block.

Due to the popularity of Commerce education increase of seats in I.Com and B.Com classes were felt and Post Graduate class in Commerce was opened in 1977-78. Now the department is having 452 seats in B.Com (all Hons seats) and 64 seats in M.Com. Both B.Com Hons and M.Com are having two specialization branches. Business Management and Accounting special groups in Hons stage and Accounting, Finance and Marketing specialization in M.Com stage is available to the students. In 1991 M. Phil classes has been added to the department with 8 seats and subsequently it increase to 16 seats. In 2006 research degree in commerce and management started with Ph. D. and D. Litt. Highly meritorious students from all over India and neighboring states like Bihar, Chhattisgarh, Jharkhand and West Bengal also consider this department as their first choice for admission. The department for its high standard of teaching and academic excellence was ranked sixth among the top ten institutions imparting Commerce education in the country by a survey conducted by India Today in 1997. During its long journey of the department has been served by some of the eminent teachers of the state who have glorified the department by their contributions.

3. Objective of the Programme

The Master of Commerce Programme has a distinct objective to equip the students with knowledge, skills and attitude to become more suitable for the present and emerging job market. The courses are intended to impart intensive knowledge and training in the subject and help the students to acquire wider perspectives both for research and for professional application. The syllabus has been designed student-centered where there is flexibility for the students to have a greater choice of courses appropriate to their interests, needs, sustainability and long term goals. The courses are offered with Choice Based Credit System (CBCS) thus facilitating the students to have 24 papers of fifty mark each (96 Credits) spread over 4 semesters for mastering the subject for the award of Master degree in Commerce by acquiring the required depth and at the same time to select elective courses of his/her choice and based on his/her aptitude from four elective group of courses. The syllabus also includes one open courses (fifty mark) of inter disciplinary nature which shall be offered in 3rd semester in order to suit the needs and interest of the students. To be precise, the objectives of Master of Commerce Programme are as under:-

- To provide foundation for further advanced studies and research in the area of Commerce such as M.Phil. and Ph. D. programmes.
- To enable Master of Commerce graduates for a wide range of career dealing with the flow of money, from accountant to investment banker, money manager to personal finance consultant.
- To enable master graduates in Commerce to qualify UGC-NET/SET and JRF examinations so that they can take-up the work of teaching or research of high quality.
- To allow Master of Commerce graduates to choose for further advanced studies in different specialisation of Commerce such as Accounting, Taxation, Finance, Human Resource, Marketing etc.
- To impart entrepreneurial skills for starting new business ventures.

4. Duration

The study programme leading to Master of Commerce degree of the Ravenshaw University, Cuttack, Odisha shall be conducted by the Department of Commerce for the duration of two years (4 semesters).

5. Eligibility

A candidate seeking admission to M. Com. Course must have Passed B.Com. (Hons.) degree under 10+2+3 pattern from Ravenshaw University or any other University Recognized equivalent there to, subject to eligibility rules provided in admission brochure of the university from time to time.

6. Examination

Semester pattern examination comprising of 40 marks end term examination and 10 marks (internal assignment and attendance) for each paper. Minimum class attendance of 75% is required to fill up the end term examination form.

7. Selection of Specialization

Selection of specialization is allowed after the 2nd semester examination is over. All the students have to give option in priority basis of their choice for all available specialization. Maximum 40% of total seats are allowed to take a particular specialization. The selection of specialization shall be based on the total marks secured in first semester (if results have been published) or order of choice given by the students as per their rank in the admission.

COURSE STRUCTURE

SEMESTER- I

Six compulsory papers of 50 marks each (10 internal + 40 end term) Total 300 marks

MCO 1.1.1	Accounting for Managerial Decision
MCO 1.1.2	Advanced Marketing Management
MCO 1.1.3	Advanced Management Accounting
MCO 1.1.4	Economics for Managers
MCO 1.1.5	Emerging Business Laws
MCO 1.1.6	Organizational Structure and Management

SEMESTER- II

Six compulsory papers of 50 marks each (10 internal + 40 end term) Total 300 marks

MCO 1.2.7	Advance Business Statistics
MCO 1.2.8	International Business Environment
MCO 1.2.9	Quantitative Techniques for Business Decisions
MCO 1.2.10	Business Ethics & Corporate Governance
MCO 1.2.11	Financial Management
MCO 1.2.12	Research Methodology

SEMESTER- III

Six compulsory papers of 50 marks each (10 internal + 40 end term) Total 300 marks

MCO 2.3.13	Organizational Behaviour
MCO 2.3.14	Entrepreneurship and MSME Management
MCO 2.3.15	Dissertation*
MCO 2.3.16	Special Papers (Accounting/Finance/Marketing)
MCO 2.3.17	Special Papers (Accounting/Finance/Marketing)
MCO 2.3.18	Special Papers (Accounting/Finance/Marketing)

* 30 marks for dissertation report and 20 marks for presentation and viva.

SPECIAL PAPERS –ANY ONE OF THE FOLLOWING THREE OPTIONAL GROUPS

Group-A Accounting

MCO 2.3.16	Corporate Tax Planning
MCO 2.3.17	Accounting Theory and Practice
MCO 2.3.18	Corporate Reporting and Analysis

Group-B Finance

MCO 2.3.16	Advanced Financial Management
MCO 2.3.17	Financial Markets and Financial Services
MCO 2.3.18	Security Analysis and Portfolio Management

Group-C Marketing

MCO 2.3.16	Services Marketing
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- MCO 2.3.17 Advertising and Sales Promotion Management
- MCO 2.3.18 Consumer Behavior

SEMESTER- IV

Six compulsory papers of 50 marks each (10 internal + 40 end term) Total 300 marks

- MCO 2.4.19 Strategic Management
- MCO 2.4.20 Managing Human Resource
- MCO 2.4.21 Seminar Presentation
- MCO 2.4.22 Special Paper
- MCO 2.4.23 Special Paper
- MCO 2.4.24 Special Paper

SPECIAL PAPERS –ANY ONE OF THE FOLLOWING THREE OPTIONAL GROUPS

Group-A Accounting

- MCO 2.4.22 Advanced Accounting
- MCO 2.4.23 Advanced Auditing
- MCO 2.4.24 International Accounting

Group-B Finance

- MCO 2.4.22 International Financial Management
- MCO 2.4.23 Project Management
- MCO 2.4.24 Financial Risk Management and Derivatives

Group-C Marketing

- MCO 2.4.22 Sales and Distribution Management
- MCO 2.4.23 Retail Business Management
- MCO 2.4.24 Customer Relationship Management

Total marks 1200 marks (four Semesters consisting of 24 papers of 50 marks each)

Value Added Course

1. GST and Computerized Accounting
2. Co-operatives for Social change

Add-on Course

1. Entrepreneurship
2. Management Principles and Behavioral Dynamics

MCO 1.1.1 ACCOUNTING FOR MANAGERIAL DECISION

FM 10+40

Time 3 hours

Course Objectives: The purpose of designing this course is to equip the students with a clear idea about how accounting can be effectively used in taking accurate managerial decisions through use of budgeting, standard costing, MIS, Inflation Accounting, etc

Unit-I Budgeting and Responsibility Accounting:

Budgeting- Definition, essentials of budgeting, types of budgets- functional, fixed and flexible, cash, master, performance budget, etc. Budgetary Control, Zero Based Budgeting, and Responsibility Accounting: Cost center, Revenue center, profit center, investment center and measuring divisional performance.

Unit-II Cost Management and Standard Costing:

Cost Management: cost control drivers, total cost management, business process reengineering, TCM vs. TQM. Standard Costing and variance analysis, setting of standards and their revision, variance analysis-meaning and importance, kinds of variance and their uses- material, labour and overhead variances, sales variances, disposition variances, relevance of variances and investigation of variances.

Unit-III MIS, HRA and Accounting for Price level changes

Management information system: Definition, concept, requirements, steps. Management reporting system, management control system, transfer pricing and multinational consideration, Human Resources Accounting: Nature, Objective, Advantages, Measurement and Models of HRA, Accounting for price level changes: Introduction, objectives and methods.

Learning Outcomes: After successful completion of this course, students will be able to :

- (1) Develop a better understanding about relevance of accounting in taking managerial decisions.
- (2) Understand about essentials of budgeting and types of budgets.
- (3) Develop a clear idea about cost management.
- (4) Understand standard costing and MIS.
- (5) Understand about inflation accounting

References:

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

MCO 1.1.2 ADVANCED MARKETING MANAGEMENT

FM-10+40

Time- 3 hour

Course objectives: This course is designed to introduce the students to the advanced concepts, strategies and contemporary issues involved in the marketing of products and services, to understand various facets of marketing management and to develop the ability to take decision and plan, to execute and control marketing strategies towards attainment of organizational goals.

UNIT-I Marketing Framework:

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

UNIT-II Product and Pricing decisions Distribution Promotion Decisions:

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

UNIT-III Marketing Research and Services Marketing:

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

Learning Outcomes: on successful completion of this course students will be able to

1. Understand the nature and scope of marketing
2. Develop an understanding of various marketing philosophies
3. Understand the marketing mix and marketing environment
4. Understand segmentation, targeting and positioning
5. Understand the consumer behaviour and its application in marketing
6. Develop an understanding of decisions concerning 4 P's – product, price, place and promotion
7. Understand the contemporary issues in marketing

References:

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

MCO 1.1.3 ADVANCED MANAGEMENT ACCOUNTING

FM-10+40

Time- 3 hour

Course Objectives: The objective of this paper is to equip the students with the knowledge of concepts, methods and techniques of advanced management accounting and enable them to use various techniques of cost ascertainment, budget preparation and variance analysis, while focusing on its need for managerial decision making.

UNIT-I Advanced Marginal Costing and Alternative Choices

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

UNIT- II Pricing Decisions and Transfer Pricing

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

UNIT-III Strategic Management Accounting

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

Learning Outcomes:- After successful completion of this paper the student should be able to

1. Identify differences and superiority of Activity Base Costing system over Traditional costing system.
2. Compare the income statements using variable costing and absorption costing and interpretation of the statements for managerial decision making process.
3. Evaluate different business situations by using marginal costing, differential analysis for different types of managerial decisions.
4. Prepare various types of budgets at organizational and departmental level for cost control, cost reduction, performance measurement and fixing responsibility on the division concerned.

References:

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

MCO 1.1.4 ECONOMICS FOR MANAGERS

FM-10+40

Time- 3 hours

Course Objectives: The objectives of the course are to equip the manager with the methodology of decision making using the concept of Microeconomics.

UNIT-I

Nature and Scope of Managerial Economics:

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

UNIT-II

Demand Analysis:

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

UNIT-III

Price Determination under different market conditions:

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

Learning Outcomes: After successful completion of this course, students will be able to:

- (1) Understand the objectives of business firm
- (2) Explain the mechanics of supply and demand in allocating goods, services and resources
- (3) Understand the choices made by a rational consumer
- (4) Identify relationships between production and costs
- (5) Understand pricing strategies of business firms under various market structures

References:

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

MCO 1.1.5 EMERGING BUSINESS LAWS

FM 10+40

Time 3 hours

Course Objectives: The course aims to acquaint the students with knowledge and understanding of major business laws.

- Unit-I** SEBI Act, 1992
Consumer Protection Act 1986
Competition Act 2002
- Unit-II** Environmental Protection Act 1986
FEMA Act 1999
Prevention of Money Laundering Act 2002
- Unit-III** Information Technology Act 2000
Right to Information Act 2005
Women and Human Rights at work place

Learning Outcomes: After successful completion of this course. Students will be able to:

- (1) To understand the legal aspects which are affecting the corporate scenario.
- (2) To gain new insights in to the field of legislation which are more contemporary and have a tremendous impact on corporate world.
- (3) As PG students they will have a complete picture about the various areas like Consumer movement, IT world, Competitive Environment, Women Empowerment to name few areas.
- (4) They also will have knowledge about their rights as consumers, Responsibility towards environment, Ethical corporate practices in relation to competition.
- (5) To gain knowledge about Role, Responsibility and Power of SEBI

References:

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

MCO-1.1.6 ORGANISATIONAL STRUCTURE & MANAGEMENT

FM-10+40

Time- 3 hours

Course Objectives: This course designed to facilitate a better understanding of the theoretical concepts of organizations, the processes of management, major components of the organization's internal and external environments and their effect, significance, and impact on an organization, management policies, practices, and procedures that influence group and individual dynamics in organizations.

- UNIT-I** Definition of organization, Importance of organizations, Types of organizations, Internal & External environment, Open system approach, Mintzberg's five basic parts of an organization, Scientific Management, Fayol's 14 principles, dimensions of organizational design- structural and contextual dimensions, Organizational structure, Simple structure, Functional structure, Divisional structure, geographical structure, Matrix Structure, Virtual network structure, Hybrid structure.
- UNIT-II** The environmental domain, Task environment, Environmental uncertainty, Adapting to organizational uncertainty, Controlling environmental resources- Ownership, Strategic alliances, Cooptation, Interlocking directorate, Change of domain, Regulation, Trade association, Interorganizational relationship framework- Resource dependence, Population ecology, Collaborative network, Institutionalism , Institutional similarity- mimetic, coercive and normative forces.
- UNIT-III** Role of strategic direction in organizational design, Framework for selecting strategy and design- Porter's competitive strategies, Miles and Snow's strategy typology, Contingency factors affecting organizational design, Organization size, Organizational life cycle, Organizational decline and downsizing, Global expansion, Motivations of global expansion, Stages of international development. Organizational culture, Organization design and culture- Adaptability, Mission, Clan, and bureaucratic culture, Definition of change, Types of change, Lewin's change model, Force field theory.

Learning Outcomes: On successful completion of this course students will be able to

1. aware of the global context for taking managerial actions
2. learn about planning, organizing and controlling activities and its application in organization
3. Able to integrate management principles into management practices and determine the most effective action to take in specific situations.

Suggested Texts:

- Organisation Structure and Design, Bhattacharya, Himalaya Publishing
- Organizational Theory, Change & Design, Richard Daft, Cengage Learning.
- Management Text & Cases, VSP Rao, Excel Books, New Delhi.
- Management, Ricky W. Griffin, Biztantra, New Delhi.

MCO 1.2.7 ADVANCE BUSINESS STATISTICS

FM-10+40

Time- 3 hours

Course Objectives: Statistical tools are widely accepted in the present ultra modern age throughout the globe for gaining the spirit of innovation in research platform and to generate certainty continuity and strength for practical problem solving decisions.

Unit-I Probability Theory:

Probability- classical, relative, subjective and axiomatic approach to probability, addition and multiplication probability models, conditional probability, Bay's theorem and mathematical expectation. Theoretical Distribution: Binomial, Poisson and Normal distributions, their characteristics, constants and fitting of Binomial, Poisson distribution a normal curve and their applications.

Unit-II Statistical Decision Theory:

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

Unit-III Statistical Estimation and Testing:

Point and Interval estimation of population mean, proportion and variance; statistical testing; hypotheses and errors, sampling size, large and small sampling tests-z tests, T tests, F test & ANOVA. **Non-Parametric Test:** Chi-square tests, Statistical Quality Control: Causes of variations in quality characteristics, quality control charts, purpose and logic, constructing control charts, determination of control limits (X and R charts). Control charts for attributes, fraction, defectives and number of defect, Acceptance Sampling Plans.

Learning Outcomes: On successful completion of this course, students will be able to learn about the following:

- 1) Decision analysis is substantially helpful to take suitable decisions under risk and uncertainty, so that organisational result will come out with flying colours.
- (2) Descriptive statistical measures are appropriate, appreciable and appealing in changing business environment for accelerating the growing prospective of our nation.
- (3) Probability distributions are rampantly used to take reasonable, justified, genuine and bonafide decisions under real life practical situations for sustaining peace, tranquility and harmony.
- (4) Statistical estimation and hypothesis testing can be better utilized under leading research institutes for ensuring innovative orientation through productive destination.

References:

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

MCO 1.2.8 INTERNATIONAL BUSINESS ENVIRONMENT

FM-10+40

Time- 3 hours

Course Objectives: The purpose of this course is to enable the students to learn nature, scope and structure of International Business, and understand the influence of various environmental factors on International Business operations. The course will help them to understand the role of MNC's and global organizations in world business. Students will acquire fair amount of knowledge on contemporary business environment and the role of WTO in creating a balanced environment.

Unit-I Introduction & Theories of International Business:

Introduction, evolution and Nature of International Business, International vs. Domestic Business, Advantages & Problems of International Business, stages of International Business, Theories of International Business.

Unit-II International Business Environment & Entering International Business:

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

Unit-III Globalization, WTO and MNC:

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

Learning Outcomes: On successful completion of this course students will be able to:

1. understand business operations and business vocabulary in International Business
2. explores the techniques for entering the international marketplace
3. understand the impact and dynamics of socio-cultural, demographic, economic, technological, and political-legal factors in the foreign trade environment

4. know about internationalization of the firm, and operating procedures of the multinational enterprise.

References:

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

MCO 1.2.9 QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

FM-10+40

Time- 3 hours

Course Objectives:-The objective of this paper is to acquaint the students with quantitative techniques that play an important role in managerial decision-making.

The emphasis will be on their application to business and economic situations.

1. To develop an understanding of the theory of probability, rules of probability and probability distributions.
2. To impart knowledge to the students about statistical tools and its applications to build skills for statistical inference of business data.
3. Be able to apply statistical tools in order to make scientific decisions even in uncertain business environment.
4. To become aware of the concepts in sampling, sampling distributions and estimation.
5. To be able to interpret the meaning of the calculated statistical indicators.

This paper aims at discussing with the students' quantitative tools and techniques, which are frequently applied to business decision-making; to analyze and interpret the outcome of the results of problem solving and develop an intuition about situations where such an approach is appropriate.

UNIT-I Quantitative Techniques:

An introduction, Meaning and characteristics of Quantitative Techniques; Classification of Quantitative Techniques; Statistical Techniques; Programming or

Operations Research Techniques; role of quantitative Techniques in Business and Industry; Quantitative Techniques and Business Management; Benefits and Limitations of Quantitative Techniques. Operation Research for Decision Making: Historical background and development, Operation Research Approach, Models in Operation research, Stages of Operation Research Projects, Classification of decision Models, and scope of Operation research in Management.

UNIT-II Linear Programming:

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

UNIT-III Decision Analysis and decision Tree:

Introduction, Decision making process, environment and concepts; Decision Tree Analysis, posterior probabilities and Analysis; decision making with utilities. Inventory Planning Control: Introduction, types, Inventory management and inventory models, the techniques of inventory control, order point system; the protective stock and the establishment of reorder points, significance of Data Processing in Inventory Control; Limitations of Inventory Control.

Learning Outcomes:-

1. Students will be able to describe and discuss the basic probability concepts and probability distributions as an aid to business decision making.
2. Students will learn to conduct basic statistical analysis of data
3. Students will learn to solve a range of problems using the techniques covered
4. Students will be able to apply discrete and continuous probability distributions to various business problems
5. Students will be able to discuss critically the uses and limitations of statistical analysis
6. Identify and express a decision problem in mathematical form (linear programming form) and solve it graphically and by Simplex method;
7. Understand and formulate transportation, assignment problems and drive their optimal solution;
8. Analyzing operational research models from the verbal description of the real system by understanding the mathematical tools that are needed to solve optimisation problems;
9. Develop a report that describes the model and the solving technique, analyse the results and propose recommendations in language understandable to the decision makers.

References:

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

MCO 1.2.10 BUSINESS ETHICS & CORPORATE GOVERNANCE

FM-10+40

Time- 3 hours

Course Objectives: The purpose of designing this course is to facilitate a better understanding about the concepts of business ethics and corporate governance and to make them understand the relevance of CSR in the current scenario.

Unit-I Corporate Governance and its practices in India:

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

Unit-II Corporate Boards and Governance Committees:

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

Unit-III Business Ethics and Corporate Social Responsibility:

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

Learning Outcomes: After successful completion of this course, students will be able to :

- (1) Develop conceptual clarity about the theories of corporate governance
- (2) To understand about the linkage between corporate governance and economic development.
- (3) To understand about the crucial role of business ethics in the present scenario

References:

1. Thomas Clarke: Theories of Corporate Governance(ed), Rutledge Publishers, London.
2. Christine A. Mallin: Corporate Governance. Oxford University Press, New Delhi
3. A.C. Fermamdo: Corporate-Governance, Principles, Policies and Practices, Pearson Education. New Delhi.
4. Kesho prasad: Corporate Governance , PHI, New Delhi
5. Vasudha Joshi: Corporate Governance- The Indian Scenario Foundation Books, New Delhi,
6. Richard M. Steinberg & Caatherine. L. Bronilow: Corporate Governance and the Board, Institute Internal Auditors Research Foundation.
7. Yadong Luo: Global Dimensions of Corporate Governance, Blackwell publishing, Singapore.
8. Joseph R. Desjardins: An introduction to business ethics, TMH, New Delhi.
9. David J. Fritzsche, Business Ethics: A global and Managerial Perspective, TMH, New Delhi.
10. R. C. Shekhar; Ethical Choices in business, response Book, New Delhi.
11. Rituparana Raj; A study in business ethics, Himalaya, Bombay.
12. Chakaraborty S, K Ethics in management, Oxford University press, New Delhi.

MCO 1.2.11 FINANCIAL MANAGEMENT

FM-10+40

Time- 3 hours

Course Objectives: The purpose of designing this course is to familiarise the students with the relevance of financial management, its objectives, and different techniques to be used for taking correct investment decisions and how to effectively manage the working capital

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

calculation of operating cycle, estimation of working capital requirements, Approaches to financing current assets.

Learning Outcomes: On successful completion of this course, students will be able to:

- (1) Develop conceptual clarity about the objectives, functions and scope of financial management.
- (2) Develop a better understanding about how to make investment decisions
- (3) Understand about how to manage working capital

References:

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

MCO 1.2.12 RESEARCH METHODOLOGY

FM-10+40

Time- 3 hours

Course Objectives: Research is the basis of the nation and has got international flavour. It is the soul of the society as it passes from one generation to another. It inculcates scientific investigation.

Unit-I Research methodology: Research: Meaning and Objective, Types of Research, Research methods and methodology, Role of Research in business and industry, Limitation of Research, Process of Research; Problems encountered by researchers in India. Research Problems: meaning, Selection of problem, techniques in defining problem; setting objectives.

Unit-II Planning a research; Research Design: meaning, types & principles, Sample Design: meaning, steps & methods, Determination of Sample Size, Scaling Technique, Methods of data Collection, Questionnaire- meaning, designing , preparation and administering questionnaires, problems in questionnaires, features of good questionnaire, Data processing: Editing, coding, classification, tabulation & presentation, analysis and interpretation of data.

Unit-III Testing of Hypothesis & Report writing: Meaning & formulation of hypothesis , Parametric test (Z test, T Test), Non-parametric Test (Chi-square test, ANOVA, Correlation); Reporting: Meaning, types of reports, research report format; characteristics of report, Steps in report writing, Guidelines for effective reporting writing, footnotes and bibliography/ references- rules and styles.

Learning Outcomes: On successful completion of this course, students will be able to understand about the following:

(1) Researcher can be transformed into active dispenser, rather than passive umpire by correctional approach, critical appraisal and creative orientation and sustaining moral courage, intelligence integrity and burning commitment.

(2) Dogged determination, rugged common sense and razor sharp intelligence, which century demands to face stormy challenges under floody feelings with bloody revolutionary vibrations of explosive problems in order to balance cyclonic acid criticism and avoiding hollow concept, teacup debate and impotent ideas.

(3) The innate qualities inherent in the sentient human soul can emerge with creative potential in the highest form.

(4) Phenomenal success springs from the mind of the researcher by the spirit of dedication with absolute honesty and unquestionable integrity which is reflected into reliable memory, cheerfulness and self confidence.

(5) Research methodologies have bright, beautiful and brilliant impact on industrial sectors to intensity production, productivity and profitability.

References:

1. Krishnaswami O.R. : “Methodology of Research in Social Science ‘Himalaya Publishing, Mumbai
2. Gupta Suresh: Research Methodology , Deep and Deep Publications, New Delhi
3. Kumar Ranjith: Research Methodology: A step by step Guide for Beginners, Sage Publishers, New Delhi
4. Tripadhi P.C :A Text Book of Research Methodology in Social Sciences, Sultan Chand, New Delhi
5. Kothari, C.R, Research methodology, New Age International Publishers, New Delhi
6. Chawla & Sondhi, Research Methodology, Vikas Publishing House Pvt. Ltd, New Delhi.
7. Majhi & Khatua, Reseach Methodology, Himalaya Publishing, Mumbai.
8. Dey, S.K Research Methodology in social science research, VSRD Academic Publishing, Nagpur.

MCO 2.3.13 ORGANIZATIONAL BEHAVIOUR

FM-10+40

Time- 3 hours

Course Objectives: The Objective of this course is to enable students to develop a theoretical understanding about organisations behaviour over time. The course will also make them capable of realising the competitiveness of firms.

Unit- I: Introduction: Meaning, Definition, concept and significance of organisational behaviour(OB), Relationship with managers and management, Foundation of Individual Behaviour, Personality- concept and theories of personality- Type, Trait, Psycho analytic, Social learning and humanities theories, Shaping of personality – Freudian stages, Eriksons’s stages, Chris Argyris immaturity-maturity continuum, determinants of personality, personality structure The Big five personality traits, MBTI- Myers- Briggs Type indicator, other personality traits, Perception- concept, Perceptual process, Perceptual errors, perceptions and OB, Perceptual organisation, Perceptual selectivity, Learning- concept, Theories of learning- Classical Conditioning, Operant Conditioning, social learning, Cognitive Learning, Principles of learning- Motivation, Reinforcement, Punishments and extinction , learning curves learning styles Attitude- components of Attitudes. Formation of Attitudes, Functions of Attitudes, Changing Attitudes, Measurement of Attitudes.

Unit-II Motivation: Concept, significance of motivation in OB, Theories of motivation. Need Hierarchy Theory, Two Factors Theory, Theory X and Theory Y, ERG Theory McClelland theory, Transactional analysis. Leadership: - concept, Leadership and management, Leadership styles by Renis likert, Theories of Leadership- Trait Approach, Behaviour Theories- Ohio, Michigern, LMX theory. The Managerial Grid, Contingency theories of leadership – Fiedler , Path-Goal theory, the Situational Leadership theory- vroom- yetton model, contemporary theories of leadership- transformational leadership.

Unit-III Group Dynamics, Types of Groups, Group formatives process, Pitfalls of Group, Determinants of group behaviour, Group structuring- Leadership, Role Group size, Group norms, Group tasks, Status congruence, Group cohesiveness, Team building, Stress response, Sources of stress, Stress coping strategies , Organisational Change, Change process, Organisational culture, Organisational Development (OD), pre requisites for OD, OD interventions.

Learning Outcomes: After completion of this paper, the students will be able to:

- (1) Acquainted with the concept of the Individual and his behaviour in organizational set up.
- (2) They will have more knowledge about themselves as individuals

- (3) They will have hands on experience about various dimensions of human behaviour i.e. Personality, Perception, Emotions, Attitudes, Communication
- (4) It will be an eye opener for the students to judge themselves and others also through the various instruments of measuring personality and leadership

References:

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

**ENTREPRENEURSHIP AND MSME MANAGEMENT
MCO-2.3.14**

FM-10+40

Time- 3 hours

Course Objectives: The purpose of the paper is to orient the students towards EMSME and entrepreneurship as a career option. This paper would enhance the skill and knowledge of students to get into new business ventures.

Unit – I: Introduction:

Meaning, definition and characteristics of entrepreneurship, phases of entrepreneurship development, environment for entrepreneurship, factors influencing entrepreneurship, theories of entrepreneurship, barriers to entrepreneurship, entrepreneurship and economic development. Meaning, definition and characteristics of entrepreneur, types of entrepreneurs, functions of entrepreneurs, qualities of a successful entrepreneur, entrepreneur vs. entrepreneurship, entrepreneur vs. Intrapreneur , entrepreneur vs. professional manager.

Unit –II: Entrepreneurship Development:

Meaning and concept of entrepreneurial competency, developing entrepreneurial competencies, Meaning and concept of entrepreneurial motivation, theories of entrepreneurial motivation, factors motivating people to become entrepreneurs, need of entrepreneurship development, meaning and objectives of entrepreneurship development programmes , course contents and curriculum of entrepreneurship development programmes, phases of entrepreneurship development programmes , institutions for entrepreneurship development, problems of entrepreneurship development programmes in India.

Unit – III: Support system to entrepreneurs:

Meaning and definition of Micro, Small and Medium enterprises (MSMEs), contribution of MSMEs in the economic development of a country. Institutional support to entrepreneurs, role of National Small Industries Corporation (NSIC), Small Industries Development Organisation (SIDO), Small Industries Service Institute (SISI), Technical Consultancy Organisations (TCOs), District Industries centre (DIC), etc. in promoting entrepreneurship. Institutional Finance to entrepreneurs, Sources of Finance, Long term and short term financial support, role of State Finance Corporations (SFCs), Small Industries Development Bank of India (SIDBI), Industrial Development Bank of India (IDBI), Industrial Finance Corporation of India(IFCI),etc. in promoting entrepreneurship. Marketing support to entrepreneurs, role of government in developing entrepreneurship.

Learning Outcomes: After completion of this paper, the students will be able to :

- (1) Grasp good knowledge of the concept of MSMEs and entrepreneurship
- (2) Generate new ideas and start new enterprises
- (3) Develop new strategies for the growth and survival of business organisations in the modern era.

References:

1. Hisrich, R.D & Peter, M.P.: Entrepreneurship, Tata Mc Graw Hill.
2. Khanka S.S, “Entrepreneurial Development”, S. Chand, New Delhi
3. Holt Entrepreneurship: New Venture Creation, Prentice Hall of India, N. Delhi.
3. Desai Vasant, “The Dynamics of Entrepreneurial Development and Management”, Himalaya Publishing House, Mumbai.
4. Gordon E. and Natarajan K. “ Entrepreneurship Development” , Himalaya Publishing House., Mumbai
5. Gupta C.B and Khanka S.S, “Entrepreneurship Development” Sultan Chand and Sons, New Delhi.

MCO 2.3.15 DISSERTATION
FM 30+20

- Sixty percent weightage for dissertation report and forty percent weightage for presentation.
- Dissertation is to be prepared under the guidance of a faculty of the department during the semester period covering the areas of commerce & management.
- Minimum pass mark for this paper is 50%.

GUIDELINES FOR DISSERTATION

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

SYNOPSIS

The Proposal of the proposed dissertation work should essentially have the followings:

Introduction- brief background and relevance of the topic chosen for the project

Statement of the problem

Hypothesis

Objectives

Research Methodology:

 Research Design

 Nature and source of data/information to be collected

 Sample and sampling technique

 Rationale of chosen organisation and the sample

 Tools and Techniques to be used for data collection

 Method/s to be used for data collection

Data handling and analysis- organisation and analysis of data.

Statistical tools to be used for analysis.

Relevance of statistical tools with the objectives of the project.

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

PROJECT REPORT

The Project Report must have the following:

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

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

Detailed tables & figures of contents with page nos. Index of Chapters

All pages of the Project Report must be numbered as reflected in Index of Chapters

Chapter-I: Introduction & Review of literatures,

Chapter-II: Research Methodology,

Chapter-III: Conceptual & Theoretical Descriptions,

Chapter-IV: Analysis & Interpretations,

Chapter-V: Testing of Hypotheses,

Chapter-VI: Conclusion, suggestions & Scope for further research.

References, Annexure, etc.

ACCOUNTING SPECIALISATION

MCO 2.3.16 (A) CORPORATE TAX PLANNING

FM-10+40

Time- 3 hours

Course Objectives: The purpose of this course is to enable the students to learn about tax management and tax planning. It also aims to familiarize them with special tax provisions and tax planning with reference to specific business decisions.

Unit-I Introduction to tax management: concept of tax planning, tax avoidance and tax evasion, Tax planning Vs Tax management, taxation of companies. Tax planning and financial management decisions, Tax planning relating to capital structure decision and dividend policy, tax planning and managerial decisions in respect of purchase of asset out of own funds or out of borrowed capital , sale of assets used for scientific research, make or buy decision, repair, replace, renewal or renovation, shut down or continue decision.

Unit-II Special tax provisions, Tax provisions relating to free trade zones, infrastructure Sector and backward areas, tax incentive for exporters, Tax planning with reference to amalgamation of companies, tax payment: “Tax deduction and collection at source, Advance payment of Tax, taxation of companies.

Unit-III Tax planning with reference to specific business decisions, New business location, new nature of business, new form of business organization, financial management decisions, employees’ remuneration, sale of scientific research assets, receipt of insurance compensation, Business Restructuring: Tax planning with reference to amalgamation of companies, transfer of assets between holding and subsidiary companies, TDS and Interest Refund.

Learning Outcomes: By completing this course students will be able to understand :

- (1) The concepts of tax planning, tax management, tax evasion and tax avoidance.
- 2) Tax planning relating to financial management decisions.
- (3) Special tax provisions.

References:

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

MCO 2.3.17(A) ACCOUNTING THEORY AND PRACTICE

FM-10+40

Time- 3 hours

Course Objectives:

1. To develop a sound proficiency of Accounting Postulates, concept and principles.
2. Classification and formulation of Accounting Theory.

3. Understanding income concepts such as Accounting income, Economic income, Capital maintenance income, Operating income and Comprehensive income
4. To understand Assets, Liabilities and Equities from the theoretical and analytical point of view, Depreciation accounting and policy.

UNIT-I Accounting Postulates and Concepts, Accounting Environment, Factors influencing Accounting Environment, Accounting Theory- Meaning, importance, classification of accounting theory, deductive vs inductive approaches, positive vs normative methodology.

UNIT-II Income Measurement- Importance, Different Income concepts- Accounting, Income, Economic Income, capital maintenance concept of income, comprehensive income, recipients of income.

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

Learning Outcomes: After successful completion of this course, students will be able to:

- 1 Be appraised about the understanding of Accounting Postulates, concepts and principles
2. Learn about need and importance of various accounting theory and its formulation
3. Understand about various income concepts, theoretical aspect of assets, liabilities and equities.
- 4 Demonstrate an understanding of inventory, receivables, long-term assets, liabilities, and stockholder's equity and recommend appropriate accounting treatment.

References:

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

MCO 2.3.18(A) CORPORATE REPORTING AND ANALYSIS

FM-10+40

Time- 3 hours

Course Objectives: The basic objective of this paper is to equip the students with the general idea on Corporate Reporting Frame Work and regulatory requirements under Companies Act. 2013.

UNIT-I Overview of Corporate Reporting:

Corporate Reporting concept: Objectives, Developments of Financial Reporting Objectives, qualities of Financial Report, Conceptual Framework of Financial Reporting by ICAI 2000, Provisions of Financial Reporting under Companies Act, 2013 Annual Report: Concept, objectives and contents.

UNIT-II: AS and Corporate Reporting:

Accounting standards: concept, standard setting in India, AS-17- segment Reporting- Objectives, benefits, limitations applicability, Bases of segmentation, identifying, reportable segments, Disclosures in segment report, AS-25- Interim reporting- objectives applicability, contents, Recognition and measure, SEBI guidelines in Interim report.

Convergence of a with IFRS, IndAS and its principles, IndAS 101, 01 and 34.

UNIT-III Contemporary Corporate Reporting:

CSR reporting- concept, CSR and companies At, 2013, Disclosure and reporting, contents of CSR report, Challenges in implementing CSR provisions in India, Shareholders Report- Concepts and its Components; Business Responsibilities Reporting- Concepts and disclosure requirements, value added report- concepts and importance, preparation of VAS, concept of EVA statement, MVA statement.

Learning Outcomes: After going through this paper students are expected to:

- (1) Acquire hands on knowledge on various fundamentals and legal requirements of Corporate Reporting.
- (2) Converse with various types of reports published by Indian Corporate Sector.
- (3) Get in depth idea on specific accounting standards and reports.
- (4) Acquire knowledge on analysis and interpretation of various financial reports
- (5) Converse with latest development and amendments affecting corporate Reporting

References:

1. Jawaharlal, Accounting Theory and practice, Himalaya, Publishing House 2010
2. Dey SK, Panda AK, Corporate Reporting in India ,Himalaya Publishing House, Mumbai
3. Das Gupta, N.: Accounting Standard: Indian & International, Sultan Chand, N. Delhi
4. Narayanswamy R.: Financial Accounting: A Managerial Perspective. PHI, New Delhi,

5. Lal Jawahar.: Corporate Financial Reporting Theory and Practice. Taxman, New Delhi,
6. Vijaykumar M P.: First lesson to Accounting Standards, Snow White, Delhi,
7. Porwal L S.: Accounting Theory- an Introduction, TMG, New Delhi.
8. Ghosh, Goyale & Maheshwari.: Accounting Theory. Wiley Eastern ,

FINANCE SPECIALISATION

MCO 2.3.16(B) ADVANCED FINANCIAL MANAGEMENT

FM 10+40

TIME – 3HOURS

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

Unit- I Financing Decision:

Capital Structure and Leverages-Meaning, optimal Capital Structure, characteristics of appropriate Capital Structure and its measurement. Determinants of Capital Structure and its patterns. Approaches to determine appropriate Capital Structure, indifference points, leverages and types of leverages. Capital Structure and Firm Valuation.

Unit – II Long-term financing decision:

Venture Capital Finance-Equity Financing Options, venture capital- features and types, stages of venture capital investment, future prospects of venture capital in India. Lease and hire-purchase financing

Unit III Dividend Policy Decision & Business Valuation:

Meaning, types and factors influencing dividend policy, forms of dividends, dividend theories-Relevance Theories (Walter’s Model, Gordon’s Model and irrelevance-Miller and Modigliani Hypothesis) Dividend theories and Value of firm, Business Restructuring , meaning , reasons ,process ,techniques and areas of corporate restructuring, Business Valuation – need, impact of capital structure on business value, theoretical aspects of business valuation models

Learning Outcomes:-

After studying this paper the students should be able to:

- a. Understand the foundations of financial management, risk return framework and role of a finance manager.
- b. Analyze and evaluate capital projects under different situations using appropriate capital budgeting techniques.

- c. Critically examine various theories and determinants of capital structure, analyze financial plans and determine optimal capital structure.
- d. Critically examine various theories and policies of dividend and determine optimal payout policy.
- e. Understand various forms of corporate restructuring and analyze various types of mergers and acquisitions and estimate exchange ratio

References:

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

MCO 2.3.17(B) FINANCIAL MARKETS & FINANCIAL SERVICES

FM-10+40

Time- 3 hours

Course Objectives: This course is designed to facilitate a better understanding about the operations of financial markets, types of financial services and how the financial system plays a pivotal role in development of a nation.

Unit- I Indian financial system- An overview, role of the financial system in economic development, money market-features, composition of money market, deficiency of money market. Capital market: Meaning, features and functions of Capital Market.- Primary Market: Introduction, features, functions, methods of issuing new shares, SEBI's guidelines on IPO, Secondary Markets: introduction, services, listing procedure, methods of trading in stock exchanges, stock indices- sensex and nifty.

Unit-II Financial Services - meaning, features, kinds of financial services, merchant banking – origin, services, guidelines for merchant bankers, merchant banking vs commercial banking, problems of merchant bankers in India; venture capital – concept, origin, importance, guidelines and growth of venture capital in India; securitisation- concept, mode of operation, benefits, guidelines on securitisation, factoring vs securitisation

Unit-III Mutual Funds – Introduction, types of mutual funds, SEBI Guidelines Relating to Mutual Funds. Net Asset value – different models for evaluation Credit Rating- Meaning, Importance, Rating Process. Functioning of Credit Rating Agencies like – CRISIL and ICRA. Factoring and forfaiting – meaning, types, benefits, modus operandi, factoring vs forfeiting vs discounting.

Learning Outcomes: On successful completion of this course, students will be able to:

- (1) Understand the crucial role played by the financial system in economic development of a nation.
- (2) Develop a clear idea about money market and capital market.
- (3) Understand about how trading is carried out in stock exchanges.
- (4) Understand about various kinds of financial services.
- (5) Develop a clear idea about types of mutual funds.

References:

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

MCO 2.3.18(B) SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

FM-10+40

Time- 3 hours

Course Objectives: To equip the students with advanced analytical tools, models and financial theory necessary for making sound investment decisions and optimum portfolio choice as well as understanding the paradigms by which financial securities are valued.

Unit- I Investment Methods and Strategies & Risk and Return Portfolio Management, meaning, objectives, Principles and phases of portfolio Management, EIC Framework, Fundamental Analysis, Technical Analysis, Risk and Return: Concept, investor’s attitude towards return and risk, types of risks, systematic risk, unsystematic risk, measurement of risk. Return: Measurement of return. Taxes and investment, inflation and investment. Beta as a measure of risk.

Unit-II Portfolio Theories: Introduction, traditional vs. modern portfolio analysis. Modern portfolio theories, rationale of diversification of investment, the effect of combining two securities, interactive risk through co variance, theories of portfolio selection and management. Markowitz portfolio theory, Sharpe's Single Index Model, Capital Asset Pricing Model, Capital Market Line vs. Security Market Line, Arbitrage Pricing Theory, Portfolio Revision and Evaluation

Unit-III Bond Analysis, Valuation and Strategies: Debt Instruments, features of Bonds and Debentures, regulations of Bonds in India, types of Bonds and Debentures, objectives of issuing Bonds, Credit rating of Bonds, Bond yield, Bond Valuation, Bond management Strategy.

Learning Outcomes: After successful completion of this paper the student should be able to:

- a. Understand the environment of investment and risk return framework.
- b. Analyse bonds in terms of valuation, yields and risks as well as build up immunized bond portfolio.
- c. Analyse equity shares using different approaches and models.
- d. Construct, analyze, select and evaluate portfolios along with a deep understanding of Capital market theory and associated models.
- e. Understand and analyse futures and options, use various options trading strategies and critically examine various innovations in derivatives market.
- f. Know the investment decision process, various types of investors as well as calculate various types of risks and returns.
- g. Calculate value and yields of bonds and analyse them in terms of valuation, yields and risks.
- h. Determine value of equity shares using different approaches and models
- i. Calculate portfolio risk and return, construct portfolios and explain capital market theory.
- j. Know the financial derivatives, analyse various options trading strategies and critically examine various innovations in derivatives market.

References:

1. Singh, Preeti: Security Analysis and Portfolio Management: HPH, Mumbai
2. Bhalla, V.K. : Investment Management : S.Chand.
3. Chandra, Prasan : Investment analysis and Portfolio Management, Tata Mc graw Hill.
4. Sharpe, W.F. Invetment, Prentice Hall, Englawood cliff.
5. Fabozzi, Frank J: Investment Management, Prentice Hall, International Edition
6. Stock Exchange Regulations and Bylaws along with SEBI guidelines issued time to

MARKETING SPECIALIZATION

MCO 2.3.16(C) SERVICES MARKETING

FM-10+40

Time- 3 hours

Course Objectives: The purpose of this course is to enable the students to learn about the nature of services and the role of service quality, Employees' role in service delivery and the emotional load for service workers. The main purpose of this course is to acquaint the participants with the unique challenges faced by service marketers and augment skills and thinking for effective marketing of services. This course aims to explore the students into different service sectors.

Unit-I Services, Services Marketing triangle, Reason for growth in services sector, types of Services, Service Marketing Mixes. Goods, vs. Services, Service expectations, service perception, Service (core & supplementary) products, services marketing research.

Unit-II **Pricing for services:** Cost, Price, approaches to pricing of services, pricing strategies of services. **Promoting services:** Integrated services marketing communication, personal selling, advertising, sales promotion, publicity, public relation in services, **physical evidence:** Role of physical evidence in services, types of service space, strategic roles of service space, guidelines for physical evidence strategy, **people in services:** service culture critical role of service employees, boundary spanning roles, Strategies for delivering service quality through people, customers roles in service delivery Strategies for enhancing customer participation **service process:** Service delivery through technology, agent, broker, Franchise.

Unit-III **Service demand and supply:** Types of Demand, Demand and Capacity Management Strategies, Queue Management, **service quality:** Quality dimension, quality gap model, Customer Retention and Relationship marketing, Services Marketing in Hospital, Hotel, Airlines, Banking and Insurance & Tourism.

Learning Outcomes: By completing this course, students will be able to understand :

1. the differences between goods and services marketing
2. the process by which value is created in service businesses
3. Learning and mapping of consumer response to service buying situations
4. Understanding quality concept, measurement and implementation processes in services
5. Help to close the gap of services demand and supply management

References:

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

MCO 2.3.17(C) ADVERTISING AND SALES PROMOTION MANAGEMENT

FM-10+40

Time- 3 hours

Course Objectives: The purpose of this course is to familiarize the students with the role of advertising in the context of promoting products and services, to develop an understanding of concepts, method and strategies of sales promotion, to understand the advertising process and key decision areas for effective management of this function. The course will help to understand the different tools and techniques of promotion.

Unit-I Concept, Functions and significance of Advertising, Advertising communication system, AIDA Model, Response hierarchy Model, FCB model of Advertising strategy, Setting Advertising Objectives; DAGMAR Approach, Advertising Strategy planning : Need for advertising strategy planning: steps involved in Developing Advertising Strategy, advertising Agency- Role and functions ; Advertiser and Agency Relationship; Advertising copy- elements and types, copywriting, Ethics in advertising.

Unit-II Designing Advertising Message, Appeal in advertisement(Rational Appeal, Emotional Appeal, Moral Appeal, etc), creativity and advertising, advertising media planning, print media, outdoor media, T.V. Ratio, Miscellaneous media, web advertising, Media Selection, Consideration in Media Selection Advertising Budget; Approaches to Advertising Budget,(Affordable Method, Percentage of sale method, Competitive parity method, Objective and task method) Factors influencing Budget;

Unit-III Introduction to sales promotion, concept and types of sales promotion, sales promotion strategy, sales promotion tactics, consumer promotions, trade promotion, Business promotion, concept and tools of Public Relations,

Learning Outcomes: By completing this course, students will be able to understand:

1. The marketing communication model and role of integrated marketing communication

2. Various types of advertising
3. The change in advertising over the years- new age advertising
4. Strengthening the concepts related to main decision areas in advertising- mission, money, message, media and measurement
5. Understanding the nature and importance of sales promotion
6. Understanding various consumer oriented and trade-oriented sales promotion
7. Understanding manufacturer's and retailer's promotion planning process

References:

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

MCO 2.3.18(C) CONSUMER BEHAVIOUR

FM-10+40

Time- 3 hours

Course Objectives: This course is designed to provide insight into consumer psychology with special focus on how consumers think, feel and respond to marketing stimuli. The course aims to equip the participants to view marketing phenomena from a customer's perspective.

Unit-I: Introduction to C.B. Need for studying Consumer Behaviour, Application of Consumer Behaviour, Market Segmentation & Consumer Behaviour, Factors Affecting Consumer Behaviour, (psychological factors, social factors, cultural factors, Economic factors, and personal factors). Individual Consumer – Features of Individual Consumers; Consumer Decision-making Process. Organizational Consumer–Concept, Characteristics and Types of Organisational Consumer; Organizational Consumer decision -making Process.

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

Unit-III: Models of Buyers Behaviours: Black box model, Howard & Sheth model, Engel-Blackwell-Kollat model, Nicosia model, Diffusion and Adoption process, Consumerism-Scope of consumerism, Impact of consumerism on marketing practises, ethics and the consumer, Responsibilities of consumer

Learning Outcomes: By completing this course, students will be able to understand:

1. Factors that influence consumer buying behavior
2. Mental processes that precede the act of purchase
3. Models that map and explain consumer buying processes
4. Learn how to base marketing decisions on consumer insights
5. Factors which affects the buying decision.

References:

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

MCO 2.4.19 STRATEGIC MANAGEMENT

FM-10+40

Time- 3 hours

Course Objectives:

To help students understand strategy making process that is informed integrative and responsive to rapid changes in an organization’s globally oriented environment and also to help them understand tasks of implementing strategy in a global market. Strategic Management examines performance strategy formulation and implementation issues from a general management perspective providing an integrative framework for managing the organizational entity and its functional components.

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

Unit-II Basic of Strategy, Variants of stability strategy, Features of expansion

strategy, variants of growth strategy, Diversification strategy, Retrenchment strategy, Turnaround strategy, Divestment strategy. Liquidation Strategy, Mergers and Acquisition, Meaning of Strategic Choice, Factors influencing strategic choice, Approaches to strategy formulation.

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

Learning Outcomes:

The successful completion of this paper shall enable the student:

- a. To describe the role of Strategic Management and the concepts of Strategy and identify approaches to Strategic Decision Making
- b. To understand various levels at which Strategy exist namely Corporate, Business and Functional level
- c. To help students learn strategic management models
- d. To analyze how organizations make decisions in response to rapid changes that occur due to environmental changes.
- e. To analyze how firms make entry into global markets and implement and evaluate strategy at an International level.
- f. Demonstrate the importance of analyzing External and Internal environment
- g. Analyse how firms make entry internationalize and evaluate strategy at global level
- h. Know, understand and apply strategic management process to analyse and improve organizational performance
- i. Conduct and draw conclusions from internal and external analyses of an organization's capabilities. Formulate realistic strategies and develop implementation plan to execute strategies

References:

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

FM-10+40

Time- 3 hours

Course Objectives: To familiarise students with the emerging concepts of HRM which influences Business Organisation. To give an idea about the changing shifts in the domain of HR in contemporary business world.

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

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

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

Learning Outcomes: After successful completion of this course, students will be able to:

1. Students will be able to inculcate the understanding of HR and its importance not only in personal life but professional life.
2. They will realize the ever increasing relevance of HR in contemporary corporate world.
3. Students can differentiate between changing role of HR manager in different time periods.
4. Approaches to HRM will give insights to the role of HR in various policy matters of Govt.
5. Finally students will realize the reality that people are real resources of the organization.

References:

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

MCO-2.4.21 SEMINAR PRESENTATION

FM-30+20

- Sixty percent weightage for paper writing and forty percent weightage for presentation.
- Seminar papers are to be prepared under the guidance of a faculty of the department during the semester period covering the areas of commerce & management.
- Minimum pass mark for this paper is 50%.
- Ten research papers covering various aspects of commerce and management are to be prepared.

Guidelines

1. Name of topic
2. Name, class, roll no. & dept address
3. Abstracts
4. Key words
5. Backdrop of the study
6. Objective of the study
7. Scope of the study
8. Literature review
9. Research methodology
10. Sources of study
11. Sample size
12. Period of the study
13. Methods of analysis
14. Hypothesis of study
15. Analysis of data
16. Testing of hypothesis
17. Findings and conclusion
18. References

Regulations

1. Abstract: maximum 200 words in times new roman with font size of 12. Three to five keywords related to the main topic must be specified with abstract.
2. Paper title: 20 pt. Times new roman, bold, centered, upper and lower case.
3. Students name: 14 pt. Times new roman, bold centre, upper and lower case; department, university, roll no. & email-id.
4. Full paper: manuscripts should contain original research work of the student, which have not been published elsewhere in any form.
5. Manuscript should be typed in ms word, 1.5 spacing with 12 points times new roman font, justified aligned. Margin of 1 inch on all sides should be maintained.
6. Tables, figures and diagrams should be titled properly.

Submission

Students are required to submit their soft copy of seminar papers to the HOD and after conformation from the concerned teacher, the hard copy of the seminar paper must be submitted on or before end term semester form-fill up in the Department.

ACCOUNTING SPECIALIZATION

MCO 2.4.22 (A) ADVANCED ACCOUNTING

FM 10+40

TIME – 3 HOURS

Course Objectives:

1. To make the students understand advanced aspect of consolidation of Financial Statements.
2. To make the students appreciate the methods of presenting financial statements under double accounting system.
3. To make the students thoughtful about presentation of financial statements of banking and Insurance Companies.

Unit-I Accounts of Holding Companies: Meaning of holding company and subsidiary company, merits and demerits of consolidation of financial statements, minority interest, cost of control, revaluation of assets and liabilities, consolidation of profit and loss account and balance sheet.

Unit-II Accounts of Banking Companies: Special features of Bank Accounting, profit and loss Account and Balance sheet as per the banking regulation Act, 1949. Accounts of Insurance Companies: Classification of insurance business- life insurance and general insurance, statutory books to be maintained in life insurance companies, statutory provisions in preparing the revenue account, valuation balance sheet and balance sheet.

Unit-III Double Accounts system: Meaning, definition and distinction between single and double account system, merits and demerits of double account system, final accounts under the double account system, Revenue account, Net revenue account, capital account and general balance sheet.

Learning Outcomes: After successful completion of this course, students will be able to:

1. Understand the advanced aspects of accounting related to holding company
2. Understand the methods of presenting financial statements under double accounting system.
3. Understand the advanced aspects of accounting related to foreign branch and insurance company.
4. Understand the methods of presenting financial statements of Banking Companies. Students will be imparted the knowledge about accounting treatment of functional aspects of Corporate and non- corporate undertakings.
5. Understand the accounting treatment for valuation of goodwill and shares.
6. Increase the knowledge about accounting treatment of corporate undertakings restructuring.
7. Students will be appraised about the application of accounting knowledge in reading and interpreting the financial statements of corporate entities

References:

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

MCO-2.4.23(A) ADVANCED AUDITING

FM-10+40

Time- 3 hours

Course Objectives: To enable the students to understand the relevance of Auditing for a modern business organization, Auditing standards and books of accounts maintained by companies. It helps the students to know about the suitability and application of different types of Audit.

Unit-I: Company Audit:

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

Unit-II: Cost Audit:

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

Unit-III: Management Audit:

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

Learning Outcomes: After completion of this paper, the students will be able to:

- (1) Grasp good knowledge on the concept and practice of Auditing
- (2) Understand the application of Performance Audit, Environmental Audit and Quality Audit
- (3) Learn the modern approach of Auditing.

References:

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

MCO-2.4.24(A) INTERNATIONAL ACCOUNTING

FM-10+40

Time- 3 hours

Course Objectives: The purpose of designing this course is to acquaint the students with the relevance of International accounting, familiarise them with foreign currency transaction and international accounting harmonization.

Unit-I International Dimensions of Accounting- Historical and contemporary perspective, global competition, cross-border mergers and acquisitions, financial innovation. Growth and spread of multinational operations, Reporting and disclosure practices, cash flow and funds flow statements, social responsibility disclosures, corporate governance disclosures, voluntary disclosure, regulatory disclosure requirements, internet business reporting and disclosure, Broad Objectives for Investor- oriented equity markets.

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

Unit-III International accounting harmonization, meaning, advantages criticisms of international standards, major international organizations promoting accounting harmonization, IASB, new IASB structure, European union harmonization efforts, International organization of securities commissions

(IOSCO), Summary of International disclosure standards for cross border offerings and initial listings by foreign issuers (Published by International organization of securities commissions (IOSCO) ,International federation of accountants (IFAC) ,IASC's core standards and the IOSCO Agreement, International financial statement analysis, accounting analysis, international financial analysis – ratio analysis, cash flow analysis.

Learning Outcomes: After completion of this course, students will be able to understand :

- (1) Relevance of International accounting as an emerging discipline.
- (2) International reporting and disclosure practices.
- (3) Meaning of foreign currency translation and transactions.
- (4) International accounting harmonisation.
- (5) Role played by major international organizations in promoting harmonization.
- (6) International financial statement analysis.
- (6) Understand about the credit rating process

References:

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

FINANCE SPECIALIZATION

MCO-2.4.22(B) INTERNATIONAL FINANCIAL MANAGEMENT

FM-10+40

Time- 3 hours

Course Objectives: The objective of this paper is to equip the students with an understanding of the international financial system, its evolution and growing importance as well as challenges thrown up by increasing globalization of finance. The paper aims to provide the students with a deep understanding of financial management issues in a multinational enterprise (MNE). It equips the students with analytical tools and techniques for sound financial decision making in a global setting.

Unit-I Introduction to International Financial Management, International financial Environment. Goals and Growth of Multinationals, International Business Methods

Unit-II Determination of Exchange Rates, Forecasting Exchange Rates, Balance of Payments (Equilibrium vs. Disequilibrium) Exchange Rate Risk Management, Hedging in derivative Markets (Futures and Options) Hedging in Swap.

Unit-III Short term International Financing, Operations in International Money Market, Operations in Foreign Currency Markets International Capital Flows, Foreign Investment (Direct and portfolio, GDR and ADRs)

Learning Outcomes: After successful completion of this paper the student should be able to

1. To understand the basic concepts of Multinational firms, environment of international financial management and foreign exchange market;
2. To understand financial viability of capital expenditure plans and risk in financial decision making;
3. To analyse issues related to various finance functions of MNCs;
4. To understand economic exposure to exchange rate changes; techniques of hedging these risk
5. To know the basic concepts related to the Multinational firms and environment of international financial management
6. Analyse the issues related to various finance functions of MNCs and international transfer pricing

References:

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

MCO-2.4.23(B) PROJECT MANAGEMENT

FM-10+40

Time- 3 hours

Course Objectives: To help the students to understand the various aspects of projects; project Identification, project Appraisal, project planning and scheduling, project implementation, project evaluation of the projects. It touches the practical aspects of project analysis and implementation which will be of great use of entrepreneurs.

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

Learning Outcomes: The successful completion of this paper shall enable the student:

1. To able to know the concept of project and project management and types of projects

2. To know all the stages in the project life cycle from concept to completion
3. To know the whole concepts of projects that can be fit into the gamut of finding a gap in terms of customers needs for goods and filling the gap
4. To know the various aspects of project appraisal like economic, commercial, financial, management appraisal
5. To know the estimation of cost of a project and to identify the gap between conventional financing and project financing
6. To understand the various sources of finance available for meeting the project cost
7. To know the project scheduling techniques in detail
8. To understand the concepts of evaluation of projects during the course of implementation

References:

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

MCO-2.4.24(B) FINANCIAL RISK MANAGEMENT & DERIVATIVES

FM-10+40

Time- 3 hours

Course Objectives: The primary aim of the paper is to provide students an overall idea of risks associated with the Financial Institutions and fundamentals of derivatives.

Unit-I The Role of Financial Institutions, Need of Risk Management, Identification of Risks, Measurement of Interest Rate Risk: methods, advantages and limitations, practical problems, Measurement of Credit Risk: methods, advantages and limitations, practical problems

Unit-II, Measurement of Liquidity Risk, Market Risk, Technological Risk & Off Balance Sheet Items Risks- methods, advantage and limitations, Management of Interest rate risk, credit risks and liquidity risks: concept, techniques, advantages, limitations and practical problems.

Unit-III Derivative- meaning, kinds of financial derivatives – forwards, future, options, swaps, forwards vs. futures contract, significance of derivatives, recent development in derivative trading in India, SEBI guidelines regarding issue of derivatives, Determination of forward contract price and valuation of Options

Learning Outcomes: At the end of this paper, students are expected to:

- (1) Acquire in depth working knowledge on the functions and various types of risks associated with the Financial Institutions.
- (2) Understand various types of risk measurement and management techniques and their practical application.
- (3) Equipped with concept of modern innovative financial products including derivatives
- (4) Acquire workable idea on concept and functioning of various types of derivatives products.
- (5) Acquire knowledge on valuations and pricing of selected types of derivatives
- (6) Get overall idea on various regulatory guidelines on derivative market in India.

References:

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

MARKETING SPECIALISATION

MCO-2.4.22(C) SALES AND DISTRIBUTION MANAGEMENT

FM-10+40

Time- 3 hours

Course Objectives: The objective of this course is to help students understand the Sales & Distribution functions as integral part of marketing functions in a business firm. This course will make students to acquaint with the concepts which are helpful in developing a sound sales and distribution policy and in organizing and managing sales force and marketing channels.

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

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

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

Learning Outcomes: On completion of this course, the students will be able to:

1. Understand the various roles, responsibilities and policies of sales force
2. Design and implement various channel strategies for free flow of products and services
3. Understand how to manage, motivate and lead sales force
4. Frame policies and plan for sales organization and channel members.

References:

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

MCO- 2.4.23(C) RETAIL BUSINESS MANAGEMENT

FM 10+40

TIME 3 HOURS

Course Objectives: To introduce the student to the field of retailing management and enable them to understand the problems and issues faced by retailers and develop winning strategies for retailing business.

Unit-I Introduction to retail: what is retail? Functions of retailer, global retail market, evolution of retailing in India, challenges to retail development in India, retail formats: store based retailing(convenience store, supermarket, hypermarket, Speciality store, Department store, consumer co-operatives, off-price retailer, Discount department store, outlet store, warehouse club, Wholesale club, Supercentre, Dollar store, Limited assortment store) and non- store based retailing(Catalogue showroom, Direct selling, Direct marketing, Electronic shopping, Automated vending, Airport retailing)

Unit-II Understanding the retail consumer, factors influencing retail shopper, decision making process of retail buyer, retail store location, types of location(The isolated store, part of a Business district, part of a shopping centre, etc), store design- concept, principles and elements. Store layout (Grid, Racetrack and Freedom)

Unit-III Basics of Retail Merchandising, Merchandise Planning; concept, implication, process. Merchandise procurement, Retail Pricing; concept, elements, Determining the price, retail pricing strategies. Private Labels; concept, need, process of private label creation. Category Management; components, process, reasons for the emergence of category management. Retail store operation: Customer service, inventory, transportation, warehouse and information management, retail promotion.

Learning Outcomes: By completing this course, students will be able to understand:

1. The nature and importance of retail management
2. Various kinds of retail formats

3. The role of marketing, finance, IT, supply chain in formulation of retail strategies
4. Develop an understanding of merchandise management
5. About retail store operation, design and management
6. Developing marketing competencies in retailing and retail consulting

References:

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

MCO-2.4.24(c) CUSTOMER RELATIONSHIP MANAGEMENT

FM-10+40

Time- 3 hours

Course Objectives: To introduce the students to the field of organizational need, benefits and process of creating long-term value for individual customers, to disseminate knowledge regarding the concept of e-CRM and e-CRM technologies, to enable the students understand the technological and human issues relating to implementation of Customer Relationship Management in the organizations

Unit- I Introduction and significance of CRM, Strategies for building relationship, Customer Analysis, Cost analysis, Knowledge on purchase behavior pattern, changing requirements of customers, Focus on reducing dissatisfaction, developing partnership with customer, customer complaint monitoring, Developing total customer care programme, customer Interaction Management, Customer life Cycle, Types of CRM.

Unit-II Loyal Customer Ladder, Strategies to prevent defection and Recover lapsed Customer. E-CRM, CRM applications, Key e-CRM features, e-CRM tools, SFA, Call centers, web-based Customer Support, Data Warehouse and Data mining.

Unit-III Customers profitability, Relationship with key accounts, Bonding for building Relationship, CRM implementation: Implementation steps.

Learning outcomes: On completion of this course, the students will be able to:

1. Understand the basic concepts of Customer relationship management.
2. Understand marketing aspects of Customer relationship management.
3. Learn basics of analytical Customer relationship management.
4. Understand basics of operational Customer relationship management.

References:

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

Value Added Course-I

GST AND COMPUTERISED ACCOUNTING

MCO VA 1

Duration- 30 Hrs

Full Mark- 50

Course Objectives: This course is designed to give the participants a thorough exposure on GST and new age Computerized Accounting. This course will cover recent amendments in GST and knowledge of latest software used in Computerised Accounting i.e. Tally Prime

Unit 1: Indian Taxation System

Introduction to GST, Procedure Relating to Levy collection and Exemption from tax, Scope Of Supply, Mixed And Composite Supply, Regular And Composition Levy, Time Of Supply, Place of Supply, Value of Supply, ITC Mechanism, ITC Settlement.

Unit 2: Registration, payment, return and Administration under GST.

Registration under GST, Tax Invoice and other such Instruments in GST, Payment of Tax, Accounts and Records, Return and Audit, Refund, Offences and Penalties, Assessment, Tax Administration

Unit 3: Computerised Accounting

Fundamentals of Tally Prime, Company Creation, Alteration, Shut And Deletion Of Company, Use of F11, F12 Configuration and Password in Company Data Tally Vault Password, Types of Predefined Groups, Creation, Alteration of New Groups, Ledgers and Inventory Master, F12 Configuration In Master Creation, Standard Rate and Price Level, Types of Voucher, Voucher Alteration, Voucher Type Creation, Recording of Sample Transactions Through Different Types of Accounting Vouchers, Use of F12 Key In Vouchers And Invoice Creation And Display of Record Voucher And Trial Balance, Inter Godown Transfer, Godown Wise Stock Report, F12 Print Configuration, Cash Discounts and Trade Discounts, Sale and Purchase Register, GST Payment, Configuring the Bill-wise Details, Bank Reconciliation Statement, Display and Print of Financial Reports, GST Returns, Online Filing of Returns

Learning Outcomes: After successful completion of this course, students will learn-

1. The principles and provisions of Goods and Services Tax (GST), which is, implemented from 2017 under the notion of One Nation, One Tax and One Market.
2. Basic provisions of GST Law and basic working knowledge.
3. The implementation of software application in accounting and will develop a practical approach towards filing of income tax return online.

References:

1. Dey Sanjeeb Kumar & Panda Arabinda, Computerized Accounting & E-Filing of Tax Returns, Kalyani Publications
2. Swain AK & Agrawal – GST: Concepts and Applications, Himalayan Publishing House.
3. Bansal KM – GST, Taxmann Publications
4. Singhanian, V.K., Student's Guide to Income Tax including GST

Value Added Course-II Co-operatives for Social Change

Paper Code- MCO VA 2 (2 Credit Course)

Duration- 30 Hrs

Full Mark- 50

Course Objectives: The prime objectives of this course is to make the student aware about cooperative organisations, Cooperative movement in India, formation of cooperative organisations, Cooperative governance and different type of cooperatives which exist and play vital role in socio-economic development of the nation.

UNIT-1

Concept of co-operation - Meaning and definition - Why cooperatives- feature and structure of cooperatives, Principles of cooperative (ICA- 1995), historical evolution and pioneers of co-operative movement. Evolution, growth and current status: Genesis of co-operative movement in India.

UNIT-2

Organisation and registration of cooperative societies – need and importance – procedure to be followed – assessing the viability norms – requirement – conditions to be fulfilled. Bye-laws – nature and scope of bye-laws – preparation of bye-laws – assessing the bye-laws, amendment of bye-laws – requirement – conditions to be fulfilled and procedure to be followed. Membership – eligibility for membership: qualifications and disqualifications of a member, procedure to be followed for becoming a member of a cooperative society. Rights of members to services, removable and expulsion. **Cooperative Governance-** Management, Constitution of Management Committee, Cooperative elections

UNIT-3

Credit Cooperatives Agricultural Credit Cooperatives and Non-Agricultural Credit Cooperatives. Agricultural Credit Coops - PACS, FSS, LAMPS, DCC Banks and State Cooperative Banks.

Consumer Cooperatives - Primary – District - State and National Federations. **Dairy**

Cooperatives- Primary Milk Producers Cooperatives, District Milk Unions, State and National Dairy Cooperative Federation. Role of National Dairy Development Board in Dairy Cooperatives. **Fishery Cooperatives, Housing Cooperatives, Fertilizer Cooperatives-IFFCO & KRIBHCO, Service Cooperatives.**

***Field Visit to five apex Cooperative Organization of Odisha.**

Learning Outcomes

After studying this course the students will learn the followings:

- How to form a cooperative organisation
- Will know about the principles and governance of cooperatives
- Types of credit and non-credit cooperatives
- Role of various cooperatives which play important role in socio-economic development of the nation

Books

- Cooperative Manuals
- HDCM study materials (NCCT)

Add-on Course-I

ENTREPRENEURSHIP

Paper Code: MCO AO 1

F.M-50

Time- 2 hours

Course Objectives: The basic purpose of this course is to familiarize the students with the term entrepreneur, entrepreneurship and dimensions of entrepreneurship. It will boost them to become job providers rather than job seekers.

Unit-I Entrepreneur:

Meaning and definition of an entrepreneur, characteristics of an entrepreneur, qualities of a successful entrepreneur, functions of an entrepreneur, need for an entrepreneur, types of entrepreneurs, women entrepreneurs, problems faced by entrepreneurs, difference between entrepreneur and manager

Unit-II Entrepreneurship and MSMEs:

Concept of Entrepreneurship, evolution of Entrepreneurship, elements of entrepreneurship, determinants of entrepreneurship, importance of entrepreneurship, concept of Micro, small and medium enterprises (MSMEs), features of MSMEs, significance of MSMEs in the Indian economy, role of entrepreneurship in the economic development of a country

Unit-III Dimensions of Entrepreneurship:

Meaning and definition of Intrapreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship and social entrepreneurship, characteristics and importance of - Intrapreneurship, technopreneurship, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship and social entrepreneurship, difference between entrepreneur and intrapreneur, difference between business entrepreneur and social entrepreneur

Learning Outcomes: After successful completion of this course, students will be able to:

- (1) Understand the charms of becoming entrepreneurs
- (2) Explore the opportunities available for entrepreneurs
- (3) Understand the contribution of entrepreneur for the economic development of a country

References:

1. Gupta C.B and Khanka S.S, “Entrepreneurship Development”, Sultan Chand and Sons, New Delhi.
2. Khanka S.S, “Entrepreneurial Development”, S. Chand, New Delhi
3. Desai Vasant and Nayak Y., “Entrepreneurship”, Himalaya Publishing House, Mumbai.
4. Sharma Sangeeta, “Entrepreneurship Development”, PHI Learning Private Limited., New Delhi.
5. Gordon E. and Natarajan K. “Entrepreneurship Development”, Himalaya Publishing House., Mumbai
6. Mukherjee A.K and Roy Shaunak, “Entrepreneurship Development and Business Ethics”, Oxford University Press.

Add-on Course—II

Paper Code: MCO AO 2

F.M-50

Time- 2 hours

MANAGEMENT PRINCIPLES & BEHAVIOURAL DYNAMICS - FM-50

Objectives: The objective of this course is to provide the young minds about the nuances of management principles and behavioural responses expected of them as young management professionals by covering different principles of management, various aspects of organizational behavior and corporate governance.

UNIT-I: PRINCIPLES OF MANAGEMENT (10hrs.)

Management: Meaning, Definition, Importance, functions, Management as a Profession, Universality of Management, and Management is Science as well as Art.

Management Thought: Classical, Neo-Classical and Modern (Contribution of Taylor, Fayol, Weber, Mayo, Drucker, Herzberg, Maslow, Bernard)

Planning- Meaning, Objectives, Types, Planning Premises, Essentials of effective planning.

Organising- Concept, importance, Different Models of Organisation- Line, Line & Staff, Functional, Matrix, Project, Committee.

UNIT-II: MANAGEMENT OF PEOPLE AND THEIR BEHAVIOUR (10hrs.)

HRM- Meaning, Definition, Importance, Objectives, Functions. **HRP-** Concept, Need, features, HRP Process, Recruitment, Selection, Training..

Leadership-Concept, Styles of Leadership, Theories of Leadership,.

Motivation- Concept, Theories of motivation.

UNIT-III: BUSINESS ETHICS, CORPORATE GOVERNANCE & CSR (10hrs.)

Business Ethics- Nature, Characteristics and needs, Ethical Practices in Management, Ethical Value System- Universalism, Utilitarianism, Distributive Justice.

Corporate Governance- Need, Issues, Corporate Governance Codes, Transparency and Disclosure. Role of Auditors, Board of Directors and Shareholders.

CSR-Social Responsibilities of Business, Fair trade practices, Fulfilling National obligations under various laws, safeguarding health and wellbeing of customers.

Learning Outcomes:

1. The Course structure of this paper would make the students to get acquainted with management as a subject and profession.
2. Students will realize that managing human resource in an organization is the most challenging and satisfying job one can have.
3. Students will learn how to be an effective leader in organisational context.
4. Students will learn, realize and appreciate the importance of values and ethics in corporate world as well as in their personal and professional life.
5. The course is designed in a manner to give students impetus for their overall behavioural modification to ensure success in their professional life.

References:

1. Pany Tushar K, Management Principles and Application, Kalyani-2.
2. Prasad L.M., Principles and Practices of Management, Sultan Chand.
3. Rao V.S.P- Human Resource Management, Vikash Publication.
4. Organisation Behaviour-K. Aswathappa, Himalaya Publisher.
5. Chakraborty S.K.-Values and Ethics in Organisation, OUP