

M.Com. Curriculum

SEMESTER – I

Code	Subjects	Full Marks	Classification	Credits
MCR110T	Organizational Behaviour & Human Resource Management	100	CC	6
MCR120T	Economics for Managers	100	CC	6
MCR130T	Business Statistics	100	CC	6
MCR140T	Information Management System	100	CC	6
	Total	400		24

SEMESTER – II

Code	Subjects	Full Marks	Classification	Credits
MCR210T	Marketing Management	100	CC	6
MCR220T	Operation Research	100	CC	6
MCR230T	Strategic Cost & Management Accounting	100	CC	6
MCR240T	Ethics, Values and Corporate Governance	100	CC	1
	Total	400		24

SEMESTER – III

Code	Subjects	Full Marks	Classification	Credits
MCR310T	Strategic Management	100	CC	6
MCR320T	Corporate Financial Accounting, Reporting & Analysis	100	CC	6
MCR330T	Grp-A: Financial Institutions & Markets, Grp-B: Advanced Auditing & Assurance Services	100	CC	6
MCR340T&P	Research Methodology	100	CC	6
	Total	400		24

SEMESTER – IV

Code	Subjects	Full Marks	Classification	Credits
MCR410T		100	CC	6
MCR420T	Security Analysis and Portfolio Management	100	CC	6
MCR430T	International Finance	100	CC	6
MCR440T	Taxation for Business Decision Making	100	CC	6
	Total	400		24

Note: ‘CC’ – Core Course

M.Com - 2-Year Degree Programme

SEMESTER 1

Course Code:	MCR110T	Course Name:	GROUP A: Organizational Behaviour
Credit: 3	L: 03 T: 00 P: 00	Type: Core	Semester: I

Learning Objectives:

1. To help the students to develop cognizance of the importance of human behaviour.
2. To enable students to describe how people behave under different conditions and understand why people behave as they do.
3. To provide the students to analyse specific strategic human resource demands for future action.
4. To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behaviour and improve results.

Detailed Syllabus

Unit No	Unit Name	Topics
1	Introduction to Organizational Behaviour (OB)	1.1 Evolution of OB as a Discipline – OB: Challenges and Opportunities – Developing an OB model
2	The Individual in the Organization:	Understanding Individual Behaviour, Important determinants of Individual Behaviour: 2.1 Personality – Concepts, determinants and Theories 2.2 Perception – Concept, Perceptual Process, OB Applications 2.3 Learning – Concept, Learning Theories, OB Applications 2.4 Attitude – Definition & meaning, Job related attitudes, Attitude-Behaviour Relationship 2.5 Values – Concept, Types of Values, Values across culture, Implications for OB 2.6 Emotions – Concepts of Emotions and Emotional Intelligence, OB Applications

3	Group Behaviour	3.1 Concept of Group, Group Dynamics, 3.2 Theories of Group Formation, 3.3 Group development stages, 3.4 Types of Groups, Understanding Work. Teams, Creating Effective Teams
4	Conflict	4.1 Definition, Conflict process, Conflict Resolution Techniques, Negotiation.
5	Power and Politics:	5.1 Definition of Power, Bases of Power 5.2 Meaning of Politics and Political Behaviour, Factors contributing to Political Behaviour
6	Organizational Dynamics	6.1 Organizational Culture – Defining Organizational Culture, Strong and Weak Culture, Functions of Culture 6.2 Organizational Change – Concept, Forces for Change, Planned change, Resistance to Change, Overcoming Resistance to Change 6.3 Organizational Development – Meaning of Organizational Development, Organizational Development Interventions and Techniques 6.4 Stress – Definition, Causes and Consequences
7	Case Studies	

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	Understanding	Demonstrate the applicability of the concept of organisational behaviour to understand the behaviour of people in the organisation. Demonstrate the applicability of analysing the complexities associated with management of individual behaviour in the organisation.
2	Understanding, & Applying	Analyse the complexities associated with management of the group behaviour in the organisation. Demonstrate how the organisational behaviour can integrate in understanding the motivation (why) behind behaviour of people in the organisation

Suggested Text Books:

1. Robbins, S. P. *Organizational Behavior*. Prentice Hall.
2. Luthans, F. *Organizational Behavior*. McGraw Hill.
3. Aquinas, P. G. *Organizational Behaviour*. Excel Books.
4. Hersey, Blanchard, & Johnson. *Management of Organizational Behavior: Utilizing Human Resources*. Prentice Hall.
5. Prasad L.H. *Organizational Behavior*. McGraw Hill.

6. Pareek, U & Khanna. *Understanding Organizational Behaviour*. Oxford University Press

Course Code:	MCR110T	Course Name	Group B: HRM
Credit: 3	L: 03 T: 00 P: 00	Type: Core	Semester: I

Learning Objectives:

1. To give students the knowledge, understanding and key skills that are required by today's HR professionals
2. To enable students to effectively contribute to dynamic organizations.
3. To enrich them with an understanding of key terms, theories/concepts and practices within the field of human resource management.
4. To help them learn to Identify and analyse the problems in the field of HRM and be able to provide innovative solutions.
5. To empower them to identify and appreciate the significance of ethical issues in HR practices and the management of people in the workplace

Detailed Syllabus

Unit No	Unit Name	Topics
1	Introduction to human Resource Management	1.1 Scope of HRM--Strategic Role of HRM, 1.2 Strategic Challenges of HRM in a globalised world
2	Procurement	2.1 Human Resource Planning, Job Analysis, 2.2 Recruitment, Selection, 2.3 Placement, and Orientation
3	Development	3.1 Training: On-the-Job and Off-the-Job Training Methods, 3.2 Strategic context of Training – Management Development 3.3 Performance Appraisal: Basic concepts, Traditional and Modern methods of Appraisal 3.4 Managing Separation, Promotion and Transfer, Succession Planning
4	Compensation	4.1 Wage and Salary Administration – Concepts and Components
5	Integration	5.1 Industrial Relations, Role of Trade Unions, 5.2 Collective Bargaining, 5.3 Workers' Participation in Management, 5.4 Changing Dynamics in Industrial Relations in India

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE	COURSE OUTCOMES
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	ABILITIES	
1	REMEMBERING	DESCRIBE the conceptual theory of human resource management
2	UNDERSTANDING	SUMMARIZE the broad range of influences acting on human resource management
3	APPLYING	ILLUSTRATE performance assessment methods, improvements and resultant in terms of employee service condition
4	ANALYSING	CLASSIFY strategic aspect of human resource management in today's organization

Suggested Text Books:

1. Agarwala T. *Strategic Human Resource Management*.
2. OUP Aswathappa, K. *Human Resource Management*. Tata McGraw Hill.
3. Jyothi P. & Venkatesh, D.N. *Human Resource Management*. OUP
4. Pattanayek, B. *Human Resource Management*. PHI
5. Ramaswamy, E.A. *Managing Human Resources*. OUP
6. Saiyadain, M.S. *Human Resource Management*. Tata McGraw Hill

Course Code:	MCR120T	Course Name	Economics for Managers
Credit: 6	L: 05 T: 01 P: 00	Type: Core	Semester: 1

Learning Objectives:

The objective of this course is to develop and enhance the ability to apply the concepts, tools and techniques of both microeconomics and macroeconomics in analyzing and interpreting business decisions.

Detailed Syllabus:

Unit No	Unit Name	Topics
1.	Economic Concepts	1.1 Costs – Demand and revenues 1.2 Price, Cross and income elasticity of demand 1.3 Pricing and output decisions
2.	Horizontal and Vertical Boundaries of the Firm	2.1 Definition of economies of scale and scope 2.2 Sources of scale economics and diseconomies in production 2.3 Non-production sources of economies of scale and scope 2.4 The learning curve 2.5 Make vs. buy decision – Vertical chain of production

		2.6 Reasons for outsourcing: Benefits and costs of using the market
3.	Market and Competitive Analysis	<p>3.1 Competition identification and market definition – Measures of market structure</p> <p>3.2 Different forms of market: structural features and price – output decision</p> <p>3.3 Oligopoly: Cournot of quantity competition</p> <p>3.4 Games in matrix form and Nash equilibrium</p> <p>3.5 Price and non-price competition</p> <p>3.6 Cartel cheating and cooperation</p>
4.	Microeconomics of Innovation	<p>4.1 Innovation and the growth process in free-market economics</p> <p>4.2 Innovation versus price as the prime competitive weapon</p> <p>4.3 Optimal level of spending on innovation</p> <p>4.4 Technology sharing – A kinked revenue curve model of spending on innovation</p> <p>4.5 Growth-creating properties of innovation – Innovation as a positive externality</p> <p>4.6 Effects of process innovation and product innovation on output and prices</p>
5.	Markets with Asymmetric Information	<p>5.1 Quality uncertainty and the market for lemon</p> <p>5.2 Insurance market and adverse selection</p> <p>5.3 Market signaling</p> <p>5.4 The problem of Moral hazard – case study</p>
6.	Macroeconomic fundamentals	<p>6.1 Concepts of GDP and NI</p> <p>6.2 GDP deflator and price index</p> <p>6.3 Income, expenditure and saving - Investment identity in a closed and open economy</p> <p>6.4 Income-expenditure models of economic fluctuations – Simple Keynesian Model</p>
7.	IS–LM modes of economic fluctuations	<p>7.1 Output market equilibrium and the IS curve</p> <p>7.2 Shifters of the IS curve</p> <p>7.3 Money market equilibrium and the LM curve</p> <p>7.4 Shifters of the LM curve</p> <p>7.5 IS-LM equilibrium with reference to full- employment output</p> <p>7.6 Analysis business cycles in the fixed price IS-LM model</p> <p>7.7 Pro and counter-cyclical fiscal and monetary policy</p> <p>7.8 IS-LM model, financial crisis and the monetary policy dilemma with reference to the US economy since 2009 and the Japanese economy since 1992 –</p>

8.	Inflation and Unemployment	<p>8.1 Nature of AD and AS curves</p> <p>8.2 Derivation of Phillips curve from the AS curve</p> <p>8.3 Use of Phillips curve to explain demand-pull, cost-push and expectational inflation</p> <p>8.4 Disinflation and sacrifice ratio</p> <p>8.5 Adaptive and rational expectations</p> <p>8.6 Painless disinflation</p> <p>8.7 Inflation targeting in India.</p>
9.	Economic Growth	<p>9.1 Concept and measurement of economic growth</p> <p>9.2 Sources of economic growth</p> <p>9.3 Stages of economic growth</p> <p>9.4 Solow growth model and its policy implications</p> <p>9.5 Diminishing return and the catching-up effect</p> <p>9.6 Analysis of growth miracle and growth failure around the world with Solow model</p>

Course Outcomes: On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	Understanding	<p>Understand the roles of managers in firms.</p> <p>Understand the internal and external decisions to be made by managers</p>
2	Analyzing	<p>Analyze the demand and supply conditions and assess the position of a company.</p> <p>Design competition strategies, including costing, pricing, product differentiation, and market environment (including the uncertain and risky market environment) according to the natures of products and the structures of the markets in line with how the overall economy moves.</p> <p>Analyze real-world business problems in the macroeconomic perspective (specifically, growth position of an economy) with a systematic theoretical macro framework.</p> <p>Make optimal business decisions by integrating the concepts of economics, mathematics and statistics.</p>

Suggested Readings

1. Davis Besanko, David Dranove, Mark Shanley: Economics of strategy (John Wiley & Sons, Inc.)
2. Pindyck and Rubinfeld: Microeconomics (Pearson Education)
3. William Baumol and Alan Blinder: Economics, 8th edition (The Dryden Press) Chapter 15
4. Anindya Sen: Microeconomics (Oxford)

5. Robert J. Gordon: Macroeconomics (Pearson)
6. Mankiw, N.G: Macroeconomics (Words Publishing)
7. Michael Evans: Macroeconomics for Managers (Blackwell Publishing)
8. Abel and Bernanke: Macroeconomics (Pearson)
9. Errol D’Souza: Macroeconomics (Pearson Education)

Course Code:	MCR130T	Course Name	Business Statistics
Credit: 6	L:05 T:01 P:00	Type: Core	Semester: I

Learning Objectives:

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

Detailed Syllabus

Unit No	Unit Name	Topics
1.	An Overview of Descriptive Statistics	1.1 An Overview of Descriptive Statistics: Central tendency, dispersion, moments, skewness and kurtosis - Basic ideas - definitions, formulae and illustrations with numerical problems.
2.	Simple Correlation and Regression:	2.1 Simple Correlation and Regression: Scatter diagram; Bivariate frequency distribution; Simple correlation; Simple linear regression; Rank correlation

3.	Probability Theory:	3.1 Probability Theory: Introduction to set theory, Permutation and Combination; Different definitions of probability; Total probability theorem; Conditional probability; Compound probability; Independent events; Bayes' theorem on conditional probability; Numerical problems
4.	Random Variable and Probability Distributions	4.1 Random Variable and Probability Distributions: Random variable; Probability mass and density functions, Expectation and Variance of a random variable; Moments, skewness and kurtosis; Joint distribution of two random variables (discrete).
5.	Time Series Analysis	5.1 Time Series Analysis - Components of time series; Additive and multiplicative models; Determination of trend component (linear, quadratic and exponential trend equations); Computation of seasonal indices;
6.	Theoretical Distributions	6.1 Theoretical Distributions: Uniform, Binomial, Poisson; Rectangular, Normal and Exponential distribution
7	Theory of Sampling	7.1 Theory of Sampling: Basic concept of sampling; Sampling and non-sampling errors; Practical methods of selecting random sample; Random and non-random sampling techniques; Simple random sampling, Stratified sampling, Cluster sampling, Two-phase Sampling, Two-phase sampling, Systematic sampling, Purposive sampling, Convenient sampling, Quota sampling and Snowball sampling; Description and statement of unbiased estimate of population mean and sampling variance, Sampling distributions (statement only); Sample size decisions; Central limit theorem.
8	Theory of Estimation	8.1 Theory of Estimation: Concept of point and interval estimation; Properties of a good estimator; Methods of estimation (Methods of moments, Least squares method).
9	Test of Hypotheses	9.1 Test of Hypotheses: Basic concepts of hypothesis testing; Small sample and large sample parametric tests based on Z, t, Chi-square and F statistic for population means and proportions; Confidence interval for population mean and proportions.
10	Non-parametric Tests	10.1 Non-parametric Tests: Pearsonian Chi-square test; Kolmogorov-Smirnov test; Wilcoxon signed rank test; Wald-Wolfowitz run test; Mann-Whitney test ; Median test, Kruskal-Wallis test
11	Analysis of Variance	11.1 Analysis of Variance: Analysis of one-way classified data; Analysis of two-way classified data with one observation per cell.
12	Multivariate Analysis	12.1 Multivariate Analysis: Multiple linear regression model; Multiple and Partial correlations; Basic concept of factor analysis, cluster analysis, discriminant analysis and conjoint analysis.
13	Business Forecasting Models	13.1 Business Forecasting Models: Decomposition of time series components; Exponential smoothing models (single, double and triple).

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE	COURSE OUTCOMES
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	ABILITIES	
1	REMEMBERING & UNDERSTANDING	Students will be able to describe and discuss the basic probability concepts and probability distributions as an aid to business decision making.
2	ANALYZING	Students will learn to conduct basic statistical analysis of data
3	APPLYING	Students will learn to solve a range of problems using the techniques covered
4	APPLYING	Students will be able to apply discrete and continuous probability distributions to various business problems
5	REMEMBERING	Students will be able to discuss critically the uses and limitations of statistical analysis

Suggested Text Books:

1. Aczel, A. D., & Sounderpandian, J. *Complete Business Statistics*. Tata McGraw Hill.
2. Baruah, S. *Basic Mathematics and its Application in Economics*. Macmillan.
3. Beri, G. C. *Business Statistics*. Tata McGraw Hill.
4. Das, J. K. *Statistics for Business Decisions*. Academic Publishers.
5. Gupta, S. C. *Fundamentals of Statistics*. Himalaya Publishing House.
6. Hanke, J. E. *Business Forecasting*. Prentice Hall of India.
7. Hooda, R. P. *Statistics for Business and Economics*. Macmillan.
8. Johnson, R. A., & Wichern, D. W. *Applied Multivariate Statistical Analysis*. Prentice-Hall of India.
9. Das, N. G., & Das, J. K. *Business Mathematics and Statistics*. Tata McGraw Hill.
10. Gupta, S. C. *Fundamentals of Statistics*. Himalaya Publishing House.
11. Levin, R. I., & Rubin, D. S. *Statistics for Management*. Prentice Hall.
12. Makridakis, S., Wheelwright, S. C., & Hyndman, R. J. *Forecasting Methods and Applications*. John Wiley and Sons.
13. Ruppert, D. *Statistics and Finance: An Introduction*. Springer.
14. Sharma, J. K. *Business Statistics*. Pearson Education.
15. Shenoy, G. V., & Pant, M. *Statistical Methods in Business and Social Science*. Macmillan India.

Course Code:	MCR140T	Course Name	Information System Management
Credit: 6	L:02 T:00 P:04	Type: Core	Semester: I

Learning Objectives:

The objective of this course is to examine and identify:

1. Identify managerial challenges and opportunities for organizational advancement that may be resolved by the application of current new technologies.
2. Identify opportunities for and successfully apply various information technologies to gain competitive advantage.
3. Define and recognize key enabling technologies that may advance organizations now and in the future.
4. Explain applications as groupware, the Internet, executive information systems, telecommunications, and other organizational support technologies and relate them to solving organization problems.
5. Make required personal and organizational changes to implement the new technologies in established and in new organizations.
6. Identify new opportunities and champion the introduction and application of advancing technologies in an organization.

Detailed Syllabus

Unit No	Unit Name	Topics
TH1	Intelligent Information System	1.1 Artificial Intelligence – concept. Artificial Intelligence methods for business: expert system and artificial neural network. Business Intelligence (BI) – basic idea, role of Business Intelligence: marketing, human resource, finance and accounting.
TH2	Cloud Computing	2.1 Overview of Cloud Computing – Definition & concept, Benefits of Cloud Computing, Types of Cloud (Private/VPN, Public, Hybrid), Services offered in cloud computing (IaaS, PaaS, SaaS), Challenges in cloud computing.
TH3	Data Base Management System	3.1 Significance of query language, SQL - DDL, DCL, DML, TCL and PL/SQL - Triggers, Functions, Procedures, Packages and Anonymous Blocks. Backup and Recovery. Data Warehousing and Data Mining (Concept, Features, components & application areas).
TH4	Enterprise Information System	4.1 Concept. Relevance in different domains. ERP Modules and Functions. Implementation of ERP and challenges.
TH5	Business Continuity Planning	5.1 Introduction & concept, Need for BCP, Components of BCP, Roles and Responsibilities of BCP, Performance of BCP Review.
PR1	Introduction to Excel functions	1.1 Advanced level Electronic spreadsheet features (by using Excel) including what-if analysis and macro. Building business models using Excel - Financial Model / Inventory Model

PR2	SQL and basic PL/SQL	2.1 Introduction to SQL, Create, Update, Select, where, having, group by, sort, join, nested query. Introduction to PL-SQL.
PR3	Project Presentation	3.1 Presentation using MS-PPT

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING	Answer questions about contemporary MIS theory and how information systems support business strategy, business processes, and practical applications in an organization.
2	UNDERSTANDING	Outline contemporary collaboration technologies and how they can be effective with improving customer, employee, and supply chain business processes
3	APPLYING	Explain in writing how various support systems can be used for business decisions and to sustain competitive advantage.
4	APPLYING	Explain why emerging infrastructure technologies such as cloud computing, database management, best practice IT security measures, and wireless technologies are essential to organizational success.
5	APPLYING	Apply their understanding of ERP, E-Commerce, and Business Intelligence systems to solve simulated and real-world business challenges.
6	ANALYSING	Demonstrate high-level knowledge of systems development and project management methodologies.
7	ANALYSING	Demonstrate acceptable ethical awareness and moral reasoning applied to a MIS problem, issue or case study.

Suggested Text Books: (Theory)

1. Barbara C. McNurlin & Ralph H. Sprague. *Information Systems Management in Practice*.
2. James O'Brien. *An Introduction to Information System*.
3. Mahadeo Jaiswal & Monika Mital. *Management Information Systems*. OUP.
4. Ramesh Behl. *Information Technology for Management*. McGraw Hill

Suggested Text Books: (Practical)

1. Wayne L. Winston. *Microsoft Excel 2013: Data Analysis and Business Modeling*, Microsoft
2. Ivan Bayross. *SQL, PL/SQL the Programming Language of Oracle*. BPB Publications

SEMESTER 2

Course Code:	MCR210T	Course Name	Marketing Management
Credit: 3	L: 03 T: 00 P: 00	Type: Core	Semester: II

Learning Objectives:

1. Understand the place and contribution of marketing to the business enterprise.
2. Define primary and secondary sources of information; give examples of methods used to collect primary data.
3. Describe major bases for segmenting consumer and business markets; define and be able to apply the three steps of target marketing.
4. Describe the major types of consumer buying behaviour, the stages in the buyer decision process and completely outline the components of the marketing mix.

Detailed Syllabus

Unit No	Unit Name	Topics
1	Introduction	1.1 Fundamental Concepts of Marketing 1.2 Evolution of marketing concepts(orientations); 1.3 Marketing Mix – 4Ps and their sub-elements. 1.4 Marketing Environment: Major components of the microenvironment and macro-environment
2	Market Segmentation, Targeting and Positioning	2.6 Concepts of market segmentation and targeting; 2.7 Various bases for segmentation (consumer and industrial); 2.8 Differentiation and Positioning strategies,
3	Consumer Behaviour	3.1 A framework of consumer decision making process; 3.2 Major factors influencing consumer behaviour
4	Product	4.1 Product Classification, Service – characteristics and expanded service mix elements; 4.2 Product Mix; 4.3 Product Life Cycle and marketing strategies at different stages of PLC; 4.4 New Product Development
5	Price	5.1 Procedure for setting price; 5.2 Pricing objectives; 5.3 Cost and demand consideration; 5.4 Pricing methods; Modifying the price;
6	Marketing Channels	6.1 Importance of Marketing intermediaries; 6.2 Types of intermediaries and their functions; 6.3 Levels of marketing channels; 6.4 Channel flows and functions; 6.5 Channel design decisions; Network Marketing
7	Promotion	7.1 Elements of Promotion Mix (advertising, sales promotion, personal selling, direct marketing, PR and publicity) – characteristics and their

		relative strengths and weaknesses; 7.2 Concept of Integrated Marketing Communications, Designing Communication Strategies
8	Emerging Trends in Marketing	8.1 Service Marketing, Retailing, E- marketing, Global Marketing

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	Understanding	Understand fundamental marketing concepts, theories and principles in areas of marketing policy; of market and consumer behaviour; of product, distribution, promotion and pricing decisions.
2	Understanding, & Applying	Understand the role of marketing as a fundamental organizational policy process.

Suggested Text Books:

1. Banerjee, B. *Financial Policy & Management Accounting*. PHI.
2. Chandra, P. *Financial Management*. TMH.
3. Horne, V. *Financial Management & Policy*. Pearson Education.
4. Horne, V. *Fundamentals of Financial Management*. PHI.
5. Khan, M. Y., & Jain, P. K. *Financial Management*. TMH.
6. Pandey, I. M. *Financial Management*. VIKAS.
7. Kotler, P., Keller, K., Koshy, A. & Jha, M. *Marketing Management*. Pearson
8. Etzel, M.J., Walker, B.W. & W.J. Stanton. *Marketing*. TMH
9. Grewal, D. & Levy, M. *Marketing*. TMH
10. Lamb, Hair, Sharma & McDaniel. *Marketing*. Cengage
11. Palmer. *Principles of Marketing*. OUP
12. Panda. *Marketing Management*. Excel
13. Ramaswamy & Namakumari. *Marketing Management*. McMillan
14. Saxena, R. *Marketing Management*. TMH

Course Code:	MCR220T	Course Name	Operation Research
Credit: 6	L: 06 T: 00 P: 00	Type: Core	Semester: II

Learning Objectives:

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

Detailed Syllabus

Unit No.	Unit Name	Topics
1	Linear Programming Problem	1.1 Linear programming problem formulation;
		1.2 Graphical solution;
		1.3 Simplex method;
		1.4 Variations in Linear Programming Problem;
		1.5 Duality; Dual simplex method;
		1.6 Post Optimal Analysis.
2	Transportation Problem	2.1 Concepts; Basic Theorems;
		2.2 Initial solutions and optimality test for different types of transportation problems;
		2.3 Practice Assignment
		2.4 Exceptional Cases in Transportation Problem;
		2.5 Transshipment problem.
3	Assignment Problem	3.1 Concepts; Basic Theorems;
		3.2 Solutions to different types of assignment problems;
		3.3 Travelling salesman problem.
4	Decision and Game Theory	4.1 Decision under uncertainty;
		4.2 Decision under risk;
		4.3 Game theory; Two person zero sum game; Pure and mixed strategy games;
		4.4 Linear Programming Formulation of Game.
		4.5 Assignments
5	Inventory Management	5.1 Characteristics of inventory system.
		5.2 EOQ Model and its variations, with and without shortages.
6	Network Analysis	6.1 Network diagram;
		6.2 Time estimate for activity;
		6.3 Programme evaluation and review technique; Critical path method
		6.4 Network crashing
		6.5 Doubt clearing cum Practice Test
7	Queuing System	7.1 General concept, steady state distribution,
		7.2 queuing model, M/M/1 with finite and infinite system capacity,
		7.3 waiting time distribution (without proof).
		7.4 Gambler's Ruin Problem: Classical ruin problem, expected duration of the game (brief introduction)
8	Simulation Models	8.1 Concept, Process of Simulation;
		8.2 Formulation and solution technique; Monte Carlo Simulation;
		8.3 Applications to business problem; Application to inventory problem (very briefly, just the idea).

Course Outcomes:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING	Identify and express a decision problem in mathematical form (linear programming form) and solve it graphically and by Simplex method;
2	UNDERSTANDING	Understand and formulate transportation, assignment problems and drive their optimal solution;
3	ANALYSING	Analyzing operational research models from the verbal description of the real system by understanding the mathematical tools that are needed to solve optimisation problems;
4	CREATING	Develop a report that describes the model and the solving technique, analyse the results and propose recommendations in language understandable to the decision makers.

Suggested Readings:

1. Anderson, D. R., Sweeny, D. J., & Williams, T. *An Introduction to Management Science*. Thompson South-Western.
2. Gupta, P. K., & Hira, D. S. *Problems in Operations Research*. S Chand & Co.
3. Kapoor, V. K. *Operations Research*. Sultan Chand and Sons
4. Mustafi, C. K. *Operations Research: Methods and Practice*. New Age International Ltd.
5. Natarajan, A. M., Balasubramani, P., & Tamilaras. *Operations Research*. Pearson Education
6. Sharma, J. K. *Operations Research: Theory and Methods*. Macmillan.
7. Taha, H. *Operation Research*. Prentice Hall
8. Vohra, N. D. *Quantitative Techniques in Management*. TataMcGraw Hill.

Course Code:	MCR230T	Course Name:	Strategic Cost and Management Accounting
Credit: 6	L:06 T:00 P:00	Type: Core	Semester: II

Learning Objectives

The subject covers the complex modern industrial organizations within which the various facets of decision-making and controlling operations take place; the subject includes discussion of costing systems and activity based costing, activity management, and implementation issues in modern costing systems.

1. To help students developed skills of analysis, evaluation and synthesis in SCM
2. To create an awareness of current developments in the area

Detailed Syllabus

Unit No	Unit Name	Topics
1	Strategic Cost Management	1.1 Introduction Concept of Strategic Cost Management, Strategic Management Accounting and Competitive Position Analysis, Information provided by Strategic Management Accounting, Globalized Competitive scenario and the role of Strategic Cost and Management Accounting, Relationship between Strategic Management and Strategic Cost Management, Cost Management in Service Sector, Activity based Cost analysis and Activity based Cost Management, Target Costing, Life cycle costing, Total Quality Management, Quality Costing, JIT (including Back Flush Costing and Throughput costing).
2	Marginal Costing, Cost Volume Profit Analysis, and Strategic Management decisions	2.1 a) Relevant Cost (b) Product Sales Pricing and Mix (c) Limiting Factors (d) Multiple Scarce Resource Problems (e) Shut Down point (f) Decisions about Alternatives such as Make or Buy, Accept an order, Cost indifference point, and Selection of Products (g) Incremental revenue and differential cost approach.
3	Pricing Decisions	3.1 (a) Pricing of a Finished Product (b) Theory of Price (c) Pricing Policy (d) Principles of Product Pricing (e) New Product Pricing (f) Pricing Strategies
4	Budgets and Budgetary Control	4.1 The Budget Manual, Preparation and Monitoring Procedures, Budget Variances, Flexible Budgets, Preparation of Functional Budget for Operating and Non-Operating Functions, Cash Budgets, Master Budget, Principal Budget Factors.
5	Standard Costing and Variance Analysis	5.1 Types of Standards and Sources of Standard Cost Information; Evolution of Standards, Continuous – Improvement; Keeping Standards Meaningful and Relevant; Variance Analysis (Material, Labour, Overhead and Sales); Disposal of Variances.
6	Performance Measurement	6.1 Return on Investment, Residual Income, Responsibility Accounting and Reporting, Balanced Scorecard.
7	Transfer Pricing	7.1 Objectives, Guiding Principles, different methods and their applications.
8	Management control Techniques	8.1 Cost Control, Cost Reduction, Benchmarking, Value chain Analysis and Value Engineering

Course Outcomes: On successful completion of the course the students will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	Understanding and Applying	Identify the conventions and doctrines of managerial and cost accounting and other generally accepted principles which may be applied in the contemporary cost management models
2	Understanding and Evaluating	Identify major contemporary issues that have emerged in strategic cost management
3	Applying and Analysing	Discuss a number of issues relating to the design and implementation of cost management models in modern firms

Suggested Text Books:

1. Atkinson, Kaplan, Matsumara, Yong, & Kumar. *Management Accounting*. Pearson Education.
2. Blocher, Chen, Cokins, & Lin. *Cost Management: A Strategic Emphasis*. TMH.
3. Drury, C. *Management and Cost Accounting*. Thomson Learning and Taxman.
4. Horagren, Dabur, & Foster. *Cost Accounting: A Managerial Emphasis*. Pearson Education.
5. Kishore, R. M. *Cost Management*. Taxman.
6. Saxena, & Vasist. *Advanced Cost and Management Accounting*. Sultan Chand.

Course Code:	MCR240T	Course Name:	Ethics Values and Corporate Governance
Credit: 6	L:06 T:00 P:00	Type: Core	Semester: II

Learning Objectives:

1. To present the concept of Corporate Social Responsibility, and explore its relevance to ethical business activity.
2. To investigate the ethical obligations and ethical ideals present in the relationship between employers and stakeholders.
3. To consider any moral obligations of businesses to the environment and to people in other countries.
4. To enable students to validate, or correct, personal ideas about various ethical perspectives and issues in business ethics.

Detailed Syllabus

Unit No	Unit Name	Topics
1	Business Ethics	1.1 Concept, Nature, and Scope; 1.2 Need and Importance, 1.3 Ethical theories and approaches - The Teleological approach and the Deontological approach 1.4 Universalism vs. Ethical relativism, Utilitarianism, Ethical principles in business.
2	Ethics and Morality	2.1 Ethical dilemma, Resolving ethical dilemma, Ethical decision making, 2.2 Ethical competency, Conflict of interest
3	Values	3.1 Concept & Relevance in Business, 3.2 Types of values, Values & ethical behaviour, Professional values.
4	Application of Ethics	4.1 Ethics in Functional areas of business - Marketing, Finance, HR, Information Technology.
5	Corporate Social Responsibility (CSR)	5.1 Concept, Corporations and their social responsibilities, Carroll's Pyramid of Corporate Social Responsibility, CSR and strategy, Shareholder theory of the firm, voluntary guidelines, Regulatory mandates for CSR
6	Corporate Governance	6.1 Concept, Definition, Corporations and their characteristics, Global Corporate Governance Practices • Anglo-American Model • German Model • Japanese Model
7	Codes of Corporate Governance	7.1 Various Committee Reports - Global and Indian – Basic features and emphasis areas, Ethical governance, Probity in governance.
8	Regulatory framework of Corporate Governance	8.1 Latest Companies Act and Clause 49 of Listing Agreement.
9	Corporate Misconduct & Misgovernance	9.1 Reasons for Corporate Misconduct 9.2 Whistle Blower's Protection 9.3 Factors Responsible for Obstructing Effective Corporate Governance Practices
10	Corporate Governance Issues	10.1 Governance Issues in Indian Family-Based Businesses.

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
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1	REMEMBERING	Identify the common beliefs about the role of ethics in business
2	UNDERSTANDING	Interpret organizational challenges to ethical behaviour
3	APPLYING	Apply moral reasoning to specific situations and defend the conclusions of that reasoning
4	ANALYSING	Demonstrate an understanding of common ethical problems in businesses and other organizations, and determine practical steps that can be taken to address those problems

Suggested Text Books:

1. *Business Ethics and Corporate Governance*. ICFAI Center for Management Research, Hyderabad.
2. Chakraborty, S. K. *Values and Ethics for Organizations*. Oxford India Press.
3. Crane, A., & Matten, D. *Business Ethics*. Oxford University Press.
4. Petrick, J., & Quinn, J. *Management Ethics: Integrity at Work*. Response Books.
5. Reed, D., & Mukherjee, S. *Corporate Governance, Reforms and Development*. Oxford University Press.
6. Velasquez, M. G. *Business Ethics: Concepts and Cases*. Prentice Hall of India.
7. A C Fernando. *Business Ethics: An Indian Perspective*. Pearson India.
8. Subrata Sarkar & Jayati Sarkar. *Corporate Governance in India*. SAGE India.
9. S K Mandal. *Ethics in Business and Corporate Governance*. McGraw Hill Education.
10. Praveen B Malla. *Corporate Governance: History, Evolution and India Story*. Routledge.
11. Sunita Sharma. *Corporate Governance in India*. New Century Publication.

SEMESTER 3

Course Code:	MCR310T	Course Name	STRATEGIC MANAGEMENT
Credit: 6	L: 06 T: 00 P: 00	Type: Core	Semester: III

Learning Objectives:

Strategic Management examines performance strategy formulation and implementation issues from a general management perspective providing an integrative framework for managing the organizational entity and its functional components.

Detailed Syllabus

Unit No	Unit Name	Topics
1	Introduction	1.1 Fundamental concepts, 1.2 Need and importance of Strategy and Strategic Management. 1.3 Types of Strategies at various management levels, Corporate, Business and Functional levels 1.4 Strategic Management Process, 1.5 Hierarchy of Strategic intent - value of vision, mission, goals and corporate objectives, 1.6 Strategic Management Model
2	Strategy Formulation and Analysis	2.1 Environmental Appraisal and Organisational Position Analysis, 2.2 Competitive Advantage and Strategic Advantage Profile 2.3 Strategic Choice 2.4 External Analysis: Environmental Analysis, and Scanning Techniques, Industry Analysis, PEST Analysis, Porter's Five Forces model, The competitive environment, 2.5 Internal Analysis: Organisational Appraisal and Techniques, Competitive Advantage, Core Competence, value chain analysis, resource-based view of a firm, evaluation of firm performance, the balanced scorecard and the strategy ma
3	Designing Corporate Level Strategies.	3.1 Concentration, Integration and Diversification, Internationalization, Cooperation, Stability, Retrenchment and Restructuring,
4	Designing Business Level Strategies	4.1 Cost Leadership, Differentiation, Focus. Blue-ocean strategy
5	Strategic Analysis and Choice	5.1 Tools and Techniques of Strategic Analysis
6	Strategy Implementation & Strategic Change	6.1 Strategy Implementation, Re-Positioning the Organization, Structural, Behavioural, Functional and operational implementation, Strategic Change

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
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1	Understanding	Know, understand and apply strategic management process to analyse and improve organizational performance
2	Understanding, & Applying	Conduct and draw conclusions from internal and external analyses of an organization's capabilities. Formulate realistic strategies and develop implementation plan to execute strategies

Suggested Text Books:

1. Kazmi. *Strategic Management and Business Policy*. TMH.
2. Wheelen, and Hunger. *Strategic Management and Business Policy*. Pearson Education.
3. Churchill and Strickland. *Strategic Management*
4. Hitt, Hokinson, and Manikutty. *Strategic Management: A South-Asian Perspective*. Cengage learning.
5. Ghemawat. *Strategy and the Business Landscape*. Pearson Education.
6. Thompson. *Crafting and Executing Strategy*. Pearson Education.
7. Pearce. *Strategic Management: Formulation, Implementation and Control*, Pearson Education.
8. Hill and Jones. *Strategic Management: An Integrated Approach*. Cengage Learning.

Course Code:	MCR320T	Course Name	Corporate Financial Accounting, Reporting & Analysis
Credit: 6	L :05 T : 01 P: 00	Type: Core	Semester: III

Learning Objectives:

The objective of this course is to introduce postgraduate students of commerce to advanced issues in accounting and financial statement analysis with special emphasis on corporate enterprises. This course aims to achieve the following specific objectives, to mention a few:

1. To provide up-to-date insights on advanced corporate accounting policies and practices in line with international standards;
2. To apprise students on the standard-setting processes and to acquaint the learners with steps taken towards convergence and the need thereof;
3. To introduce students to advanced accounting and reporting elements such as financial instruments, restructuring, and consolidation with a flavour of Indian Accounting Standards (Ind AS) and other requirements – as set out by the latest Companies Act, SEBI, MCA, ICAI, and other regulatory and professional bodies and legislations;
4. To acclimatize students with advanced methods and tools of financial statement analysis with a view to serving purposes that include (but are not limited to) firm valuation, analysis of cash flows and corporate distress assessment.

Detailed Syllabus

Unit No	Unit Name	Topics
1	Accounting Standards	1.1 Nature of accounting standards- process of setting standards- standards formulated by ICAI International Financial Reporting Standards (IFRS)
2	Elements of Corporate Financial Reporting	2.1 Objectives of corporate financial reporting – components of corporate annual reports- form and contents of the financial statements
3	Accounting for corporate restructuring	3.1 Accounting for corporate restructuring (including inter-company holdings)
4	Consolidation of financial statements	4.1 Consolidated financial statements of group companies- consolidation procedures- minority interests, goodwill, treatment of pre- acquisition and post-acquisition profit, consolidation with two or more subsidiaries, consolidated profit and loss account, balance sheet and cash flow statement
5	Accounting for financial instruments	5.1 Accounting for financial instruments -recognition, measurement and reporting

6	Developments in financial reporting	6.1 Developments in financial reporting - Value added statement and economic value added - Corporate social and environmental reporting
7	Elementaries of Financial Statement Analysis (FSA)	7.1 Financial Statement analysis – meaning, need, limitations, and problems of off balance sheet items. Tools and techniques of financial Statement Analysis
8	Analysis of Cash Flows	8.1 Preparation and analysis of Cash Flow Statement – computation of ratios from Cash Flow Statement and their interpretation
9	Valuation of Business	9.1 Valuation of business - use of FCF and EVA, relevance of WACC for the purpose of valuation; Valuation using P/E, Direct comparison method
10	Distress Analysis	10.1 Corporate failure – meaning, causes and symptoms. Use of models for prediction of corporate failure

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	APPLYING	Apply the knowledge base acquired at the corporate level, pertaining to financial reporting and analysis
2	REMEMBERING	Appreciate the nuances of regulatory and statutory interventions in corporate reporting practises
3	EVALUATING	Remain abreast with, and critically evaluate the emerging trends and issues that concern corporate reporting in India and beyond
4	ANALYZING ; CREATING	Apply the various tools and techniques of FSA envisaged in this course in practise, and extrapolate them into undertaking research endeavours among other innovative uses.

Suggested Text Books:

1. Richard Lewis and David Pendrill -Advanced Financial Accounting- Pearson Education
2. Steven M. Bragg-GAAP: Interpretation and Application of Generally Accepted Accounting Principles – Wiley
3. B. Banerjee -Regulation of Corporate Accounting & Reporting in India- World Press.
4. Ashis K Bhattacharya -Indian Accounting Standards- McGraw-Hill Education (India).

5. Ravi.M.Kishore- Advanced Accounting with Accounting Standards: Problems & Solutions - Taxman
6. L. S. Porwal -Accounting Theory -McGraw-Hill Education (India)
7. Accounting Standards issued by ICAI.
8. Wild, Subramanyam and Halsay, Financial Statement Analysis, McGraw-Hill
9. George Foster, Financial Statement Analysis, Pearson Education
10. Ashis K Bhattacharyya, Financial Statement Analysis, Elsevier

Course Code:	MCR330T	Course Name: M.Com	Grp-A: Financial Institutions & Markets, Grp-B: Advanced Auditing & Assurance Services
Credit: 6	L:06 T:00 P:00	Type: Core	Semester: III

Group-A

Learning Objectives :

- 1) To understand the key elements and functions of a financial system, financial system design, financial market.
- 2) To understand the link between different types of financial markets.
- 3) To help the students to understand the relationship financial system and economic growth.
- 4) To help the students to understand about financial services and how its support the core financial system.

Detailed Syllabus (Theory)

Unit No.	Unit Name	Topics
1.	Introduction	1.1 Nature and role of financial system 1.2 Components of financial system 1.3 Relationship between financial system and economic growth 1.4 An overview of the functioning of the Indian financial system in the liberalized environment

2.	The Money Market	2.1 Role of money market in the economy 2.2 Money market instruments 2.3 Money Market intermediaries 2.4 Recent developments in the Indian Money Market and global money markets.
3.	The Capital Market	3.1 Structure of Indian Capital market 3.2 Reforms in the Capital Market 3.3 Major Capital market instruments 3.4 Changes in the Pricing System 3.5 Functioning of Stock Exchanges 3.6 Stock market indices 3.7 Role of intermediaries 3.8 An overview of the major Capital Markets in the world 3.9 Functioning of Indian Capital market in a globalised system 3.10 Regulation of the capital market and the role of SEBI.
4.	Financial Services	4.1 Merchant Banking 4.2 Depository services 4.3 Credit ratings 4.4 Factoring and forfeiting 4.5 Housing finance 4.6 Lease financing 4.7 Securitization 4.8 Venture Capital 4.9 Relevant SEBI guidelines.
5.	Mutual Funds	5.1 Background 5.2- different types of mutual fund schemes 5.3- Growth of Mutual fund industry in India 5.4- Relevant SEBI guidelines.
6.	Foreign Investments	6.1 Types of foreign investments in India 6.2 Regulatory framework 6.3 Recent trends of foreign investment in India.

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	UNDERSTANDING	1) The student will be able to gain knowledge and understanding of the concepts of financial market. 2) A comprehensive understanding about the advances issues in financial institutions and markets. 3) An understanding of the regulatory environment in which the banks and different financial institutions are formed and operate.

2	ANALYSING	To analyse the impact that financial innovation, advances in technology, and changes in regulations has had on the structure of the financial firms/industry
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Suggested Reading:

1. L.M. Bhole, Financial institutions & Markets, McGraw Hill Education, New Delhi
2. Mandura Jeff, Financial Markets & Institutions, West Publishing Company, New York.
3. Meir Khon, Financial Institutions & Markets, McGraw Hill Publishing Company, New York.
4. V.A. Avadhani, Investment and securities Marketsin India, Himalaya Publishing.
5. M.Y. Khan, Indian Financial System, Tata McGraw Hill.
6. B.V. Pathak, The Indian financial System, Pearson.
7. S. S. Saha, Indian Financial System and Markets,Tata McGraw Hill Education, New Delhi.

Course Code:	MCR340T/P	Course Name	Research Methodology
Credit: 6	L: 06 T: 00 P: 00	Type: Core	Semester: III

Learning Objectives:

1. To understand the definitions and basic concepts of research and the research process.
2. To know about the research designs, data collection & scaling techniques and the sampling plan.
3. To familiarize participants with Statistical packages such as SPSS/EXCEL.
4. To impart knowledge on basics of statistics for enabling students to develop data analytic skills and meaningful interpretation to the data sets so as to solve the business/Research problem.
5. To enable the participants in conducting research work and formulating research synopsis and report.

Detailed Syllabus (Theory)

Unit No.	Unit Name	Topics
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1.	Introduction to Research	1.1 Nature and scope of research, meaning, objective, importance and scope, types, approaches, research process, challenges faced by researchers in India.
2.	Problem Formulation and Research Design	2.1 Problem definition – literature review – research objective – formulation of research hypothesis – developing a research proposal – determining research type – research designs.
3.	Sources of Data and Collection of Data	3.1 Primary data collection methods – questionnaire techniques, online surveys, observation method, survey, panel and focus group methods – questionnaire preparation : characteristics of a good questionnaire – discussions on certain problems to develop questionnaire (market research problems can be considered together with finance oriented problems).
4.	Aptitude Measurement and Scaling Techniques	4.1 Elementary introduction to measurement scales – rating scales – Likert and Semantic differential scale
5.	Sampling Plan	5.1 Universe, sample frame and sampling unit – sampling techniques – sample size determination – sampling and non-sampling errors – probability and non-probability samples, simple random sampling, stratified random sampling, cluster sampling, systematic sampling, area sampling, quota sampling, judgement sampling.
6.	Data Processing and Analysis	6.1 Tabulation of data – validation, editing, coding and exploratory data analysis : correlation and regression; inferential data analysis, univariate, bivariate and multivariate data analysis – hypothesis testing – ANOVA – non-parametric and parametric statistics – trend forecasting – reliability and validity of research.
7.	Interpretation & Report Writing	7.1 Meaning, techniques, Precautions of Interpretations, Report writing – significance, steps, layout, types.
8.	Market Research	8.1 Case Study

Detailed Syllabus (Practical)

Unit No	Unit Name	Topics
1.	Introduction / Basic Concepts	1.1 Data view and Variable View
2.	Exploratory Data Analysis	2.1 Displaying Data/Frequency – Displaying Data/Graphs – Percentiles; Percentiles Rank – Descriptive Statistics – Measures of Central Tendency – Measures of Dispersion.
3.	Inferential Data Analysis	3.1 Reliability Analysis – Introduction to Hypothesis Testing – Testing Hypothesis about single mean – Comparability of Means of Two Samples.
4.	Correlation	4.1 Correlation and Regression basics

	Analysis	
5.	Non Parametric Tests	5.1 Non Parametric Tests (different types like Wilcoxon in–Mann–Whitney; Kreskas-Wallis, etc.)
6.	Multivariate Data Analysis	6.1 Regression and ANOVA, Factor Analysis, Discriminate Analysis, Cluster Analysis, Conjoint Analysis.
7.	Forecasting	7.1 Trend Forecasting Tools

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	UNDERSTANDING	1. Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling.
2	ANALYSING	2. Distinguish between techniques of qualitative and quantitative research.
4	EVALUATING	3. Learn to select an appropriate research design, appropriate measurement and scaling technique for data collection.
3	APPLYING	4. Solve research problems by designing questionnaire, collecting primary data, followed by quantitative data analysis and interpretation of the results.

Suggested Readings:

1. Donald Cooper & Pamela Schindler. *Business Research Methods*, TMGH.
2. Alan Bryman & Emma Bell. *Business Research Methods*. Oxford University Press.
3. Beri, G.C. *Research Methodology*. TMGH.
4. Kothari, C.R. *Research Methodology*. New Age.
5. Johnson, R. A., Wichers, D. W. *Applied Multivariate Statistical Analysis*. Pearson Education.
6. Ahuja, R. *Research Methods*. Rawat Publications.
7. Gupta, S.L. & Gupta, H. *SPSS 17.0 for Researchers*. International Book House Pvt. Ltd.

SEMESTER 4

Course Code:	MCR420T	Course Name:	Security Analysis and
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			Portfolio Management
Credit: 6	L:06 T:00 P:00	Type: Core	Semester: IV

Learning Objectives

1. To equip the students with the necessary tools, technique for analysing different types of securities, making sound investment decision.
2. To teach the students how to make an optimum portfolio choice
3. To aware the students about the different types of risk associated with the investment market.
4. To develop an insight into various issues in portfolio construction, revision and evaluation

Detailed Syllabus

Unit No	Unit Name	Topics
1	Introduction to Security Analysis	1.1 Meaning, concept, and types of investment (real and portfolio) ; overview, upside and pitfalls of different investment avenues (equity, fixed income securities, and derivative instruments) ; meaning and importance of security analysis ; role of a security analyst in making investment decisions ; contemporary issues in investment management (Socially responsible investing (SRI), Ethical investing etc.)
2	Fundamental Analysis	2.1 Meaning of fundamentals; components of fundamental analysis – EIC Approach (Macroeconomic Analysis, Industry Analysis, and Company Analysis) ; fundamentals of various kinds of securities (equity and fixed income securities).
3	Risk and Return	3.1 Computation of return – Meaning and definition of risk – Types: (Systematic risk- Market risk, purchasing power risk, Interest rate risk, Unsystematic risk- Business risk (Internal, External), Financial risk) – Minimising risk exposure Risk measurement - Standard deviation – Meaning of Beta – Computation and interpretation – Use of beta in estimating returns. (Including simple problems)
4	Technical Analysis	4.1 Concept, advantages, and flaws vis-à-vis fundamental analysis ; Dow Theory ;Price analysis approaches and price-volume analysis ;approaches to forecasting of individual stock performance (Bollinger bands, etc.)
5	Equity Valuation	5.1 Income based valuation - Dividend discounting model (DDM) – upto 3 stages; Discounted Free Cash Flow Valuation model; Market value approach
6	Efficient Market Hypothesis and Behavioural Finance	6.1 Introduction to traditional finance school of thought, random walk theory and market efficiency – its types, tests, and anomalies ; Assumption of Investor’s rationality and its critique ; Behavioural 6.2 Finance- behavioural biases (Framing, Mental accounting, Regret avoidance and Prospect theory).
7	Valuation of	7.1 Overview of fixed-income securities – Risk factors in fixed-income

	Bonds	<p>securities (Systematic and unsystematic) – Bond analysis – Types of bonds – Major factors in bond rating process – Bond returns – Holding period return – Bond Valuation -- Concept of yield – Current yield – Yield-to-Maturity – Price-yield relationship – Bond Pricing Theorems– Duration – Immunization-- Term</p> <p>7.2 structure of interest rates and yield curve</p>
8		<p>8.1 Portfolio Analysis – Selection and Evaluation – Meaning of portfolio – Reasons to hold portfolio – Diversification analysis – Computation of Portfolio Return and Risk --Markowitz’s Model – Assumptions – Specific model – Feasible set --Efficient frontier – Indifference map – Optimum portfolios for different investors.</p>
9	Sharpe’s Single Index model:	<p>9.1 Capital Market Line (CML) – Optimum portfolios for different investors - Security Market Line (SML) – CAPM Model– Assumptions - Present validity of CAPM – Arbitrage Pricing Theory (APT) – Assumptions – APT model – two factor and MultiFactor models; Principle of arbitrage, arbitrage portfolios. Leveraged portfolios – Corner portfolios — Portfolio evaluation measures– Sharpe’s Performance Index – Treynor’s Performance Index – Jensen’s Performance Index.</p>
10	Equity and Bond Portfolio Management Strategy:	<p>10.1 Passive vs. Active Management--Passive Equity Portfolio Management Strategy-Index Portfolio Construction Techniques-- Tracking Error, Methods of Index Portfolio Investment-- Fundamental Active Strategies; Technical Strategies. Market Anomalies; Value vs. Growth Investments-- Investor Behaviour and Stock Returns. Bond Portfolio Management Strategies: Passive and Active Bond Portfolio Management Strategies.</p>

Course Outcomes: On successful completion of the course the students will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	Understanding	The student should be able to understand the investment and risk return environment.
2	Analysing	The students should be able to analysis equity share of different companies.
3	Evaluation and Analysing	The students should be able to construct, select and evaluate portfolios.
4	Understanding	To understand how bonds market woks with corresponding volatility and returns.

Suggested Text Books:

1. Fischer, D.E. & Jordan, R.J. Security Analysis & Portfolio Management, Pearson Education.

2. Sharpe, W.F., Alexander, G.J. & Bailey, J. Investments, Prentice Hall of India.
3. Singh, R. Security Analysis & Portfolio Management, Excel Books.
4. Frank K Reilly & Keith C Brown. Investment Analysis and Portfolio Management, Cengage India Pvt. Ltd.
5. Bodie, Z., Kane, A., & Marcus, Alan J. Essentials of Investments, Mcgraw Hill Education (India) Pvt. Ltd.
6. Chandra, P. Investment Analysis and Portfolio Management, Tata McGraw Hill.
7. Panadian, P. Security Analysis and Portfolio Management, Vikas Publishing House.

Course Code:	MCR430T	Course Name	International Finance (Group B)
Credit: 6	L:06 T:00 P:00	Type: Core	Semester: IV

Learning Objectives:

1. Inculcate students with a basic knowledge of understanding how international financial markets work.
2. Illustrate clearly the concept of exchange rates and why currency values fluctuate.
3. Explore methods used to analyse and manage risk in the global markets.
4. Support student learning through site visits to cultural and financial centers.
5. Evaluate the process and techniques used to make international investment decisions.

Detailed Syllabus

Unit No.	Unit Name	Lecture Topic
1	International Financial Management – An Overview	1.1 Overview; Difference between International Financial Management and Domestic Financial Management.
2	International Monetary System	2.1 History of Monetary System:
		2.2 Gold Standard, Gold Exchange Standard;
		2.3 Bretton Woods System and Post-Bretton Woods System;
		2.4 IMF and the World Bank;
		2.5 European Monetary System; Exchange Rate Arrangements
3	Balance of Payments	3.1 Balance of Payments and its components (BPM 6);
		3.2 Equilibrium, Disequilibrium and Adjustment;
		3.3 Currency Depreciation, Appreciation, Devaluation and Revaluation;

		3.4 Capital Account Convertibility and the Indian situation
		3.5 Assignment/Test
4	Foreign Exchange Market	4.1 Features; Major Participants; Sectors of the Foreign Exchange Market
		4.2 Definition of Foreign Exchange; Exchange Rate Quotations
		4.3 Inter-Bank
		4.4 and Merchant Rates (TT and Bill); Cash/TOD, TOM, Spot; Cross Rates; Arbitrage (Two-point and Three-point);
		4.5 Nominal, Real and Effective Exchange Rates; Exchange Rate Pass-through;
		4.6 Determination
		4.7 of Exchange Rate; Factors Influencing Exchange Rate
5	International Parity Conditions	4.8 Foreign Exchange Market in India: Pre-liberalization Exchange Rate Regimes in India; FERA and
		4.9 FEMA; Foreign Exchange Dealers' Association of India (FEDAI); GST on Foreign Exchange transactions
		5.1 Purchasing Power Parity;
		5.2 Interest Rate Parity
		5.3 and Covered Interest Arbitrage;
6	Foreign Exchange Exposure Management	5.4 Fisher Effect; International Fisher Effect
		5.5 Numericals
6	Foreign Exchange Exposure Management	6.1 Types of exposure: Transaction, Operating, Translation;
		6.2 Management of Exposure including Hedging
7	Foreign Direct Investment	7.1 Theories of FDI; Costs and Benefits of FDI
8	International Financial Markets	8.1 International Financial Centres (including Offshore Financial Centres); Foreign Access to Domestic Markets: Foreign Bond Market; Foreign Bank Market; Foreign Equity Market;
		8.2 ADR, GDR, Global Shares; Development Banks; Euro Markets; External Commercial Borrowings
9	International Capital Budgeting & International Portfolio Investment	9.1 Basics of Capital Budgeting - NPV and Incremental Cash Flows; Adjusted Present Value Approach;
		9.2 Issues in Foreign Investment Analysis – Parent versus Project Cash Flows;
		9.3 Concept; Benefits, Problems; Modes of International Portfolio Investment;
		9.4 Identification of Optimal International Investment Portfolio.
10	International Working Capital Management	10.1 Financing Foreign Trade; Current Asset Management; Financing of Current Assets

11	International Transfer Pricing & International Taxation	11.1 Objectives; Arm's Length Price; Techniques of International Transfer Pricing; Advance Pricing Agreement; Safe Harbour and basics of international taxation.
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Course Outcomes:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	REMEMBERING	Develop a basic understanding of foreign exchange market and exchange rates.
2	UNDERSTANDING	Understand and remember the structure of Balance of Payments and the role of international financial institutions.
3	ANALYSING	Analysis of how to use foreign exchange derivatives and other techniques to manage foreign exchange exposures of firms.
4	EVALUATING	Evaluate the validity of issues pertaining to multinational financing and investment decisions.
5	APPLYING	Demonstrate critical and applied skills wherein they should be able to make sense out of a mass of information to address relevant issues pertaining to international finance.

Suggested Readings:

1. J. Hull and S. Basu. *Options, Futures and Other Derivatives*. Pearson
2. S. K. Parameswaran. *Fundamentals of Options*. TATA McGraw Hill
3. Rajiv Srivastava. *Derivatives and Risk Management*. Oxford University Press
4. Don M. Chance. *Derivatives and Risk Management Basics*. Cengage Learning
5. John C. Hull. *Risk Management and Financial Institutions*. Pearson

Course Code:	MCR440T	Course Name:	Taxation for Business Decision Making
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Credit: 6	L:05 T:01 P:00	Type: Core	Semester: IV
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Learning Objectives:

1. To acquire the knowledge to analyse and interpret the provisions of direct tax law and indirect tax law.
2. To recommend solution to complex business problems related to corporate taxation.
3. To develop in students the ability to consider tax implication in business and financial decision decisions efficiently in line with the desired objectives.
4. To explain the students how corporate tax is used for tax planning purpose.
5. To aware the students about the international taxation, transfer pricing.

Detailed Syllabus

Unit No	Unit Name	Topics
1	Profits and gains from Business or Profession	1.1 Computation of business income under normal and presumptive taxation scheme.
2	Capital Gains and Income from Other Sources	2.1 Exempted transfers, Redemption of preference shares, conversion of Debentures and Preference shares into equity shares, zero coupon bonds, Transfer of securities in demat form by depositors, Transfer of assets between holding company and wholly owned subsidiary Co., Transfer of capital assets under Special Purpose Vehicle (SPV), Business restructuring, Exemptions u/s 54EC, 54EE, 54G, 54GA, Deemed dividend u/s 2(22) and its taxability
3	Exemptions and Deductions	3.1 Exemptions available to new undertakings established in SEZs, FTZs, or 100% EOUs, Deductions u/c VI-A available to new industrial undertakings
4	Assessment of various entities	4.1 Taxation of LLP (including AMT), Taxation of companies (including MAT), Taxation of Business Trusts, Taxation of Start-ups
5	Anti-abusive provisions	5.1 Transactions involving payment to interested persons, payments otherwise than by account payee cheque or draft, contribution to non statutory trust or fund, dividend stripping, bonus stripping
6	Tax Planning	6.1 Concepts, objectives, types and tools of tax planning, Tax planning for setting up a new business (location, nature, form of ownership)
7		7.1 Tax planning under different heads of income, on set-off and carry forward of losses and on deductions u/c VI-A
8	Financial Management Decisions	8.1 Capital structure decision, Dividend Policy (including treatment of inter corporate dividend, deemed dividend and Dividend Distribution Tax), Bonus shares, Buyback of shares
9	Specific	9.1 Own or lease or hire of assets purchased, purchase of asset by

	management decisions	instalment payment or hire purchase, own fund or borrowed fund for financing of assets, repair or replace, more or buy, shutdown or continue operation, Business restructuring, personal compensation plans
10	Introduction to International Taxation and International Transfer Pricing	10.1 Meanings of International taxation and International Transfer Pricing, Methods of computation of Arm's length price (ALP), Advance pricing Agreements (APA), Safe harbour rule, Thin capitalisation (Sec 94B)
11	Double Taxation Avoidance Agreement (DTAA) and Advance Rulings	11.1 Concept of double taxation, DTAA and advance rulings, Retrospective taxation-concept and cases, Relief for double taxation
12	Goods and Services Tax	12.1 Concept of supply, charge of GST, Exemption from GST, Place, Time and Value of Supply, Forward and Reverse charges, composition scheme, Input Tax Credit, Payment of tax

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
1	APPLYING	To apply proper tools for decision making in the area of taxation.
2	UNDERSTANDING	To understand the logic, benefit and cost to the government for giving various kinds of tax incentives
3	UNDERSTANDING	The student should be able to understand the dynamics of international taxation and methods adopted by different countries to avoid tax avoidance.
4	ANALYSING, UNDERSTANDING	To develop the idea of tax planning for doing corporate taxation planning.

Suggested Text Books:

1. Income Tax Act, 1961 and Income Tax Rules, 1962 as amended by latest Finance Act with latest rulings and CBDT Notifications;
2. CGST, IGST, and UTGST Acts of 2017
3. Srinivas. E.A. *Corporate Tax Planning*. Tata McGraw Hill;
4. V.K. Singhania and K. Singhania. *Direct Taxes: Law and Practice*. Taxmann

5. Lal. B. B & N. Vashisht.*Direct Taxes Income Tax, Wealth Tax and Tax Planning.*
6. T. N. Monoharan and G.R. Hari.*Direct Tax laws.*
7. Ahuja and Gupta.*Professional Approach to Direct Taxes Law and Practice.* Bharat.
8. V.S. Datey.*GST Law & Practice with Customs & FTP.*Taxmann