



# **KAZI NAZRUL UNIVERSITY**

**SYLLABUS OF  
MASTER OF COMMERCE (M.COM)**  
*(With Effect from Academic Session 2020-21)*

**UNDER  
CHOICE BASED CREDIT SYSTEM (CBCS)**

## CONTENTS

SL	Contents	Pages
I	Preamble	3
II	M.Com: Programme Outcomes and Programme Specific Outcomes	7
III	M.Com. Programme Structure	
	Affiliation	12
	Programme Structure	12
	Distribution of Courses Components and Course Credit	13
	Structure of Course Curriculum	13
IV	Scheme of Examination, Pass Percentage, Grading of performance etc.	
	Eligibility to appear in the Examination and examination Details	14
	System of Evaluation of Theory and Practical Courses/Dissertation	15
	Grading of the performance of Students	16
V	Detailed Course Contents	17-58

## **I. Preamble**

The purpose of a Learning Outcome-based Curriculum Framework (LOCF) is to change the paradigm of higher education from a teacher-centric to learner-centric curriculum. It is hoped that this paradigmatic change will bring about a significant improvement in the quality of higher education and make the learners both competent and confident to face the challenges of a modern competitive world. The philosophy of this new curriculum framework is pragmatism, to realize that it is not enough for institutions of higher learning to produce good humans and responsible citizens of the country but also to produce employed graduates and postgraduates. After all, it is not prudent to expect an unemployed youth to cherish values like humanity and responsibility towards the nation; he/she first needs to have a productive employment to nourish such values. LOCF seeks to make higher education in India learner-centric so that graduates and postgraduates not only have a more holistic understanding of their subject but also be able to better serve the humanity with dignity and honour, which can be expected only if they are able to secure productive employment after completing their higher education degrees.

### ***Introduction to Learning Outcome Based Curriculum Framework (LOCF) in Kazi Nazrul University:***

Two year Post-Graduate programs in Kazi Nazrul University have been designed as a base for research and application of knowledge. The syllabus and curricula of the post graduate programmes have been developed following the UGC LOCF guidelines and through rigorous academic exercises after consulting eminent academic experts and feedback received from various stakeholders of the University. These two-year programs will enable the students to enhance their learning after under-graduate course and to join the workforce in their respective fields. Kazi Nazrul University has an aim to develop the future generation learners sensitive towards the developmental challenges of the nation with special emphasis on the local developmental needs. The University also aims to foster this future generation of learners with a systematic understanding of global development need. The learning outcome-based curricula of different disciplines reflect the national as well as global sustainable needs listed below in the respective programme and course specific outcomes:

#### **National Needs:**

- Promote Right to education
- Inculcate ethical and professional values
- Increase national and international visibility;
- Leverage institutional strengths through strategic partnerships;
- Enlarge the academic community within which to benchmark their activities;
- Mobilise internal intellectual resources;

- Add important, contemporary learning outcomes to student experience;
- Develop stronger research groups.
- Encourage multidisciplinary
- Promote Cross cultural exchanges
- Preservation of traditional knowledge
- Creating human resource for Economic growth
- Promotion of scientific mind-set and critical thinking

#### **Sustainable development needs:**

- Help to eradicate poverty
- Ensuring meal for all
- Promoting good health and well being
- Promoting quality education
- Promoting gender equality
- Initiatives for clean water and sanitization
- Programmes to reduce inequalities
- Develop sustainable cities and communities
- Promote decent work and economic growth
- Initiate industry-academia collaboration for innovative research
- Encourage responsible consumer behaviour
- Encourage pro-environment awareness

#### ***Program Outcomes (PO)s***

The overall program outcome of the LOCF at PG level are to:

- help formulate postgraduate attributes, qualification descriptors, programme learning outcomes and course learning outcomes that are expected to be demonstrated by the holder of a Master's degree;
- enable prospective students, parents, employers and others to understand the nature and level of learning outcomes (knowledge, skills, attitudes and values) or attributes a graduate/postgraduate should be capable of demonstrating on successful completion of MA/MSc/ M.Com/ MBA
- maintain national standards and international comparability of standards to ensure global competitiveness, and to facilitate postgraduate mobility; and
- provide higher education institutions and their stake holders an important point of reference for setting and assessing standards.

#### ***Postgraduate Attributes***

The postgraduate attributes reflect the particular quality and feature or characteristics of an individual, including the knowledge, skills, attitudes and values that are expected to be acquired by a postgraduate through studies at the higher education institution (HEI) such as a college or university. Such attributes include capabilities that help strengthen one's abilities for widening current knowledge base and skills, gaining new knowledge and skills, undertaking future studies and performing well in a chosen career and playing a constructive role as responsible citizen of the country. The Attributes define the characteristics of a student's university degree programme(s), and describe a set of characteristics/competencies that are designed to be transferable beyond the particular disciplinary area and programme contexts in which they have been developed. Such attributes are fostered through meaningful learning experiences made available through the curriculum, the total college/university experiences and a process of critical and reflective thinking.

The learning outcomes-based curriculum framework is based on the premise that every student is unique. Each student has his/her own characteristics in terms of previous learning levels and experiences, life experiences, learning styles and approaches to future career-related actions. The quality, depth and breadth of the learning experiences made available to the students while at the college/University help develop their characteristic attributes. The postgraduate attributes reflect both disciplinary knowledge and understanding and generic/global skills and competencies that all students in different academic fields of study should acquire/attain and demonstrate. Some of the desirable attributes which a postgraduate student should demonstrate will include the following:

- ***Disciplinary Knowledge:*** Demonstrate comprehensive knowledge and understanding of one or more disciplines that form a part of a programme of study, and knowledge and skills acquired from interaction with educators and peer group throughout the programme of study.
- ***Communication Skills:*** Express thoughts and ideas effectively in writing and orally, communicate with others using appropriate media, confidently share one's views and express herself/himself, demonstrate the ability to listen carefully, read and write analytically, and present complex information in a clear and concise manner to different groups.
- ***Critical Thinking:*** Apply analytic thought to a body of knowledge, analyse and evaluate evidence, arguments, claims, beliefs on the basis of empirical evidence, identify relevant assumptions or implications, formulate coherent arguments, critically evaluate practices, policies and theories by following scientific approach to knowledge development.
- ***Problem Solving:*** Demonstrate capacity to extrapolate from what one has learned and apply their competencies to solve different kinds of non-familiar problems, rather than replicate curriculum content knowledge and apply one's learning to real life situations.

- **Analytical Reasoning:** Demonstrate the ability to evaluate the reliability and relevance of evidence, identify logical flaws and holes in the arguments of others, analyse and synthesise data from a variety of sources, draw valid conclusions and support them with evidence and examples, and addressing opposing viewpoints.
- **Research-related Skills:** Demonstrate a sense of inquiry and capability for asking relevant/appropriate questions, problematising, synthesising and articulating, demonstrate the ability to recognise cause-and-effect relationships, define problems, formulate hypotheses, test hypotheses, analyse, interpret and draw conclusions from data, establish hypotheses, predict cause-and-effect relationships, plan, execute and report the results of an experiment or investigation.
- **Collaboration/Cooperation/Team work:** Demonstrate ability to work effectively and respectfully with diverse teams, facilitate cooperative or coordinated effort on the part of a group, and act together as a group or a team in the interests of a common cause and work efficiently as a member of a team.
- **Scientific Reasoning using Quantitative/Qualitative Data:** Demonstrate the ability to understand cause-and-effect relationships, define problems, apply scientific principles, analyse, interpret and draw conclusions from quantitative/qualitative data, and critically evaluate ideas, evidence and experiences from an open-minded and reasoned perspective.
- **Reflective Thinking:** Demonstrate critical sensibility to lived experiences, with self-awareness and reflexivity of both self and society.
- **Information/Digital Literacy:** Demonstrate capability to use ICT in a variety of learning situations, demonstrate ability to access, evaluate, and use a variety of relevant information sources and to use appropriate software for analysis of data.
- **Self-Directed Learning:** Demonstrate ability to work independently, identify appropriate resources required for a project, and manage a project through to completion.
- **Multicultural Competence:** Demonstrate knowledge of the values and beliefs of multiple cultures and a global perspective, effectively engage in a multicultural society, interact respectfully with diverse groups.
- **Moral and Ethical Awareness/Reasoning:** Demonstrate the ability to embrace moral/ethical values in conducting one's life, formulate a position/argument about an ethical issue from multiple perspectives, and use ethical practices in all work. Demonstrate the ability to identify ethical issues related to one's work, avoid unethical behaviour such as fabrication, falsification or misrepresentation of data or committing plagiarism, not adhering to intellectual property rights, appreciate environmental and sustainability issues, and adopt objective, unbiased and truthful actions in all aspects of work.
- **Community Engagement:** Demonstrate responsible behaviour and ability to engage in the intellectual life of the educational institution, and participate in community and civic affairs.

- **Leadership Readiness/Qualities:** Demonstrate capability for mapping out where one needs to go to "win" as a team or an organization, and set direction, formulate an inspiring vision, build a team who can help achieve the vision, motivate and inspire team members to engage with that vision, and use management skills to guide people to the right destination, in a smooth and efficient way.
- **Lifelong Learning:** Demonstrate the ability to acquire knowledge and skills, including 'learning how to learn' that are necessary for participating in learning activities throughout life, through self-paced and self-directed learning aimed at personal development, meeting economic, social and cultural objectives, and adapting to changing trades and demands of work place through knowledge/skill development/reskilling.

## **II. M.Com: Programme Outcomes and Programme Specific Outcomes**

The Department of Commerce started its functioning from the academic session 2014-15 with a vision to provide holistic and value-based education in the fields of Accounting, Finance and Taxation. The Department is continuously trying to make a bridge between academia and industry. The main focus is to create an atmosphere of learning and creativity among the students by making them fully aware about the dynamics of business and its environment. It also thrives towards creating a people-centered, ecologically sustainable and just society that promotes and protects dignity, equality, social justice and human rights for all stakeholders. The department strives to focus on those activities that would help the students to serve the world and the mankind well with their innovated skills, research and creativity.

In this global era, it has become inevitable to prepare minds for future by providing quality higher education. Though quality may be viewed through different lenses however, M.Com. programme of Kazi Nazrul University is designed to enable and empower students to acquire knowledge, skills and abilities to analyze and synthesize the contemporary realities pertaining to the domain of business. This course not only provides for maintaining and sustaining existing businesses in the face of violent winds of change and competition but also a desperately needed perspective of sustainable growth. This programme aims at instilling conceptual understanding to equip students to deal with business realities of today and prepares them to drive and face the challenge of tomorrow. It also exposes the students to the world of technology and digitization in the relevant field as envisaged by the scholars and policymakers. As being mandated by the Government of India, this course is designed to help cultivating entrepreneurial mindset and skills.

To meet the requirement of the society and industry, M.Com Programme has been designed with two specializations, M.Com. in Accounting and Finance and M.Com. in Accounting and Taxation.

**Programme outcomes (POs):**

- PO-1:** To provide a holistic approach to commerce education using developed technology and impart value-based education for social transformation and natural justice.
- PO-2:** To provide enhanced training and development opportunities to create a pool of competent, skilled, and qualified entrepreneurs.
- PO-3:** To equip the students with the requisite knowledge, skills, and right attitude to provide effective leadership in a global environment.
- PO-4:** To develop competent management professionals with strong ethical values, capable of assuming a pivotal role in various sectors of the Indian Economy and Society, aligned with the national priorities.
- PO-5:** To enable overall personality development with a humane and global outlook.
- PO-6:** To enable a student well versed in national and international trends.

**Programme Specific Outcomes (PSOs):**

- PSO-1:** To provide an in-depth understanding of all core areas, specifically Advanced Accounting, Financial Management, Security Market Analysis, Operations Research, Research Methodology, and Tax planning.
- PSO-2:** To acquaint a student with conventional and contemporary areas in the discipline of Commerce and Management.
- PSO-3:** To involve in high-quality research in applied areas of Commerce, Management, and Social Sciences.
- PSO-4:** To facilitate the students to apply analytical and problem-solving skills in the functional areas of accounting, finance, and taxation.
- PSO-5:** To equip students with a dual specialization such as a combination of Accounting and Finance or Accounting and Taxation to make them valuable human resources to cater to multiple tasking demands in the industry.
- PSO-6:** To develop skills for analyzing the business data, applying relevant analysis, and problem-solving in other functional areas such as marketing, finance, business strategy, human resources, etc.
- PSO-7:** To enhance computer literacy and its applicability in business through the latest version on ERP tally and e-commerce principles.
- PSO-8:** To enable students to work as managers at different levels and equip them with the requisite attributes to work as a data analyst, accounts officer, audit officer, stock market analyst, tax planner, tax consultant, a teacher in educational institutions, etc.

Global Needs	MCOMC101	MCOMC102	MCOMC103	MCOMC104	MCOMC105	MCOMC106	MCOMC201	MCOMC202	MCOMC203	MCOMC204	MCOMC205	MCOMMIE201	MCOMC301	MCOMC302	MCOMMJE301	MCOMMJE302	MCOMMJE303	MCOMMJE304	MCOMMIE301	MCOMC401	MCOMC402	MCOMC403	MCOMMJE401	MCOMMJE402	MCOMMJE403	MCOMMJE404
Systems thinking competency	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Anticipatory competency		√	√	√	√			√	√	√	√			√		√		√		√	√	√	√	√		√
Normative competency	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Strategic competency	√	√	√		√	√	√		√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Trans disciplinary collaboration competency	√	√	√	√	√	√	√		√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Critical thinking competency	√	√	√	√	√	√		√	√	√		√	√	√	√	√		√	√	√	√	√	√	√	√	√
Creativity competency	√	√	√		√		√			√	√	√	√		√	√	√	√	√		√		√	√	√	√
Self-awareness competency		√	√		√	√	√	√	√			√	√	√	√	√	√	√	√		√		√	√	√	√
Integrated problem-solving competency	√	√	√	√	√	√		√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√

National Needs	MCOMC101	MCOMC102	MCOMC103	MCOMC104	MCOMC105	MCOMC106	MCOMC201	MCOMC202	MCOMC203	MCOMC204	MCOMC205	MCOMMIE201	MCOMC301	MCOMC302	MCOMMJE301	MCOMMJE302	MCOMMJE303	MCOMMJE304	MCOMMIE301	MCOMC401	MCOMC402	MCOMC403	MCOMMJE401	MCOMMJE402	MCOMMJE403	MCOMMJE404
Promote Right to education	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Inculcate ethical and professional values	√		√		√		√		√		√	√		√	√		√		√		√		√		√	
Increase national and international visibility	√	√	√		√	√	√		√		√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√

Leverage institutional strengths through strategic partnerships	√		√		√	√	√		√	√	√	√			√		√	√			√	√	√		√		
Enlarge the academic community within which to benchmark their activities	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	
Mobilise internal intellectual resources	√		√	√			√		√			√			√	√	√	√	√				√	√	√	√	
Contemporary learning outcomes to student experience	√	√	√		√	√	√		√	√	√	√	√	√	√	√	√	√	√	√	√	√	√		√		
Develop stronger research groups		√	√	√								√				√		√		√	√			√		√	
Encourage multidisciplinary	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	
Promote Cross cultural exchanges	√	√	√			√	√		√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	
Preservation of traditional knowledge	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	
Creating human resource for Economic growth	√	√		√			√		√		√	√		√		√	√	√				√	√	√	√	√	
Promotion of scientific mind-set and critical thinking		√		√	√			√			√		√		√		√				√	√	√		√		√

Sustainable Needs	MCOMC101	MCOMC102	MCOMC103	MCOMC104	MCOMC105	MCOMC106	MCOMC201	MCOMC202	MCOMC203	MCOMC204	MCOMC205	MCOMMIE201	MCOMC301	MCOMC302	MCOMMJE301	MCOMMJE302	MCOMMJE303	MCOMMJE304	MCOMMIE301	MCOMC401	MCOMC402	MCOMC403	MCOMMJE401	MCOMMJE402	MCOMMJE403	MCOMMJE404	
Help to eradicate poverty	√	√	√				√		√					√		√		√						√		√	
Ensuring meal for all	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Promoting good health and well being	√					√					√	√							√					√		√	
Promoting quality education	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Promoting gender equality	√		√			√	√				√	√												√		√	
Initiatives for clean water and sanitation															√												
Programmes to reduce inequalities	√	√	√				√		√					√		√		√									
Develop sustainable cities and communities		√																									
Promote decent work and economic growth		√	√		√	√	√		√			√		√	√	√	√	√	√			√	√		√		
Initiate industry-academia collaboration for innovative research	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Encourage responsible consumer behaviour		√	√				√		√			√		√	√		√						√		√		
Encourage pro-environment awareness	√		√			√	√		√			√		√	√		√		√				√		√		

### III: M.Com. Programme Structure

#### AFFILIATION

The programme shall be governed by the Department of Commerce, Kazi Nazrul University, Asansol

#### Programme Structure

The M.Com. Programme is divided into two parts as under. Each Part will consist of two semesters.

<i>Year</i>	<i>Semester</i>	<i>Semester</i>
First Year	Semester I	Semester II
Second Year	Semester III	Semester IV

The main components of the M.Com courses of study are:

**A. Core Course (CC):** A course, which should compulsorily be studied by a candidate as a core requirement is termed as a Core course.

**B. Elective Course:** Generally, a course which can be chosen from a pool of courses and which may be very specific or specialized or advanced or supportive to the discipline/ subject of study or which provides an extended scope or which enables an exposure to some other discipline or nurtures the candidates' proficiency in some other discipline is called an Elective Course. Two types of Elective Course are taught.

(a) *Major Elective Courses (MJE)*

(b) *Minor Elective Courses (MIE)*

**(a) Major Elective Courses (MJE)**

An Elective course offered by the main discipline of study is referred to as Major Elective Courses (MJE). Further, it may include an elective course designed to acquire special/advanced knowledge, such as supplement study/support study to a project work and a candidate can study such a course on his or her own with an advisory support by a faculty member is called dissertation/project.

**(b) Minor Elective Courses (MIE)**

An elective course offered by any discipline other than the main discipline with an intention to seek exposure is called a Minor Elective Course (MIE). For Post Graduate course of studies Two (2) Minor Elective Courses (MIE) are to be studied out of a pool created for this purpose, Out of these Two (2), one must be from any of the other disciplines across the Post Graduate courses of study either in 2<sup>nd</sup> or in 3<sup>rd</sup> semester.

**Specializations:**

Specializations are to be determined based on the selection of major electives paper in Semester III and Semester IV. Electives are to be selected at the commencement of M. Com. Semester III.

**Notes:**

- The elective groups (Major Elective) in the Semester IV will remain the same as the ones selected in Semester III.
- Once a group (Major Elective) has been selected, no change in selected groups will be allowed later.
- First two papers of major electives will be taught in Semester III, the next two major electives papers will be taught in Semester IV.

**Distribution of Courses Components and Course Credit**

Discipline	Course Components			Total Credit	Total Marks
	Core Course	Major Elective	Minor Elective		
Commerce (M.Com)	16	4	2	108	1100

**Structure of M. Com Curriculum****M.Com (Semester I)**

<b>I</b>	Organizational Behaviour and Human Resource Management	CC	MCOMC101
	Managerial Economics	CC	MCOMC102
	Marketing Management	CC	MCOMC103
	Statistics for Business Decisions	CC	MCOMC104
	Advanced Financial Management	CC	MCOMC105
	Business Ethics and Business Environment	CC	MCOMC106

**M.Com (Semester II)**

<b>II</b>	Banking and Financial Institutions	CC	MCOMC201
	Financial Statement Analysis	CC	MCOMC202
	International Business	CC	MCOMC203
	Strategic Cost Management	CC	MCOMC204
	Strategic Management and Corporate Governance	CC	MCOMC205
	Minor Elective-1	MIE	See Pool

**M.Com (Semester III)**

<b>III</b>	Corporate Reporting	CC	MCOMC301
	Tax planning and Management	CC	MCOMC302
	Major Elective-1	MJE	See Pool
	Major Elective-2	MJE	See Pool
	Minor Elective-2	MIE	See Pool

## M.Com (Semester IV)

IV	Advanced Financial Accounting and Auditing	CC	MCOMC401
	Operations Research	CC	MCOMC402
	Business Research	CC	MCOMC403
	Major Elective-3	MJE	See Pool
	Major Elective-4	MJE	See Pool

## List of Major Elective Course for Specializations

Discipline	Specialization	Semester	Major Elective Course	Course Name	Course Type	Course Code
M.Com	Accounting & Finance	III	MJEC-1	Security Analysis and Portfolio Management	MJE	MCOMMJE301
			MJEC-2	Computer Application in Finance	MJE	MCOMMJE302
		IV	MJEC-3	Financial Markets and Financial Services	MJE	MCOMMJE401
			MJEC-4	Project/ Dissertation	MJE	MCOMMJE402
	Accounting & Taxation	III	MJEC-1	Direct Tax Practice and Procedure	MJE	MCOMMJE303
			MJEC-2	Computer Application in Taxation	MJE	MCOMMJE304
		IV	MJEC-3	Indirect Tax Practice and Procedure	MJE	MCOMMJE403
			MJEC-4	Project/ Dissertation	MJE	MCOMMJE404

## List of Minor Elective Course

MIEC-1	SEM-II	Conflict Management and Negotiations	MIE	MCOMMIE201
MIEC-2	SEM-III	Corporate Social Responsibility	MIE	MCOMMIE301

**Note:** The Department will announce in the beginning of the respective semester, the list of elective groups which will be offered during the semester depending upon the availability faculty members and the demand of electives.

## IV. Scheme of Examinations

### Eligibility to appear in the Examination and examination Details

In the semester system, the Two year M.Com Examinations will be held in four parts –

(i) The First and Second Semester for the first year students and (ii) The Third & Fourth Semester for the second year students. The academic session for first and third semester is July to December and that for second and fourth is January to June and the examination for first and third semester will be held in December and that for second and fourth will be in June

A candidate shall be eligible for appearing at any of the Semesters of M.Com Examination, fulfilling the following two essential conditions:

- Minimum 75% attendance of lectures delivered.
- Submission of stipulated fees as prescribed by the University

In case of non-fulfilment of the first condition mentioned above the candidate is to take re- admission in the subsequent year.

English shall be the medium of instruction and examination.

Examinations shall be conducted at the end of each Semester as per the Academic Calendar notified by the University

### **System of Evaluation of Theory and Practical Courses/Dissertation**

The system of evaluation shall be as follows:

**Theory Paper:** Each paper will carry 50 marks, of which 10 marks shall be reserved for internal assessment based on a combination of tutorials, classroom participation, project work, seminar, term papers, tests, and attendance. The weightage given to each of these components in a combination shall be decided and announced at the beginning of the semester by the Department in consultation with the teachers. Following are the guidelines for the award of Internal Assessment marks to the students admitted to M.Com Semester-based Course Scheme:-

- For each paper, there are 10 marks allocated for internal assessment. Out of 10 marks allocated for internal assessment for each paper:
  - 5 marks are to be assigned for class test
  - 5 marks are to be assigned for assignment
- A class test of 5 marks in each paper will be conducted by the Department of Commerce before the End Semester Examination.

The remaining 40 marks in each paper shall be awarded on the basis of a written examination at the end of each semester. The duration of written examination for each paper shall be two hours.

**Practical Paper/Dissertation/Project:** Each paper will carry 50 marks, out of which 30 marks shall be for internal Examination and 20 marks shall be for Semester End Examination. The pattern of examination shall follow as per instructions given in the Assessment method segment of detailed syllabus.

In the Semester system, there would be automatic progression right from the first Semester, till the fourth Semester, irrespective of the marks obtained in the previous Semesters subject to the fact that the eligibility conditions for appearing in the examination are satisfied.

A student failing to clear in one or more course(s) in Semester Examinations shall be permitted to re-appear in that course(s) in respective semester examinations within 2(Two) consecutive chances irrespective of availing/not availing any particular chance. A student failing to appear in a semester examination of a course or of a part of the course may re-appear in that course or in the part of the course in the respective semester examination(s) within two consecutive chances. If a student wishes to skip examination in a semester it would be included in the stipulated two chances. Students who skip 1st/2nd Semester Examination will be eligible to clear those course(s) in the respective Semester Examinations of subsequent years (i.e. 1st Semester with the 1st Semester of the subsequent year, 2nd Semester with the 2nd Semester of the subsequent year and so on.

Pass mark in any course in any semester is 40% of the full marks of the course for all Courses of M.com. If a candidate secures qualifying grade (Grade P and above) in a course he/she will be declared to have cleared the said course. Marks obtained in the continuous assessment of a course will be clubbed with the marks obtained in the respective End Semester examination before awarding the grade point. If a candidate fails to clear a particular course, he/she will have to clear the course within stipulated number of chances. The continuous assessment marks will be retained for the next examination(s) with valid chances.

### **Grading of the performance of Student**

Based on the performance of students, each student will be awarded *Grade Point* at the end of each semester following seven point grading system. The letter grades and the corresponding grade points are as follows:

<b>Grade</b>	<b>Percentage of Marks</b>	<b>Grade Point</b>
<b>E</b> (Excellent)	90 – 100	10
<b>A</b> (Very Good)	80 - less than 90	9
<b>B</b> (Good)	70 - less than 80	8
<b>C</b> (Fair)	60 - less than 70	7
<b>D</b> (Average)	50 - less than 60	6
<b>P</b> (Pass)	40 - less than 50	5
<b>F</b> (Absent/Fail)	Below 40	0

Further there shall be another grade 'I' (with Point 0) for students for whom disciplinary actions remain pending.

## V. Detailed Course Contents:

### Semester I CC-1: MCOMC101

#### *Organizational Behaviour and Human Resource Management* *L-T-P: 5-0-0: Full Marks: 50(E.S Theory-40 &Theory CA-10)*

#### Course Objectives:

- To help students get an insight into the behaviour of individuals and groups in an organization.
- To apprise the students regarding the impact of important developments on organization behaviour.
- To enable the students for analyzing the implementation of different functions of Human Resource management.
- To develop an understanding regarding the role of Human Resource Manager in decision making process in an organization.

#### Course Outcomes:

- In-depth understanding of emotional labour and different types of emotions.
- Ability to analyze challenges and opportunities in the field of organization behaviour.
- Understanding of different types of remuneration plans and their significance.
- Capability to evaluate different training programs and understanding of their limitations.

#### Course Contents:

##### Module I:

**Unit 1: Organisation and Organisational Behaviour:** Concept of Organisation, Definition and Meaning of Organisational Behaviour, Key Elements of Organisational Behaviour – Goals of Organisational Behaviour Interdisciplinary Approach to Organisational Behaviour – Role of the Managers – Understanding Individual Behaviour – Biographical Characteristics, Ability, Learning, Values, Attitudes, Personality and Perception and Emotions.

**Unit 2: Group Behaviour** – Groups in organisation, foundation of Groups, informal and formal groups, Group formation, Communication, Motivation and Leadership – Meaning and importance, Theories of Motivation – Maslow, Herzberg's, McClelland and Vroom – Management by Objectives. Job Satisfaction and Job Enrichment, Interpersonal Behaviour – Leadership Theories.

**Unit 3: Organisation Structure and Design** – Definition and Meaning; Types of Organisational Structures Key Elements – Organisation Structures and their effects in Human Behaviour, Organisational Design- Key Factors of Organisational Design – Organisation Climate – Organisation Culture – Organisational Effectiveness.

##### Module II:

**Unit 4: HRM** – Meaning, Importance, Functions, Functions and Qualities of Human Resource Manager, Human Resource Planning- Concept – Objective of Human Resource Planning – Factors affecting HR Planning – Process of HR Planning – Problems in HR Planning, Succession planning.

**Unit 5: Recruitment** – Meaning ,Sources, Methods and Selection, Placement , Induction and Performance Appraisal including 360 degree performance appraisal; Training and Development – Meaning and its requirements, Types of Training, Methods and Techniques of Training.

**Unit 6: Job Evaluation** – Job evaluation- Concept, scope and limitation, Incentives and fringe benefits, Job Analysis and Job Description- Definition, Uses of Job Analysis and Job Description, Job Specifications and Job Analysis Linkages, Collective bargaining and workers’ participation in management, Human Resource Development (HRD) –An Overview, HRD process and outcome, HRD Trends.

#### *Suggested Readings*

- Aswathappa, K., *Organisational Behaviour*, Himalaya Publishing.
- Luthans, E, *Organisational Behaviour*, McGraw Hill
- Newstrom and Davies, *Organisational Behaviour: Human Behaviour at work*, Tata McGraw Hill
- Robbins, S.P., *Organisational Behaviour*, Prentice Hall.
- Sukla, M., *Understanding Organisations: Organisation Theory and Practice in India*, Prentice Hall
- L. M. Prasad, *Human Resource Management- Sultan Chand* , 2001
- C.B. Memoria, *Personnel Management- Himalaya Publishing House* 2002
- Sharma, Suchi: *Organisational Behaviour*, McGraw Hill

#### **Teaching Learning Process**

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

#### **Assessment Methods**

**Internal Assessment (10 Marks):** Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

**Semester End Assessment (40 Marks):** End Semester Written Examination, Duration 2 Hours

### **CC-2: MCOMC102**

#### ***Managerial Economics***

***L-T-P: 5-0-0: Full Marks: 50(E.S Theory-40 &Theory CA-10)***

#### **Course Objectives:**

- To help the students in developing a clear idea of Managerial Economics.
- To describe the nature and scope of demand analysis, production analysis and growth model of the firm.
- To enable the students understand the relevance of Game theory in managerial decision making.
- To enable the students understand the Input-output Analysis model and its impact of business forecasting

#### **Course Outcomes:**

- Ability to forecast demand in light of changing circumstances and to formulate business plans.
- Understanding of different techniques of demand forecasting.
- Enhancing the skill to apply game theory in business decision making.

- Develop economic way of thinking in dealing with practical business problems and Challenges.
- Ability to comprehend the Input-output Analysis model in regard to business forecasting.

### **Course Contents:**

#### **Module 1:**

**Unit:1 Nature and Scope of Managerial Economics:** Relation of managerial economics with economic theory and fundamental areas of business. Fundamental concepts affecting business decisions:- Incremental principle, opportunity cost principle, discounting principle, equi-marginal principle. Profit Maximization hypothesis and its limitations; Managerial theories of Baumol, Morris and Williamson; Behavioural theory of Cyert and March.

**Unit:2 Demand Theories and Demand Forecasting:** Individual and market demand functions; Derivation of the law of demand from theories of consumer behaviour; Determinants of demand; Elasticity of demand - Meaning and importance of different measures of demand elasticity, Determinants of elasticity of demand, Purpose and scope of demand forecasting; Opinion Poll Methods of demand forecasting: Consumers' Survey, Sales Force Opinion, Experts' Opinion; Statistical Methods (including numerical problems): Mechanical, Barometric and Regression methods.

**Unit:3 Production and Cost:** Production function, Law of variable proportion, Returns to scale; Isoquants, ridge lines; Isoclines; Producer's Equilibrium; Cost function- classification of costs, short run cost functions; short run cost curve, Relationship between return to scale and return to a factor; Long run cost functions; Long run cost curve.

#### **Module II:**

**Unit:4 Pricing and Market Structures:** Market structure and managerial decision making; Classification of markets – Substitutability of product criterion, Interdependence of sellers criterion, Ease of entry criterion; Price Determination under Different Market Conditions: Perfect competition, Monopoly, Monopolistic competition and Oligopoly; Methods of price determination in practice – Mark up pricing, Limit pricing, Peak load pricing, Pricing of new products; Price discrimination; International price discrimination and dumping; Transfer pricing.

**Unit 5: Risk and Uncertainties in Managerial Decision Making :** Distinction between risk and uncertainty; Measuring risk with probability distributions; One stage decision making problems -Different criteria for decision making under risk and uncertainty; Multi-stage decision making problems – Decision tree; Expected utility theory.

**Unit:6 Business Cycle and Inflation:** Business Cycle- Concept, definition, features, types, and phases; Hick's Samulson Theories of Trade Cycle; Measures to control Business cycle; Inflation- Meaning and Causes of Inflation; Demand Pull and Cost Push Theories; Concept of Inflationary Gap; Effects of Inflation; Phillips Curve and Expectation Augmented Phillips Curve.

#### **Suggested Readings:**

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

## Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

## Assessment Methods

**Internal Assessment (10 Marks):** Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

**Semester End Assessment (40 Marks):** End Semester Written Examination, Duration 2 Hours

### CC-3: MCOMC103

#### *Marketing Management*

**L-T-P: 5-0-0: Full Marks: 50(E.S Theory-40 &Theory CA-10)**

## Course Objectives:

- To develop understanding about holistic nature of Marketing.
- To facilitate the students to understand the techniques to scan Marketing Environment.
- To make students understand the different buying behaviour of consumers.
- To familiarize the students about the techniques of Market segmentation, Product Pricing, Promotion, Packaging and distribution.

## Course Outcomes:

- Familiarization with Marketing Concepts and Philosophies.
- Ability to understand the changing Marketing Environment.
- Knowledge of different consumer and business buying behaviours.
- Familiarization with product, price and promotion related decisions.

## Course Contents:

### Module 1:

**Unit 1: Introduction to Marketing Management:** Definition need and scope of Marketing, Approaches of Marketing, Various concepts of marketing, The Value concept of Marketing, Different environments of

marketing: Micro and Macro, Strategic marketing planning.

**Unit 2: Market Research:** Meaning, Scope and limitations, Techniques of market research, Market Segmentation: Meaning, types, Target market, Positioning, Consumer Behaviour : Meaning and importance, Consumer buying process, Determinants of Consumer Behaviour

**Unit 3: Marketing Mix Elements:** Product - Meaning, role and types Product mix, Product line, Product Life Cycle (PLC), New product development, Branding, labeling, packaging, Pricing -Meaning & role of pricing, Factors determining pricing, Pricing strategies.

## **Module II:**

**Unit 4: Channels of Distribution,** Meaning and Role, Classification of distribution channels & intermediaries, factors governing choice of channels (s) & intermediaries, distribution channel policies & strategies, other aspects of channel management, conflict & co-operation in distribution channel ,Physical distribution.

**Unit 5: Promotion** – Definition, Role, Promotion methods - Advertising: Meaning & Role of Advertising, Types of Media. Decisions in advertising, Personal selling – Meaning & Importance, Publicity; Sales promotion: meaning, objective , Sales promotion tools and techniques; Promotion mix, Public Relation – Meaning, roles, activities, process and tools, need for PR.

**Unit 6: Trends in marketing:** Social marketing; Online marketing; Green marketing; Direct marketing; Rural marketing; CRM, Service marketing, Logistics management.

### ***Suggested Readings:***

- Kotler and Armstrong, *Principles of Marketing*, Pearson Education.
- Ramaswamy and Namakumari, *Marketing Management, Planning, Implementation and Control*, Macmillan.
- Etzel, Walker, Stanton and Pandit, *Marketing, Concepts and Cases*, Tata McGraw Hill.
- Saxena, *Marketing Management*, Tata McGraw Hill.
- Grewal and Levy, *Marketing Management*, Tata McGraw Hill.
- Perreault and McCarthy, *Essentials of Marketing*, McGraw Hill.
- Baines, Fill and Page, *Marketing*, Oxford

## **Teaching Learning Process**

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

## **Assessment Methods**

**Internal Assessment (10 Marks):** Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

**Semester End Assessment (40 Marks):** End Semester Written Examination, Duration 2 Hours

**CC-4: MCOMACFIC104**  
*Statistics for Business Decisions*  
**L-T-P: 5-0-0: Full Marks: 50(E.S Theory-40 &Theory CA-10)**

**Course Objectives:**

- To elicit clearly the worth of statistics in solving different research problems.
- To enable the students' in-depth understanding of the concepts of probability theory and distribution, sampling theory, test of estimation, test of Hypothesis, multivariate correlation and regression analysis.
- To grasp the decision making process under uncertainty using statistical tools.

**Course Outcomes:**

- Improvement of logical reasoning ability in students.
- Knowledge about the applicability of various parametric and non-parametric statistical tests.
- Ability to make decisions under uncertain business situations.
- Promotion of scientific mind-set, critical thinking and problem-solving skills.
- Ability to work as data analyst in corporate sector.

**Course Contents:**

**Module 1:**

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

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

**Unit 3: Sampling and Sampling distributions:** Census and sampling; Bias in sample survey; Sampling fluctuation and sampling distribution; Standard error of statistic; Sampling techniques - Simple random sampling, Stratified sampling, Systematic sampling; Procedure of selecting random sample; Determination of optimal sample size; Sampling distributions – Z, Chi-square, t and F, characteristics and their uses.

**Module II:**

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

**Unit 5: Multivariate Regression Analysis:** Multiple Regression Analysis – Assumptions, Model specification, Estimation and Testing; Relation between partial regression coefficient and correlation

coefficient; Multiple correlation and partial correlation; Some general problems in multiple regression analysis.

**Unit 6: Business Forecasting Models:** Components of time series; Decomposition methods; Exponential smoothing model; Basic concept of Box-Jenkins methodology (ARIMA models); Important issues related to forecasting.

**Suggested Readings:**

- Gupta, S.C.: *Fundamentals of Statistics*, Himalaya Publishing House.
- Hooda, R.P.: *Statistics for Business and Economics*, MacMillan
- Das, J.K.: *Statistics for Business Decisions*, Academic Publishers, Kolkata.
- Sharma, J.K. *Business Statistics*, Pearson Education.
- Sarkhel, J. And Dutta, S.K.: *An insight into Statistics*, Book Syndicate Pvt. Ltd; Kolkata.
- Johnson, R. A. And Wichern, D.W. *Business Statistics*, John Willy and Sons.

**Teaching Learning Process**

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

**Assessment Methods**

**Internal Assessment (10 Marks):** Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

**Semester End Assessment (40 Marks):** End Semester Written Examination, Duration 2 Hours

**CC-5: MCOMC105**

***Advanced Financial Management***

***L-T-P: 5-0-0: Full Marks: 50(E.S Theory-40 & Theory CA-10)***

**Course Objectives:**

- To understand the meaning, nature, scope, objectives and various financial decisions and risk return trade off of Financial Management
- To study the various techniques of Capital Budgeting decision under different situations.
- To analyse various theories and practices of capital structure and leverage and dividend decisions.
- To know the various types of corporate restructuring decisions and related appropriate models.

**Course Outcomes:**

- Understanding the basics of financial management, risk return framework and function of a finance manager.
- Ability to evaluate capital projects under different situation using appropriate techniques of capital budgeting decision.
- Understanding the various factors affecting Capital structure decision and dividend decisions.
- Critically examine various theories and policies of capital structure and leverage and determine optimal capital structure policy.

## Course Contents:

### Module I:

**Unit-1: Cost of Capital and Capital Structure:** Specific costs of capital, weighted average cost of capital, weighted marginal cost of capital; Theories of capital structure- Net Income theory, Net Operating Income theory, Traditional theory, MM Hypothesis without and with corporate taxes, Merton Miller argument with corporate and personal taxes, Trade off theory, Pecking order theory, Market timing theory; Signaling theory and effect of information asymmetry on capital structure; Optimum Capital Structure; Determinants of capital structure.

**Unit-2: Concept of Leverage:** Business and Financial risks; Operating Leverage; Financial Leverage; Financial Leverage and Trading on Equity; Financial Leverage and Equity Shareholders' Return; EBIT-EPS Analysis; Total Leverage.

**Unit-3: Capital Budgeting:** Nature, significance and kinds of capital budgeting decisions. Capital budgeting decision under certainty: Non Discounted cash flow criteria- Payback, ARR; Discounted Cash flow criteria- NPV, IRR, and PI. Capital rationing. Capital budgeting decision under uncertainty and risk- Probability Assignment, Expected Net Present value, Probability distribution Approach, Normal Probability Distribution, Risk Adjusted Discount Rate, Certainty equivalent method, DCF Break even analysis, Simulation method, Decision tree analysis, Sensitivity analysis and Scenario analysis.

### Module II:

**Unit-4: Working Capital Management:** Concept and types of working capital; Operating cycle and cash cycle; Estimation of working capital requirement; Approaches of working capital financing; Determinants of working capital; Components of working capital management; Cash Management: Baumol's Model and Miller Model of Managing Cash; Receivable Management: dimension of credit policy of firm and evaluation of credit policies; Inventory management.

**Unit-5: Dividend Decision:** Rationale for paying dividend; Determinants of Dividend Policy; Theories of relevance and irrelevance of dividend in firm valuation -Pure residual theory, Walter's model, Gordon's Model, MM Hypothesis, Bird-in-hand theory and Dividend signaling theory; Relevance of dividend under market imperfections; Traditional and Radical position on dividend; Types of dividend policies in practice-Pure residual policy, constant rupee dividend policy, constant dividend payout policy and smooth stream dividend policy; Determinants of dividend policy in practice; Lintner's Model on Corporate dividend behaviour; Bonus Dividend, Stock Splits, Share Buyback.

**Unit 6: Corporate Restructuring:** Concept, Objectives and Needs; Provisions under the Companies Act, 2013; Forms of Corporate Restructuring- Financial Restructuring and Operational Restructuring; Tools of Restructuring; Motives and forms of Merger and Acquisition; Stages involved in Merger and Acquisition; Estimating merger gains and cost; Valuation under Merger and Acquisition; Leveraged buyouts (LBO); Evaluation of regulatory control of Merger and Acquisition in India.

### ***Suggested Readings:***

- Chandra, Prasanna., *Financial Management-Theory and Practice*, Tata McGraw Hill.
- Khan, M.Y. and Jain, P.K., *Financial Management-Text and Problems*, Tata McGraw Hill.
- Pandey, I. M., *Financial Management*, Vikas Publishing House Pvt. Ltd.
- Van Horne, J C., *Financial Management and Policy*, Prentice Hall of India.
- Banerjee, Bhabatosh, *Financial Policy and Management Accounting*, PHI, Learning.
- Machiraju, ,H.R., *Mergers, Acquisitions and Takeovers*, New Age International, New Delhi.
- Srivastav, Rajiv and Misra, A., *Financial Management*, Oxford University Press.
- Damodaran, A., *Corporate Finance: Theory and Practice*, John Wiley & Sons.

### **Teaching Learning Process**

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

### **Assessment Methods**

**Internal Assessment (10 Marks):** Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

**Semester End Assessment (40 Marks):** End Semester Written Examination, Duration 2 Hours

## **CC-6: MCOMC106**

### ***Business Environment and Business Ethics***

***L-T-P: 5-0-0: Full Marks: 50(E.S Theory-40 &Theory CA-10)***

### **Course Objectives:**

- To give an insight into meaning of business environment and its components.
- To familiarize with different types of economic system.
- To enable the students to analyze the influence of LPG in Indian economy.
- To enhance logical inquisitiveness, sensibility, morale values and different morale codes in the field of Business.
- To understand morale duty, fairness and justice, beliefs and values required in business operation.

### **Course Outcomes:**

- Skill to identify and differentiate various Micro and Macro factors affecting functioning of Business.
- Ability to file complaint against unfair trade practices under Consumer Protection Act.
- Knowledge of different ethical and legitimate practices of business environment.
- Growth of ethical values among the candidates to create democratic work environment on business places.

## Course Contents:

### Module 1:

**Unit 1: Economic Environment of Business:** Concepts, Significance and Elements of Business Environment; Changing dimensions of Business Environment; Environmental monitoring and analysis; Concept and significance of the economic environment of business, Elements of economic environment in India; Economic systems and business environment; Economic Policies – Monetary and Fiscal policies; Globalization, Liberalization and Business environment

**Unit 2: Legal and Socio Cultural Environment of Business:** Concept and Scope of Political and Legal Environment of Business in India; Importance of Physical Environment; Environmental responsibility of Business; Environmental Laws in India – Concepts and importance of Intellectual Property Rights; Indian laws for protecting Intellectual Property Rights (IPRs) : Patents, trademarks and copyrights; Emerging issues in intellectual property– Legal environment- Consumer Protection Act, FEMA; Importance of Socio Cultural Environment of Business – Elements of Culture in India – Societal Culture and Organisational Culture

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

### Module II

**Unit 4: Introduction:** Concept of Ethics, Definition and Meaning of Business Ethics, Ethics versus Law, Importance and Need of Business Ethics – Ethics and good governance, Concept of Ethical Dilemma, Moral development – Kohlberg's Six Stages of Moral Development, Morality, Moral Standard and Moral Reasoning.

**Unit 5: Ethical theories:** Traditional theories – Teleological approach and Deontological Approach; Contemporary Theories – Virtue ethics, Feminist ethics, Discourse ethics, and Post-modern Ethics.

**Unit 6: Stakeholder Theory and Practice:** Meaning and Definition of Stakeholder Concept- Who are Stakeholders? Early use of the Stakeholder Concept, Different types of Stakeholders, Contribution of Freeman to the Stakeholder Literature, The Berle and Dodd Debate; Descriptive, Instrumental and Normative stakeholder theory; Stakeholder management.

### Suggested Readings:

- Aswathappa: *Business Environment for Strategic Management*, Mumbai: Himalaya.
- Agarwal and Diwan: *Business Environment*, New Delhi: Excel Books.
- Misra & Puri: *Economic Environment of Business*, Mumbai: Himalaya.
- Cherunilam: *Business Environment*, Mumbai: Himalaya.
- Narain: *Public Enterprise management and Privatization*, New Delhi: S. Chand
- J.R. Boatright, *Ethics and the Conduct of Business*, Pearson Education.
- Crane, A and Matten D, *Business Ethics*, Oxford University Press.
- Fernando, A.C, *Business Ethics: An Indian Perspective*, Pearson Education

- Velasquez, M.G, *Business Ethics*, Concepts and Cases, Prentice Hall of India

## Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

## Assessment Methods

**Internal Assessment (10 Marks):** Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

**Semester End Assessment (40 Marks):** End Semester Written Examination, Duration 2 Hours

## Semester II

### CC-7: MCOMC201

#### *Banking and Financial Institutions*

*L-T-P: 5-0-0: Full Marks: 50(E.S Theory-40 &Theory CA-10)*

## Course Objectives:

- To give an insight into the concept, function, and structure of Banking system
- To describe the different aspect of commercial bank and reserve bank of India.
- To develop a profound awareness about the different banking sector reform and modern trends in banking sector.
- To familiarize with the functioning of non-banking financial institution.

## Course Outcomes:

- Knowledge of different kinds of bank function in the economy.
- Understanding of different aspects of Commercial bank, Reserve Bank of India and Development Banks..
- Awareness of Banking sector reforms and evolving trends in banking sector.
- Acquaintance with the functioning of non-banking financial institution.
- Acquire proficiency to work as a security analyst, mutual fund analyst, personal finance analyst and financial analyst

## Course Contents:

### Module I:

**Unit 1: Commercial Banks:** Types of banks: Commercial banks; Regional Rural Banks (RRBs); Foreign banks; Cooperative banks; Commercial Bank-Definition, classification and functions of commercial banks; Balance sheet of a commercial bank; Theories of commercial bank liquidity; Credit creation of commercial banks; Growth and structure of commercial banks in India.

**Unit 2: Reserve Bank of India:** Organization of RBI; Administration of RBI; Functions of RBI: Traditional and Promotional; Balance Sheet of the Issue and Banking department of RBI; Monetary policy of the RBI –

quantitative and qualitative measures of credit control, The Chakravarti Committee Report, Liquidity Adjustment Facility [LAF].

**Unit 3: Development Banks:** concept, objectives, and functions of development banks; Operational and promotional activities of development banks; IFCI, IDBI, IRBI, SIDB, ICICI, EXIM; State development banks, State Financial Corporations.

#### **Module II:**

**Unit 4: Non-Banking Financial Institutions:** Concept and role of non-banking financial institutions; Functions of non-banking financial institutions, RBI Provisions regarding Non-Banking Financial Institutions; Sources and uses of funds of NBFI with special reference to LIC, GIC and UTI and other mutual funds in India.

**Unit 5: Banking Sector Reforms in India:** Narsimham Committee Report [1991] on Banking System in India; Management of Non-performing Assets [NPA]-Concept, classification, guidelines to recognition of NPA, provisioning requirement; Capital Adequacy Norms-BASEL framework, present state of Capital adequacy norms in India; Financial Inclusion – Need and Importance of Financial Inclusion, Micro Credit SHGs, RBI Guidelines for Micro Credit.

**Unit 6: Emerging Areas in Banking:** Universal Banking, Islamic Banking, Woman Banks, SME Banking, Payment Bank, Small Bank, Electronic payments systems-teller Machines at the Banking Counters, credit and debit cards, smart cards, Electronic funds transfer systems, Mobile Banking, Merchant Banking, Investment Banking, Retail Banking.

#### ***Suggested Readings:***

- Avdhani: *Investment and Securities Markets in India*, Himalaya Publications, Delhi
- Bhole, L.M : *Financial Markets and Institutions*, Tata McGraw
- Ghosh, D: *Banking Policy in India*, Allied Publications, Delhi
- Khan, M.Y: *Indian Financial System*, Tata McGraw Hill, Delhi
- Varshney, P.N: *Indian Financial System*, Sultan Chand & Sons, New Delhi
- Srivastava R.M: *Management of Indian Financial Institution*; Himalaya Publishing House, Mumbai
- Reserve Bank of India, Various Reports, RBI Publication, Mumbai

#### **Teaching Learning Process**

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

#### **Assessment Methods**

**Internal Assessment (10 Marks):** Internal Assessment will be conducted by using Term Paper Writing.

**Semester End Assessment (40 Marks):** End Semester Written Examination, Duration 2 Hours

**CC-8: MCOMC202**  
**Financial Statement Analysis**  
**L-T-P: 5-0-0: Full Marks: 50(E.S Theory-40 &Theory CA-10)**

**Course Objectives:**

- To understand the concept and use of financial statements and its analysis.
- To know the importance of financial analysis.
- To understand the tools and techniques used in analysis and interpretation of financial statements.
- To get insight into the concept, causes and models of corporate failure.

**Course Outcomes:**

- Capability of understanding the economic and business trend.
- Enable the students to understand and evaluate current and historical data.
- Ability to evaluate the financial strengths and weaknesses of an entity.
- Understanding the models of corporate failure to overcome from the distress.

**Course Contents:**

**Module-I**

**Unit 1: Financial Statements:** Concept of Financial Statements; users of financial Statement; Nature of Financial Statements; Objectives of Financial Statements; Importance of Financial Statement; Different Types of Financial statement and Limitations of Financial Statements.

**Unit 2: Financial Statement Analysis:** Concept and Objective of Financial Statement Analysis (FSA); Historical Development of FSA; Traditional and Modern Approaches to FSA; Types of FSA; Problems encountered in FSA; Methods of FSA- Comparative Statements; Common-size statements; Trend Ratios and Ratio Analysis; Fund flow Analysis and Cash flow Analysis.

**Unit 3: Ratio Analysis:** Meaning of Ratio Analysis; Ratio Formation; Objectives of Ratio Analysis; Classification of Ratios; Important Ratios; DuPont Analysis; Limitations of Ratio Analysis; Practical Methods of Analysis- Time Series Analysis; Cross-sectional Analysis; Residual Analysis and Multivariate Analysis.

**Module-II**

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

**Unit 5: Cash Flow Analysis:** Concept and Importance of Cash Flow Statements; Preparation of Cash Flow Statement; Cash flow Statement Vs. Fund Flow Statement; SEBI Guidelines for Cash Flow Statement; Cash Flow information based Ratios; Interpretation of Information derived from Cash Flow Statement.

**Unit 6: Corporate Distress Analysis:** Concept of Corporate Financial Distress/ Corporate Sickness/ Corporate Failure/ Corporate Bankruptcy; Causes of Corporate Failure; Need for Corporate Distress Analysis; Corporate Failure Prediction Models.

***Suggested Readings:***

- Sinha, G. *Financial Statement Analysis*, PHI Learning Pvt. Ltd.
- Foster, G. *Financial Statement Analysis*, Prentice Hall.
- Lev. B. *Financial Statement Analysis – A New Approach*, Prentice Hall.
- Sur, D. *Financial Statement Analysis – A Comprehensive Approach*, Excel Books.
- Wild, J.D., Subramanyam; K.R. and Halsey; R.F. *Financial Statement Analysis* McGraw Hill Education India Pvt. Ltd.

**Teaching Learning Process**

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

**Assessment Methods**

**Internal Assessment (10 Marks):** Internal Assessment will be conducted by using Term Paper Writing.

**Semester End Assessment (40 Marks):** End Semester Written Examination, Duration 2 Hours

**CC-9: MCOMC203**

**International Business**

***L-T-P: 5-0-0: Full Marks: 50(E.S Theory-40 &Theory CA-10)***

**Course Objectives:**

- To introduce the student to the meaning and scope of international business
- To give an insight into drivers of globalisation and to identify the various mode of entry in international business.
- To analyse different aspects of international business environment and the risks related with each of them.
- To develop an understanding of the dynamics of international trade and international trade theories and to appreciate the role of WTO in leading international trade.

**Course Outcomes:**

- Understanding the concept of Balance of Payments (BOP) Account and the types of disequilibrium in BOP and methods to correct disequilibrium.
- Ability to analyse the influence of business environment on international business.
- Awareness of the various international economic institutions and to understand the working of the international monetary system and international money and capital markets

## Course Contents:

### Module 1

**Unit 1: International Business:** Evolution of International Business, Nature and Recent Trend, Cold War Era and Globalization – Concept of Globalization, Importance of Globalization, Stages of Globalization- SEZs and their Significance.

**Unit 2: Multinational Corporations:** Concept of MNC; FDI- Concept, types, their Inherent Disadvantages in Host Countries- their Advantages (Dunning's OLI Framework) – their Cost Advantage through transfer of their knowledge-based Assets, Trends in FDI; India's FDI policy.

**Unit 3: Foreign Exchange Market and Balance of Payment:** Demand and Supply of Foreign Exchange- Exchange Rate- Devaluation and Up valuation of Domestic Currency- Different Exchange Rate Regimes and their Mechanism- Risk Management: Spot Covering and Forward Covering speculation in Spot and Forward Markets- Concepts of Forward Premium and Discount- BoP: Definition, Current Account and Capital Account, Causes of disequilibrium in Balance of Payment and measures to correct this disequilibrium; IMF and WTO.

### Module II

**Unit 4: Regional Economic Integration:** Advantages and Disadvantages of Economic Integration; Levels of Economic Integration; Tariff and its impact- Tariff and Non-Tariff Barriers to Trade- EU, ASEAN , SAARC, SAFTA and NAFTA.

**Unit 5: Global Strategic Management:** Concept of Global Strategic Management; Types of International strategies; Process of Global strategic management, Porter's Diamond Model of Competitive Advantage; the 10-P Model of Global Strategic Management.

**Unit 6: The Strategy and Organization of International Business:** Strategy in International Business- Motivation and Pressures in Internationalization, the Global Firm as a Value Chain; Organization of International Business- Structure, Control Systems and Culture. Market Entry Strategy: Entry objectives; Scale of entry; Timing of entry; Entry modes. International Business Operations: Global Manufacturing; Global Market Management; Global Human Resource Management, Global Business Citizenship.

### *Suggested Readings:*

- Chacholiades Miltiades, *International Economics*, McGraw Hill
- Hill Charles WL and Jain A.K., *International Business*, Tata McGraw Hill
- Markusen, Melvin, Kaemfer and Maskus, *International Trade Theory and Evidence*, McGraw Hill
- Rugman and Hodgetts, *International Business: A Strategic Management Approach*, Pearson
- Taggart, James, H. And McDermott Michael C., *The Essence of International Business*, Prentice Hall

### Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

### Assessment Methods

**Internal Assessment (10 Marks):** Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

**Semester End Assessment (40 Marks):** End Semester Written Examination, Duration 2 Hours

### **CC-10: MCOMC204**

#### ***Strategic Cost Management***

***L-T-P: 5-0-0: Full Marks: 50(E.S Theory-40 &Theory CA-10)***

#### **Course Objectives:**

- To introduce the students to the concept of Strategic Cost Management and Strategy formulation related to cost
- To familiarize the students with Kaizen costing, activity based costing, service costing and standard costing techniques
- To provide students with the knowledge of Total Quality Management, a managerial tool for continuous improvement in production process.
- To make students aware about the pricing strategies.

#### **Course Outcomes:**

- Imparting decision making skills related to pricing at different stages of product life cycle and to make them aware of various techniques of target based costing in order to manage profitable business during high competition.
- Disseminating knowledge on Activity based budgeting while comparing it with traditional budgeting, process of Activity based budgeting and its role.
- Describe strategic cost analysis techniques and apply these techniques for performance evaluation and managing a profitable and competitive enterprise.
- Knowing the price setting strategies and their implementation in terms of preparing of activity based budgets in comparison traditional budgets.

#### **Course Contents:**

##### **Module-1**

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

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

**Unit 3: Service Costing:** Introduction, Characteristics of Service Sector, Collection of Costing data in service sector, Costing methods used in service sector, Pricing by Service Sector.

##### **Module-II**

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

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

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

***Suggested Readings:***

- Horngreen, C.T., *Cost Accounting- A Managerial Emphasis*, Prentice Hall of India.
- Maheshwari, S.N., *Management Accounting and Financial Control*, Mahavir Book Depot.
- Saxena V.K. & Vashist. C.D., *Advanced Cost Management Accounting*. Sultan Chand & Sons.
- Bhattacharya & Dearden, *Accounting for Managerial Decisions*. Prentice Hall of India.
- Daff Trevor, *Cost and Management Accounting*, Woodhead Faulkner.
- Lal Jawahar, *Cost Accounting*, Tata McGraw Hill.
- Banerjee, B. 'Cost Accounting Theory and Practice', PHI Learning Pvt. Ltd.
- Prasad, N.K. & A.K., *Principles and Practice of Cost Accounting*, Book Syndicate Pvt. Ltd.

**Teaching Learning Process**

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

**Assessment Methods**

**Internal Assessment (10 Marks):** Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

**Semester End Assessment (40 Marks):** End Semester Written Examination, Duration 2 Hours

**CC-11: MCOMC205**

***Strategic Management and Corporate Governance***

***L-T-P: 5-0-0: Full Marks: 50(E.S Theory-40 & Theory CA-10)***

**Course Objectives:**

- To know the concept and level of different strategies
- To know the role of Strategic Management.
- To know about rights and responsibilities of shareholders towards the corporation.
- To build and monitor systems that has strong internal control to prevent corporate frauds.

**Course Outcomes:**

- Understanding the role and responsibility of different stakeholders in corporate house.
- Knowledge about accountability of corporations towards its stakeholders and society.
- Enhancing the ability to take decisions in response to rapid changes that occur due to environmental changes.
- Creating ability to implement and evaluate strategy at an International level.

## Course Contents:

### Module 1

**Unit 1: Introduction:** Concept of Strategy-Levels of Strategy-Strategic Intent-Strategic Management Process- Environmental Scanning and Analysis-External factors-SWOT Analysis-Michael Porter's Five Force Model-Analysis of internal resources and Capabilities –Core competence-Value Chain Analysis.

**Unit 2: Strategic Options:** Alternative Grand Strategies: Growth, Stability, Retrenchment and Combination-Merger and Acquisition-Michael Porter's concept of Generic Strategies.

**Unit 3: Choice of Strategy and Implementation:** The Portfolio Approach-Important Issues in Strategy Implementation: Resource Allocation, Leadership Implementation, Structural consideration- Balanced Score Card Approach

### Module II

**Unit 4: Corporate Governance – A Conceptual Foundation:** Concept and Definition of Corporate Governance-Characteristics-Importance-Origin and Development- Agency Theory and Stakeholder Theory- Concept and core principles.

**Unit 5: Role of Directors and Ethics in Corporate Governance:** Directors and Board of Directors-Roles and Functions-Types of Directors-Board Committees for Corporate Governance-Corporate Governance and Ethics-Ethical Principles for good Corporate Governance.

**Unit 6: Corporate Governance in Indian and Global Scenario:** Contribution of CII to the development of Corporate Governance in India-SEBI's initiative and K.M. Birla Committee Report, 2000-Introduction of Clause 49 and Corporate Governance Requirements-Narayana Murthy Committee Report, 2003-Corporate Governance in the world- OECD Principles-Corporate Governance in UK- Corporate Governance in USA-Emerging Scenario of Corporate Governance.

### *Suggested Readings:*

- A.C.Fernando, *Corporate Governance: Principles, Policies and Practices*, Pearson
- Darryl Reed and Sanjay Mukherjee, *Corporate Governance, Economic Reforms and Development*, Oxford University Press
- A.G.Robert, Monks and Neil Minnow, *Corporate Governance*, Wiley
- Jauch, L. R. And Glueck, W.F., *Business Policy and Strategic Management*, McGraw Hill, New York.
- David, Fred R., *Strategic Management*, Pearson Education
- Kazmi, A., *Business Policy and Strategic Management*, McGraw Hill.
- Pearce and Robinson, *Strategic Management: Formulation, Implementation and Control*, Tata Mc-Graw-Hill.
- Francis Cherunilam, *Strategic Management*, New-Delhi: Himalaya Publishing House.
- Rowe, A.J., Mason, R.O., Dickel, K.E., Mann, R.B. and Mockler, R.J. *Strategic Management: A Methodological Approach*. Addison-Wesley.
- K.Prasad, *Corporate Governance*, New Delhi: PHI
- T. Clarke, *International Corporate Governance*, London: Routledge.
- Solomon, *Corporate Governance and Accountability*, London: John Wiley and Sons.

### Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

## Assessment Methods

**Internal Assessment (10 Marks):** Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

**Semester End Assessment (40 Marks):** End Semester Written Examination, Duration 2 Hours

### MIEC-1: MCOMMIE201

#### *Conflict Management and Negotiations*

*L-T-P: 4-0-0: Full Marks: 50(E.S Theory-40 &Theory CA-10)*

#### Course Objectives:

- To know the concept and sources and types of conflict in the organization.
- To understand the different model of conflict management.
- To know the role of conflict managing team to resolve the conflict.
- To be familiar with the concept of negotiations and different tricks of negotiations.

#### Course Outcomes:

- Understanding the sources and process of conflict arises in organisation.
- Knowledge about different conflict management styles and models.
- Enhancing the ability to negotiate during conflict situations.
- Creating ability to implement and evaluate different tactics of negotiation to resolve the conflict.

#### Course Contents:

##### Module I:

**Unit 1: Introduction:** Concept of Conflict- Importance- Features of Conflict – Perception of Conflict- Functional and Dysfunctional conflict- Sources of Conflict – levels of conflict, Process of Conflict, Traditional and modern approaches to conflict.

**Unit 2: Classification of Conflict:** Types of conflict, Personal Conflict- Inter-personal Conflict – Group Conflict- Organization's Conflict- Class Conflict (Industrial), Conflict Resolution and stimulation techniques. Conflict Outcomes - win-lose, lose-lose, compromise, win-win.

**Unit 3: Managing Inter-personal Conflict:** Meaning of Conflict management, Need and Importance of Conflict management, Conflict Resolution Strategies - Competing, Accommodating, Avoiding, Compromising, Collaborative, Strategies for Inter-personal Conflict Resolutions- Management of Conflict-Styles of Conflict Management- Five Conflict Management Styles by Ruble and Thomas- Contingency Model of Conflict Management.

## Module II

**Unit 4: Managing Team and Organizational Conflict:** Techniques to resolve Team Conflict-Strategies to resolve Organizational Conflict; Prevention of Industrial Conflicts – Labour welfare officer, Tripartite and Bipartite Bodies, Standing Orders, Grievance Procedure, Collective Bargaining.

**Unit 5: Negotiation overview:** Negotiation - Meaning, Importance of Negotiation, Process, Factors/ Elements affecting negotiation, Challenges for an Effective Negotiation; Role of Communication, Personality and Emotions in Negotiation; Distributive and Integrative Negotiation; Cross-Cultural Negotiation – Meaning, Factors influencing cross-cultural negotiations, Ways to resolve Cross Cultural negotiation; Types of Negotiations in Corporates/ Work Place – Day to Day, Employer – Employee, Negotiation between Colleagues, Commercial Negotiation, Legal Negotiations

**Unit 6: Managing Negotiation :** Third Party Negotiation: Mediation - Meaning, Role of Mediator; Arbitration – Meaning, Role of Arbitrator; Conciliation – Meaning, Role of Conciliator; Consultation – Meaning, Role of Consultant; Tricks used in Negotiation Process- The Four Control Tactics- The Seven Pressure Tactics-Getting and Keeping the Psychological Advantage; Methods to counter Negotiating Techniques; 3D Negotiation – Meaning, The 3 Dimensions for successful negotiations.

### *Suggested Readings:*

- Singh, B.D., *Managing Conflict and Negotiations*, Excel Books
- Eirene Leela Rout and Nelson Omiko, *Corporate Conflict Management: Concept and Skills*, PHI
- Willem F.G. Masterbroe, *Conflict Management and Organisation Development*, John Willey and Sons

### **Teaching Learning Process**

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

### **Assessment Methods**

**Internal Assessment (10 Marks):** Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

**Semester End Assessment (40 Marks):** End Semester Written Examination, Duration 2 Hours

## Semester III

### CC-12: MCOMC301

#### *Corporate Reporting*

*L-T-P: 5-0-0: Full Marks: 50(E.S Theory-40 &Theory CA-10)*

#### Course Objectives:

- To give an insight into meaning and purpose of financial reporting and International Financial reporting Standard.
- To familiarize with the concept of sustainability reporting.
- To enable the students to learn the approaches of Social, Human and Environmental Reporting.
- To understand concept and utility of segment reporting and Value Added Reporting.

#### Course Outcomes:

- Knowledge of financial reporting and disclosure practices at the national and international level.
- Familiarization with the different sustainability reporting procedures.
- Understanding the recent development in Social, Human and environmental reporting.
- Getting better acquaintance with segment reporting and value added reporting tool and techniques

#### Course Contents:

##### Module I:

**Unit 1: Introduction to Financial Reporting:** Concept of Financial Reporting; General Purpose for Financial Reporting ; Specific purpose report; Benefits of Financial Reporting; Qualitative characteristics of Financial Reporting information; Establishing accounting and reporting objectives; Users in Financial Reporting.

**Unit 2: Convergence of International Financial Reporting Standards (IFRS) in India:** GAAP in India; International Financial Reporting Standards-Overview; Convergence of Accounting Standard with IFRS; Advantages of convergence to IFRS; Criticisms of IFRS; Overview of Ind AS; list of converged Indian Accounting Standards notified by Ministry of Corporate Affairs (MCA); Comparison of IFRS with Ind AS.

**Unit 3: Sustainability Reporting:** Concept of sustainability reporting; Concept of Triple Bottom Line Reporting; Global Reporting Initiative (GRI); International Federation of Accountants (IFAC).

##### Module II:

**Unit 4: Social, Human and Environmental Reporting:** Social Accounting: Concept, approaches, measurement of social benefits and social cost, Audit of Company Social Report, Social Responsibility disclosures; Human Resource Accounting: Concept, significance, limitation, methods of Accounting and Disclosure of HRA Information; Environmental Accounting: Concept and relevance, Environmental Costs and Guidelines for environmental Reporting. .

**Unit 5: Segment Reporting:** Concept and benefits of segment reporting; argument against segment

reporting; Bases of segmentation; Identifying reportable segments; AS 17 on segment accounting policies; difficulties in segment reporting; segment disclosures in India. .

**Unit 6: Value Added Reporting:** Concept of value added; value added statements; Utility of Value Added statement; Disclosure of Value Added Statement; Economic Value Added; Superiority of EVA over Traditional Measures; Implementing EVA; EVA disclosure in India; Market Value Added; Shareholders' Value Added; Cash Value Added.

***Suggested Readings:***

- Saini, A L, *IFRS for India*, Snow white publications
- Tripathy, Shibarama, *Roadmap to IFRS and Indian Accounting Standards*.
- *IFRS explained – A guide to International financial reporting standards*, BPP learning Media
- Ghosh, T P, *IFRS for finance executives*, Allied Services Private Limited
- Garg, K, *IFRS concepts and applications*, Bharath law house private limited
- Kirk J. Robert, *IFRS: A Quick Reference Guide*, Elsevier Ltd.
- Vijay Kumar M P, *First lesson to International Financial Reporting Standards beginners*, Prime Knowledge Services.
- Finch, Clare, *A student's guide to international financial reporting standards*, Kalpan Publishing.
- Lal Jawahar, *Corporate Financial Reporting: Theory and Practice*, Taxmann's Publication

**Teaching Learning Process**

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

**Assessment Methods**

**Internal Assessment (10 Marks):** Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

**Semester End Assessment (40 Marks):** End Semester Written Examination, Duration 2 Hours

**CC-13: MCOMC302**  
***Tax Planning and Management***  
***L-T-P: 5-0-0: Full Marks: 50(E.S Theory-40 & Theory CA-10)***

**Course Objective:** The objective of this paper is to help students to develop the critical thinking over the different tax planning tools and techniques available for various assessee.

**Course Outcomes:** After completing the course, the student shall be able to:

- understand basic concepts of tax planning, tax avoidance and tax management.
- know the different tax planning areas available for individual.
- comprehend the areas of tax planning in respect of new establishment.

- Understand the tax incentives available in case business restructuring.
- Acquire the knowledge of tax planning with reference to management decision.
- Work as Tax Consultants/ Tax Advisors/ Tax Practitioners.

## Course Contents:

### Module I

**Unit: 1 Introduction to Tax Planning and Tax Management :** Concept of Tax Planning, Objectives of Tax Planning, Importance of Tax Planning, factors to be considered for Tax Planning, Essential of Tax Planning, Tax Management and its important areas, Tax Evasion and Tax Avoidance, Difference Between Tax Planning and Tax Management, Difference Between Tax Planning and ‘Tax Evasion’ and Difference Between Tax Avoidance and Tax Evasion

**Unit 2: Tax Planning for Specific Categories of Income for Individual:** Tax Planning in respect of Income from Salary, Tax Planning in respect of income from House Property, Tax Planning in Respect of income from Business and Tax Planning in respect of income from Capital Gains discussed.

**Unit 3: Tax Planning With Reference to location of Business of a new Business:** Relevance of Tax Provisions in deciding the Location of Business, Special Provisions in respect of Newly Established Undertakings in Free Trade Zone, Special Provisions in Respect of Newly Established Units in Special Economic Zone

### Module II

**Unit 4: Tax Planning with Reference to Nature of Business:** Relevance of Tax Provisions in deciding the Nature of Business, Tax Provisions for Certain Types of Businesses, Businesses given Special Tax Treatment, Tax Provisions for Offshore Banking Units. Tax Holidays

**Unit 5: Tax Planning with Reference to Business Restructuring:** Tax Planning for Amalgamation, Merger and Demerger of Companies, Tax concession and incentives for amalgamation and demergers

**Unit 6: Tax Planning with Reference to Specific Management Decisions:** Tax related consideration for Make or Buy, Tax Planning in Respect of Owing or Leasing as Asset, Tax Planning in Relation to Repair and Replacement of an Asset and tax planning in respect of Shut Down or Continue

### Suggested Readings:

- V.K.Singhania and K. Sighania, *Direct Taxes*, Taxmann Publications
- Gupta and Ahuja, *Direct Taxes*, Bharat Publications.
- V.K. Singhania and M. Singhania, *Tax Management and Practice*, Taxmann Publications
- Ahuja, Girish. and Ravi Gupta, *Corporate Tax Planning and Management*, Bharat Law House
- Sengupta, C.H., *Law and Practice of Direct and Indirect Taxes*, Dey Book Concern, Kolkata

### Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

## Assessment Methods

**Internal Assessment (10 Marks):** Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

**Semester End Assessment (40 Marks):** End Semester Written Examination, Duration 2 Hours

### [Specialization: Accounting and Finance]

**MJEC-1: MCOMMJE301**

*Security Analysis and Portfolio Management*

*L-T-P: 5-0-0: Full Marks: 50(E.S Theory-40 & Theory CA-10)*

#### Course Objectives:

- To understand the importance of Security Analysis and Portfolio Management in investment decisions making.
- To enable students to understand the various aspect of securities and securities market.
- To familiarize the students regarding the techniques of securities market analysis.
- To develop an insight into various issues in portfolio construction, revision and evaluation.

#### Course Outcomes:

- Familiarization with the attributes associated with the designing and construction of portfolios.
- Knowledge about techniques of fundamental and technical analysis used in security analysis.
- Gaining the ability to understand the fluctuations and trends of security markets.
- Enhancing the ability of construction, revision and evaluation of individual security portfolios.

#### Course Contents:

##### Module I

**Unit 1: Introduction:** Securities – Concept, Types, and Characteristics; Overview of security market; Major Stock Exchanges of India and International Stock Exchanges; Security market indicators; Investment vs. Speculation; Investment- Avenues, Attributes and Process.

**Unit 2: Security Market Analysis:** Fundamental Analysis- concept, objectives and beliefs, Framework- Economic Analysis, Industry Analysis and Company Analysis; Technical Analysis- concept, Dow Theory, price analysis approaches and price-volume analysis, approaches to forecasting of individual stock performance, Key Technical Indicators.

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

##### Module II

**Unit 4: Portfolio Management:** Risk and Return of a security –Concept, types and measurement; Concept of Portfolio; Portfolio Analysis; Portfolio Diversification; Minimum Risk Portfolio.

**Unit 5: Portfolio Selection and Evaluation of Portfolio Performance:** Markowitz Model- Efficient Frontier ; Sharpe's Single Index Model-Concept of and Framework for Evaluating Portfolio Performance; Asset allocation and Optimal Portfolio; Portfolio performance evaluation- Sharpe Ratio, Treynor's Ratio and Jensen's Alpha.

**Unit 6: Capital Market Theory:** Capital Asset Pricing Model (CAPM) – Features and Assumptions, Concept and Estimation of Beta Coefficient; Capital Market Line and Security Market Line; Relation between CML and SML; Arbitrage Pricing Theory; Comparisons between APT and CAPM.

***Suggested Readings:***

- Chandra, P. *Investment Analysis and Portfolio Management*, Tata McGraw Hill
- Fabozzi, F.J., *Investment Management*, Prentice Hall
- Fischer and Jordan, *Security Analysis and Portfolio Management*, Prentice Hall
- Sharpe, Alexander and Bailey, *Investments*, prentice Hall

**Teaching Learning Process**

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

**Assessment Methods**

**Internal Assessment (10 Marks):** Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

**Semester End Assessment (40 Marks):** End Semester Written Examination, Duration 2 Hours

**MJEC-2: MCOMMJE302**

***Computer Application in Finance***

***L-T-P: 0-0-10: Full Marks: 50(E.S Practical-20 & Practical CA-30)***

**Course Objectives**

- To learn the application of Computer in various Business activities.
- To know how computer manages data for a business organization.
- To understand the application of various software useful for business organization.
- To enhance the computer knowledge and the utility of the same in execution of business idea, planning and implementation.

**Course Outcomes**

- Building essential entrepreneurship and computing skills.

- Familiarization with the preparation and maintenance of various accounting techniques with the help of computer.
- Students will have complete knowledge of computation of business information in a faster and easier manner.
- Students will be able to understand the management of business function through Enterprise Resource Planning (ERP) System.
- Students will be able to work as data entry operators, computer accountants, business analyst, Financial Market Analyst

## Course Content

### Module I

**Unit-1: Advanced MS-Excel:** Overview of the Basics of MS-Excel; Excel Shortcut Keys; Advanced Paste Special Techniques ; Pivot Table , Charts and Slicers, Sparklines; Functions– Financial, Logical, Text, Date and Time, Lookup, Mathematical and statistical; Sorting and Filtering Data; Data Validation; What If Analysis; Protecting Excel; Macros; Designing the structure of a template.

**Unit-2: Advanced MS-Word-** Overview of the Basics of MS-Word; MS-Word Shortcut Keys; Font and Paragraph Formatting; Creating and formatting Table, Working with Shapes and Smart Art; Creating Chart; Hyperlink, Bookmarks, Cross Reference; Quick Parts; Insert and Create equations; Theme and Templates; Citations, Reference Styles for Research, Creating Indexes, Bibliographies; Mail Merge- Letter, Envelop and Labels; Protecting and Sharing Documents; Macros; Designing Form.

**Unit-3: Advanced PowerPoint-** Overview of the Basics of MS-PowerPoint; Introduction to Presentations; Applying Themes and Layouts to Slides; Working with Objects; Entering, Editing, and Formatting Text; Adding and Reading Notes; Inserting Pictures, Graphics, Shapes, and Other Things; Inserting Tables into Presentations; Charts; Adding Sound and Video; Transitions and Animation; Working with SmartArt; Protecting Powerpoint documents.

### Module II

**Unit-4: Tally ERP (Advanced level):** Accounting Vouchers, Reverse Journal, Bank Reconciliation Statement, Creating Budget, Generating Reports, Accounts With Inventory, Enabling F 11 and F 12, Stock Category, Creating Godowns, Creating Cost Categories and Cost Centres, Displaying, Altering and Deleting Cost Categories and Cost Centres, Purchase / Sales Orders, Inventory Vouchers, Using Inventory Vouchers, Using Accounting Vouchers With Inventory Details (Invoice Mode), Inventory Reports, Stock Summary, Inventory Books, Statement Of Inventory, Accounting With Tax, Payroll: Enabling Payroll, Creating Pay Heads, Single/Multiple Creation of Employee Groups, Single/Multiple Creation of Employee Head, Salary Details, Configuration of Salary Details, F 12 Payroll Configuration, Payroll Vouchers, Creating Payroll Voucher Types, Displaying, Altering and Deleting Payroll Documents, Payroll Reports (Full), Configuring All Payroll Reports, Statutory Deductions, PF, Employers Contribution to PF, PF Ledger Heads, PF Related Heads in Pay Structure, Generating a Sample Pay Slip, Employee Loan & Salary.

**Unit-5: E-Commerce:** Online Business Transactions Rationale of transacting online, E-commerce applications in various industries (banking, insurance, payment of utility bills and others), e-marketing, e-tailing, online services, e-auctions, online portal, online learning, e-publishing and e-entertainment, online shopping- E-payment Methods- Debit card, Credit card, Smart cards, E-Money, E-Wallets; Digital signatures- procedures and legal position; Payment gateways; Online banking- concepts, importance; Electronic fund transfer; Emerging modes and systems of E-payment

(MPaisa, PayPal and other digital currency).E-payments risks.

**Unit-6: Clouding Computing:** Understanding the Cloud Computing; Cloud Architecture; Cloud Storage; Advantages, Disadvantages of Cloud Computing; Developing Cloud Services; Pros and Cons of Cloud Service Development; Types of Cloud Service Development; Software as a Service; Platform as a Service; Web Services; Cloud Based Accounting Software.

**Suggested Readings**

- Elmasari, Ranez and Shamkant B. Navathe, *Fundamentals of Database Systems*, Pearson Education
- Jain Hem Chand and Tiwari H. N. (2019), *Computer Applications in Business*, Taxmann
- Madan Sushila, *Computer Applications in Business*, Scholar Tech Press.
- Mathur Shruti and Jain Pooja, *Computer Applications in Business*, Galgotia Publishing Company
- Sharma S.K. and Bansal Mansi, *Computer Applications in Business*, Taxmann
- Nadhani, A.K., *Tally.ERP 9*, BPB Publications.
- Mastering Excel-2000, Premium edition, BPB Publication.
- Investor’s Business Daily. “Stock Charts I” Investor’s Business Daily. “Stock Charts II”
- Investor’s Business Daily. “Selling Stocks for Profit” Investor’s Business Daily. “Key Selling Indicators”

**Teaching Learning Process**

Practical Session using Computer Lab, internet and Tally ERP Software. Live session using NSE and BSE portal and any open source software of stock trading. Interactive classroom sessions with the help of Power Point presentations, and case study discussions to ensure active participation and continuous learning.

**Assessment Methods:**

- (a) **Internal Assessment: 30 Marks:** Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

Or,

Internship for 15 days may be arranged with any CA or Law Firm. Project may be written on this internship.

- (b) **Semester End Assessment: 20 Marks** (Experts from other University)

	Marks		Examiner
Project Note Book	i. Lab Note Book: 05 Marks ii. Viva : 10 Marks iii. Experiment : 15 Marks	30 Marks	Internal
Practical	i. Experiment : 15 Marks ii. Viva : 05 Marks	20 Marks	External

## [Specialization: Accounting and Taxation]

MJEC-1: MCOMMJE303

*Direct Tax Practice and Procedure*

*L-T-P: 5-0-0: Full Marks: 50(E.S Theory-40 &Theory CA-10)*

**Course Objective:** The objective of this paper is to help students to acquire conceptual and practical knowledge of the Assessment procedure of Corporate Bodies.

### Course Outcomes:

- Enhancement of the capability of the students with broader concept of direct taxation.
- Enable the students to understand the process of filing income tax return.
- Students will combine the knowledge of tax structure into their professional development.
- Students will have complete knowledge of Taxation Procedure.
- Students will be able to work as Direct tax practitioners, Income Tax planners, Direct Tax Advisors.

### Course Contents:

#### Module I

**Unit 1: Assessment of Corporate Bodies:** Computation of Tax Liabilities in case of Corporate bodies with reference to relevant provisions under the Income Tax Act, Provision for MAT (Minimum Alternate Tax), Dividend Distribution Tax.

**Unit 2: Special Provisions:** Special Provisions in respect of newly established undertakings in Free Trade Zone, Special Economic Zones and 100% Export Oriented Undertakings; Special Provisions consequential to changes in the rate of exchange of currency; Deductions in the case of trade, professional or similar associations and other special provisions.

**Unit 3: Transfer Pricing:** Double Taxation Relief- Basic concept, Types of Relief, Double Taxation Relief Provisions under the Act, Taxation of BPO (Business Process Outsourcing) in India, Transfer Pricing- Meaning and significance of ALP (Arm's Length Price), Practical difficulties in applying ALP, Methods for calculation of ALP.

#### Module II

**Unit 4: Capital Gains:** Capital Gain on compulsory acquisition of land and buildings forming part of industrial undertakings, Capital Gain on transfer of assets in cases of shifting of industrial undertaking from urban area, Exemptions of Capital Gains on transfer of assets in cases of shifting of industrial undertaking from urban area to any special economic zone, General exemptions under Capital gains.

**Unit 5: provisions of Income from Other Sources:** Deemed Dividend; Shares of Closely held companies received by closely held companies without any consideration or for inadequate consideration; Share issued for a consideration more than face value.

**Unit 6: Assessment Procedure :** Returns of Income, Due dates of filing return, Assessment of Income, Penalties and Prosecution, Advance Payment of Tax, Provisions regarding TDS (Tax Deducted at Source),

Refund of Tax, Interest, Appeals and Revisions, Settlement of cases.

### ***Suggested Readings:***

- V.K.Singhania and K. Sighania, *Direct Taxes*, Taxmann Publications
- Gupta and Ahuja, *Direct Taxes*, Bharat Publications.
- V.K. Singhania and M. Singhania, *Tax Management and Practice*, Taxmann Publications
- Ahuja, Girish. and Ravi Gupta, *Corporate Tax Planning and Management*, Bharat Law House
- Singhania, Vinod K. and Kapil Singhania, *TDS on CD*, Taxmann Publications Pvt. Ltd.,

### **Teaching Learning Process**

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning. It includes theoretical discussion and numerical problems solving.

### **Assessment Methods**

**Internal Assessment (10 Marks):** Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

**Semester End Assessment (40 Marks):** End Semester Written Examination, Duration 2 Hours

## **MJEC-2: MCOMMJE304**

### ***Computer Application in Taxation***

***L-T-P: 0-0-10: Full Marks: 50 (E.S Practical-20 & Practical CA-30)***

### **Course Objectives**

- To learn the application of Computer in various Business activities.
- To know how computer manages data for a business organization.
- To understand the application of various software useful for business organization.
- To enhance the computer knowledge and the utility of the same in filing income tax return and GST Return.

### **Course Outcomes**

- Building essential entrepreneurship and computing skills.
- Familiarization with the preparation and maintenance of various accounting techniques with the help of computer.
- Students will have complete knowledge of computation of business information in a faster and easier manner.
- Students will be able to file income tax return and GST Return directly through Govt. Portal

### **Course Content**

#### **Module I**

**Unit-1: Advanced MS-Excel:** Overview of the Basics of MS-Excel; Excel Shortcut Keys; Advanced Paste Special Techniques ; Pivot Table , Charts and Slicers, Sparklines; Functions– Financial, Logical, Text, Date and Time, Lookup, Mathematical and statistical; Sorting and Filtering Data; Data Validation; What If Analysis; Protecting Excel; Macros; Designing the structure of a template.

**Unit-2: Advanced MS-Word-** Overview of the Basics of MS-Word; MS-Word Shortcut Keys; Font and Paragraph Formatting; Creating and formatting Table, Working with Shapes and Smart Art; Creating Chart; Hyperlink, Bookmarks, Cross Reference; Quick Parts; Insert and Create equations; Theme and Templates; Citations, Reference Styles for Research, Creating Indexes, Bibliographies; Mail Merge- Letter, Envelop and Labels; Protecting and Sharing Documents; Macros; Designing Form.

**Unit-3: Advanced PowerPoint-** Overview of the Basics of MS-PowerPoint; Introduction to Presentations; Applying Themes and Layouts to Slides; Working with Objects; Entering, Editing, and Formatting Text; Adding and Reading Notes; Inserting Pictures, Graphics, Shapes, and Other Things; Inserting Tables into Presentations; Charts; Adding Sound and Video; Transitions and Animation; Working with SmartArt; Protecting PowerPoint documents.

## Module II

**Unit-4: Filing of Returns: Prescribed form for filing Income tax Return; E-filing of ITR-1, ITR-2 and ITR-3.** Form 10E, prescribed forms for filing of TDS returns; e-filing of TDS; Form 13, 15G, 15H.

**Unit-5: Filing of GST returns GST returns:** GSTR-1, GSTR-2, GSTR-3, GSTR-4, GSTR-9, GSTR-3B.

**Unit-6: Clouding Computing:** Understanding the Cloud Computing; Cloud Architecture; Cloud Storage; Advantages, Disadvantages of Cloud Computing; Developing Cloud Services; Pros and Cons of Cloud Service Development; Types of Cloud Service Development; Software as a Service; Platform as a Service; Web Services; Cloud Based Accounting Software.

### *Suggested Readings*

- Elmasari, Ranez and Shamkant B. Navathe, *Fundamentals of Database Systems*, Pearson Education
- Jain Hem Chand and Tiwari H. N. (2019), *Computer Applications in Business*, Taxmann
- Madan Sushila, *Computer Applications in Business*, Scholar Tech Press.
- Mathur Shruti and Jain Pooja, *Computer Applications in Business*, Galgotia Publishing Company
- Sharma S.K. and Bansal Mansi, *Computer Applications in Business*, Taxmann
- Wayne Winston, *Data Analysis & Business Modeling*, PHI.
- V.K.Singhania and K. Singhania, *Direct Taxes*, Taxmann Publications
- Gupta and Ahuja, *Direct Taxes*, Bharat Publications.
- V.K. Singhania and M. Singhania, *Tax Management and Practice*, Taxmann Publications
- V. S. Datey, *Indirect Taxes*, Taxmann
- Software: Singhania, V.K., *E-Filing of Income Tax Returns and Computations of Tax*, Taxmann
- Software: “Excel Utility”, [incometaxindiaefiling.gov.in](http://incometaxindiaefiling.gov.in)

### **Teaching Learning Process**

Practical Session using Computer Lab, internet and the Portal of Income Tax Department of India and GST Portal. Interactive classroom sessions with the help of Power Point presentations and case study discussions to

ensure active participation and continuous learning.

**Assessment Methods**

(c) **Internal Assessment: 30 Marks:** Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

Or,

Internship for 15 days may be arranged with any CA or Law Firm. Project may be written on this internship.

(d) **Semester End Assessment: 20 Marks** (Experts from other University)

	<b>Marks</b>		<b>Examiner</b>
Project Note Book	i. Lab Note Book : 05 Marks ii. Viva : 10 Marks iii. Experiment : 15 Marks	30 Marks	Internal
Practical	i. Experiment : 15 Marks ii. Viva : 05 Marks	20 Marks	External

**MIEC-2: MCOMMIE301**  
**Corporate Social Responsibility**

**L-T-P: 4-0-0: Full Marks: 50(E.S Theory-40 & Theory CA-10)**

**Course Objectives:**

- To develop a broad understanding of Corporate Governance, its terminology, models, theories, legal and regulatory framework.
- To comprehend the models of corporate social responsibility.
- To understand the difference between the concept of stakeholders theory and shareholders theory.
- To make students aware with the corporate social responsibility legislation.

**Course Outcomes:**

- Realizing the importance of corporate social responsibility and its role in development of business.
- Identifying the key players of Corporate Governance and their responsibilities.
- Understanding the concepts, typology and legal requirements of Whistle Blowing.
- Appreciate the significance and advantage of Corporate Social Responsibility and Sustainable Development.

**Course Contents:**

**Module I**

**Unit 1: Introduction to Corporate Social Reporting:** Definition of CSR; History & Evolution of CSR; Concept of Corporate philanthropy and Corporate Citizenship; Advantages of CSR; Agency theory vs. Stakeholder theory.

**Unit 2: Sustainability, Accountability and Transparency:** Concept of Sustainability, Accountability and Transparency; Importance of CSR in Corporate Governance; CSR through triple bottom line and Sustainable Business; Carroll Model of CSR.

**Unit 3: Corporate Social Responsibility Legislation:** CSR-Legislation in India & the world; Section 135 of Companies Act 2013; Scope for CSR Activities under Schedule VII.

## **Module II**

**Unit 4: CSR in India and Global CSR:** Evolution of CSR in India; Models of CSR in India; Carroll's model; Government Initiatives-Community Development and Empowerment; Multinational companies and CSR- CSR initiatives in US and UK.

**Unit 5: Stakeholders Theory:** Profit Maximisation vs. Stakeholders' Value Creation; Concept of stakeholders; Stakeholders' Mapping; Contemporary issues in CSR; Holistic growth; Stakeholder Trade-offs.

**Unit 6: Corporate Governance:** Concept and Importance; International scenario; Indian scenario—Reports of various committees; Relation between CSR and Corporate governance; Environmental aspect of CSR.

### ***Suggested Readings:***

- Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
- Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
- Perrini, Stefano, and Tencati, *Developing Corporate Social Responsibility-A European Perspective*, Edward Elgar. University of Delhi.
- Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi.
- Philip Kotler, *Corporate Social Responsibility*, Nancy Lee, John Wiley & Sons Inc.
- C.K. Prahalad, *The Fortune at the Bottom of the Pyramid*, Wharton School Publishing
- Sanjay K Agarwal, *Corporate Social Responsibility in India*, SAGE Publications Pvt. Ltd,
- Huzaifa Khorakiwala, Vijay Kapur and EnakshiSengupta, *Essentials in Corporate Social Responsibility*, Wockhardt Foundation.

### **Teaching Learning Process**

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

### **Assessment Methods**

**Internal Assessment (10 Marks):** Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

**Semester End Assessment (40 Marks):** End Semester Written Examination, Duration 2 Hours

## Semester IV

### CC-14: MCOMC401

#### *Advanced Financial Accounting and Auditing*

*L-T-P: 5-0-0: Full Marks: 50(E.S Theory-40 &Theory CA-10)*

#### Course Objectives:

- To give a broad view of the provisions to be followed for the preparation of final accounts of companies as per Companies Act 2013.
- To give a detailed view of legal provisions regarding calculation of managerial remuneration.
- To explain the concept of divisible profits and its implications in various accounting procedures leading to preparation of Final Accounts if a Company as per Company Act.
- To give a comprehensive view of legal provisions governing audit of Companies and its various kinds.

#### Course Outcomes:

- Ability to calculate Goodwill, evaluate shares adopting different methods and preparation of final accounts of Indian Companies.
- Understanding of the provisions regarding the appointment, qualifications, duties and liabilities of auditor.
- Clarity about the applicability of different types of audits in corporate sector.
- Ability to understand the need of inflation accounting in place of traditional accounting.

#### Course Contents:

##### Module-I

**Unit 1: Accounting for Lease:** Concept of Leasing, Advantages and Disadvantages of Leasing, Types of Leasing- Finance Lease, Operating Lease, Accounting treatment of Finance Lease and Operating Lease, Sale and Leaseback.

**Unit 2: Accounting for Price Level Changes:** Drawbacks of Conventional Accounting, Accounting for Price Level Changes: Meaning, Advantages, Limitations and Methods, Current Purchasing power (CPP) Methods and Current Cost accounting (CCA) methods, Accounting for Price Level Changes in India.

**Unit 3: Accounting for Financial Instruments:** Meaning, Classification of Financial Instruments, Recognition and De-recognition of Financial Instruments, Mark to Market, Measurement of Financial Instruments, Hedge Accounting.

##### Module-II

**Unit 4: Company Audit:** Statutory Audits under the Companies Act, 2013, Qualifications and disqualifications of company auditors, Rights, Duties, Liabilities of auditors including their liability to third party, Joint Audits and provisions thereon, Audits of Dividend and Divisible Profits, Audit Reports- its contents, Qualification and Disqualification of Audit reports, Note on Accounts.

**Unit 5: Internal Audit and Audit Committee:** Basic concept, Internal Audit Standards issued by ICAI,

Sarbanes-Oxley Act, 2002 and its implications on Internal Audit and Internal Control, Audit Committee- its significance and formation, Role of Audit Committee on Corporate Governance Practices of companies.

**Unit 6: Auditing and Assurance Standards (AASs):** Statements and Guidance Notes on Auditing issued by ICAI, Significant differences between Auditing and Assurance Standards and International Standards on Auditing.

***Suggested Readings:***

- Shukla. M.C. and T.S. Grewal : *Advanced Accountancy*, S.Chand & Co., New Delhi.
- Gupta, R.L. *Advanced Financial Accounting*, S. Chand &Co., New Delhi
- Naryanaswamy, R: *Financial Accounting: A Managerial Perspective*, Prentice Hall,,New, Delhi
- Dearden , J and S.K. Bhattacharya: *Accounting for Management*, Vikas Publishing, House, New Delhi
- Bansal, S, *Advanced Auditing and Professional Ethics*, Bestworld Publications Pvt. Ltd.
- Gupta, K., *Contemporary Auditing*, Tata McGraw Hill.
- Guiding Notes on Audit and Auditing Standards, ICAI, New Delhi.

**Teaching Learning Process**

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

**Assessment Methods**

**Internal Assessment (10 Marks):** Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

**Semester End Assessment (40 Marks):** End Semester Written Examination, Duration 2 Hours

**CC-15: MCOMC402**

***Operations Research***

***L-T-P: 5-0-0: Full Marks: 50(E.S Theory-40 &Theory CA-10)***

**Course Objectives:**

- To develop the knowledge of quantitative tools for decision making
- To prepare for application of quantitative tools in different organisational settings.
- To learn the quantitative approaches to problem solving in business situations constrained by availability of resources or alternatives.
- To know various models of EOQ and using simulated situations to solve the problems related to inventory and queuing management.

**Course Outcomes:**

- Understanding different decision-making situations in business and the role of different quantitative approaches in solving them.
- Learning the quantitative approaches to problem solving in business situations constrained by availability of resources or alternatives.
- Ensuring prudent and cost-effective decision making in Transportation, Assignment and Trans- shipment

problems.

- Ability to use Theory of Games to the decision situations requiring prediction about outcomes.

## Course Contents:

### Module I:

**Unit 1. Linear Programming Problem:** Linear Programming Problem formulation: Graphical solution; Simplex method; Sensitivity analysis.

**Unit 2. Transportation and Assignment Problems:** Mathematical representation, Methods of solving initial basic feasible solution; testing optimality; variations in transportation problem; Assignment problems – its concept and algorithm; Solution of assignment problem, variations of assignment problems.

**Unit 3. Replacement theory:** Basic concept; Replacement policy with and without change in money value; Replacement of items that deteriorate with time; Impact of maintenance cost in replacement; Limitations of replacement.

### Module II:

**Unit 4. Queuing theory:** Concept of queuing system and model; Characteristics of queuing model; Models with Poisson arrival and services rates, single server with infinite and finite population.

**Unit 5. Simulation:** Basic concept; Elements of Simulation process; Advantages and limitations of simulations; Application of simulation in different fields.

**Unit 6. Network Analysis:** Network diagram; Time estimating for authority; Determination of floats; Critical Path Method; Programme Evaluation and Review Technique; Project crashing, scheduling and levelling.

### Suggested Readings:

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

## Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

## Assessment Methods

**Internal Assessment (10 Marks):** Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

**Semester End Assessment (40 Marks):** End Semester Written Examination, Duration 2 Hours

## CC-16: MCOMC403

### *Business Research*

*L-T-P: 5-0-0: Full Marks: 50(E.S Theory-40 &Theory CA-10)*

**Course Objectives:** The objective of the course is to acquaint students with the process and techniques of conducting research. The course is expected to train the students to plan and execute the research studies in business.

#### **Course Outcomes:**

- To describe the meaning and role of Business Research.
- To formulate the research problem and understanding the major research designs.
- To determine data sources and learn the art of designing a questionnaire.
- To equip the students with research tools to conduct research and analysis for effective decision making.
- To understand various sampling techniques and develop understanding of data collection and fieldwork.
- To enable students to analyse data using various techniques and to learn how to communicate the results and follow up.
- Develop skills to conduct professional Business research.

#### **Course Contents:**

##### **Module I**

**Unit I. Introduction:** Meaning and Objective of Business research; Research Process; Importance of business research in Business Decision making; Ethics in Business Research; Research Problem- Identification and formulation, Literature Survey and identification of research Gap; Hypothesis Formulation; Preparation of research proposal.

**Unit 2. Research Design:** Types of Research; Descriptive Research, Causal Research and exploratory Research; Experimental design; Quantitative and Qualitative Research; Cross sectional and Longitudinal Research; Case Study Method.

**Unit 3: Sampling and Data Collection :** Sampling: Principles, Methods (Probability and Non- Probability), Sampling Distribution and Errors. Data Collection Sources (Primary, Secondary), techniques: Observation, Interview, Schedules, and Questionnaire Preparation; Scaling techniques; Reliability and Validity assessment, Panel data. Data preparation: Editing, Coding, and preliminary arrangement.

##### **Module II**

**Unit 4: Data Analysis :** Descriptive Statistical Analysis; Statistical Estimation and Hypothesis Testing, Important Parametric Tests (z - test, t - test, and f – test) for means, difference between means, for proportions, difference between proportions, Test for Variance, Equality of variances, Test for Correlation Coeffieicnts, ANOVA, Important Non-parametric- Chi-square test, Sign test, Wilcoxon Signed -Rank test, Kruskal-Wallis Test and Mann Whitney U Test.

**Unit 5. Multivariate Analytical Techniques:** Concept & Characteristics of Multivariate Techniques, Classification, Important Multivariate Techniques - Factor Analysis, Cluster Analysis, Multivariate Analysis, Discriminant Analysis, etc.

**Unit 6: Research Report Writing** : Types of research reports – Brief reports and Detailed reports; Report writing: Structure of the research report- Preliminary section, Main report, Interpretations of Results and Suggested Recommendations; Report writing: Formulation rules for writing the report: Guidelines for presenting tabular data, Referencing, Citation.

***Suggested Readings:***

- Cooper, D. R. & Schindler, P. S. (2003). Business Research Methods. Boston, Mass.: McGraw-Hill/Irwin
- Greene, W. H. (2017). Econometric Analysis. Pearson Pvt. limited
- Wooldridge, J. M. (2001). Econometric Analysis of Cross Section and Panel Data. MIT Press, USA.
- Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin (2013). Business Research Methods. Cengage Learning limited

**Teaching Learning Process**

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

**Assessment Methods**

**Internal Assessment (10 Marks):** Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

**Semester End Assessment (40 Marks):** End Semester Written Examination, Duration 2 Hours

**[Specialization: Accounting and Finance]**

**MJEC-3: MCOMMJE401**

***Financial Markets and Financial Services***

***L-T-P: 5-0-0: Full Marks: 50(E.S Theory-40 &Theory CA-10)***

**Course Objectives:**

- To introduce the students about structure of Financial System prevalent in India.
- To understand the central banking operations, functions of NBFCs, Factoring and Venture capital companies in India.
- To understand the working of financial institutions and markets both individually and as an interlinked system.
- To enable the students to understand the progress of Government securities markets, Treasury Bill market, Commercial Paper Market and Certificate of Deposits Market in India.

**Course Outcomes:**

- Knowledge of the various components of Indian financial system and their functioning.
- Ability to understand the stock market operations and the clearing and settlement procedures of stock exchanges.
- Understanding the organization, role, functioning and need for regulation of different types of financial markets and the implications of the same on society.
- Comprehending the role, functioning and regulation of different types of innovative financial services like mutual funds, pension funds, insurance, venture capital, private equity and hedge funds.

## Course Contents:

### Module I:

**Unit-1: Financial System:** Definition, Nature and functions of the financial system, Components of the financial System; Financial Assets, Financial intermediaries and financial market: concept and classification; Role of the financial system in economic development; The Structure of Indian Financial System- An overview; Weakness of Indian financial system.

**Unit-2: Money Market:** Meaning, Functions and types of Money Market; Role of the Reserve Bank in the Money Market; characteristics features of a developed money market; Money Market Instruments: Treasury Bills, Commercial Paper; Certificate of Deposit; Commercial Bills; Call Money Market and Repo Instruments; Structure of Indian money market; Deficiencies of Indian money market; recent development in Indian Money Market

**Unit-3: Capital Market:** Meaning, Functions and Types of Capital Market; New issue market: concept and functions; players of new issue market; Types of Primary Issues: Public, Rights and Private Placement; Advantage and disadvantage of new issue; Role of SEBI in the Capital Market. Secondary Market: concept and functions of the Secondary Market; Organization, Management and Membership of Stock Exchanges; Listing of Securities; Trading Arrangements; Stock Exchanges in India: OTCEI, BSE and NSE; Depository system; Recent reforms in the Indian Capital market.

### Module II:

**Unit-4: Financial Services:** Meaning, classification, scope of financial services, New and innovative financial product and services, financial intermediaries rendering financial services: merchant banking, Leasing, venture capital and Factoring.

**Unit-5: Mutual Funds and Credit Rating:** Mutual Funds-Introduction, types and importance of mutual funds, risk in mutual funds, Net Asset Value; Performance of mutual funds in India; Credit Rating- Meaning, Importance, Credit Rating Agencies in India and Rating Process. Functioning of Credit Rating Agencies like – CRISIL and ICRA.

**Unit-6: Derivative:** Meaning, kinds of financial derivatives – forwards, future options, swaps; forwards vs. Futures contract, significance of derivatives, recent development in derivative trading in India, SEBI guidelines, regulating the securities markets; Determination of Forward contract Price, valuation of Options.

### *Suggested Readings:*

- Bhole, L. M., *Financial Markets and Institutions*, Tata McGraw-Hill
- Varshney, P. N. And Mittal, D. K., *Indian Financial System*, Sultan Chand
- Pathak, B., *Indian Financial System*, Pearson Education in India
- Khan, M. Y., *Indian Financial System- Theory and Practice*, Tata McGraw-Hill
- Gurusamy, *Financial Markets and Institutions*, Tata McGraw-Hill
- Saha, S. S., *Indian Financial System and Markets*, Tata McGraw-Hill

## Teaching Learning Process

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning.

## **Assessment Methods**

**Internal Assessment (10 Marks):** Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

**Semester End Assessment (40 Marks):** End Semester Written Examination, Duration 2 Hours

### **MJEC-4: MCOMMJE402**

#### ***Project/ Dissertation***

***L-T-P: 0-2-6: Full Marks: 50(E.S -20 & CA-30)***

**Course Objective:** The aim of this course is to develop an understanding of the processes and skills required to undertake a supervised research project at this level of study. The course objectives are:

- To develop research skills commensurate with the accomplishment of a master's degree
- To enable you to address issues of research design, methodology, ethics and theoretical arguments, and locate a piece of research within these
- To enable you to apply the knowledge about research design and methods that you have gained from the taught components to develop your dissertation project
- To enable you to develop skills in independent inquiry.

**Course Learning Outcomes:** After successful completion of the course, the students will be able to-

- Identify and refine an appropriate research question;
- Apply principles of research design to the question, and select an appropriate methodology;
- Design and manage a piece of original project work;
- Select from different methodologies, methods and forms of analysis to produce a suitable research design, and justify this design
- Discuss the ethical dimensions of your research and obtain appropriate ethical approval if needed
- Synthesize knowledge and skills previously gained and apply these to an in-depth study
- Establish links between theory and methods within your field of study
- Obtaining the skills of presenting research findings in an appropriate written format.

## **Project Writing:**

Each student will inform the Head of the Department about the topic/area on which he/she is going to write the project/dissertation, at the beginning of the fourth semester. One supervisor from the teachers of the department will be allotted by the Department (through D.C Meeting) after a careful consideration of the topic/area chosen by the students. In consultation with the supervisor, the student will finalize the topic/title and it should be reported to the Head of the Department. The Student will conduct a study and submit a project report/dissertation in not less than 5000 words. The study may be based on primary data collected from field survey or on secondary data available from published sources. Each project report/dissertation will be examined by the respective supervisor. The project report must be submitted

before the starting of the fourth semester final examination.

### **Project presentation and viva:**

Each student is required to make a presentation on the report submitted by him/her and face a viva voce by a Board of Examiners.

## **[Specialization: Accounting and Taxation]**

**MJEC-3: MCOMMJE403**

*Indirect Tax Practice and Procedure*

***L-T-P: 5-0-0: Full Marks: 50(E.S Theory-40 &Theory CA-10)***

**Course Objective:** The objective of this paper is to help students to acquire conceptual and practical knowledge about Goods and Services Tax and Excise Duties

**Course Learning Outcomes:** After completing the course, the student shall be able to:

- understand basic concepts of goods and service tax.
- know the procedural concepts of GST.
- comprehend the concepts of GST compliance.
- understand the concepts of excise duties.
- comprehend the concepts of procedural concept of Excise Duties.
- know the concept of compliance under Excise duties.
- work as Indirect tax practitioners, Income Tax planners, Direct Tax Advisors

### **Detail Contents**

#### **Module 1**

**Unit-I: Goods and Services Tax (GST) Overview:** GST Laws: An introduction including Constitutional Aspects-Levy and collection of CGST and IGST-Application of CGST/IGST law-Concept of supply including composite and mixed supplies-Charge of tax-Exemption from tax-Composition levy. Input Tax Credit & Computation of GST Liability: Input tax credit-Input Tax Credit Reversal-Computation of GST liability.

**Unit-II: Procedural Compliance under GST:** Registration; Tax Invoice, Debit & Credit Note, Account and Record, Electronic way Bill, Payment of Taxes- Electronic Liability Register, Electronic Credit Ledger and Electronic Cash Ledger, TDS, Returns & Refund, Valuation, Audit & Scrutiny; Assessment.

**Unit-III: Demand and Recovery, Advance Ruling, Appeals and Revision, Inspection, search, seizure, offences & penalties (Including Case Study)**

#### **Module II**

**Unit-IV: Basic Concepts of Customs Law:** Introduction; Levy and collection of customs duties; Taxable Events; Custom duties, Valuation & Assessment of Imported and Export Goods & Procedural Aspects: Classification and

Valuation of Import and Export Goods; Assessment; Abatement and Remission of Duty; Exemptions; Refund and recovery.

**Unit-V: Arrival or Departure and Clearance of Goods, Warehousing, Duty Drawback, Baggage and Miscellaneous Provisions:** Arrival and departure of goods; Clearance of Import and Export Goods & Goods in Transit; Transportation and Warehousing provisions; Duty Drawback provisions, Baggage Rules & provision related to prohibited goods, notified goods, specified goods, illegal importation / exportation of goods.

**Unit-VI: Advance Ruling, Settlement Commission, Appellate Procedure, Offences, Penalties and, Foreign Trade Policy (FTP):** Advance Ruling; Appeal and Revision; Offences and Penalties; Prosecution; Settlement of Cases. to the extent relevant to Indirect tax: Export promotion scheme under FTP; Salient features, administration & Other miscellaneous provisions. Case Laws, Case Studies & Practical Aspects

### **Suggested Readings:**

- Ahuja, Girish, Gupta Ravi, GST & Customs Law.
- Babbar, Sonal, Kaur, Rasleen and Khurana, Kritika. Goods and Service Tax (GST) and Customs Law. Scholar Tech Press.
- Bansal, K. M., GST & Customs Law, Taxmann Publication.
- Gupta, S.S. , GST- How to meet your obligations (April 2017), Taxmann Publications
- Sahi, Shilpi. Concept Building Approach to Goods & Service Tax, & Customs Laws. Cengage
- Singhania V. K , GST & Customs Lax, Taxmann Publication.
- Sisodia Pushpendra, GST Law, Bharat Law House.

### **Teaching Learning Process**

Teaching learning process may be interactive classroom sessions with the help of Power Point presentations, reflective assessment and case study discussions to ensure active participation and continuous learning. It includes theoretical discussion and numerical problems solving.

### **Assessment Methods**

**Internal Examination (10 Marks):** Internal Assessment may be conducted by using any one or in combinations of Class participation, Presentation, Term Paper Writing, Project Writing and Presentation, Assignment and Presentation, Surprise Test as suitable.

**External Examination (40 Marks):** End Semester Written Examination, Duration 2 Hours

## **MJEC-4: MCOMMJE404**

### ***Project/ Dissertation***

***L-T-P: 0-2-6: Full Marks: 50(E.S -20 & CA-30)***

**Course Objective:** The aim of this course is to develop an understanding of the processes and skills required to undertake a supervised research project at this level of study. The course objectives are:

- To develop research skills commensurate with the accomplishment of a master's degree

- To enable you to address issues of research design, methodology, ethics and theoretical arguments, and locate a piece of research within these
- To enable you to apply the knowledge about research design and methods that you have gained from the taught components to develop your dissertation project
- To enable you to develop skills in independent inquiry.

**Course Learning Outcomes:** After successful completion of the course, the students will be able to-

- Identify and refine an appropriate research question;
- Apply principles of research design to the question, and select an appropriate methodology;
- Design and manage a piece of original project work;
- Select from different methodologies, methods and forms of analysis to produce a suitable research design, and justify this design
- Discuss the ethical dimensions of your research and obtain appropriate ethical approval if needed
- Synthesize knowledge and skills previously gained and apply these to an in-depth study
- Establish links between theory and methods within your field of study
- Obtaining the skills of presenting research findings in an appropriate written format.

### **Project Writing:**

Each student will inform the Head of the Department about the topic/area on which he/she is going to write the project/dissertation, at the beginning of the fourth semester. One supervisor from the teachers of the department will be allotted by the Department (through D.C Meeting) after a careful consideration of the topic/area chosen by the students. In consultation with the supervisor, the student will finalize the topic/title and it should be reported to the Head of the Department. The Student will conduct a study and submit a project report/dissertation in not less than 5000 words. The study may be based on primary data collected from field survey or on secondary data available from published sources. Each project report/dissertation will be examined by the respective supervisor. The project report must be submitted before the starting of the fourth semester final examination.

### **Project presentation and viva:**

Each student is required to make a presentation on the report submitted by him/her and face a viva voce by a Board of Examiners.

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