



K.R. MANGALAM UNIVERSITY
THE COMPLETE WORLD OF EDUCATION

SCHOOL OF MANAGEMENT & COMMERCE
(SOMC)

Master of Commerce (M.Com)

Programme Code: 58

2018–20

(Approved in the 17th Meeting of Academic Council held on 29 June 2018)



Registrar
K.R. Mangalam University
Sohna Road, Gurugram, (Haryana)



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Table of Contents

1. Introduction.....	1-1
2. About School of Management & Commerce (SOMC)...	2-2
3. Programs Offered.....	3-3
3.1 M.Com.....	3-3
4. Career Options.....	3-3
5. Programme Duration.....	3-3
6. Class Timings.....	3-3
7. Syllabi.....	4-45

1. Introduction

The K.R. Mangalam Group has made a name for itself in the field of education. Over a period of time, the various educational entities of the group have converged into a fully functional corporate academy. Resources at KRM have been continuously upgraded to optimize opportunities for the students. Our students are groomed in a truly inter-disciplinary environment wherein they develop integrative skills through interaction with students from engineering, social sciences, management and other study streams.

The K.R. Mangalam story goes back to the chain of schools that offered an alternative option of world-class education, pitching itself against the established elite schools, which had enjoyed a position of monopoly till then. Having blazed a new trail in school education the focus of the group was aimed at higher education. With the mushrooming of institutions of Higher Education in the National Capital Region, the university considered it very important that students take informed decisions and pursue career objectives in an institution, where the concept of education has evolved as a natural process.

K.R. Mangalam University is established under the Haryana Private University Act 2006, received the approval of Haryana Legislature vide Amendment Act # 36 of 2013 and consent of the Hon'ble Governor of Haryana on 11th April 2013, which was published in the Gazette notification vide Leg. No.10/2013, dated 3rd May 2013.

KRM University is unique because of its

- Enduring legacy of providing quality education and thereby creating achievers who demonstrate leadership in diverse fields.
- Protecting and nurturing environment for teaching, research, creativity, scholarship, social and economic justice.

Objectives

- i. To impart undergraduate, post graduate and doctoral education in identified areas of higher education.
- ii. To undertake research programs with industrial interface.
- iii. To integrate its growth with the global needs and expectations of the major stake holders through teaching, research, exchange & collaborative programs with Foreign, Indian Universities/Institutions and MNCs.
- iv. To act as a nodal center for transfer of technology to the industry. v. To provide job oriented professional education to the students.

2. About School of Management &Commerce

The School of Management & Commerce takes pride in its professional and highly-qualified faculty, modern infrastructure, technology and resources in the fields of General Management, Human Resource, Finance, Operations, Marketing, Information Technology, Economics and International Business. This step towards development of professionals who are committed for its excellence in their personal and professional endeavors and also to match the industry practices through research, training and consultancy programs. Hence, the school makes a meaningful contribution to the socio-economic development of its students and further to nation. The approach to pedagogy combines fieldwork, case studies and instrumented feedback with a strong emphasis on concepts and theory.

VISION

To create a School that is truly distinctive in its multidisciplinary and integrated approach, which harnesses talent, provides enabling environment for resources to be converted into competitive capabilities and one which “celebrates and rewards” both success and failure as it marches ahead in its relentless pursuit of providing an enriching educational platform connecting students and organization to deliver social and economic impact.

MISSION

SOMC is committed to:

M 1: Foster employability and entrepreneurship through futuristic curriculum and progressive pedagogy with cutting-edge technology.

M 2: Instill notion of lifelong learning through stimulating research, Outcomes-based education and innovative thinking.

M 3: Integrate global needs and expectations through collaborative programs with premier universities, research centers, industries and professional bodies.

M 4: Enhance leadership qualities among the youth having understanding of ethical values and environmental realities.

Programs Offered

3.1 Master of Commerce (M.Com.) Programme

This program has the distinct objective of equipping students with the knowledge, skill and attitude necessary to become employable in the area of Accounting, Auditing, Taxation, Valuation, Capital Markets, Financial Management and Law.

Duration: 2 Years (4 Semesters)

Course Outline: Management Process & Behavior / Business Communication / Marketing Management / Taxation Planning and Management/Computer Applications / Accounting Theory and Practice / Managerial Economics / Quantitative Techniques / Human Resource Management / Financial Management / International Business Environment/ Securities Analysis/ International Marketing/ Statistical Analysis.

3. Career Options

In **BBA** several options are there like in the field of Commerce and Business, Marketing Research, Research Analysis, Banking & Finance, Insurance, Marketing, Travel & Tourism, Advertising, HR, Civil Services.

MBA - Management of both for Profit and Non-profit organization, Real-world Projects from industry opening; Marketing, Finance, Project Management, Entrepreneurship and many other domains depending on one's specialization, PSUs and Civil Services.

Similarly in **B.Com.** (Hons.) several options are there like in field of Finance, Commerce, Accountancy, Taxation, Discipline related to Business, Banking, Insurance, Auditing and Taxation, Cost & Works Accounts, Chartered Accountant/ Finance, Investment Banking, PSU, Defense Services and Civil Services.

M.Com. - Commerce, Marketing and Finance, Insurance & Banking, Investment Banking, Research and Teaching, Taxation, Industrial Firms and Organizations, PSUs and Civil Services.

4. Programme Duration

M. Com - 2 years (4 semesters)

5. Class Timings:

The classes will be held from Monday to Friday, from 9.10 Am to 4.00 Pm.

6. Syllabi:

The syllabi of all courses for two year for all the programs offered by SOMC are given in the following pages. For each course, the first line contains; Course Code, Title and credits of the course. This is followed by the course objectives, syllabus (Unit I to IV), Text book and reference books.

Master of Commerce (M.Com)

SEMESTER - 1

S. N.	Course Code	Nature of Course	Course Title	L	T	P	C
1	SMMC731	Core Course	Management Process & Organizational Behavior	3			3
2	SMMC709	Core Course	Managerial Economics	3			3
3	SMMA780	Core Course	Statistical Analysis for Business	3	1		4
4	SMAW773	Core Course	Corporate Legal Framework	4			4
5	SMCS736	Core Course	Computer Application	3			3
6	SMCS764	Core Course	Computer Application Lab			2	1
7	SMMC701	Core Course	Principles and Practices of Taxation	4			4
8	SMMC702	Core Course	Financial Services	4			4
			TOTAL	24	1	2	26

SEMESTER - II

S. N.	Course Code	Nature of Course	Course Title	L	T	P	C
1	SMMC724	Core Course	Financial Management	3	1		4
2	SMMC728	Core Course	Business Research Methods	3	1		4
3	SMMC739	Core Course	Management Accounting- I	3	1		4
4	SMMC756	Core Course	Auditing-I	3			3
5	SMCS720	Core Course	E-Commerce	3			3
6	SMCS763	Core Course	E-Commerce Lab			2	1
7	SMMC736	Core Course	Human Resource Management	3			3
8	SMMC706	Core Course	Indirect Taxes	3	1		4
			TOTAL	21	4	2	26

SEMESTER - III

1	SMMC801	Core Course	Summer Internship Project Report				4
2	SMMC803	Core Course	Business Ethics and Corporate Governance	3			3
3	SMMC805	Core Course	Entrepreneurship	3			3
4	SMMC732	Core Course	Management Accounting- II	3	1		4
5	SMMA733	Core Course	Quantitative Techniques for Business Decisions	3	1		4
6	SMMC865	Core Course	International Financial Management	3			3
7	SMMC705	Core Course	Corporate Tax Structure and Planning	4			4
8	SMMC758	Core Course	Auditing-II	3			3
			TOTAL	22	2	0	28

SEMESTER - IV

1	SMMC884	Core Course	Dissertation				6
2	SMMC802	Core Course	Strategic Management	3			3
3	SMMC861	Core Course	International Trade Theory and Practices	3			3
4	SMMC838	Core Course	Financial Derivatives	3			3
5	SMMC863	Core Course	International Marketing	3			3
6	SMMC839	Core Course	Security Analysis and Portfolio Management	3			3
7	SMMC760	Core Course	Comprehensive Viva-Voce				3
			TOTAL	15			24
			Total Hours: Lect[L]+Prac[P]+Tut[T]				93
			Total Credits				104

SEMESTER I

SMMC731	MANAGEMENT PROCESS & ORGANIZATIONAL BEHAVIOUR	L	T	P	C
		3	-	-	3

Course Objective: This course aims to provide insights necessary to understand behavioral processes at individual, team and organizational level enable students to learn how to influence the human behavior in organizations.

UNIT I

Foundation and background of OB: concept, nature & scope of OB, Foundations of OB, challenges & opportunities, ethical issues in OB.

UNIT II

Individual behavior and processes: individual differences–values and attitudes; Perception concept, process and applications; Personality–concept, determinants and theories applications; Learning and Reinforcement, Stress–symptoms, causes, consequences and management.

UNIT III

Interpersonal and team processes: group behavior, group development, group dynamics, social loafing; developing teams–self-directed work teams, virtual teams; team building; Empowerment–concept, significance, Conflict–Concept, sources, types, management of conflict, Power–concept, sources, approaches; organizational politics

UNIT IV

Organizational processes and structure: organizational structure and design, Work and job design; organizational learning; organizational culture; organizational change and development.

TEXT BOOKS:

1. Robbins, S.P. (2008) Organizational Behaviour, (7th Edition), New Delhi ND: Prentice Hall of India.

REFERENCE BOOKS

1. Pareek, Udai. (2012). Understanding Organisational Behaviour (3rd Edition). New Delhi ND: Oxford University Press.
2. Prasad, L.M. (2014). Organizational Behaviour (5th Revised Edition) Sultan Chand & Sons.
3. Aswathappa, K. (2007). Organizational Behavior, (7th Edition) New Delhi ND: Himalaya Publishing House.
4. VSP Rao, (2009) Organizational Behavior, (9th Edition) Excel Books.

SMMC709	MANAGERIAL ECONOMICS	L	T	P	C
		3	-	-	3

Course Objective: The course is aimed at building a perspective necessary for the application of modern economic concepts, precepts, tools and techniques in evaluating business decisions taken by a firm. The course will also look at recent developments in business in the context of economic theory.

UNIT I

Introduction: Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making, Decision Making under Risk and Uncertainty.

UNIT II

Consumer Behavior and Demand Analysis: Cardinal and Ordinal Approaches to Consumer Behavior; Demand Functions; Determinants of Demand; Elasticity of Demand; Derivation of Market Demand; Demand Estimation and Forecasting.

UNIT III

Theory of Production and Cost: Managerial uses of Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Empirical Estimation of Production Functions; Traditional and Modern Theory of Cost in Short and Long Run, Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function.

UNIT IV

Theory and Behavior of Firm: Profit Maximization; Alternative Objectives of Business Firms; Price Output Decisions; under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly; Pricing Policies and Methods, Strategic Behavior of Firms; **Game Theory:** Nash Equilibrium, Prisoner's Dilemma Price & Non-Price Competition.

TEXT BOOK:

1. Salvatore, D. Managerial economics in a global economy. Irwin, McGraw-Hill.

REFERENCE BOOKS:

1. Geetika, Ghosh, P., & Choudhury, P.R. (2nd ed). Managerial economics. New Delhi: McGraw Hill Education.
2. Dwivedi, D. N. Managerial economics. New Delhi, ND: Vikas Publication House.
3. Christopher, R. Thomas, & S. Charles, Maurice. Managerial economics. New Delhi: Tata McGraw Hill.
4. Dholakia, R.H., & Oza, A.N. Micro economics for management students. New Delhi: Oxford University Press.
5. Keating, Berry., & Wilson, J. H. An economic foundation for business decision. New Delhi: Biztantra Publication.
6. Gupta, G.S. Managerial economics: Micro economic. McGraw Hill.
7. Truett & Truett. Managerial economics. John Wiley & Sons Inc.

SMMA780	STATISTICAL ANALYSIS FOR BUSINESS	L	T	P	C
		3	1	-	4

Course Objective: This is designed to train the future commerce graduates to interpret and effectively apply powerful statistical analysis to generate factual insights, which can then be used in evidence-based decision making through processing company's data effectively and accurately to estimate the trend of various micro and macro environmental forces on commercial policies & trade.

UNIT I

Statistical decision theory: Introduction; decision making environments; decision making under uncertainty - criterion of optimism, criterion of pessimism, equally likely decision (Laplace) criterion, criterion of realism and criterion of regret; decision making under risk-expected monetary value and expected monetary loss criteria.

Regression & correlation analysis: Regression equations, regression coefficients; partial correlation, coefficient of multiple correlation, multiple regression analysis.

UNIT II

Probability theory and distributions: Probability-classical, relative and subjective; addition and multiplication probability models; conditional probability; Bernoulli and Baye's theorem; binomial, Poisson and normal distributions their characteristics and applications.

UNIT III

Statistical inference: Estimation point and interval estimation, qualities of a good estimator; statistics and parameter, tests of significance, types of errors in testing of hypothesis, level of significance, two tailed and one tailed tests, standard error and its utility, degrees of freedom, test statistics, critical values, acceptance and rejection regions; procedure for hypothesis testing.

UNIT IV

Parametric tests: Difference between large and small sample; test of significance in attributes; significance tests in large variables and significance tests in small sample and it's applications.

Non-Parametric tests: Difference between parametric and nonparametric tests; chi square test-assumptions, conditions and applications; Wilcoxon test, Kruskal Wallis test and it's application; Introduction to statistical software (any one)- SPSS, SAS, R, Minitab, and Stata.

TEXT BOOK:

1. Gupta, S. P. & Gupta, M. P. (2014). *Business statistics*, New Delhi: S. Chand Publication.
2. Levin, R. I. & Rubin, D. S. (1998). *Statistics for management* (7th ed.). New Delhi: Prentice hall of India.

REFERENCE BOOKS:

1. Kohler, H,(2002).Statistics for business & economics,(3rd ed.).Harper Collins.
2. Lawrence B. M., Statistics for business & economics, Harper Collins
3. McClave, J. T., Benson, P. G. & Sych, T. T., Statistics for business & economics, Pearson.
4. Poonia, V. S. & Poonia, M.(2011).Advanced statistics, New Delhi: Vishwabharti Publication.
5. Lun, C. Y., Statistical analysis: With business and economic applications, Holt, Rinchart and Winslon.
6. Spiegel, M.R. Theory and Problems of Statistics, Schaum Publishing Company.
7. Aczel, Amir D., Complete Business Statistics, McGraw Hill, 1999.
8. Kazmeir Leonard J., Norval F. Pohl, Basic Statistics for Business and Economics, McGraw Hill International (2nd Ed.)

SMAW773	CORPORATE LEGAL FRAMEWORK	L	T	P	C
		4	-	-	4

Course Objective: The course is prepared with the intention to make commerce graduates to understand and deal with *legal* and regulatory compliances, which should be synchronized with budgets as well as alignment with strategic *objectives* of the firm.

UNIT-I

The companies Act 2013 (Relevant Provisions): Definition, Types of companies, Formation of company; Promotion, Incorporation and commencement of business; Memorandum of Association, Articles of Association, Prospectus.

UNIT-II

Management of company: Directors appointment, powers, duties, company meetings, resolutions; managerial remuneration.

Winding up and Dissolutions: Meaning, modes of winding up, payment of liabilities.

UNIT-III

The Securities Contracts (Regulation) Act, 1956: Salient features, important definitions, stock exchanges in India, listing of securities, penalties and procedure, appeal, power of SEBI to make regulations, securities laws in India.

UNIT-IV

Regulatory environment for international business; FERA & FEMA; brief introduction of Information Technology Act, 2000; Competition Act 2002; The Real Estate (Regulation and Development) Act, 2016 (RERA).

TEXT BOOKS:

1. ICSI (2017), Companies act with rules, Taxman Publications.
2. Singh, B. & Singh, J., (2005). Securities market: operation and reforms, New Delhi: Deep & deep publications pvt ltd.

REFERENCE BOOKS:

1. Avadhani, V. A.,(1996).SEBI Guidelines & listing of companies. New Delhi: Himalaya publishing house.
2. Various acts with latest amendments i.e. Information Technology Act, 2000; The Competition Act, 2002; Securities (Contract and Regulation) Act, 1956; The Companies Act, 2013; The Real Estate (Regulation and Development) Act, 2016 etc.

SMCS736	COMPUTER APPLICATION	L	T	P	C
		3	-	-	3

Course Objective: The purpose of this course is to equip the students with fundamental aspects of computers, database management and statistical packages focusing on their applications in Commerce.

UNIT I

Introduction to IT: Concept of Data, Information and Knowledge in Information Technology, Changing decision making scenario: Quality of information, role of IT in information generation and value addition.

Computer Hardware and Software: Types of computer systems - micro, mini, mainframe and super, Introduction to Operating systems, Application Software and Programming Languages.

UNIT II

Databases Management Systems: Concept of Database Management Systems. Database Design - Physical and Logical design. Data bases, tables, Forms, Queries, Reports, SQL, Client server Architecture, Distributed Databases.

UNIT III

Statistical Packages: Use of specific packages in areas like Regression, ANOVA, Factor Analysis, Discriminant Analysis, Con-joint analysis and small sample tests such as, F-test and Chi-Square test.

UNIT IV

Management information systems: Transaction processing system (TPS) Traditional versus contemporary TPS. Decision support system (DSS): Examples and applications, Introduction to Expert Systems.

TEXT BOOK:

Fundamental of Information Technology, Leon A. and Leon M., Vikas Software Manuals.

REFERENCE BOOKS:

1. Management Information Systems, Laudon, Kenneth C and Jane P. Laudon, New Delhi, Prentice Hall of India.
2. Fundamentals of Computers, Morley, Deborah and Charles S. Parker, New Delhi Learning India Pvt Ltd.

SMCS764	COMPUTER APPLICATION LAB	L	T	P	C
		-	-	2	1

LIST OF EXPERIMENTS:

1. **Getting Familiar with Access Objects:** Tables, Queries, Forms, Reports, and Modules
Creating Database: Creating database using wizards, documenting the database, creating own databases.
2. **Creating Tables:** Working with tables in design view, setting field properties, naming fields, setting data types, setting primary key, multiple field primary keys, creating indexes, using table wizard.
3. **Creating Queries:** Working with query design grid, adding tables, adding fields, sorting records, setting field criteria, planning for null values, using simple query wizard - summarizing your records.
4. **Introduction to MS-Excel:** Overview of Electronic Spreadsheets, Feature of MS-Excel, Entering Data, Entering Series, Editing Data, Cell Referencing, ranges, Formulae, Functions, Auto sum, Copying Formula, Formatting Data, Creating Charts, Sorting Data, Filtering etc.
5. **MS-Excel:** Calculation of mean, median, mode, standard deviation, standard error mean using Excel.
6. **Statistical Packages:** Using MS-Excel or any other tools for performing advanced statistical analysis and tests.
7. **DSS and Expert Systems:** Exploring the working and applications of a DSS using any selected DSS or Expert Systems based tools.

SMMC701	PRINCIPLES AND PRACTICES OF TAXATION	L	T	P	C
		4	-	-	4

Objective: To familiarize and update the students with the basic principles of taxation, Structure of Indian Taxation system and provisions of indirect tax.

Unit I

Introduction: Principles of taxation, Tax-GDP Ratio: Meaning, Significance & Determinants. Tax Equity: Benefit Principle of Taxation; Ability to-pay principle of taxation. Tax Capacity & Tax Effort, Tax bases and tax policy – Determinants of tax yield – Classification of taxes.

Unit II

International Double Taxation: Assignment Rules of Foreign Income- Source Versus Residence; Methods to alleviate international tax duplication: Exemption, Tax Credit Method, Bilateral Tax Treaty, Multilateral Tax Treaty, OECD Model & United Nations Model- Tax Convention, International Tax Avoidance and Evasion; Transfer Pricing; Tax Heavens, Tax Treaty Shopping – Anti Avoidance Measures. Indian Law on Double Tax Relief.

Unit III

Incidence of Taxation: Types of tax incidence, Factors determining extent of tax shifting, taxation and efficiency: Excess Burden of Taxation; Administrative Costs; Compliance Costs. Distribution of Tax Burden, - Buoyancy and elasticity of tax revenue-Tax evasion in India, causes and consequences of tax evasion, Methods to curb tax evasion, Tax Incentives: Rationale, benefits and costs of tax incentives, forms of tax incentives: Tax Holidays, investment allowance, deductions, reinvestment incentives etc.

Unit IV

Constitutional Provisions Pertaining to Taxes: Rationale for constitutional arrangements. Distribution of taxation powers between the Center and States in the constitution of India; Restrictions on the taxation powers of the States; sharing of Central taxes. Recommendations of the Thirteenth Finance Commission.

Tax treatment of capital gains: exemption, presumptive tax, Tax amnesties.

TEXT BOOKS:

1. Musgrave. Richard and Peggy Musgrave, Public Finance in Theory and Practice, McGraw Hill Book Company.
2. Sury, M.M. Fiscal Policy Development in India: 1947 to 2007, Indian tax foundation in association with New Century publications, New Delhi.

REFERENCE BOOKS:

1. Persuade, Sayal Afzal, Economics of Taxation, Atlantic Publishers & Distributors Pvt. Ltd.
2. Goode. Richard, Government Finance in Developing Countries, New Delhi. Tata –McGraw Hill publishing Company Ltd.
3. Government of India, Ministry of Finance, Report of the Indirect Taxation Enquiry Committee
4. Government of India, Ministry of Finance, Speeches of Union Finance Ministers, 1947-48 to 1984-85
5. Singhanian. Vinod K, Direct Taxes: Law and Practice (Delhi: Taxman Publications (p)

SMMC702	FINANCIAL SERVICES	L	T	P	C
		4	-	-	4

Course Objective: The objective of this paper is to acquaint the students about major financial services.

UNIT I

Hire-Purchase: Conceptual; Framework; Features; Hire-purchase and Credit Sale; Hire-purchase and Installment Sale; Legal Framework; Taxation Aspects; Banks and Hire-purchase Business; Bank Credit for Hire-purchase Business

Leasing: Meaning; Steps in Leasing; Types of Lease; Advantages and Disadvantages of Leasing ; Leasing and Hire-purchase; Legal Aspects of Leasing.

Unit-II

Venture Capital: Meaning, Features, Scope and Significance; Venture Capital Guidelines; Methods of Venture Financing; Indian Venture Capital Scenario.

Mutual Fund : Meaning and Classification of Mutual Funds; Organisation of the Funds; Operation of the Funds; Net Asset Value; Mutual Funds in India; Regulation of Mutual Funds in India.

Factoring and Forfaiting : Factoring-Meaning; Modus Operadi; Terms and Conditions; Functions; Types of Factoring; Factoring Vs. Discounting; Factoring in India; Forfaiting – Definition, Working of Forfaiting; Factoring Vs. Forfaiting.

UNIT III

Merchant Banking: Meaning; Origin; Merchant Banks and Commercial Banks; Services of Merchant Banks ; Regulation By SEBI; Merchant Banking in India.

Underwriting: Meaning and Nature of Underwriting; Forms of Underwriting; Need and Significance of Underwriting; Underwriting of Capital Issues in India; SEBI's Guidelines on Underwriting.

Unit-IV

Credit Rating : Meaning and Functions of Credit Rating; Significance of Credit Rating; Credit Rating in India; Rating Process and Methodology; Credit Rating Agencies in India; Limitations of Rating; Future of Credit Rating in India.

Stock Broking: Introduction; Stock Brokers; Sub-Brokers; Foreign Brokers; Stock Market Trading.

Depository Services: Meaning and Objectives of Depository Services; Depository Process; Trading in a Depository System; Depository System in India; Depository Institution in India; SEBI Regulations.

TEXT BOOKS:

Siddaiah, Thummuluri. (2011). *financial services*, Noida: Pearson Education.

REFERENCE BOOKS:

1. Bhole, L. M., Financial institutions and markets, New Delhi: Tata McGraw Hills.
2. Pathak, Indian financial system, Noida: Pearson Education.
3. Khan, M.Y., Indian financial system, New Delhi: Tata McGraw Hill.
4. Machiraju, H.R., Indian financial system, Vikas Publishing House.
5. Machiraju, H.R., Working of stock exchange in India, New Age Publication.

SEMESTER II

SMMC724	FINANCIAL MANAGEMENT	L	T	P	C
		3	1	-	4

Course Objective: The course is aimed at building an understanding of concepts, vital tools and techniques applicable for financial decision making by a business firm.

UNIT I

Introduction: Nature, scope and objectives of financial management. Financial decision making and types of financial decisions. Agency problem. Stock price maximization and agency costs.

Funds Flow Analysis; Cash Flow Statement and its Interpretation (AS-3), Ratio Analysis

UNIT II

Capital Structure: Planning for Sources of Finance (Domestic and International); Capital Structure; Leverages; Cost of Capital; Net Income Approach; Net Operating Income Approach; Traditional Approach and MM Approach;

UNIT III

Capital Budgeting: Nature, significance and kinds of capital budgeting decisions, Time Value of Money, Capital budgeting techniques- ARR, Payback period, Discounted payback period, NPV, Equivalent annual NPV, IRR, and Modified IRR. Capital budgeting decision under inflation. Capital budgeting decision under uncertainty.

UNIT IV

Dividend Policy: Retained Earnings Vs. Dividend Decision; Gordon Model; Walter Model; MM Approach; Planning of Development of Funds Through Management of Assets - Fixed and Current: Working Capital Management; Management of Cash (Various Theoretical Models); Operating Cycle.

TEXT BOOKS:

Maheshwari, S.N. Financial Management - Principles & Practice. Sultan Chand & Sons.

REFERENCE BOOKS:

1. Pandey I M, Financial Management. Vikas Publication.
2. Prasanna Chandra, Financial Management: Theory and Practice. Tata McGraw Hill.
3. Narayana Swamy, Financial Accounting a Managerial Perspective. PHI.
4. Khan, M. Y. and Jain P. K. Financial Management, Text, Problems & Cases. Tata McGraw Hill Company, New Delhi.
5. Shashi K Gupta, Sharma R.K. Management Accounting, Kalyani publications

SMMC728	BUSINESS RESEARCH METHODS	L	T	P	C
		3	1	-	4

Course Objective: The course aims at equipping students with an understanding of the research process, tools and techniques in order to facilitate managerial decision-making.

UNIT I

Introduction to Business Research: Definition; Nature and Scope of Business Research; The Research Process; Problem Identification and Definition; Determination of Information Needs; Hypothesis Formulation; Developing Research Proposal; Ethical issues in Research; Marketing Research.

UNIT II

Research Design and Data Collection: Types of Research Design; Secondary and Primary Data; Primary Data Collection Instruments -Questionnaire Designing and Testing; Schedule; Observation Methods; Qualitative Research; Scaling Techniques and Attitude Measurement; Online Data Sources and Research.

UNIT III

Sample Design: Defining the Universe and Sampling Unit; Sampling Frame; Probability and Non-probability Sampling Methods; Sample Size Determination, Data Collection and Survey Errors.

UNIT IV

Data Analysis, Interpretation and Report Preparation: Data Editing and Coding; Tabulation; Hypothesis Testing; Analysis of Variance; Advanced Data Analysis Techniques- Factor Analysis, Cluster Analysis, Discriminant Analysis; Conjoint Analysis; Multi-Dimensional Scaling; use of SPSS/Mini-Tab in data analysis, Report Preparation and Presentation.

TEXT BOOK:

1. Business Research Methods – Zikmund- Thomson
2. Donald, R. Cooper and Pamela, S.Schindler .Business Research Methods.TataMcGraw Hill.

REFERENCE BOOKS:

1. Research Methodology - R.Panneerselvam- PHI
2. Research Methods for Business Students- Saunders- Pearson
3. Business Research- Collis J & Hussey R- Palgrave
4. Business Research Methods – Donald R. Coopers and Schindler.
5. MLA handbook for researchers

SMMA733	QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS	L	T	P	C
		3	1	-	4

Course Objective:

The objective of the course is to acquaint the students with the use of quantitative models in decision making.

UNIT I

Introduction: Quantitative approach to management decision making. Linear Programming: Mathematical formulation of linear programming problems and their solution using graphic approach and simplex algorithm. Duality Sensitivity analysis.

UNIT II

Transportation: Solving the problem, Testing optimality MODI method. Cases of unbalanced problems, degeneracy, maximization objective, multiple solutions and prohibited routes. Assignment: Solving the problem. Cases of unbalanced problems, multiple optimum solutions, maximisation objective and unacceptable assignments. Game Theory: Games of pure strategy. Games of mixed strategy. Dominance.

UNIT III

Inventory Control: Techniques of selective control, Economic order quantity, (EOQ) models-classical, gradual replenishment without shortages, price breaks and planned stockouts, Deciding optimum safety stock and reorder level. Sequencing: n-jobs to be processed on two machines in the same order of machines. n-jobs to be processed on m machines in the same order of machines - by converting it into a two - n machine case. Two jobs to be processed on m machines in the different orders of machines.

UNIT IV

PERT/CPM: Networking with one estimate of time. Networks with three estimates of time. Time-cost trade-off. PERT/cost. Resource allocation and resource levelling. Queuing Theory: Elements of a queuing system. Models with Poisson arrival and services rates, single server and infinite and finite population.

TEXT BOOKS:

1. Vohra N.D., "Quantitative Techniques in Management", The McGraw Hill companies.
2. Kanti Swaru, P.K .Gupta, Operations Research, Sultan Chand & Sons

REFERENCE BOOKS:

1. Levin, R.I., D.S. Rubin and J.P. Stingson, "Quantitative Approaches to Management", McGraw - Hill.
2. Bierman H. Jr, C.P. Bonini and W.H. Hausman, "Quantitative Analysis for Business Decisions", Homewood, Ill., Irwin 1983
3. Taha, Hamdy A., "Qperations Research: An Introduction", Latest Edition, Prentice - Hall of India.

SMMC739	MANAGEMENT ACCOUNTING-I	L	T	P	C
		3	1	-	4

Course Objective: The course aims at enabling students to understand the basic accounting principles and techniques of preparing & presenting the accounts for users of accounting information. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making.

UNIT –I

Management Accounting-An Introduction: Nature & Scope, Financial Accounting vs. Cost Accounting vs. Management Accounting; Functions, Techniques, Principles; Scope; Utility; Limitations; Essentials for Success. Management Accountant: Position, Role and Responsibility;

UNIT –II

Managerial Control Process- Budgetary Control; Meaning and functions, Benefits, Limitations, Classification of the Budgets, Preparation of different types of Budgets, Fixed Versus Flexible Budget.

Standard Costing and Variance Analysis; Concept, Advantages, Types of Standards; Variance Analysis; Analysis of different types of material, labour, overhead variances.

UNIT –III

Marginal Costing and Break even analysis : Marginal Cost; Marginal Costing and Differential Costing, Marginal Costing and Absorption Costing; Contribution Analysis; Cost – Volume- Profit Analysis; Break-even Analysis, Different types of Break-even Points and Charts.

UNIT –IV

Decisions Involving Alternate Choices: Cost Concepts Associated with Decision-making; Specific Management Decisions – Make or buy; Add or Drop; Sell or Process Further; Operate or Shutdown; Special Order; Product-Mix; Pricing Decision.

TEXT BOOKS:

1. J.K.Aggarwal, R.K.Aggarwal, M.L.Sharma – Accounting for Managerial Decisions – Ramesh Book Depot. Jaipur.
2. R.Kishore – Advance Management Accounting – Taxman allied Services Pvt. Ltd.

REFERENCE BOOKS:

1. Maheshwari, S.N. Advanced Accountancy -Vol. I & II. Vikas Publishing House.
2. ICAI, Accounting Standards (Latest).
3. Maheshwari, S.N. Corporate Accounting for Managers. Vikas Publishing House, New Delhi.
4. Khan, M.Y. and Jain, P.K. Financial Management, Text, Problems & Cases. Tata McGraw Hill Company, New Delhi.
5. M.Y.Khan, P.K.Jain – Management Accounting – Tata McGraw Hill.
6. S.N.Mittal – Accounting & Financial Management – Shree Mahavir Book Depot, Nai Sarak, New Delhi

SMMC756	AUDITING-I	L	T	P	C
		3	-	-	3

Course Objective: The objective of this course is to familiarize students with auditing principles and procedures.

Unit-I

Introduction: Definition, Scope and Objectives of Auditing; Basic Principles Governing an Audit; Audit Evidence; Audit Planning and Programming; Audit Sampling; Analytical Procedure; Introduction to Statements on Standard Auditing Practices.

Unit-II

Company Audit : Provisions of the Companies Act, 1956 as Regards 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.

Unit-III

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; Cost Audit Report.

Unit-IV

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; Management Audit Report.

TEXT BOOKS:

Sharma T.R. Principles of Auditing Sahitya Bhawan Agra.

REFERENCE BOOKS:

1. Tondon B.N. Principles of Auditing, S. Chand and Co., New Delhi.
2. Gupta Kamal contemporary Auditing Tata Mc Graw Hill, New Delhi.
3. Kumar, Ravinder, and Sharma, Virender, Auditing: Principles and Practices, PHI.
4. Jha, Aruna, Auditing, Taxmann Publishers.
5. Meenakumari, S. and Nagarajan, I., Fundamentals of Auditing, APH Publishing

SMCS720	E-COMMERCE	L	T	P	C
		3	-	-	3

Course Objective: A student should become familiar with the mechanism for conducting business transactions through electronic means.

UNIT I

Introduction to online transactions :The meaning, nature, concepts and advantages of such transactions; categories of e-commerce; planning online businesses: nature and dynamics of the Internet, pure online vs. brick and click business, assessing requirement for an online business, designing, developing and deploying the system, E-Commerce Sales Product Life Cycle (ESLC) Model

UNIT II

Technology for online business: Internet, IT infrastructure; middleware contents: integrating e-business applications; mechanism of making payment through the Internet: electronic payment systems, payment gateways, plastic money: debit card, credit card; digital currencies and payment systems.

E-Marketing- Scope and Techniques of E-Marketing, Traditional web promotion; Web counters; Web advertisements, Role of Social media.

UNIT III

World Wide Web and E-enterprise: Offline secure processing, laws relating to online transactions, World Wide Web-Reasons for building own website, Benefits of Website, Registering a Domain Name, Role of web site in B2C E-commerce; push and pull approaches; Web site design principles. EDI and paperless trading; Pros & Cons of EDI; Related new technologies use in Ecommerce.

Applications of E-commerce and E-enterprise- Applications to Customer Relationship Management- Types of E-CRM, Functional Components of E-CRM.

Managing the E-enterprise- Introduction, Methodologies to manage the E-enterprise, Comparison between Conventional and E-organisation, Organisation of Business in an E-enterprise, Benefits and Limitations of E- enterprise

UNIT IV

Legal and Regulatory Environment and Security issues of E-commerce: Introduction to Cyber Laws-World Scenario, Cyber-crime& Laws in India and their limitations, Hacking, Web Vandals, E-mail Abuse, Software Piracy and Patents. Taxation Issues, Protection of Cyber Consumers in India and CPA 1986, Importance of Electronic Records as Evidence.

Security Issues in E-Commerce- Risk management approach to Ecommerce Security - Types and sources of threats, Protecting electronic commerce assets and intellectual property.

TEXT BOOKS:

1. Murty, C.V.S., E-commerce, Himalaya Publications, New Delhi.
2. Kienam, Managing Your E-Commerce business, Prentice Hall of India, New Delhi.

REFERENCE BOOKS:

1. Amor, Daniel – Pearson Edude, “E Business R (Evolution)”
2. Greenstein & Fein man, “Electronic Commerce”, TMH.
- 3.Kosiur, Understanding E-Commerce, Prentice Hall of India, New Delhi.
4. Kalakota, Whinston, Frontiers of Electronic Commerce, Addison Wesley

SMCS763	E- COMMERCE LAB	L	T	P	C
		-	-	2	1

1. Introduction to E-Commerce and Technology Infrastructure
2. An analysis of Ecommerce Websites (Example dell, nokia, eBay, Amazon, Wal-Mart, tesco, and government websites, etc.)
3. Case Study to analyze an Ecommerce websites by students.
4. Create an E-Commerce Website add categories and products to it
5. Create an E-Commerce Website add new product (with image) and attribute of products
6. Create an E-Commerce Website add new attribute value and mark priority
7. View and process your orders in pre-designed E Commerce website
8. View state of orders placed in pre- designed E Commerce Website
9. Study of different types of Access Control mechanisms.
10. Design a virtual catalog for an online retail business: Provide the requirements and considerations for this process.
11. Pick four different payment models used by e-commerce websites and study how different businesses use it to gain advantage.

SMMC736	HUMAN MANAGEMENT	RESOURCE			
		L	T	P	C
		3	-	-	3

Course Objective: This Course will aid the students in having a clear understanding about the concepts, methods and techniques and issues involved in managing human resource so as to facilitate employing, maintaining and promoting a motivated force in an organization.

UNIT I

Introduction to HRM: Nature scope Characteristics, objectives, functions, evolution, role of HR Manager, strategic HRM, HR Policies, challenges to HR professionals;

UNIT II

Talent acquisition: HRP, Job analysis, Recruitment and Selection, Placement, Induction, Socialization, training and development; executive development; career planning and management, succession planning; HRD; Employee empowerment

UNIT III

Managing performance Appraisal: Performance appraisal; Wage and Salary administration; Incentive Compensation; **Maintaining and Retaining HR:** Job changes, Employee Health and Safety, employee welfare, social security, Discipline and Grievances.

UNIT IV

Integrating HR: Industrial Relations and Disputes, Collective bargaining, QWL, trade Unions. **HR in knowledge era:** HR in virtual organizations, HR in mergers and acquisitions, outplacement, outsourcing, employee leasing, HR audit, international HRM, HRIS

TEXT BOOK:

- Dessler, G. (2012). Human Resource Management, (2nd Edition). Pearson Education.

REFERENCE BOOKS:

- Aswathappa, K., (2013). Human Resource Management, (7th Edition). McGraw Hill Education.
- Rao V.S.P.(2013). Human Resource Management, (3rd Edition). Excel Books.
- C.B. Gupta (2015). Human Resource Management (16th edition), Sultan Chand & Sons.
- Aswathappa, K. (2015). Human Resource Management: Text and Cases, (7th Edition) McGraw-Hill.
- Werner J. M. (2012). Human Resource Management, (5th Edition) Delhi, Engage Laming.

SMMC706	INDIRECT TAXES	L	T	P	C
		3	1	-	4

Course Objective:

- To gain knowledge of the provisions of service tax and basic concepts of Value added tax (VAT) in India.
- To understand the basics and get an insight into the biggest reform in India's indirect tax structure i.e. the Goods & Services Tax (GST).

UNIT I

Indirect Taxes: Issues & Challenges, Service Tax, Value Added Tax, Direct Tax Code.

Goods & Services Tax (GST) - Overview, Implementation, Liability of tax payer, GST council, Levy of GST,

UNIT II

Compliances, Input Tax Credit, Place and Time of Supply, Valuation in GST, Payment of GST

UNIT III

E-Commerce, Input Tax Credit, Input Service distributor, matching of Input Tax credit,

UNIT IV

Special Transactions, Assessment, Audit & Inspection, CGST & SGST, Refunds, GST Portal

TEXT BOOKS:

1. Dr. Vandana bangar, Dr. Yogendra Bangar, Comprehensive Guide to Indirect Tax Laws , Aadhya Prakash Publishing
2. Nitya Tax Associates, Basics of GST, Taxman's Publication

REFERENCE BOOKS:

1. V. S. Datey. Students Guide to Service Tax & VAT. New Delhi: Taxman
2. Dr. Girish Ahuja & Dr. Ravi Gupta. Practical Approach to DIRECT & INDIRECT TAXES, (Income Tax, Excise, Customs, CST, VAT & Service Tax). New Delhi: Bharat publication

SEMESTER III

SMMC801	SUMMER INTERNSHIP PROJECT REPORT	L	T	P	C
		-	-	-	4

Summer Internship Project (SIP) is an integral part of the academic curriculum of M.COM. For the successful completion of the M.COM program the students are required to complete the SIP. After completion of the 1st year of the program, i.e., after the 2nd semester and before the commencement of the second year of the program, the students are required to work with an organization for hands on experience.

The duration of the SIP is six to eight weeks. In some cases this period may be a little longer, but in no case the duration should be more than 10 weeks. SIP aims at widening the student's perspective by providing an exposure to real life organizational and environmental situations. This will enable the students to explore an industry/organization, build a relationship with a prospective employer.

During the internship, the student has the chance to put whatever he/she learned in the 1st year of MBA into practice while working on a business plan or trying out a new industry, job function or organization. The organization, in turn, benefits from the objective and unbiased perspective the student provides based on concepts and skills imbibed in the first year at the MBA institute. The summer interns also serve as unofficial spokespersons of the organization and help in image building on campus.

The SIP process involves working under the mentorship of an executive of the concerned organization and also with a faculty member of the institute where the student is studying, if required. The student is expected to concentrate on the specific topic of study, its objectives, its rationale, and adopt a methodology and identify a suitable analysis procedure for the completion of the study. Thereafter, the student should prepare a report and submit one copy to the organization and one copy each to the institute and the university. The student should also obtain a certificate from the organization/s where the SIP was done and attach the same with the copy submitted to the institute.

The university will arrange for evaluation of the SIP reports submitted by the students. For the purpose, the university will nominate one faculty from outside the institute and one faculty member from the institute who will be the examiners. The student/s is/are expected to make a 10 minute presentation before the examiners regarding the SIP project work undertaken, which will be followed by questions by the examiners.

The Summer Training Project report evaluation will be based on the content of the report and its validity in the current business scenario. The report has to be in the prescribed as laid down by the university. The student will submit written report and make an oral presentation before a panel of internal examiner (Dean of School or his nominee) and external examiner (to be appointed by Dean of School from a panel proposed by him and approved by the Vice - Chancellor of the University). The assessment of the report and its presentation will be jointly done by the internal and external examiner.

The total marks for the SIP project will be 100 and it carries 5 credits. The marks will be awarded for the following aspects:

- 1.** Introduction: Clear understanding of the topic/subject; understanding of the organization/unit//field.
- 2.** Literature Review: Published studies, review of similar studies
- 3.** Details about the study: Objectives, formulation of the problem, scope, and rationale of the study.
- 4.** Methods/methodology adopted for the study: Analytical, Survey, Field Work or any other method with appropriate justification and reasoning.
- 5.** Analysis and conclusions: The logic of analysis, source of data, whether the conclusions are in line with the objectives, etc.
- 6.** Contribution and learning from the project: Details of the contribution of the study, the benefits to the organization, the learning from the study for the student, etc.
- 7.** Acknowledgements: References/Citations and Bibliography and help, if any, received from other individuals/organizations.
- 8.** Presentation of the report, format of the report, flow of the report, style, language, etc.
- 9.** Presentation of the report to the examiners: Substance and treatment of the topic, style of presentation, and performance in the question answer session time management, language, etc.
- 10.** Overall impression.

SMMC803	BUSINESS ETHICS & CORPORATE GOVERNANCE	L	T	P	C
		3	-	-	3

Course Objective: The course seeks to bridge the gap between the ethical behaviour of the individual and the challenges posed by organized business activity in the global marketplace. It further seeks to educate participants about legal, social and ethical matters in business, and make them sensitive to the consequences of their decisions. The course does not provide solutions to ethical dilemmas, but encourages critical ethical thinking and decision making. The students will also be exposed to ethical problems and issues in various situations.

UNIT I

Ethics and Business: Meaning, Evolution, Ethical Issues, Classification of Ethics, Ethical Decision Making, Concept, Evolution, Characteristics and Principles of Business Ethics, Advantages of Business Ethics, Approaches of Business Ethics, Relationship between Ethics and Business Ethics.

UNIT II

Ethical Issues: Ethics in Human Resources, Ethics in Marketing, Ethics in Information Technology, Ethics in Finance, and Theories of Ethics: Teleological (Utilitarianism), Deontology (Kantianism), Virtue Ethics.

UNIT III

Business Ethics in Global Economy: Ethical Perception and International Business, Global Values, Various Ethical Issues around the Globe, Cross Cultural Issues, Cross Religion and cross Racial Issues

UNIT IV

Corporate Governance: Definition of Corporate Governance, Need for Corporate Governance, Principles and Importance of Corporate Governance, Important Issues in Corporate Governance, Corporate Governance in India Past, Present and Future, Current Scenario of Corporate Governance in India, Clause 49, Corporate Social Responsibility for Business.

TEXT BOOKS:

1. Ghosh, B.N. (2015). "Business Ethics and Corporate Governance" New Delhi; McGraw Hill.
2. Murthy. (2015). "Business Ethics and Corporate Governance" Mumbai; Himalaya Publishing House.

REFERENCE BOOKS:

1. Manuel G. Velasquez. (2012). "Business Ethics" New Delhi; Pearson Education Inc.
2. S.S. Khanka. (2014). "Business Ethics and Corporate Governance" New Delhi; S. Chand Publication.
3. Nirmala, Reddy, Rani. (2015). "Business Ethics and Corporate Governance" Mumbai; Himalaya Publishing House.
4. Badi Ravindernath V. (2014). "Business Ethics" New Delhi; Vrinda Publication.
5. Hartman, Lauro (2014). "Perspective in Business Ethics" New Delhi; McGraw Hill.

SMMC805	ENTREPRENEURSHIP	L	T	P	C
		3	-	-	3

Course Objective: This course aims to acquaint the students with challenges of starting new ventures and enable them to investigate, understand and internalize the process of setting up a business

UNIT I

Entrepreneurship: Concept, knowledge and skills requirement; characteristics of successful entrepreneurs; role of entrepreneurship in economic development; entrepreneurship process; factors impacting emergence of entrepreneurship; managerial vs. entrepreneurial approach and emergence of entrepreneurship

UNIT II

Starting the venture: generating business idea –sources of new ideas, methods of generating ideas, creative problem solving, opportunity recognition; environmental scanning, competitor and industry analysis; feasibility study –market feasibility, technical/operational feasibility, financial feasibility: drawing business plan; preparing project report; presenting business plan to investors

UNIT III

Functional plans: marketing plan –marketing research for the new venture, steps in preparing marketing plan, contingency planning; organizational plan –form of ownership, designing organization structure, job design, manpower planning; Financial plan – cash budget, working capital, proforma income statement, proforma cash flow, proforma balance sheet, break even analysis

UNIT IV

Sources of finance: debt or equity financing, commercial banks, venture capital; financial institutions supporting entrepreneurs; legal issues –intellectual property rights patents, trademarks, copy rights, trade secrets, licensing; franchising. **Role of Central and State Governments in promoting entrepreneurship** – Start-up India, Standup India, PM Yuva Yojna, NITI Aayog.

TEXT BOOK:

1. Hisrich, Robert D., Michael Peters and Dean Shepherd. Entrepreneurship. New Delhi: Tata McGraw Hill.

SUGGESTED READINGS:

1. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship. New Jersey (USA): Pearson Prentice Hall.
2. Lall, Madhurima., and Shikha Sahai. Entrepreneurship. New Delhi: Excel Books.
3. Charantimath, Poornima. Entrepreneurship development and small business enterprises. New Delhi: Pearson Education

SMMC732	MANAGEMENT ACCOUNTING II	L	T	P	C
		3	1	-	4

Course Objective: The course aims at enabling students to understand the analysis of accounting statements. The course also familiarizes the students with the accounting ratios and financial accounting concepts and their applications in managerial decision making.

UNIT- I

Financial Statements: Analysis and interpretation - Forms and nature of financial statements; Uses and Limitations, types and tools of analysis; Comparative Financial Statements; Common – Size Statements; Trend Percentages.

UNIT- II

Contemporary issues in Management-Accounting: Variable and Absorption Costing, Activity Based Accounting; Target and Life—Cycle Costing, Transfer Pricing Methods.

UNIT- III

Accounting Ratios- Classification; Profitability ratios; Turnover Ratios; Solvency Ratios' Analysis of Capital Structure; Ratios as Predictors of insolvency; Significance Limitations and interpretation of Ratio Analysis.

Funds Flow Statement- Concept; Uses; Preparation.

UNIT- IV

Cash Flow Statement- Objectives; Sources and Application; Preparation of Statement as per Indian Accounting Standard 3. Responsibility Accounting – Principles; Definition; Types of Responsibility Centers; Pre-requisites; Utility; Problems. Reporting to Management- Steps for Effective Reporting; Requisites of Ideal Report; Types of Reports; Uses.

TEXT BOOKS:

1. Management Accounting: Dr.Mittal S.N. (Shree Mahaveer Book Depot. Delhi)
2. Management Accounting: Pandey I.M.

REFERENCE BOOKS:

1. Management Accounting Principles: Anthony R.N. and Reece J.S.
2. Management Accounting: Harngren Charles T. Management Accounting: Dr.Maheshwari S.N.
3. Management Accounting: A Decision Emphasis – De Coster, D.T/ and Scholefr E.L.
4. Management Accounting: Batty J.

SMMA733	QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS	L	T	P	C
		3	1	-	4

Course Objective:

The objective of the course is to acquaint the students with the use of quantitative models in decision making.

UNIT I

Introduction: Quantitative approach to management decision making. Linear Programming: Mathematical formulation of linear programming problems and their solution using graphic approach and simplex algorithm. Duality Sensitivity analysis.

UNIT II

Transportation: Solving the problem, Testing optimality MODI method. Cases of unbalanced problems, degeneracy, maximization objective, multiple solutions and prohibited routes. Assignment: Solving the problem. Cases of unbalanced problems, multiple optimum solutions, maximisation objective and unacceptable assignments. Game Theory: Games of pure strategy. Games of mixed strategy. Dominance.

UNIT III

Inventory Control: Techniques of selective control, Economic order quantity, (EOQ) models-classical, gradual replenishment without shortages, price breaks and planned stockouts, Deciding optimum safety stock and reorder level. Sequencing: n-jobs to be processed on two machines in the same order of machines. n-jobs to be processed on m machines in the same order of machines - by converting it into a two - n machine case. Two jobs to be processed on m machines in the different orders of machines.

UNIT IV

PERT/CPM: Networking with one estimate of time. Networks with three estimates of time. Time-cost trade-off. PERT/cost. Resource allocation and resource levelling. Queuing Theory: Elements of a queuing system. Models with Poisson arrival and services rates, single server and infinite and finite population.

TEXT BOOKS:

3. Vohra N.D., "*Quantitative Techniques in Management*", The McGraw Hill companies.
4. Kanti Swaru, P.K .Gupta, Operations Research, Sultan Chand & Sons

REFERENCE BOOKS:

4. Levin, R.I., D.S. Rubin and J.P. Sting son, "*Quantitative Approaches to Management*", McGraw - Hill.
5. Bierman H. Jr, C.P. Bonini and W.H. Hausman, "Quantitative Analysis for Business Decisions", Homewood, Ill., Irwin 1983
6. Taha, Hamdy A., "Operations Research: An Introduction", Latest Edition, Prentice Hall

SMMC865	INTERNATIONAL FINANCIAL MANAGEMENT	L	T	P	C
		3	-	-	3

Course Objectives: The course emphasizes the managerial aspects of international finance and seeks to impart the skills needed by multinational financial managers.

UNIT I

Finance function in a multinational firm; structure of international financial markets; cost and availability of international financial flows; international financial instruments.

UNIT II

Aspects of international cash management; investment criteria and borrowing decisions; centralized versus decentralized cash management; optimizing cash flows; cash management and value of the firm.

UNIT III

International portfolio versus direct investment; international CAPM and Roll's critique; Arbitrage Pricing Theory; capital budgeting for foreign investment; strategic adjustment to international taxation; assessing and managing country risk in capital budgeting decisions.

UNIT IV

Multinational capital structure and cost of capital; strategic considerations in euro -equity issues; international bond financing; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; international portfolio diversification-techniques and barriers; asset allocation policy; costs and risks of financing; strategies for managing currency risk.

TEXT BOOK:

1. Levi Maurice D., International Finance, McGraw-Hill, New York

SUGGESTED READINGS:

1. Buckley A., Multinational Finance, Prentice-Hall of India, New Delhi
2. Shapro A.C., Multinational Financial Management, Prentice-Hall, New Delhi
3. Apte P.G., International Financial Management, TATA McGraw-Hills, New Delhi

SMMC705	CORPORATE TAX STRUCTURE AND PLANNING	L	T	P	C
		4	-	-	4

Objective: To familiarize the student with latest provisions of the Indian Corporate tax laws and related judicial pronouncements having implications for corporate tax planning.

Unit I

Tax Planning: Meaning of tax planning and management, tax evasion and tax avoidance; tax planning and management in the corporate sector- Nature and scope;

Unit II

Assessment of Companies: Residential Status and incidence of Tax, Computation of tax: Carry forward and set off of losses in the case of certain companies under Sec. 79 of Income-tax Act, 1961; Deductions, Computation of taxable income; Computation of corporate tax liability; Minimum Alternate Tax; Tax on distributed profits of domestic companies;

Unit III

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

Business Restructuring: Tax Planning in respect of amalgamation or de-merger of companies, Slump sale, conversion of a firm into a company. Conversion of Sole Proprietorship into Company, Conversion of company into Limited Liability Partnership.

Unit IV

Tax Planning and Financial Management Decisions: Capital structure decisions; Dividend Policy; Bonus Share; Investments and Capital Gains. Owning or leasing of an asset; purchase of assets by installment system or Hire System; Purchase of an asset out of own funds or out of borrowed capital; manufacturing or buying; Repairing or replacing an asset;

TEXT BOOKS:

1. Srinivas.E.A, Corporate Tax Planning, Tata McGraw Hill,
2. Singhanian, Vinod. K, Taxman's Direct Taxes, Law & Practice.

REFERENCE BOOKS:

1. Ahuja. Girish&Ravi Gupta, Bharat's Professional Approach to Direct Taxes, Law & Practice, Bharat Law House Pvt. Ltd.
2. Lal. B. B & N. Vashisht, Direct Taxes Income Tax, Wealth Tax and Tax Planning. Taxman, The Tax and Corporate Law Weekly.
3. Bhagmati Prasad, Direct Taxes And Laws And Practice, Wishwa Prakashan,

SMMC758	AUDITING –II	L	T	P	C
		3	-	-	3

Course Objective:

- To gain working knowledge of generally accepted auditing procedures.
- To learn techniques and skills needed for attestation engagements and Internal control in computerized environment
- To appreciate and understand branch audit, joint audit, special audit.
- To understand special points in audit related to Hotels, Clubs, Hospitals, Cooperative societies, Insurance companies

UNIT I

Auditing and Assurance standards- Overview, Standard-setting process, Role of International Auditing and Assurance Standards Board and Auditing and Assurance Standards Board in India. Audit of a sole trader, Audit of a firm, Audit of a small company.

Company Audit - Audit of Shares, Branch audit, Joint audit, Special audit, Reporting requirements under the Companies Act, 1956.

UNIT II

Special points in audit of different types of undertakings- Audit of Educational institutions, Audit of Hotels, Audit of Clubs, Audit of Hospitals, Audit of Hire-purchase and leasing companies, Audit of Banks, Audit of electricity companies, Audit of cooperative societies, and Audit of insurance companies.

UNIT III

Features and basic principles of government audit, Local bodies and not-for-profit organizations, Comptroller and Auditor General and its constitutional role

UNIT IV

Current Issues in Auditing : Audit of Members of Stock Exchange; Non-Banking Financial Company; Mutual Funds; Depositories; Environmental Audit; Quality Audit.

TEXT BOOKS:

Sharma T.R. Principles of Auditing Sahitya Bhawan Agra.

REFERENCE BOOKS:

1. Tondon B.N. Principles of Auditing, S. Chand and Co., New Delhi.
2. Gupta Kamal contemporary Auditing Tata Mc Graw Hill, New Delhi.
3. Kumar, Ravinder, and Sharma, Virender, Auditing: Principles and Practices, PHI.
4. Jha, Aruna, Auditing, Taxmann Publishers.
5. Meenakumari, S. and Nagarajan, I., Fundamentals of Auditing, APH Publishing

6. Pagare Dinkar: Principles & Practice of Auditing: Sultan Chand, New Delhi
7. Sekhar & Sekhar: Auditing: Vikas Publishing House Ltd., New Delhi.
8. S.D Sharma: Auditing Principles, Taxman publication New Delhi.
9. Ravinder Kumar & Virender Sharma: Auditing Principles & Practice: Prentice Hall of India, New Delhi.

SEMESTER IV

SMMC884	DISSERTATION	L	T	P	C
		-	-	-	6

Student of Master of Commerce (M.COM) is required to undertake a major individual piece of research work - **Dissertation**. The aim of the Dissertation is to give the opportunity to learn independently and show that one can identify, define and analyses problems and issues and integrate knowledge in a business context. It is an important part of the programme that tests one's ability to understand and apply the theory, the concepts and the tools of analysis to a specific problem situation.

The only precise rule on what constitutes an acceptable Dissertation is that it should be an ordered critical exposition, which affords evidence of reasoning power and knowledge of the relevant literature in an approved field falling within the subject matter of the programme - Management. The emphasis should be on applied research and the investigation of some practical problem or issue related to the situation in which an organization or system operates.

Students must ensure that they maintain regular contact and attendance with their supervisor and also they should provide the draft of their work to their supervisor at regular intervals.

DEFINITIONS AND OVERVIEW OF DISSERTATION

The Dissertation is a practical, in-depth study of a problem, issue, opportunity, technique or procedure – or some combination of these aspects of business. Typically, you will be required to define an area of investigation, carve out research design, assemble relevant data, analyze the data, draw conclusions and make recommendations. Your Dissertation should demonstrate organizational, analytical and evaluative skills, and, where appropriate, an ability to design a suitable implementation and review procedure.

GUIDELINES AND REQUIREMENTS FOR THE DISSERTATION

The university will arrange for evaluation of the dissertation submitted by the students. For the purpose, the university will nominate one faculty from outside the institute and one faculty member from the institute who will be the examiners. The student/s is/are expected to make a 10 minute presentation before the examiners regarding the dissertation work undertaken, which will be followed by questions by the examiners.

The Dissertation evaluation will be based on the content of the report and its validity in the current business scenario. The report has to be in the prescribed as laid down by the university. The student will submit written report and make an oral presentation before a panel of internal examiner (Dean of School or his nominee) and external examiner (to be appointed by Dean of School from a panel proposed by him and approved by the Vice - Chancellor of the University). The assessment of the report and its presentation will be jointly done by the internal and external examiner.

The total marks for the dissertation will be 100 and it carries 5 credits. The marks will be awarded for the following aspects:

- 11. Introduction:** Clear understanding of the topic/subject; understanding of the organization/unit//field.
- 12. Literature Review:** Published studies, review of similar studies
- 13. Details about the study:** Objectives, formulation of the problem, scope, and rationale of the study.
- 14. Methods/methodology adopted for the study:** Analytical, Survey, Field Work or any other method with appropriate justification and reasoning.
- 15. Analysis and conclusions:** The logic of analysis, source of data, whether the conclusions are in line with the objectives, etc.
- 16. Contribution and learning from the dissertation:** Details of the contribution of the study, the benefits to the organization, the learning from the study for the student, etc.
- 17. Acknowledgements:** References/Citations and Bibliography and help, if any, received from other individuals/organizations.
- 18. Presentation of the report, format of the report, flow of the report, style, language, etc.**
- 19. Presentation of the report to the examiners:** Substance and treatment of the topic, style of presentation, and performance in the question answer session time management, language, etc.
- 20. Overall impression.**

SMMC802	STRATEGIC MANAGEMENT	L	T	P	C
		3	-	-	3

Course Objective: The objective of the course is to develop a holistic perspective of an organization and to enable the students to analyse the strategic situation facing the organization, to access strategic options available to the organization and to implement the strategic choices made by it.

UNIT I

Introduction to strategic management: Defining strategy, basic concept of strategic management, mission, vision, objectives, strategic business unit, process of strategic management, strategic decision making, environmental scanning, SWOT analysis, industry analysis, competitive intelligence.

UNIT II

Organization appraisal and strategy formulation: organizational dynamics and structuring organizational appraisal, strategy formulation: corporate level strategies and business strategies, strategy analysis and choice—the process, BCG matrix, GE matrix and TOWS matrix.

UNIT III

Strategy implementation: aspects and structures; behavioral implementation—leadership, culture, value and ethics; overview of Six Sigma, MBO and TQM.

UNIT IV

Strategic evaluation and control: an overview of strategic evaluation and control, techniques of strategic evaluation and control: M.C. Kinsey's 7S model, organization life cycle, activity based costing, strategic information system.

TEXT BOOK:

1. Kazmi, A., & Kazmi, A., (2016), Strategic Management (4th ed.). New Delhi: Tata McGraw Hill Publishing Company Ltd.

SUGGESTED READINGS:

1. David, F. R., (2011), Strategic Management— a competitive advantage approach (14th ed.). Delhi: Pearson Education.
2. Hitt, M.A., Ireland R. D. and Hokinson R. D. (2013), Strategic management competitiveness and globalization (11th ed.). New Delhi: Thomson Asia Pvt. Ltd.
3. Pearce, J. A., II, and R. B. Robinson, Jr. (2015), Strategic management: planning for domestic and global competition (14th ed.). Chicago, IL: R. D. Irwin, Inc.
4. Wheelen, T. L., Hunger, J. D., Hoffman, A. N. & Bamford C. E. (2015), Strategic Management and Business Policy: Globalization, Innovation and Sustainability (14th ed.), New Delhi: Pearson.

SMMC861	INTERNATIONAL TRADE THEORY AND PRACTICES	L	T	P	C
		3	-	-	3

Course Objective: Trade Procedures and Documentation play a vital and critical role in carrying out the international operations. The main objective of the course is to enable the students to organize and carry out the internal functions, documentation and financial procedures, which are necessary for effective and profitable exports and imports

UNIT I

Introduction to International Trade Operations Getting Started in International Trade Export/Import Contracts – Major Laws and Practices

UNIT II

Export and Import Documentation EDI Initiatives at Customs Understanding INCOTERMS

UNIT III

Export Payment Terms, Excise Clearance of Exports Customs Clearance of Exports at ICD and Gateway Port

UNIT IV

Marine Insurance, Policies Claim Procedures, Trade Financing, Export Credit Risk Management

TEXT BOOK:

Ram Singh, International Trade Operations, Excel Books

REFERENCE BOOKS:

1. P.K. Khurana, Export Management, Galgotia Publishing Co.
2. ICC Publications Nos. UCPDC 600 and ICC Incoterms
3. Uniform Rules for Documentary Collection,
4. ICC Pub. No. 522FEMA 1999 and Rules and Regulations The Marine Insurance Act 1963

SMMC838	FINANCIAL DERIVATIVES	L	T	P	C
		3	-	-	3

Course Objectives: To acquaint the students with the basics of financial derivatives and their use in managing risk with their synergic effect on financial returns.

UNIT I

Financial Derivatives: An Introduction to Financial Derivative Markets; Past and Present, Concept, Purpose and Types of Financial Derivative Instruments; Forwards, Futures, Options, Swaps, and Other Derivatives; Weather Derivatives, Energy Derivatives and Insurance Derivatives. Hedgers, Arbitrageurs and Speculators. Difference between Exchange Traded and OTC Derivatives.

UNIT II

Financial Forward and Futures Contracts: Financial Forward Contracts; Concept Characteristics, and Type of Financial Forward Contracts; Equity Forward, Currency Forward, Bond and Interest Rate Forward, Forward Rate Agreements.

Financial Future Contracts: Concept, Characteristics, and Type of Financial Future Contracts; Stock Future, Index Future, Currency Future, Interest Rate Future and Commodity Future. Future Market-Trading and Mechanism; Future Pricing-Theories, Cost of Carry Model, Valuation of Individual Contracts.

UNIT III

Financial Option and Swap Contracts: Financial Options; Concept, Characteristics and Types of Financial Options; Stock Options, Index Options, Currency Options, Commodity Options, Option on Futures, Interest Rate Options. Option Pricing Models-the Black-Scholes Option Pricing Model, Binomial Option Pricing Model, Trading with Option, Option Strategies; Straddle, Strangle, Spreads. Option Greeks; Delta, Gamma, Theta, Vega, Rho. Exotic Option; Types of Exotic Options; Bermuda Option, Forward Start Option, Barrier Option, Chooser Option, Compound Option, Basket Option, Binary Option, Look Back Option, Asian Option. Swaps; Concept, characteristics and Types of Swaps.

UNIT IV

Regulatory Framework for Derivatives: Regulation of Financial Derivatives in India; Securities and Contracts (Regulation) Act, Guidelines of SEBI and RBI.

TEXT BOOK:

1. Hull, J. C., & Basu, Shakaran. (2016) Options, Futures and other Derivatives. New York, NY: Pearson Education.

REFERENCE BOOKS:

1. Chako, G., & Sjoman, A., & Motohashi, H., & Dessain, V. (2016) Credit Derivatives: A Primer on Credit Risk, Modelling and Instruments. London, UK: Pearson FT
2. Bernstein, J. (2000) How the Future Markets Work. New Jersey, US: Prentice Hall Press
3. Summa, J.F., & Lubow, J. W. (2001) Options on Futures: New Trading Strategies. New York, NY: John Wiley and Sons Inc.

SMMC863	INTERNATIONAL MARKETING	L	T	P	C
		3	-	-	3

Course Objective: The course aims at exposing the students to the global business activities, marketing in international business and global forces transforming the international business today. The course would develop a general perspective about managing international business both in operational as well as strategic context.

UNIT I

Overview Need, Scope, Tasks, Contrast in domestic and international marketing, EPRG Framework, Socio cultural environment – culture defined, elements of culture, culture analysis, Political & Legal Environment – Embargoes & sanctions, Political risk, legal factors, legal differences hosted model.

UNIT II

International Business Entry & Development Strategic effects of going international, Strategies employed by Indian companies to sustain globally, Global Market Entry Strategies – Export/Import, International Intermediaries – EMC’s, Trading Companies, Licensing, Franchising, FDI, Local presence – Inter firm co-operation, MNC’s and Globalization, Mergers and Acquisitions.

UNIT III

Environment and Global Marketing Economic Environment, New trade theory, Macro economic objectives, Function of WTO, Regional Economic groups (EEU, NAFTA, etc.), World Bank, Product and Promotion Strategy in International Marketing The international product and its life cycle, Global product policy, Global branding and different positioning of the same brand in different countries, Intellectual property, Gray market, Role of Services in global economy, Media advertising, PR, Trade Fairs.

UNIT IV

Pricing for International Market Key factors in global pricing & methods, Pricing policies – Marginal cost, cost plus, Market oriented, Export payment methods – L/C, Advance, DA/DP, FIBC, Counter trade, Transfer price, Dumping & legal aspects.

Module VI: India’s International Policy and Impact on Economy Government measures and export incentives, Exim policy, ECGC services, Role of Indian banks & F.I’s, Balance of trade/payments, Current stand on WTO, Services export from India, sourcing newly emerging democracies.

Text Books:

1. Varshney & Bhattacharya, International Marketing Management

Suggested Readings:

1. Daniels & Lee, International Business Keegan, Global Marketing
2. Harvard Business Review, Global Business Review (Sage Publications), Global Forum – ITC Geneva
3. Czinkota, International Business
4. Khurana PK, Export Marketing

SMMC839	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	L	T	P	C
		3	-	-	3

Course Objective: The objective of this paper is to acquaint the students about the investment decisions, Risks involved in them, theories of security valuation, fundamental and technical analysis and theories and concepts involved in portfolio management.

UNIT I

Investment- Meaning, nature, process and alternatives; return and risk; Concept and components of total risk; Measuring historical and expected return and risk; systematic and unsystematic risk. Measurement of systematic risk.

UNIT II

Objectives and benefits of investment analysis and security valuation- Theories of fixed and variable income securities; Efficient Market Theory; Fundamental Analysis - Economic, Industry and Company Analysis; Technical Analysis.

UNIT III

Portfolio – Meaning, Portfolio Construction; advantages, Portfolio selection; Selection Problems: Markowitz portfolio theory; expected return and standard deviation for portfolios; the efficient frontier; the efficient frontier and investor utility; the selection of the optimal portfolio; Sharpe single -index model; Capital Asset Pricing Model; Arbitrage Pricing Theory.

UNIT IV

Bond portfolio management strategies – passive portfolio strategies, active management strategies; Portfolio revision – meaning, need, constraints and strategies; formula plans - constant-dollar-value plan, constant ratio plan, variable ratio plan; Portfolio performance evaluation: risk adjusted measures of performance.

TEXT BOOK:

1. Pandian, P. (2013). Security analysis and portfolio management (2nd ed.). New Delhi: Vikas Publishing House.
2. Alexander, Gordon., J. and Bailey., & Jeffery V. Investment analysis and portfolio management. Bombay: Dryden Press, Thomson Learning.

REFERENCE BOOKS:

1. Sharpe, W.F., Alexander, G.J., and Bailey, J.V. (2007). Investments (6th ed.). New Delhi: Prentice Hall of India.
2. Fischer, Donald., Jordan, Ronald. Security analysis & portfolio management (6th ed.). New Delhi: Prentice Hall of India.
3. Avadhani. V.A. (2000). Investment management (10th ed.). New Delhi: Himalaya Publishing House.
4. Haugen, Robert A. (2001) Modern Investment Theory (5th ed.). New Delhi: Prentice Hall of India.

SMMC 882	COMPREHENSIVE VIVA-VOCE	L	T	P	C
		-	-	-	6

The performance of the student at comprehensive viva examination will be done by a panel of internal and external examiner. The candidate will be examined in the papers which he/she studied during semester 1st semester till semester 4th. There will be no internal assessment. The student will make an oral presentation before a panel of internal examiner (Dean of School or his nominee) and external examiner (to be appointed by Dean of School from a panel proposed by him and approved by the Vice - Chancellor of the University.) The assessment of the report and its presentation will be jointly done by the internal and external examiner.