

**SYLLABUS OF TWO YEARS FULL TIME MASTER OF COMMERCE (M. Com) DEGREE PROGRAMME (SEMESTER WISE)**

1. There shall be a full-time Master's Degree programme viz Master of Commerce (M.Com). The duration of the course shall be two years (i.e. two academic sessions). Each year shall be divided into two semesters (July to December & January to June). There shall be about 90 teaching days, across 16 weeks, in a semester. The examination shall be held in around December and May for the First / Third and Second/Fourth semesters, respectively, or as decided by the University.
2. A candidate for admission to M.Com Ist Semester must have passed B.Com. Examination of any recognized Indian or Foreign University with minimum 45% marks in aggregate, or B.A. with Economics or Mathematics, or B.Sc. with Mathematics or Economics with minimum 50% in aggregate, from a recognized Indian or Foreign University. Those appearing for their final examinations of Bachelor Degree programme may also apply, provided, they can produce their result at the time of admission.
3. A candidate who has passed the previous examination for the degree of Master of Commerce of any other recognized University (following the Semester system) may also be admitted to the final examination provided that he has offered, for his previous examination, a course of an equivalent standard, with almost similar syllabus as is required for the previous examination of this University and has attended a regular course of study of one academic year.
4. A candidate who does not possess a commerce background in the qualifying class (i.e. graduation BA/B.Sc. shall be required to pass the qualifying course in Book- Keeping and Accountancy, by securing at least 18 marks out of 50. He shall not be awarded the M.Com. degree unless he/she qualifies this course. However, the marks secured in the qualifying examination shall not be added to his aggregate marks.
5. There shall be a maximum of 100 seats for the M.Com. programme for Srinagar Campus and 60 seats for Tehri Campus. Reservation as per the Central Government Rules shall be applicable.
6. The candidates seeking admission to the course shall have to appear at a written test, a group discussion and an interview if and when conducted by the University. The written test shall generally carry questions related to comprehension (English language), Reasoning, General Awareness, Business and Finance Aptitude and Mathematics (Intermediate level).
7. Only those qualifying at the written test in the order of merit shall be called for interview and group discussion, which shall carry a maximum of 25 (Twenty five)

marks each. The number of candidates called shall generally be equal to three times the number of seats available or as decided by the University.

8. The relative merit list for admission shall be prepared on the basis of all the three components as follows:
  - i) Written Test/ graduation marks (75%), ii) Group Discussion (10%), iii) Interview (15%).

The criterion for inviting students for the Group Discussion and Interview shall be the performance in written test, or a candidate's previous academic record at Graduation level or both as decided by the University. While the final selection shall be on the basis of performance at the Interview and Group Discussion as well as the marks obtained at the written test.

9. Those qualifying in the final merit (after interview / group discussion) shall be eligible for admission. If some seats fall vacant, those in the subsequent order of merit (waiting list upto a cut off point to be decided by the department) shall be eligible for admission.
10. The examination of the course shall consist of six papers in each of the semesters including, the project report and seminar/ viva-voce. Only seminars shall be evaluated internally, rest of the courses, including the project and the viva voce, shall be evaluated externally.
  - i. The maximum marks for each paper shall be 100 of which 40 marks shall be awarded on the basis of internal assessment in each paper excluding Project Report and seminar/ Viva-Voce (for which details have been provided ahead) and 60 marks kept aside for the end semester examinations. There shall be a maximum of 10 marks for attendance, 10 marks for assignments, 10 marks for midterm tests, and 10 marks for surprise test (overall 40 marks) under internal assessment.

**The Scheme of Courses along with their credits in the Programme shall be as follows:**

<b>Semester-I</b>	<b>M.Com.101:</b>
Corporate Financial Accounting	<b>3 Credits</b>
<b>M.Com.102:</b> Management Principles and Practice	<b>3 Credits</b>
<b>M.Com.103:</b> Business Environment	<b>3 Credits</b>
<b>M.Com.104:</b> Managerial Economics	<b>3 Credits</b>
<b>M.Com.105:</b> Computer Applications in Business	<b>3 Credits</b>
<b>M.Com.106:</b> Business Communication	<b>3 Credits</b>
<b>Semester-II</b>	
<b>M.Com.201:</b> Financial Management	<b>3 Credits</b>
<b>M.Com.202:</b> Marketing Management	<b>3 Credits</b>
<b>M.Com.203:</b> Human Resource Management	<b>3 Credits</b>
<b>M.Com.204:</b> Research Methods & Statistics	<b>3 Credits</b>
<b>M.Com.205:</b> Management Accounting	<b>3 Credits</b>
<b>M.Com.206:</b> Legal Aspects of Business	<b>3 Credits</b>
<b>M.Com.207:</b> Organizational Design, Development and Change	<b>3 Credits</b>
<b>(Self Study Course)</b>	
<b>Semester-III</b>	
<b>Core Papers</b>	
<b>M.Com. 301:</b> International Business	<b>3 Credits</b>
<b>M.Com. 302:</b> Management of Financial Services	<b>3 Credits</b>
<b>M.Com. 303:</b> Income Tax Laws and Practice	<b>3 Credits</b>
<b>Elective Group:</b>	

The students have to opt one whole group as a major course and one paper from another group as a minor course

**Group A: Finance:**

<b>M.Com.304:</b> Financial Markets and Institutions	<b>3 Credits</b>
<b>M.Com.305:</b> Security Analysis and Portfolio Management	<b>3 Credits</b>

**Group B: Marketing**

<b>M.Com.306:</b> Consumer Behaviour	<b>3 Credits</b>
<b>M.Com.307:</b> Marketing Communication	<b>3 Credits</b>

<b>M.Com.308 :</b> E-Commerce (Self Study Course)	<b>3 Credits</b>
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**Semester –IV**

**Core Paper :**

<b>M.Com.401:</b> Project Planning and Evaluation	<b>3 Credits</b>
<b>M.Com.402:</b> Project Report	<b>3 Credits</b>
<b>M.Com.403:</b> Seminar and Viva Voce (Marks Equally Divided)	<b>3 Credits</b>

**Elective Group:**

The students have to opt one whole group as a major course and one paper from another group as a minor course. Group selected by the student as major group in 3<sup>rd</sup> semester cannot be changed in the 4<sup>th</sup> semester.

**Group A: Finance**

<b>M.Com.404:</b> Risk Management and Insurance	<b>3 Credits</b>
<b>M.Com.405:</b> International Financial Management	<b>3 Credits</b>

**Group B: Marketing**

**M.Com.406:** Marketing of Services **3 Credits**

**M.Com.407:** International Marketing **3 Credits**

**M.Com.408 :** Entrepreneurship Development **3 Credits**  
(Self Study Course)

**Note:** The detailed course outlines for each course, mentioned above is explained, as follows.

### **Detailed Syllabus for M. Com.**

#### **Semester-I**

##### **M.Com. 101: Corporate Financial Accounting:**

**Course Objectives:** The objective of paper is to help students understand accounting with relation to the corporate world and to introduce to the recent accounting concepts and conventions. Students are requested to follow Revised Schedule VI for presenting Balance sheet wherever needed.

##### **Course Outline:**

**Unit 1: Preparation of Final Accounts of Companies:** Preparation of Final Account with adjustments as per revised schedule VI.

**Unit II: Valuation of Goodwill and Share:** Valuation of goodwill and shares with all the available methodology.

**Unit III: Corporate Accounting:** Issue and redemption of debentures.

**Unit IV: Holding Companies:** Preparation of Consolidated Profit & Loss Accounts and Balance-sheet.

**Unit V: Accounting for Amalgamation of Companies as per A.S.-14:** Accounts of amalgamation, absorption and reconstruction of companies

**Note: Question paper will contain 50% Numerical questions and 50% Theoretical questions.**

**Suggested Reading:**

1. M.C. Shukla & T.S. Grewal: Advanced Accounts, S. Chand & Co. (Pvt.) Ltd. New Delhi.
2. S.M. Shukla & S.P. Gupta: Corporate Accounting, Sahitya Bhawan Publications Agra.
3. R.L. Gupta & M. Radha Swamy: Ad. Accounting, Sutan Chand & Sons, Delhi
4. S.M. Maheshwari: Financial Accounting,
5. G.R. Mouna: Corporate Accounting, Mayur Publication, New Delhi

**M.Com. 102: Management Principles and Practice:**

**Course objectives:** The objective of this course is to provide an understanding of the tasks and functions of management and to acquaint the participants with the developments in the concept, theories and practices in the field of management.

**Course Outline:**

**Unit I: Management:** Nature and Significance of Management, Classical, Neo-Classical and Modern Theories of Management. Contingency and System Approach to Management, Functions of Management.

**Unit II: Planning:** Meaning and Process, Goals, Objectives, Plans and Programmes. Premises of Planning ó Forecasting, Process of Decision Making. Rationality and Bounded Rationality. Risk and Uncertainty in Decision Making.

**Unit III: Organization:** Theory, Structure, Departmentation, Vertical and Horizontal Growth in Organization, Line and Staff Functions and Conflicts, Span of Management, Authority, Accountability, Delegation, Centralization and Decentralization, Formal and informal organization Group Functions in Organization: Formation and Role of Groups in organization.

**Unit IV: Staffing:** Nature and Purpose of Staffing: Selection, Performance Appraisal, Organizational Development.

Leading: Motivation ó Meaning and Theories of Motivation, Motivation in Practice  
Leadership ó Types and Traits of a Leader, Leadership Styles. Communication: Forms,  
Process, Barriers and Effective Communication.

**Unit V: Controlling:** Meaning and Process of Controlling. Techniques of Controlling.  
Management of Change: Adaptability to Change, Resistance to Change. Emerging  
Challenges for the Managers.

**Suggested Reading:**

1. Stoner, James A.F., Management, Pearson (Textbook)
2. Robbins, Stephen P. and Coulter, Mary, Management, Prentice Hall
3. Koontz, Harold and Wehrich, Heinz, Essentials of Management, McGraw-Hill
4. Bateman, Thomas S. and Snell, Scott A., Management, McGraw-Hill
5. Hill, Charles W.L. and McShane, Steven L., Principles of Management, McGraw Hill
6. Pareek, Udai, Understanding Organizational Behaviour, OUP, New Delhi (Textbook)
7. Thakur and Burton, Management, McGraw-Hill

**M.Com.103: Business Environment:**

**Course Objectives:** The objective of this course to develop ability to understand and scan  
business Environment in order to analysis opportunities and take decisions under uncertainty.

**Course Outline:**

**Unit I: Theoretical Framework of Business Environment:** Concept, significance and  
nature of business environment; Elements of environment micro and macro; Techniques of  
environmental scanning and monitoring.

**Unit II: Economic Environment of Business:** Significance and elements of economic  
environment; Economic system and business environment; Economic planning in India;  
Government policies, industrial policy, fiscal policy, monetary policy, EXIM policy.

**Unit III: New Economic Policy:** Privatization, Liberalization and Globalization and their  
Implications for Indian Business, MNCs.

**Unit IV: Political and Legal Environment of Business:** Critical elements of political environment; Government and business; Competition Act 2002, FEMA and Consumer Protection Act.

**Unit V Technological Environment:** Factors Influencing Technological Environment. Role and Impact of Technology on Business. Transfer of technology-Channels, Methods and limitations.

**Suggested Reading:**

1. Adhikary, M.: Economic Environment of Business Sultan Chand & sons New Delhi.
2. Ashwathappa, K.: Legal Environment of Business Himalaya Publication New Delhi.
3. Cherunilam, Francis: Business Environment Himalaya Publishing House New Delhi.
4. Rajvaid: Business Environment.
5. I.C. Dhingra, Indian Economy: Environmental and Policy, Sultan Chand & sons New Delhi.
6. S.K. Mishra and V.K. Puri: Economic Environment of Business.

**M.Com.104: Managerial Economics:**

**Course Objectives:** To develop managerial perspective on economic fundamentals as aids to decision making under given environmental constraints.

**Course Outline:**

**Unit 1: Introduction:** Nature and Scope of managerial economics and its relationship with other disciplines; Its role and significance in decision making; Basic concepts; Positive Vs Normative analysis.

**Unit II: Market Forces: Demand and Supply:**



**a) Demand Analysis:** Theory of demand; Objectives of demand analysis and determinants of demand; Theory of consumer behaviour; Elasticity of demand and its measurement methods; Importance in decision-making.

**b) Supply Analysis:** Objectives of supply analysis; Determinants of supply.

**Unit III: Production Function and Cost Analysis:** Theory of production and cost analysis; Production function and its managerial uses; Laws of production and analysis; Empirical estimates of production and cost; Short-run and long-run average cost curves and their analysis; Economies and diseconomies of scale.

**Unit IV: Organisation of the Firm:** Pricing decision; Pricing under different market structure; Perfect and imperfect (monopoly, monopolistic and oligopoly markets); Pricing strategies; Collusive and non-collusive oligopoly; Baumol's model; and O. Williamson's models.

#### **Suggested Reading:**

1. Baumol, Shallickam J. Economic theory and operations analysis, Prentice hall, London.
2. Baya, Michail R. Managerial economics and business strategy, Mc Graw hill New York.
3. Chopra O.P. Managerial economic, Tata Mc Graw hill Delhi.
4. Dean, Joel. Managerial economic, prentice hall Delhi.
5. Crag W. Peterson, W.Cris Lewis, and Sudhir K. jain, managerial Economics, Prentice-Hall of India/ Pearson, New Delhi, 2004.
6. H.L Ahuja, Managerial Econimics, S. Chand, 2004.
7. DN Dwivedi, Managerial Economics, 4<sup>th</sup> ed., Vikas Publishing House, New Delhi, 2006.
8. Paul Samuelson and Nordhaus, Economics, 19<sup>th</sup> ed. Tata McGraw-Hill, New Delhi, 2005.

#### **M.Com.105: Computer Applications in Business:**

**Course objectives:** The main objectives of the course is to familiarize the students with the concept of data base, a term which is used to denote all the data that is manipulated by means of the computer and develop basic competence in the case of a data base and other day to day use packages.

#### **Course Outline:**

**Unit I: Introduction to Computer:** Evaluation of Computer, Functional part of computer, Input Devices, Output Devices, Central Processing Unit, Memory (Primary and Secondary), Introduction to Software (System Software, Application Software)

## **Unit II:**

- a) **Operating Systems:** Type of Operating Systems, Functions of Operating Systems, Features of a good operating system, Introduction to WINDOWS.
- b) **Application Softwares:** Type of Application software, Introduction to Word Processing (MS word), Introduction to Presentation Software (MS Power Point).
- c) **Introduction to Spreadsheets** (MS Excel), Introduction to Database (MS Access).

## **Unit III: Introduction to SPSS: descriptive analyses**

**Unit IV: Introduction to Computer Networks:** Need for Networking, Type of Networks, Networks Topologies, Transmission Media, Networking Components (BRIDGE, GATEWAY, ROUTER, REPEATER, HUB, SWITCH), Introduction to Internet (WWW, HTTP, FTP, TCP/IP).

**Unit V: The Internet Environment:** Surfing & Searching, Protocols, World Wide Web, Elementary Idea of E-Commerce & Its Types, future of information technology.

## **M.Com.106: Business Communication:**

**Course Objective:** The objective of this course is to introduce students to the principles, processes and skills of communication, equip them with skills to critically analyze oral, written and multi-modal texts based on purpose, audience, message, organization and style.

### **Course Outline:**

**Unit I: Introduction:** Nature of communication; Myths about communication; Communication process and stages in communication cycle; Barriers to effective communication; Formal and informal communication; Communication channels; Choosing the means of communication, like letters, memos, reports, fax, e-mail, presentation, telephone and multimedia; Improving the communication; Verbal and non-verbal communication; Organisational culture; Communication and ethics.

**Unit II: Communication for Managers:** Importance of communication to managers; Internal and external audiences in the organization; Planning and creating business managers; Analysing the problem and defining the purpose; Analysing business communication situations; Adapting the message to the audience.

**Unit III: Written Communication:** Planning, writing and revising business document; Designing documents; Slides and screens; Polishing the writing; Editing for grammar and punctuation; Choosing the right word; Revising sentences and paragraphs, letters, memos, e-mails and web writing, informative and positive message, negative messages, persuasive messages; Reports: Types, characteristics of business reports, purpose of reports; Planning and techniques of writing a report.

**Unit IV: Recruitment and Employment Correspondence:** Researching job; Job application letter; Curriculum vitae/ resumes; Employment; Interview; References; Offers of employment; Job description; Letter of acceptance; Letter of resignation.

**Unit V: Interpersonal Communication:** Listening, working and writing in teams; Planning, conducting and recording; Meetings; making effective oral presentation; Overcoming stage fright; Telephonic communication; Conversation and discussion; Public speaking; Seminar presentation; Conference; Group discussion.

### **Suggested Readings:**

1. Raman and Singh, Business Communication, Oxford University Press, 2006, 12th impression
2. Business Communication Today, Bovee, Thill and Chaturvedi, Pearson Education, Ninth Edition
3. Deborah Britt Roebuck. Improving Business Communication Skills.
4. Lesikar and Flatley. Basic Business Communication. 11<sup>th</sup> Ed. New Delhi: Tata McGraw-Hill Publishers 2008.
5. Locker, K.O., and Kaczmarek, S.K., Business Communication: Building Critical Skill, 2<sup>nd</sup> ed., Tata McGraw-Hill, 2002.
7. Bovee, C.L., et al., Business Communication Today, Pearson Education, 200.

## Semester II

### **M.Com.201: Financial Management:**

**Course objectives:** To develop adequate level of knowledge of broad areas of financial decisions and also to introduce to the students the basic analytical techniques and methods of Financial Management of Organizations.

#### **Course Outlines:**

**Unit I: Financial Management:** Nature, Objectives and Scope, Modern concept of finance, Financial Decision- Types of Financial Decisions, Role of Finance Manager, Risk Return Framework for Financial Decision Making, Time value of money.

#### **Unit II:**

- a) **Cost of capital:** Concept of value, present value, basic valuation models.
- b) **Capital Structure:** Concept, Financial Leverage and its Impact on the Valuation of firm, Theories of Capital Structure- net income approach, operating income approach, miller ó Modigliani approach, Determinants of Capital Structure.

**Unit III: Investment Decisions:** Nature and Kinds of Capital Budgeting, Techniques of Evaluating Capital Budgeting Decisions, Capital Budgeting Under Risk and Uncertainty, Analysis of Real Life Capital Budgeting Decisions- Some Case Studies.

#### **Unit IV:**

- a) **Dividend Decisions:** Dividend and its form, Theories of Dividend Policy and their Impact on the Value of a Firm, Determinants of Dividend Policy.
- b) **Working Capital Management:** Meaning and Concepts of Working Capital. Estimating Working Capital Requirements. Management of Cash Receivables and Inventory.

**Unit V: Corporate Restructuring:** Merger and Acquisitions-Types, Sources of Takeover Gains, Valuation and Financing of Acquisitions, Analysis of some Case Studies. The Empirical Evidences on Theories and the Case Studies Relevant for above Topics are Required be Discussed.

**Note: Question paper will contain 50% Numerical questions and 50% Theoretical questions.**

#### **Suggested Readings:**

1. Van Horne James C.: Financial Management and Policy, Prentice Hall of India 12<sup>th</sup> Ed,208.
2. Prashna Chandra: Financial Management. McGraw Hill.
3. Pandey, I.M: Financial Management. 9<sup>th</sup> Ed. Vikas Publishing.
4. Khan and Jain: Financial Management. McGraw Hill.

5. Ross S.A., R.W: Westerfield and J. Jaffe, Corporate Finance, 7<sup>th</sup> Ed. McGraw Hill.
6. Brealey R.A. and S.C. Myers: Principles of Corporate Finance, McGraw Hill, 6<sup>th</sup> Ed.
7. V.Saran, Financial Management, PHI.

## **M.Com.202: Marketing Management:**

**Course Objectives:** The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

### **Course Outlines:**

#### **Unit I:**

- a) **Marketing Concept:** marketing management; Nature and scope; Evolution of marketing; Selling vs marketing; CRM; Emerging role of marketing; Marketing mix.
- b) **Marketing Environment:** Concept; Need for study; Major elements and their impact on marketing decisions.
- c)

#### **Unit II:**

- a) **Consumer Behaviour:** Consumer vs. organizational/industrial buyer; Their characteristics; Importance of understanding consumer behaviour; Determinants of consumer behaviour; Theories of consumer behaviour; Various buying roles in family; Types of buying behaviour; Consumer decision-making process in buying.
- b) **Market Segmentation:** Nature and importance of segmentation; Pre-requisites for effective segmentation; Bases of segmenting consumer markets; Market selection strategies; Positioning.

**Unit III: Product Decisions:** Concept of product; Classification of products; Product line and product mix; Branding, packaging and labeling; Customer services; Development of new product; Product life cycle; The new product (Consumer); Adoption process.

#### **Unit IV:**

- a) **Price Decisions:** Pricing as a marketing variable-its role and importance; Price vs. non-price competition; Factors influencing price determination; Price setting in practice; Price policies and strategies.
- b) **Distribution Channels and Physical Distribution Decisions:** Why are marketing intermediaries used? Marketing channel functions; Selecting channels distribution; Determining the intensity of distribution; Channel management decisions- selection, motivation and evaluation of individual middlemen; Manufacturer- distribution relationship; Retailing and wholesaling; Logistics of distribution.

#### **Unit V:**

- a) **Promotion Decisions:** Nature; Objectives and importance of promotion; Communication process; Promotion mix and methods; Advertising; Personal selling; Public Relations and Sales promotion.
- b) **Legal, Ethical and Social Aspects of Marketing:** Consumerism; Consumer protection measure in India; Recent Developments in consumer protection in India.
- c)

**Suggested Reading:**

1. Kotler Philip and Gray Armstrong: Principles of marketing, Prentice hall New Delhi.
2. Kotler Philip: Marketing Management-Analysis, Planning, Implementation and Control, Prentice hall New Delhi.
3. Ramaswami, V.S and Namakumari, S: Marketing Management Mac Millan India New Delhi.
4. Stanton, Shallian J. and Charles Futrell: Fundamentals of Marketing Mc Graw hill New York.
5. Rajan Saxena, Marketing Management, 3<sup>rd</sup> ed, Tata MCGraw Hill, New Delhi, 2009

**M.Com.203: Human Resource Management:**

**Course Objectives:** To enable students to understand procedures, processes and techniques applied in the management of Human Resource in an organization.

**Course Outlines:**

**Unit I: Introduction to Human Resource Management:** Evolution of HRM , Objectives and functions of HRM , Role and responsibilities of HR Manager , Relevance of HRM , Systems approach to HRM

**Unit II: Acquisition of Human Resource Management:** Human Resource Planning: Purpose and process , Recruitment and selection: Sources of recruitment, stages in selection process , Placement, goals analysis: Job description and job specification.

**Unit III: Developing Human Resources:** Training and Development: Training needs, training methods, application of computers in training, developing effective training programmes, Concept of HRD, Management development programmes.

**Unit IV:**

1. **Performance Appraisal:** Concept and objective of performance appraisal , Process of performance appraisal , Criteria for performance appraisal , Benefits of performance appraisal , Limitations and constraints , 360 degree performance appraisal , Promotion-degree, transfer and separation: Promotion, purpose, principles and types; Transfer: Reasons, principles and types; Separation: Lay-off, resignation, dismissal, retrenchment, voluntary, retirement scheme.
2. **Motivating Human Resources:** Motivation at work, major motivation theory: An overview, Participative management, Compensation Management, Incentives: Concepts, types of incentives; Incentives schemes in Indian industries; Fringe benefits, Discipline and employees grievance redressal.

## **Unit V:**

- a) **Individual Behaviour:** Attitude, perception, learning, values.
- b) **Group Processes:** Group dynamics, power, policies, organizational culture and climate. Forms of groups.

## **Suggested Readings:**

1. Dessier, Gary and Biju Varkkey, Human Resource Management, 11<sup>th</sup> ed., Pearson Education, New Delhi, 2009.
2. Gomez-Mejia, et al., Managing Human Resources, 3<sup>rd</sup> ed. Pearson Education.
3. Ivancevich, Human Resource Management, Tata McGraw-Hill.
4. David S. Decenzo and Stephen P. Robbins, Personal/ Human Resource Management, 3<sup>rd</sup> ed., Prentice Hall of India, New Delhi, 2006
5. Biswajeet Pattanayak, Managing Human Resources, 3<sup>rd</sup> ed., Prentice Hall of India, New Delhi.
6. K. Aswathappa, Human Resource and Personnel Management, Tata McGraw-Hill.
7. RS Dwivedi, Managing Human Resources in Indian Enterprises, Galgotia Publishing Co., New Delhi, Latest ed.

## **M.Com.204: Research Methods & Statistics**

**Course Objectives:** The objective this course is to help students design and carry out research, as well as, the application of statistical tools and techniques for decision making.

### **Course Outline:**

**Unit I: (a) Business research:** purpose, steps, objectives, preliminary research.

**(b) Research design:** preparing a blue print, establishing hypotheses, process. Sources of data.

**Unit II: Developing research instruments:** questionnaires and scales- types, preparation, standardisation.

**Unit III: (a) Sampling methods & techniques:** Probability and non- probability methods, random, non random techniques, stratification, focus group.

**(b) Probability:** Progressions and elements of set theories. Calculation of simple and compound Probabilities.

**Unit IV: (a) Analysis of Time Series:** Meaning and components, Measurement of Trend.

**(b) Linear regression:** equations, coefficients, introduction to multiple regression analyses.

**Unit V: Testing Hypotheses:** Test of significance Application of  $-T\theta$  and  $-F\theta$  Tests. Analysis of variance (ANOVA). Coefficient of Association and contingency,  $X^2$  Test

**Note: Question paper will contain 50% Numerical questions and 50% Theoretical questions.**

**Suggested Reading:**

1. Research Methodology: William Zikmund
2. Marketing research: Aaker & Day
3. Marketing research, Westfall, Boyd & Stasch
4. Marketing research: Naresh Malhotra.
5. Bhardwaj, R.S.: Business Statistics
6. Business Statistics: Gupta, S.P.
7. Business Statistics: Hooda, R.P.
8. Business Statistics: Singh, S.P.

**M.Com.205: Management Accounting**

**Course objectives:** The objective of this course to impart knowledge of various accounting tools and techniques useful for business decision making.

**Course Outline:**

**Unit I: (a) Management Accounting:** Concept, Importance, Nature and Functions, Financial vs Management Accounting, Cost vs Management Accounting, Role of Management Accountant.

**(b) Basic Concepts of Costing:** Basic Cost Terms and Concepts, Type and Elements of Cost, Cost Allocation- Absorption Costing, Marginal Costing, Activity Based Costing.

**Unit II: Financial Statement Analysis:** Trend Analysis, Ratio Analysis, Preparation and Analysis of Fund Flow Statement and Cash Flow Statement (Revised AS).

**Unit III: (a) Use of Marginal Costing in Decision Making.**

**(b) Cost Volume Profit (CVP) Analysis:** Contribution Margin, Break-Even Analysis, Profit Volume (P/V) Analysis, Multiple Product Analysis, Optimal Use of Limited Resources.

**Unit IV: Budget and Budgetary Control:** Preparation of Different Types of Budgets, Fixed Versus Flexible Budgets.

**Unit V: (a) Standard Costing:** Concept, Advantage, Types of Standards, Variance Analysis- Material, Labour, Overheads, Managerial Use of Variances.



**(b) Responsibility Accounting:** Concept of Responsibility Accounting, Responsibility Central-Cost Centre, Revenue Centre, Profit Centre, Investment Centre.

**Note: Question paper will contain 50% Numerical questions and 50% Theoretical questions.**

**Suggested Reading:**

1. Horngreen : Management Accounting. PHI
2. Homgreen Charies T., and Gary L. Sundem and Shalliam O. Stration, Introduction to Management Accounting, Prentice Hall of In dia, 2006.
3. Dury Colin, Management and Cost Accounting, Thomson Learning, 2001.
4. Jawahar Lal, Advanced Management Accounting, Text Problems and Cases, S. Chand & Co., New Delhi, 2009.
5. S.N. Maheswari: Management Accounting.

**M.Com.206: Legal Aspects of Business:**

**Course Objectives:** The objective of this course is to help students become familiar with the relevant provisions of various laws, influencing business.

**Unit I: Company Act; Selected Aspects:** Nature, kinds of companies, formulation of company; Company management, powers, functions and duties and liabilities of directors, managerial compensation, oppression and mismanagement.

**Company Meetings;** Types of meetings, resolutions, winding up.

**Unit II: The Consumer Protection Act, 1986:** Basic Concepts: Complaint, complainant, consumer, rights of consumer, consumer forums, their role, powers and functions, procedure for consumer grievance redressel, major decided cases.

**Unit III: The Competition Act, 2002:** Basic concepts, powers of central government under the competition act, major provisions of the competition act: Role and working of competition commission of India.

**Unit IV: Information Technology Act**, major provisions.

**Unit V: Right to Information Act (RTI)** .major provisions

**Suggested Reading:**

1. Avtar Singh, Principles of Mercantile Law, 7<sup>th</sup> ed., Eastern Book Company, Lucknow
2. M.C. Kuchhal, Business Law, 6<sup>th</sup> ed., Vikas publishing House, New Delhi
3. Ravindra Kumar, Legal Aspects of Business, Cengage learning, New Delhi, 2009
4. Avtar Singh, Consumer Protection Law, Eastern Book Co., Lucknow, 2006
5. M.C. Kuchhal, Indian Company Law, Shree Mahabir Book Depot, Delhi, 2008

**M. Com 207: Organizational Design, Development & Change (Self Study Course):**

**Course Objectives:** The objective of this course is to help the students become familiar with the different aspects of Organizational Design, Development & Change.

**Unit I: Understanding Organisations:** Approaches to Understanding Organisations, Types of Organisations.

**Unit II: Organisational Design:** Principles of Organisational Designs, Forms of Organisational Design.

**Unit III: Work Organisation:** Analysing & Organising Work, New Forms of Organisation, Emerging Issues of Work Organisation and Quality of Working Life.

**Unit IV: Organisation Analysis:** Organisational Diagnosis, Tools and Techniques, Questionnaire as a Diagnostic Tool, Interview as a Diagnostic Tool, Workshops, Task Forces and Other Methods.

**Unit V: Organisational Development and Change:** Organisational Development, Alternative Interventions, Skills of Change Agents, Follow up and Consolidations, Institution Building.

## **Suggested Readings**

1. Kavita Singh ó Organisation Change and Development
2. M.N. Mishra ó Organisational Behaviour through Indian Philosophy
3. Pattanayak & Ravishanker ó Organisational Development Skills for Competitive Edge

## **Semester III**

### **M.Com.301: International Business**

**Course Objective:** The objective of this course is to acquaint students with the theoretical framework of International Business and the Impact of its Environmental dynamics on International Business operations of a firm.

#### **Course Outline:**

**Unit I: International Business:** Meaning, Concept, Importance and Scope of international business, Environment analysis; Geographical, Socio-cultural, Political and legal. Theoretical Foundations of International Business: Theories of International trade, Gains from international trade; Balance of payments analysis.

**Unit II: International Economic Environment:** International economic institutions and agreement; WTO, IMF, IFC, World Bank.

**Unit III: (a) Regional Economic Co- Operation:** Forms of regional groupings; Integration efforts among countries in Europe, North America, and Asia.

**(b) International Financial Environment:** International financial system and institution; Foreign exchange markets and risk management; Foreign investments types and flows; Foreign investment in Indian perspective.

**Unit IV: (a) Organisational Structure for International Business Operations:** Key issues involved in making international production, finance and human resource decisions; International business negotiations.

**(b) Developments and Issues in International business:** Outsourcing and its potentials for India; strategic alliances, mergers and acquisitions; Role of IT in international business; international business and ecological considerations.

**Unit V: (a)** Foreign trade promotion measures and organizations in India; special economic zones (SEZs) and 100% export oriented units (EOUs); measures for promoting foreign investments into and from Indian; Indian joint ventures and acquisitions abroad.

**(b)** Financing of foreign trade and payments terms.

### **Suggested Reading:**

1. Adhikari Manab: Global Business Management Mac Millan New Delhi.
2. Black and Sundaram: International Business Environment prentice hall New Delhi.
3. Sodersten, B.O: International Economics Mac Millan Landon.
4. Tayeb, Monis H: The Global Business Environment-An Introduction sage publication New Delhi
5. Charles, W.L. Hill and Arun K. Jain, International Business, Tata McGraw- Hill, New Delhi, 2008
6. Johnson, Derbe, and Colin Turner, International Business- Themes and Issues in the Modern Global Economy, London: Roultege, 2003
7. Cherunilam, Francis, International Business: Text and Cases, Prentice-Hall of IndiaLtd., 2004
8. Justin, Paul, International Business, Prentice- Hall of India Ltd., 2003

### **M.Com.302: Management of Financial Services:**

**Course objectives:** The objective of the course is to help the students understand the role of financial services in project management and also equip them with skills required to handle the problems of financial markets and services.

#### **Course Outline:**

**Unit I: Financial Services:** Meaning and Concepts, Need for Financial Services, Various Types of Financial Services, Fund Based and Non Fund Based, Characteristics and Role of Financial Intermediaries.

**Unit II: (a) Depository Institutions and Financial Services:** Commercial Banks and their Changing Role, Functioning of banks, Financial Services and Banking System.

**(b) Non Depository Institutions:** Finance Companies and Mutual Funds and Pension Funds- A Financial Services and their Role.

**Unit III : Merchant Banking and Venture Capital:** The Concept of Merchant banking Services of Merchant Bankers, Merchant Banking in India- Rules and Regulations Management of Capital Issues, Fixed Deposits and Debenture Issues, Venture Capital- The Concept and Characteristics, Growth of Venture Capital Services in India.

**Unit IV: (a) Leasing:** Concept, Types, Legal and Tax Aspects, Hire- Purchase, Lease Structuring.

**(b) Factoring:** Concept and Characteristics, Types of Factoring, Factoring in India, Factoring and Bill Rediscounting.

**(c) Forfeiting:** Meaning and Mechanism of Forfeiting.

**Unit V: Credit Rating Services:** Concept and Types, Function of Credit Rating Agencies, Credit Rating Agencies in India.

**Suggested Reading:**

1. Bhole L.M.: Financial Institutions and Markets, 4<sup>th</sup> ed., McGraw Hill Co. New Delhi, 2008
2. Anthony Saunders, Financial Markets and Institutions, 4<sup>th</sup> ed., McGraw Hill Publishing Company, New Delhi.
3. Khan M.Y: Financial Services, 4<sup>th</sup> ed., McGraw Hill, New Delhi, 2008
4. K Sasidharan, Financial services and System (2008), McGraw Hill Publishing Company, New Delhi.
5. Clifford Gomez, Financial Markets, Institutions and Financial Services, Prentice Hall of India, 2008.
6. Anthony Saunders, Financial Institutions Management- A Risk management Approach, 6<sup>th</sup> ed., McGraw Hill Publishing Company New Delhi
7. M.Y. Khan Indian Financial System, 6<sup>th</sup> ed., McGraw Hill Publishing Company, New Delhi, 2008.
8. Sharma, management of Financial Institutions: With Emphasis on Bank and Risk Management, Prentice Hall of India, New Delhi

**M.Com.303: Income Tax Laws and Practice:**

**Course Objective:** The purpose of this course is to enable the student to understand the tax liabilities under the Acts, as well as, be able to file returns.

**Course Outline:**

**Unit I: Introduction:** Basic concepts, Residential Status, Exempted Income.

**Unit II:** Various heads of Income and Computation of Income under different heads of Income

**Unit III:** Deduction from gross total income, Rules of set off and carry forward of losses, clubbing of income, tax authorities, various types of Assessment.

**Unit IV:** Assessment and computation of Income of Individuals, Firms and Company.

**Unit V:** Appeal and Revision, Payment of Advance Tax, Deduction at source and Tax Planning.

**Note: Question paper will contain 50% Numerical questions and 50% Theoretical questions.**

**Suggested Readings:**

1. Ahuja Girish: Direct Tax Laws and Practice
2. Singhania: Direct Tax Laws and Practice
3. Mehrotra, H.C: Direct Tax Laws and Practice
4. Aggarwal, B.K: Direct Tax Laws and Practice

**Elective Group:**

The students have to opt one whole group as a major course and one paper from another group as a minor course

**Group A: Finance:**

**M.Com.304: Financial Markets and Institutions:**

**Course objectives:** The main objective of the course is to provide a sound information and knowledge of broad framework of Financial Systems and its constituents.

**Course Outline:**

**Unit I: (a) Financial Markets:** Nature, Functions and Efficiency, Financial System and Economic Development, Flow of Funds in Indian Economy, An Overview of Indian Financial System.

**(b) Money Market:** Organization, Instruments, Functioning and its Regulations and Recent Developments, RBI.

**(c) Capital Market:** Structure of Capital Market in India-Primary and Secondary Markets, NSC, OTCEI, SEBI and its Role as Regulator.

**Unit II: Financial Institutions:** Functions and working of IDBI, IFCI, ICICI, NABARD, SIDBI and SFCs.

**Unit III: Management of Banking and Other Institutions:**

**(a) Depository Institutions:** Commercial Banks and Industrial Finance, Bank Credit, Performance of Indian Banking, Regulatory Aspect of Banking.

**(b) Non Depository Institutions:** Mutual Funds, Measuring Performance of Mutual Funds, Functioning and Regulatory Aspects, Working and Regulatory Framework of UTI, LIC and GIC.

**Unit IV: Financial Instruments:** Equity Shares, New Issue Market and Secondary Market-The Allocative and Operational Efficiency, Preference Shares, Private Placement-Channels, Debentures and Other Fixed Income Securities, Engineered Financial and Monetary Instruments.

**Unit V: Foreign Capital:** Foreign Capital as a Source of Finance, Place of Foreign Capital in the Over all Framework of Indian Financial System, The Regulatory Framework and NRI Investments.

**Suggested Reading:**

1. Kohn Meir Financial Institutions and Markets, Oxford University Press 2<sup>nd</sup> Edition 2007.
2. Madura Jeff: Financial Markets and Institutions, South Western Cengage Learning, 8<sup>th</sup> Edition 2008.
3. Mishkin, Fredrick S. and Stanley G. Eakins: Financial Markets Institutions, Pearson Education Ltd., 6<sup>th</sup> Edition.
4. Reserve Bank of India: Report on Currency & Finance.
5. Bhole L.M.: Financial Institutions and Markets, 4<sup>th</sup> ed., McGraw Hill Co. New Delhi, 2008
6. Khan M.Y: Financial Services, 4<sup>th</sup> ed., McGraw Hill, New Delhi, 2008
7. M.Y. Khan Indian Financial System, 6<sup>th</sup> ed., McGraw Hill Publishing Company, New Delhi, 2008.

**M.Com.305: Security Analysis and Portfolio Management:**

**Course Objective:** Security Analysis & Portfolio Management, as an academic discipline, is constantly changing and stimulating. The main objective of the paper is to explain the investment decision making and investment process. It focuses on the investment analyses.

**Course Outline:**

**Unit I: Securities and Risk and Return:** Meaning, nature and types of securities, concept of portfolio management, Measurement of return, meaning of risk, types of risk-systematic and unsystematic risk, Basic valuation models (with numerical).

**Unit II: Fundamental Analysis:** Economic Company and industry analysis. Technical analysis and random walk hypothesis, efficient market hypothesis.

**Unit III:** Valuation of Shares, Debentures and Preference Shares

**Unit IV:** Concepts of portfolio diversification and its effects, Theories of Portfolio: Capital asset pricing model, arbitrary pricing model.

**Unit V: Portfolio Performance Evaluation and Revision**

**Note: Question paper will contain 50% Numerical questions and 50% Theoretical questions.**

**Suggested Readings:**

1. Fisher & Jordon: Security Analysis and Portfolio Management
2. Jack Clark Francis: Management of Investments Mc Graw Hill.
3. Markowitz: Portfolio Selection Yale University Press, Yale.
4. Boltem: Security analysis and Portfolio Management.
5. Jones Tuttle, Heaton: Essentials of Modern Investments.
6. Prasannachandra, International management Tata McGraw Hill New Delhi.
7. Avdhani, V.A, Investment and Security Market in India, Himalaya Publishing house, 3<sup>rd</sup> Edition.

**Group B: Marketing:**

**M.Com.306: Consumer Behaviour:**

**Course Objectives:** The course helps students to develop basic understanding of the concepts and theories of consumer behaviour and their applications in marketing decision making.

**Course Outline:**

**Unit I: Introduction:** Defining consumer behaviour; reasons for studying behaviour, applying consumer behaviour knowledge; scope of consumer behaviour; market segmentation; bases of segmentation, criteria for effective targeting of market segments.



**Unit II: Consumer as an Individual:** Consumer motivation; consumer involvement, personality and self concept; perception consumer learning and memory; information processing, attitudes and changing attitudes

**Unit III: Consumer in Social and cultural settings:** Reference groups and family influences; Social class, cultural; sub cultural and cross cultural influences on consumer behaviour; personal influences and diffusion of innovations; impact of media and globalization.

**Unit IV: Consumer Decision Process:** Problem recognition; search and evaluating; purchasing processes; post purchase behaviour; consumer behaviour models; consumerism; organizational buying behaviour.

**Unit V: Consumer Satisfaction:** Measurement of consumer satisfaction and dis-satisfaction, repeat buying, brand switching and loyalty, opinion leadership, complaining behaviour.

### **Suggested Readings:**

1. Schiffman and Kanuk: Consumer Behaviour
2. Engle, Blackwell and Miniard: Consumer Behaviour
3. Zaltman and Wallendorf: Consumer Behaviour
4. Mellot, Douglas W. Tr. : Consumer Behaviour
5. Loudon and Della Bitta: Consumer Behaviour
6. Benneton: Consumer Behaviour

### **M.Com.307: Marketing Communication**

**Course Objectives:** The purpose of this course is to enable a student gain understanding of the concepts, strategies and issues involved in marketing communication

### **Course Outline:**

#### **Section A: Advertising**

**Unit 1: Communication process:** Nature of communication process and its different elements, obstacles in communication process. Communication process, communication process in marketing: Importance and applications of communication process in marketing,

different elements of promotional mix and communication process relevant to them, communication process in corporate image building.

**Unit II: Advertisement:** Importance of advertising in modern marketing, Different types of advertising, role of advertising in the national economy, setting of advertising objectives, advertising budget, factors affecting the advertising expenditure in a company, advertising department and its organization, advertising agencies, their organization and functions.

**Unit III: Message and copy:** Message strategy and design, elements of advertising copy, developing effective advertising copy, creativity and visualizing in advertising, media planning: Comparative study of different advertising media, Media selection, media scheduling.

**Section B: Sales Management**

**Unit IV: Introduction:** Nature and importance of personal selling, personal selling versus advertising, types of sales persons, selling as a career, process of effective selling.

**Unit V: Management of the sales force:** recruitment and selection; Training and development; direction, motivation, compensation, performance appraisal, sales planning and control; Market analysis, sales budget, sales territory, sales quota.

**Suggested Readings:**

1. Wright, Wintersand zeigers: Advertising Management
2. Dunnand Barban- Advertisng: Its role in modern marketing advertising
3. Chunnawala & Sethia: Advertising management
4. Still, Cundiff & Govoni: Sales Management
5. Subroto Sengupta: Cases in advertising and communication
6. Spiro: Management of sales force.

**M.Com.308: E-Commerce (Self Study Course)**

**Course Objective:** The aim is to help students develop insight on how electronic commerce affects the strategic intent and operations function of the firm, how electronic commerce can be used to create a strategic competitive advantage for an enterprise, and explain some of the best practices in Ecommerce that are currently available

**Course Outline:**

**Unit I: Introduction to e-Commerce:** e-Commerce Infrastructure, Business Models and e-Commerce Strategy

**Unit II: Supply Chain Management and e-Commerce**

**Unit III: Marketing Strategies and e-Commerce**

**Unit IV: Mobile Commerce and e-Commerce Security and Controls**

**Unit V: Global, Social, Legal and Ethical Issues in e-Commerce**

**Suggested Readings:**

Turban, E., King, D., McKay, J., Marshall, P., Lee, J., & Viehland, D. (2008). *Electronic commerce: A managerial perspective 2008* Pearson

## Semester IV

### **M.Com.401: Project Planning and Evaluation**

**Course objectives:** To provide adequate knowledge to the students for formulating and handling of project.

#### **Course Outline:**

**Unit I: Project Management:** Nature, Scope, Process, Elements, Significance and Emerging Issues. Identification of Investment Opportunities and their Feasibility. Market and Demand Analysis.

**Unit II: Technical Analysis:** Choice of Technology, Analysis of Materials and Inputs, Plant Locations and Layout Pollution Control and Government Regulations. **Financial Analysis:** Fund flow analysis and sources of funds.,

**Unit III: Project Appraisal:** Cash Flow estimate under different financing pattern ( LTF, TF) capital expenditure decisions(using capital budgeting techniques),

**Unit IV: Risk Analysis:** Different techniques, project evaluation under special circumstances,CAPM model,

**Unit V:** Net Work Techniques for Project Management: PERT / CPM Techniques. Time-Cost Trade-off. Resource Leveling. Social cost benefit analysis; SCBA approach,UNIDO approach,shadow pricing

**Note: Question paper will contain 50% Numerical questions and 50% Theoretical questions.**

#### **Suggested Reading:**

1. Prasanna Chandra: Project: Preparation, Appraisal, Budgeting and Implementation.
2. P.K. Matto: Project Formulation in Developing Countries
3. Dass Gupta & Sen : Guideline for Project Evaluation
4. D.K. Jain : Project Planning and Appraisal in Planned Economy

### **M.Com.402: Project Report:**

As part of the M.Com curriculum, all students are required to undertake the Project Report (PR) in their major specialization . For this purpose, each student shall be assigned a Faculty member as his/her Project Guide.

**Course Objectives:** Project report writing trains a student to communicate information in an effective and convincing way, thus, contributing to the organizational planning and decision making. (PR) in itself is a complete and compact training programme.

The PR would commence at the beginning of the IV semester. To carry out the study students can associate themselves with any business organization or can do the study independently.

The student would choose a topic of his/her choice, conduct an investigative research into the nature, reasons, causes, effect of the problem on different aspects of business and carry out a detailed research based on the current literature and collected data and compile a comprehensive report on the topic. The essential aspect shall be to analyze the existing knowledge and data to present new findings or propose a new model.

**Note:** *The detailed instructions are provided in the appendix given below:*

### **Appendix**

#### **(Project Report activity and format)**

The following activity schedule has been developed to facilitate the process.

IMPORTANT DATES		
ACTIVITY	LAST DATE (TENTATIVE)	MAX CREDITS
Topic finalization with mentor	30 Jan	-
Synopsis submission to mentor	15 <sup>th</sup> March	-
Approval by Mentor	31 <sup>st</sup> March	
Preliminary Report submission	30 April	-
Viva-voce for Report I (by internal panel)	5 <sup>th</sup> and 6 <sup>th</sup> May (tentative dates)	
Final report submission	31 <sup>st</sup> May	-
Viva-voce (by external panel)	8 <sup>th</sup> , 9 <sup>th</sup> and 10 <sup>th</sup> of June	

	<b>Total</b>	<b>3 Credits</b>
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1. Following are the steps: **Preliminary Report:** This task shall be performed just before embarking on the data collection exercise. It should contain the following in detail:

- Problem background and significance of the study
- Literature Review and theoretical background
- Objectives
- Hypotheses
- Research Design and sampling design
- Theoretical Model (if any)
- Data collection tools & Data analysis tools to be used
- Bibliography and references

Soft-copy should be submitted for evaluation and progress review viva-voce

2. **Final Report Submission:** This part would involve data collection, tabulation, data analysis, findings, suggestions, limitations, conclusion, and scope for further studies. Students should Use appropriate data analysis tools and software.

Every report must be hard bounded with Black Leatherette cover duly embossed in Golden in BOLD letters with the Project Title, Student's name & roll no., class, batch and year and must be submitted to the Department. Copy of Synopsis should also be submitted.

Following should be the chapterization scheme of the report. The list of chapters is indicative in nature and can be modified by the Faculty guide if required.

#### **Indicative chapters for Final Research Report**

- Introduction (Background and significance)
- Literature Review & Theoretical background
- Objectives
- Hypothesis
- Research Design and sampling design & Theoretical model
- Data Analysis
- Findings
- Suggestion & Limitations
- Conclusion
- Appendix, Bibliography & Reference, Questionnaires, Scales

#### **Plagiarism/ Cheating/ Unfair Means in Projects/ Assignments**

Plagiarism is when you steal the thoughts or writing of others and offer them as your own. Everyone repeats someone else's ideas at some point in their academic career but when doing

so, it is important to acknowledge it. You can avoid plagiarism by quoting within inverted commas and acknowledging the source. But mostly the reference must be in your own words.

**Final Submission of the Project: Hard copy and Soft copy of the Project Report along with the Synopsis shall be submitted to the University for evaluation.**

**M.Com.403: Seminar and Viva Voce**

**(a) Seminar (50 marks)**

**Course Objective:** The objective is to help develop the art of public speaking among the students as well as, face interviews.

The students shall be expected to give several presentations during the semester with the final one on the day of the examination. The viva voce shall give them an opportunity to experience an interview. Regular quizzing sessions shall be held with the students throughout the semester under this course.

**(b) Viva Voce (50 marks)**

**Course Objective:** The objective is to help them gain the experience of a final interview before they go out seeking jobs in industry and also develop confidence in a face to face interaction in a formal setting.

At the end of the semester, a viva voce shall be conducted with an external and internal examiner wherein the students shall be expected to answer questions related to both their project report and the courses studied in the IVth semester, as well as, previous semesters.

## **Elective Group:**

The students have to opt one whole group as a major course and one paper from another group as a minor course. Group selected by the student as major group in the 3<sup>rd</sup> semester cannot be changed in the 4<sup>th</sup> semester.

## **Group A: Finance:**

### **M.Com.404: Risk Management and Insurance**

**Course objectives:** To develop an understanding among students about indentifying and analyzing and managing various types of risk and to understand principles of insurance and its usefulness in business.

#### **Course Outline:**

**Unit I: Introduction:** Concept of risk; objective of risk management; need for a risk management; types of risk; Identification and measurement of risk; risk evaluation and prediction

**Unit II: Risk Aversion and Risk Management:** Risk aversion and demand for insurance by individual; business risk management and demand for insurance; Application of statistical techniques in risk avoidance; disaster risk management; Insurability of risk contractual provisions and legal doctrines; premium loading; moral hazards; deductibles and claim processing costs; risk retention and transfer; legal aspects of insurance contract; principle of indemnity; estoppels.

**Unit III: Types of Insurance:** Fire and motor insurance; health insurance; social insurance; home-owners insurance; life insurance and annuities; term insurance; endowment insurance; whole life insurance; life insurance pricing; employees benefits group; medical coverage; retirement plans; marine insurance; ships and goods policy; marine risk institute cargo clauses reinsurance

**Unit IV: Assessment and control:** control of malpractices; negligence, loss assessment and loss control; exclusion of perils, actuaries, computation of insurance premium.

**Unit V: Globalization of Insurance Sector:** Globalization of insurance sector; regulation of risk reduction by IRDA; reinsurance; coinsurance assignment

#### **Suggested Reading:**

1. Scott Harrington and Gregory Niehaus, Risk Management and Insurance, 2<sup>nd</sup> ed., Tata McGraw- Hill, 2004.
2. Dorfman, Risk Management and Insurance, PHI
3. Gupta, PK, Insurance and Risk Management, Himalaya Publishing House, 2004
4. Mishra, MN, Principles and Practices of Insurance, S. Chand and Co., 2004
5. Panda, GS, Principles and Practices of Insurance, Kalyani Pub. 2004
6. Jeevanandam, C, Risk Management, Sultan Chand and Sons, 2005



## **M.Com.405: International Financial Management**

**Course objectives:** The objective of the course is to acquaint the students with Financial Management problems of multinational corporations and prepare them to tackle these problems.

### **Course Outline:**

**Unit I: (a) Financial Management in Global Perspective:** Development in the International Monetary System, Gold Standard, Britain Woods System of Exchange Rate, Exchange Rate Regime, IMF and International Liquidity, System of Exchanging Currencies.

**(b) Exchange Rate Determination:** Determination of Exchange Rate in Spot and Forward Market, PPP Theory, IRP Theory, Monetary Theories of Exchange Rate determination, Overshooting Models.

**Unit II: Foreign Exchange Market:** Spot and Forward, Participants in Foreign Exchange Market-Arbitraging, Hedging and Speculation, Covered Interest Rate Arbitrage, Borrowing and Investing Markets.

**Unit III: Risk Exposures and Their Management:** Translation, Transaction and Operating Exposures: Their Measurement and Management.

**Unit IV: Financial Swaps:** Types and Uses, cash management by MNCs

**Unit V: (a) International Financial Markets:** International Equity Issues and Long Term Borrowings. GDRs, ADRs and Euro Bonds. International Development Banks, Foreign Currency Financing by Indian Financial Institutions.

**(b) Short Term Financial Management:** Management of Cash, Inventory and Accounts Receivable in Global Context, InteróCompany Fund Flow Mechanism, Short Term Financing. Financing of International Trade.

### **Suggested Reading:**

1. Levi, Maurice: International Finance, Routledge, 2009
2. Eiteman, David K: Arthur Stonehill and Michael H. Moffett, Multinational Business Finance, Pearson, 2008
3. Shapiro AC: Multinational Financial Management: PHI
4. Apte : International Financial Management: PHI

5. Seth, A.K.: International Financial Management.

6. Vij, madhu: International Financial Management, Excel Publications, 2006

## **Group B: Marketing**

### **M.Com.406: Marketing of Services**

**Course objective:** To enable students to understand the conceptual aspects of services marketing.

#### **Course Outline:**

**Unit I: Introduction to Services Marketing:** Services as a marketing concept; factors for the growth of service sector; characteristics of services; dimensions of services; classification of services; managing customer expectations: level of expectations; zone of tolerance; segmentation, targeting and positioning of service.

**Unit II: Services Marketing Mix:** Product: service package, core and supplementary services; Product levels, service levels and delivery; price: pricing concepts and issues in pricing, pricing policy, pricing approaches, price and customer values; Promotion: Internal and external communication, issues in services promotion; place: Service distribution, channel options, service distribution strategy.

**Unit III: Service Design:** Essentials of a service system; components of services; designing the service package; front office interface; back office interface; operations system; service delivery system; customer satisfaction and conflicts; service recovery system; service quality; concept of service quality, measuring service quality; SERVQUAL system; concept of CRM: CRM objectives, technology impact on services, concept of e-CRM.

**Unit IV: Globalization of services:** Stages of globalization; international marketing services; emerging trends; principal driving forces in global marketing of services; key decisions in global marketing; services strategy and organizing for global marketing.

**Unit V: Marketing of Financial and Hospitality Services:** Application of the component of marketing of services in marketing of financial, tourism, travel and transport services.

#### **Suggested Reading:**

1. Zeithaml, Gremler, Bitner, and Ajay Pandit, Services Marketing, Tata McGraw- Hill, 4<sup>th</sup> ed., 2008.
2. Lovelock, Services Marketing: People, Technology and Strategy, Pearson Education, 5<sup>th</sup> ed., 2007.
3. Baron S and Harris K, Services Marketing: Text and Cases, Palgrave, 2003
4. Rajendra Nargundkar, Services Marketing: Text and Cases, Tata McGraw- Hill, 2<sup>nd</sup> ed., 2007.
5. Harsh V Verma, Services Marketing: Text and Cases, Pearson Education, 2008.
6. Rama Mohana Rao, Services Marketing, Pearson Education
7. Govind Apte, Services Marketing, Oxford Univ. Press

## **M.Com.407: International Marketing**

**Course objective:** To enable the students to understand the concept, implications and procedures of International Marketing and to be able to apply those in management of International Business.

### **Course Outline:**

**Unit I: Introduction to International Marketing:** Meaning, nature and scope of international marketing; international marketing distinguished from domestic marketing. Exporting, international trade and international business; international marketing management process- an overview.

**Unit II: International marketing Environment:** Geographic, demographic, economic, political, legal, socio cultural environments- their nature and effects on international marketing operations, tariff and non-tariff barriers; WTO, UNCTAD, generalized system of preferences (GSP), regional economic groupings-European Union (EU), NAFTA, ASEAN, etc., facilities and incentives schemes for exporters.

**Unit III: International Product/ Market Selection and Entry Modes:** Selection products, selection market, various modes of entry into international markets and their evaluation, export licensing/franchising contracting, joint venture, setting up wholly owned subsidiary.

**Unit IV: International Product Planning and Pricing:** Product in international context, standardization vs. adoption decision, other considerations; packaging, branding after sales services, ISO 9001:2000 quality system standard, factors influencing price, pricing methods, decisions and pricing process, price quotations and related considerations.

**Unit V: International Distribution and Promotion:** Types and functions of foreign distribution channels, selection of middlemen, distribution logistics- transportation and warehousing decisions, International advertising- standardization vs. adaptation, selection of media, selection of agency, measuring advertising effectiveness.

### **Suggested Reading:**

1. Vern Terpestra, Internation Marketing, Southwest Publication, 2005
2. Varshney RL and B. Bhattacharya, International Marketing- Indian Perspective, Sultan chand publication 2006.
3. Fayerweather, J, International Marketing Management, Sage Publication, 2006
4. Cateroa, R, Phylip, International Marketing, Tata Mc Graw Hill, 2006
5. Jain Subash, International Marketing Management, Southwest Publication, 2005

### **M.Com.408: Entrepreneurship Development: (Self Study Course)**

**Course objective:** The objective of the course is to provide adequate knowledge to the students for formulating and handling projects.

#### **Course Outline:**

**Unit I: Entrepreneurship:** Definition and Structure, Entrepreneurial Culture, Theories of Entrepreneurship, Classification and Types of Entrepreneurship. Factor Effecting Entrepreneurial Growth, Entrepreneurial Competencies, Women Entrepreneurship.

**Unit II: Entrepreneurial Development:** Entrepreneurial Environment, Process of Entrepreneurial Development, Entrepreneurial Development Programme, Role of Government and Specialized Institutions in Entrepreneurship Development.

**Unit III: Issues Related to Entrepreneurship in Uttarakhand.**

**Unit IV: Entrepreneurship Development and Government:** Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants etc.

**Unit V: Project Financing:** Estimation of Financial Requirements, Capital Structure and Source of Financing, Various Financing Schemes of Financial Institutions. Foreign Currency Financing.

#### **Suggested Readings:**

1. Prasanna Chandra: Project Preparation, Appraisal and Implementation, 5th ed., Tata McGraw Hill, 2002
2. Holt: Entrepreneurship
3. S.S. Khanka: Entrepreneurial Development
4. Vasant Desai: Entrepreneurial Development
5. Madhurima Lall & Shikha Sahai: Entrepreneurship
6. Clifford Gray: Project Management, Richard D. Irwin, 2005