



SYLLABUS FOR
MASTER OF COMMERCE
(MCOM) PROGRAMME
(Effective from 2020 Academic session)

DEPARTMENT OF COMMERCE
CENTRAL UNIVERSITY OF KASHMIR

Vision of the DEPARTMENT

The DEPARTMENT strives HARD to be recognized AS A LEADING centre of commerce education in India THAT provides intellectual leaders CAPABLE of being Successful entrepreneurs AND professionals in ever- CHANGING MARKETS.

Mission of the DEPARTMENT

The DEPARTMENT offers high QUALITY ACADEMIC programmes---MASTERS, DOCTORAL, AND executive development in commerce THAT PREPARE A diverse student population for successful business CAREERS through innovative TEACHING, impactful RESEARCH AND Community engagement in A knowledge driven economy

MCOM PROGRAMME STRUCTURE

S.No	Course code	Title of the paper	Paper Category	Credits	Max Marks	
					CIA	External
Semester-I						
1	M.COM –C101	Advanced Management Accounting	Core	04	40	60
2	M.COM –C102	Principles of Marketing	Core	04	40	60
3	M.COM –C103	Quantitative Techniques for Business	Core	04	40	60
4	M.COM –C104	Organization Behaviour	Core	04	40	60
5	M.COM –C105	Business Economics	Core	04	40	60
6	*****	Skill Enhancement Course (CBCS)	Core	04	40	60
Semester-II						
7	M.COM –C201	Financial Management	Core	04	40	60
8	M.COM –C202	Corporate Tax Planning	Core	04	40	60
9	M.COM –C203	Research Methodology	Core	04	40	60
10	M.COM –C204	Business Ethics and Corporate Governance	Core	04	40	60
11	M.COM –C205	Human Resource Management	Core	04	40	60
12	*****	Ability Enhancement Course (CBCS)	Core	04	40	60
Semester-III						
13	M.COM –C301	Production and Operations Management	Core	04	40	60
14	M.COM –C302	Goods and Services Tax	Core	04	40	60
15	M.COM –C303	Services Marketing	Core	04	40	60
16	*****	Open Generic Elective Course (CBCS)	Core	04	40	60
Specialization-I (Finance)						
17	M.COM –SPC304	Indian Financial System	Core	04	40	60
18	M.COM –SPC305	Advanced Financial Management	Core	04	40	60
Specialization-II (Entrepreneurship)						
19	M.COM –SPC306	Entrepreneurship Development	Core	04	40	60
20	M.COM –SPC307	Legal and Government Policy for New Enterprises	Core	04	40	60
Semester-IV						
21	M.COM –C401	E-Commerce	Core	04	40	60
22	M.COM –C402	Strategic Management	Core	04	40	60
23	M.COM –C403	Internship Project Report	Core	04	40	60
Specialization-I (Finance)						
24	M.COM –SPC404	Financial Derivatives	Core	04	40	60
25	M.COM –SPC405	Security Analysis and Portfolio Management	Core	04	40	60
26	M.COM –SPC406	Behavioural Finance	Core	04	40	60
Specialization-II (Entrepreneurship)						
27	M.COM –SPC407	Project Management	Core	04	40	60
28	M.COM –SPC408	Entrepreneurial Finance	Core	04	40	60
29	M.COM –SPC409	Management of Small Business	Core	04	40	60

DETAILED SYLLABUS
SEMESTER-I

Advanced Management Accounting

Course Code: M.COM-C101

Credits: 04

Type: Core

Max Marks: 100

Internal Assessment: 40

External Assessment: 60

Course Objective: The main objective of the course is to develop students' knowledge, skills and understanding in evaluating and applying strategic management accounting techniques in different business contexts which will enable them to contribute to the evaluation of the performance of an organisation and its strategic development.

Course Outcome: After the completion of the course, the students would be able to evaluate and apply appropriate techniques for decision-making to a wide range of management decision situations that have direct impact on organization strategies.

Unit-I: Introduction to Advanced Management Accounting

Meaning of Management Accounting, Scope and Functions of Management Accounting, Role of Management Accountant in Decision Making, Management Accounting vs. Financial Accounting, Tools and Techniques of Management Accounting; Strategic Management Accounting–Nature and Scope; Functions, Role and Significance of Strategic Management Accounting; Strategic Management Accounting Versus Management Accounting

Unit-II: Accounting as an Aid to Management

Meaning and Types of Financial Statements, Analysis of financial statements: Comparative Statement Analysis, Common-size Statement Analysis, Trend Analysis and Ratio Analysis- Classification of Ratios, Advantages and Limitations of Accounting ratios; Cost-Volume-Profit Analysis, Application of Marginal Costing; Significance and Application of Activity-based Costing.

Unit-III: Emerging Techniques

Target Costing; Life Cycle Costing; Kaizen Costing; Just-in-Time; Value Chain Analysis; Customer Profitability Analysis; Productivity and Business Process Re-engineering (BPR); Theory of Constraints (TOC).

Unit IV: Performance Management

Responsibility Accounting: Concept and various approaches to Responsibility Accounting, Types of responsibility centres; Divisional Performance Evaluation; Strategic Performance Measurement–Balanced Scorecard; Divisional Transfer Pricing; Human Resources Accounting: Concept, objectives, process, and methods of human resource valuation.

Suggested Readings

1. Sahaf, M.A., Management Accounting: Principles & Practice; Vikas Publishing, New Delhi.
2. Horngren, C.T., Sundem, G. L., Schatzberg, J. O., Burgstahler, D., Introduction To Management Accounting; Pearson India, New Delhi
3. Jawahar Lal, Strategic Cost Management; Himalaya Publishing House, New Delhi
4. Kumar, V.K., Strategic Management Accounting: Theory & Practice, Cengage India, New Delhi
5. Bhattacharyya D: Management Accounting; Pearson Education. New Delhi

Principles of Marketing

Course Code: M.COM-C102

Credits: 04

Type: Core

Max Marks: 100

Internal Assessment: 40

External Assessment: 60

Course Objective: The basic objective of the course is to make students understand the process of formulating marketing strategies.

Course Outcome: After the completion of the course, a student should be able to apply marketing concepts and strategies in achieving success in the market.

Unit-I: Introduction

Marketing: Conceptual frame work; Marketing Concepts: Customer Value and Satisfaction, Customers Delight, Conceptualizing Tasks and Philosophies of Marketing Management, Recent trends in marketing Value chain, scanning the Marketing Environment; Consumer Behaviour process and factors influencing behaviour.

Unit-II: Segmentation, Targeting and Positioning

Market Segmentation, Requisites of Effective Market Segmentation, Process of Market Segmentation, Bases for segmenting consumer markets, Positioning and Repositioning, Basis for product positioning, Targeting: Concept and approaches to targeting, Marketing research process, Marketing Research versus Marketing Information System

Unit-III: Product and Promotion Strategies

Products: Introduction, Levels of Products, Classification of Products, Product planning and development; New product Development and Management; Product life cycle; Market Product mix; Product Line Strategies, Line filling, Stretching and pruning concepts, Packaging and Labelling; Promotion Decisions: A view of Communication Process, Integrated Marketing Communication; developing effective communication, Promotion-Mix elements.

Unit-IV: Distribution and Pricing Strategies

Distribution Management; concept and significance; Considerations in Distribution Channel Decisions, Vertical Marketing: Nature and types; Horizontal Marketing System; Management of Channel Conflict; Concept and process of pricing; objectives of pricing; Factors influencing pricing decisions; Approaches to Pricing; Pricing of new products.

Suggested Readings

1. Philip Kotler and Kevin Lane Keller, Marketing Management, PHI
2. KS Chandrasekar, "Marketing management-Text and Cases", Tata McGraw Hill, First
3. Lamb, hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching-A south Asian perspective, Cengage Learning
4. Paul Baines, Chris Fill and Kelly Page, Marketing, Oxford University Press
5. Micheal R.Czinkota & Masaaki Kotabe, Marketing Management, Cengage.

Quantitative Techniques for Business

Course Code: M.COM-C103

Credits: 04

Type: Core

Max Marks: 100

Internal Assessment: 40

External Assessment: 60

Course Objective: The predominant objective of the course is to impart knowledge to learners as how to make decisions in case of complex corporate problems having quantitative phenomenon and apparent indecisive behaviour.

Course outcome: At the end of the course the students would be capable to resolve complex problems through the application of quantitative tools and techniques to make effective decisions

Unit–I: Introduction to Operation Research, Theory of Games and Decision theory

Meaning, objectives and significance of operations research. Model building approach to decision making. Theory of Games. Concept and types of games. Determination of value of game under pure and mixed strategies. Rule of dominance and graphical method. Limitations of the game theory. Decision theory: Meaning and decision environment. Decision making under various situations-Certainty, Uncertainty and risk. Computation of expected monetary value with and without perfect information.

Unit–II: Linear Programming, Transportation and Assignment

Linear Programming: Meaning, conditions and assumption of linear programming, formulation of linear programming problems. Maximization and minimization cases- graphic method, simplex method and Big-M method. Introduction to transportation problems: Finding optimal solution under minimization costs and maximization of profit- Least Cost Method, North-West Corner Rule, Vogel's Approximation Method. Degeneracy and unbalanced transportation problem. Assignment- Concept of assignment. Hungarian method of assignment for minimization and maximization cases. Unbalanced and restrictive assignment problems.

Unit–III: Introduction to Probability and Theoretical Probability Distribution:

Probability: Concept and terminology. Types of probability. Theorems of probability-Addition theorem, multiplication theorem, conditional theorem and Bayes theorem. Probability distribution-Normal, Binomial and Poission distribution.

Unit-IV: CPM and PERT

CPM and PERT- Concept and terminology. Fluker's rule for construction of Network Critical Path. Determination of various time estimates and floats. PERT- concept, computation of expected time and variance of the project. Crashing- Time Cost trade-off – concept and practical problems.

Suggested Readings

1. Levin, R. I., & Rubin, D. S., Stinson,J.P., Quantitative Approaches to Management, Tata McGraw Hill, New Delhi.
2. Vohra, N.D. Quantitative Techniques in Management, New Delhi: Tata McGrawHill.
3. Levin, R. I., & Rubin, D. S. Statistics for Management, New Delhi: Prentice Hall of India.
4. Dewhurst,F., Quantitative Methods for Business and Management, New Delhi: Tata McGrawHill.

Organization Behaviour

Course Code: M.COM-C104

Credits: 04

Type: Core

Max Marks: 100

Internal Assessment: 40

External Assessment: 60

Course Objective: The main objective of the course is to familiarize the learners about the conceptual and theoretical domains of individual and organizational behaviour

Course Outcome: On the successful completion of the course, the student would be able to comprehend different behaviours of people in the organizations and accordingly would be capable to deal with them effectively.

Unit– I: Introduction to Organization Behaviour

Introduction to OB- concepts, foundations, contributing disciplines to organizational behaviour, role of OB in management practices, challenges and opportunities for organizational behaviour, organizational behaviour in the context of globalization, scientific management and human relations tools- Hawthorne experiment and its implications.

Unit –II: Personality, Learning, Perception, Leadership and Motivation.

Personality- meaning, determinants, theories, MBIT and big five model. Learning-Concept and theories. Perception and attitudes-Concept and theories, values and emotions. Leadership-theories, determinants, style and challenges to leadership in India. Motivation and morale-concept, theories and applications.

Unit –III: Groups, Teams, Organization Politics, Stress and Emotional Intelligence

Group dynamics and group process- group and intergroup behaviour, group decision making, Team management-types of teams, team vs. group. Power- concept, basis of power, distinction between power and authority, power distribution in organization. Job stress- Meaning, types and causes, effect of stress and stress coping strategies. Emotional intelligence-concept, significance and application.

Unit –IV: Organizational Conflict, Culture and Effectiveness

Conflict and inter-group conflict- Sources, types, approaches to conflict management. Implications of conflict. Organizational culture- meaning and functions, creating and sustaining of organizational culture, development and implications of organizational culture. Organizational effectiveness- concept and approaches, factors in organizational effectiveness, effectiveness through adaptive coping cycle.

Suggested Readings

1. Robbins, Stephen P., Organizational Behavior, Prentice-Hall of India, New Delhi,
2. Fred Luthans, Organizational Behavior, Tata McGraw-Hill New Delhi,
3. Stoner, James, A.F. and Freeman, R.E., Management, Prentice Hall of India. New Delhi
4. Koontz, H. and Donnel C., Essentials of Management, McGraw Hill, New Delhi
5. Tripathi P.C: Principles of Management; Tata McGraw Hill, New Delhi

Business Economics

Course Code: M.COM-C105

Credits: 04

Type: Core

Max Marks: 100

Internal Assessment 40

External Assessment: 60

Course Objective: The main objective of the course is to help the students to learn the concepts of business economic concepts, theories and models for making effective corporate decisions.

Course Outcome: On the successful completion of the course, the student would be capable to apply the concepts, laws and rules of business economics in his/her real life and organizations decision making purposes

Unit -I: Introduction to Demand, Supply and Utility Analysis

Nature and scope of managerial economics, uses and limitations of business economics. Utility Analysis- Concept of utility, total and marginal utility, law of diminishing marginal utility and equi-marginal utility. Demand and supply analysis-Concept, types, factors affecting demand and supply. Elasticity of demand-Meaning,types, determinants and methods of measurement of elasticity of demand. Demand Forecasting-Concept and methods of demand forecasting. Consumers equilibrium. Indifference curve- ordinal and cardinal utility concept and properties of indifference curve.

Unit -II: Theory of Production and Cost

Meaning and types of Production Function. Production in long-run and short-run. Law of variable proportions and Returns to Scale. Equi-product curves and their properties. Theory of cost-types of cost and cost curves. ISO-Quants and their properties.

Unit -III: Market structure and Competition

Market- meaning and types. Perfect competition-features and price determination in short-run and long-run. Monopoly-features and price determination. Price Discrimination-Concept and implications. Monopolistic Competition-Meaning and its Features. Price determination under monopolistic completion. Oligopoly and Duopoly-Meaning and features of oligopoly and duopoly. Models of duopoly -Cornot's, Sweezy, Stakleberg's, price leadership.

Unit -IV: Business Cycle

Business Cycle: Nature and Phase. Theories- Psychological, Profit, Monetary, Innovation, Cobweb, Samuelson and Hicks theories. Inflation- Classification and causes, Inflationary gap, Deflationary gap and Eleminatory process.

Suggested Readings

1. Pindyck, Robert S., and Daniel L. Rubinfeld, Microeconomics, Pearson Prentice Hall.
2. Michael Parkin, Economics, Pearson.
3. H. L Ahuja, Managerial Economics, S. Chand.
4. Sloman, J., Hinde, K, Garratt, D., Economics for Business, Pearson.
5. Thomas and Maurice, Managerial Economics, Tata McGraw Hill. New Delhi
6. Paul G. Keats, Managerial Economics, Prentice Hall of India New Delhi

SEMESTER-II

Financial Management

Course Code: M.COM-C201
Credits: 04
Type: Core

Max Marks: 100
Internal Assessment: 40
External Assessment: 60

Course Objective: To help the students to understand, learn and use concepts, theories models of varied domains of financial management for making financial decisions in business and corporate system.

Course Outcome: The student on the completion of the course would be well versed with the concepts, theories and models of financial management and would be able to use or apply them to making financial decisions

Unit-1 Introduction to financial management and risk and return

Financial Management: Meaning, Principles and Goals of Financial Management. Agency Relationship conflict. Time Value of Money: Meaning and significance, Computation of present value and future value. Applications of Time Value. Risk and Return: meaning, methods of measuring risk: Expected Return, Standard Deviation, Portfolio Risk and Return measurement.

Unit-II Valuation and Cost of Capital

Cost of Capital: Meaning, concepts and Significance of Cost of Capital. Calculation of cost of debt Preferred stock, Common Stock and Retained earnings. Weighted average cost of capital. Marginal cost of capital. Valuation of Securities: Concepts, valuation of Common stocks, Preferred stocks, and bonds. Calculation of yields.

Unit-III Working Capital Management-I

Working Capital Management: Concepts, kinds of working capital, Determinants of working capital, Estimation of working Capital, Financing of working capital. Inventory Management: Meaning, Objectives of Inventory management, Types of inventories and cost of inventories. Techniques of Inventory Control; Selective inventory control techniques

Unit-IV Working Capital Management-II

Receivables Management: Meaning and objectives of Receivables management, Credit policy variables and Collection Policy, Credit Granting decision process, Control of Accounts receivables. Cash Management: Meaning of Cash, Motives for Holding Cash, Methods of accelerating and Decelerating cash flows; Methods of determining optimum Cash Balance, Forms of Liquidity, Choosing the Liquidity Mix, Management of Surplus Cash.

Suggested Readings

1. Brealey, Richard, Stewart Myers, and Franklin Allen. Principles of Corporate Finance. New York, McGraw Hill,
2. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
3. Scherr F C. Modern Working Capital Management, Prentice hall.
4. Hrishikes Bhattacharya, Working Capital Management: Strategies and Techniques, PHI

Corporate Tax Planning

Course Code: M.COM-C202
Credits: 04
Type: Core

Max Marks: 100
Internal Assessment: 40
External Assessment: 60

Course Objective: The main objective of the course is to acquaint the students about the theoretical and practical operations corporate tax rules, laws and procedures and help him to learn their application and use in corporate life for tax planning and management

Course Outcome: on the completion of the course, students would be familiar to use the rules and procedures of corporate laws relating to tax planning, management and investment decisions,

Unit -I: Introduction to Corporate Taxation

Introduction to corporate taxation-importance of tax planning as a management decision, minimizing tax liability- tax evasion, tax avoidance and tax planning, objectives and basis of tax planning ,key terms related to tax assessment of companies-Indian company, domestic company, foreign company, investment company, residential status of a company, scope of total income, carry forward and set off of losses, minimum alternative tax, provisions related to tax assessment of companies, tax assessment rates and exemption limits for companies

Unit -II: Tax Planning for different Entities

Tax planning for different entities-tax provisions for new businesses- export business, industrial undertakings and infrastructure development undertaking, SEZs, business in special category states, hotel industry, telecom industry, entertainment industry, IT, power, shipping and aircraft, oil and minerals, venture capital fund, mutual Funds, insurance, construction, and retail business, related tax deduction allowed to respective industries

Unit -III: Tax Planning and Managerial Decisions

Tax planning vis-à-vis managerial decisions- Capital structure decisions in wake of tax planning, provisions related to tax on dividend and deductions allowed, tax planning through bonus shares, lease or buy decisions, make or buy decision, repair/renewal or replacement decision, tax planning through employees' remuneration- fringe benefit of tax, ESOPs

Unit -IV: Emerging Issues in Tax Planning

Emerging issues in tax planning-business restructuring and tax planning- tax and relief provisions under merger, amalgamation, acquisition, demerger, double taxation relief- bilateral and unilateral relief, various related provisions, and provisions related to advance tax computation and payment procedure, tax deduction at source- tax on salary, interest, dividend, interest other than interest on securities, winning from lottery, games, etc., insurance commission and related provisions for deductions

Suggested Readings

1. Ahuja, G., Gupta, R., Corporate Tax, Bharat Law House
2. Lakhotia, R.N., Lakhotia, S., Corporate Tax Planning Handbook, Vision Books
3. Singhania, V.K., Sinnghania, M., Corporate Tax Planning and Business Tax Procedures, Taxmann
4. Mehrotra, H.C., Goyal, S.P, Corporate Tax Planning & Management, Sahitya Bhawan publications

Research Methodology

Course Code: M.COM-C203

Credits: 04

Type: Core

Max Marks: 100

Internal Assessment: 40

External Assessment: 60

Course Objective: The main objective of the course is to enable the students to gain knowledge about the foundational domains of research besides to empower them to learn practically process of conducting analysing and interpreting research outcomes.

Course Outcome: After the successful completion of the course, students would be well versed with the conceptual framework of the research and at the same time would be capable to conduct research independently and professionally.

Unit-I: Introduction to Research Methodology

Research –Meaning, concept and types of research. Quantitative and Qualitative research and their methods. Research methods and research methodology. Research process. Significance of research and ethics in research. Research proposal and design of research proposal

Unit-II: Research Design, Measurement and Scaling

Research design-concept and features of research design. Research design in case exploratory research descriptive research and experimental research. Measurement and scales – Concept and types of measurement. Scale-concept, types and development of scale- item analysis, content analysis and reliability analysis

Unit-III: Data Collection, Analysis and Hypothesis Testing

Data and methods of data collection. Census, survey and sampling. Methods of sampling, Questionnaire and questionnaire design. Data analysis-Hypothesis-concept, types, procedure for hypothesis development and testing. Application of hypothesis statistical testing tools-t-test, Z-test, Chi-Square and ANOVA.

Unit-IV: Advanced Data Analysis and Report Writing

Theoretical concept of conjoint analysis, factor analysis and principal components analysis. Regression analysis-simple and advanced. Concept and application of Econometrics. Report writing - -types of reports -contents of reports - styles and conventions in reporting -steps in drafting a report

Suggested Readings

1. William C Emory, Business Research Methods, Richard D Irwin, NJ
2. Donald R Cooper, Business Research Methods 7th Ed, McGraw Hill
3. Krishnaswami OR, Methodology of Research for Social Science, Himalaya, Mumbai
4. Anderson J. et.al, Thesis and Assignment writing, Wiley Eastern
5. C.R Kothari, Research Methodology, New Age International Publishers
6. G.C Berry, Marketing Research, Tata McGraw Hill
7. Naresh Malhotra, Marketing Research, Pearson Publication

Business Ethics and Corporate Governance

Course Code: M.COM-C204

Credits: 04

Type: Core

Max Marks: 100

Internal Assessment: 40

External Assessment: 60

Course Objective: This course specifically intends to inculcate in students the spirit of doing business with ethical standards and moral code of conduct, besides to arouse awareness in them about their social and moral responsibilities towards the business.

Course Outcome: on the completion of the course, the students would be ethically upright and familiar how to conduct the business with ethical standards and moral values

Unit-I: Introduction to Business Ethics

Business Ethics – Nature, Characteristics and Importance, Ethical Dilemmas in Business, Ethical Practices in business, Ethical Issues in Business, Sustainability and Business Ethics, Culture and Ethics, Globalization and Business Ethics.

Unit-II: Value System and Theories of Business Ethics

Values – Importance, Sources of Value Systems, Types of Values, Values and Ethics, Virtue Ethics and Ethics of Care. Theories of business ethics-Utilitarianism, Deontology, Rights Theory, Social Contracts Theory, Fairness and Justice Approach, Virtue Ethics, Ethics of Care.

Unit-III: Law and Ethics in Business

Law and Ethics– Relationship between Law and Ethics, Corporate Citizenship, Corporate Social Responsibility -Fair Trade Practices, Responsibility towards Consumers, Shareholders, Employees and other Stakeholders, Triple Bottom Line (TBL)

Unit-IV: Corporate Governance

Corporate Governance: Issues, Corporate Governance Code, Transparency & Disclosure. Global issues of Corporate Governance. Regulatory Framework of Corporate Governance, Major Corporate Scams-Indian and Global

Suggested Readings

1. Fernando, A.C., Corporate Governance- Principles, Policies and Practices, Pearson Education, New Delhi
2. Velasquez M. G, Business Ethics: Concepts and Cases, PHI Learning,. New Delhi
3. Chakraborty S. K, Values and Ethics in Organisation, Oxford University Press.
4. Crane A and Matten D, Business Ethics, Oxford University Press. New Delhi
5. C.V. Baxi, Corporate Governance, Excel books. New Delhi

Human Resource Management

Course Code: M.COM-C205
Credits: 04
Type: Core

Max Marks: 100
Internal Assessment: 40
External Assessment: 60

Course Objective: The aim of this course is to introduce to student the basic concepts and significance of human resources in achieving organization goals.

Course Outcome: After the completion of the course the student should be able to manage effectively human resource for competitive advantage.

Unit-I: Introduction to Human Resource Management and Environment

Concept and significance of human resources, Concept and Functions of Human Resource Management; Managerial and operative role of Human Resource Management; Personnel Management vs. Human Resource Management; Strategic Management Approach, HRM as competitive advantage.

Unit-II: Acquiring Human Resources

Human Resource Planning and Alignment, Job Analysis and Design, Job Description, Job Specification and Job Evaluation, Job-Restructuring; Job Rotation, Job Enlargement and Job Enrichment, Recruitment and Selection, Placement, Induction and Orientation, Line and Staff

Unit-III: Developing Human Resources

Training and Development, employee Training and Retraining, Assessing Training Needs and Designing Training Programmes, An overview on employee orientation: Career Planning and Development, Role and Significance of Career Planning, Impact of Career Planning on Productivity.

Unit-IV: Rewarding Human Resources

Performance Appraisal: Methods and needs for Performance Appraisal, Organization Climate and its impact on HRM, Components of Organization Culture. Quality of Work Life: Determinants of quality of work life, Impact of QWL on Organization Climate and Culture.

Suggested Readings

1. Human Resources - Bernandin H. John. Tata McGraw Hill.
2. Managing Human Resources – Wayne E. Casio. – Tata McGraw Hill
3. Human Resources Management – David Lepak and Mary Gowan – Pearson.
4. Human Resources Management – Decenzo and Robbins – John Willey.
5. Human Resource Management. Texts and Cases. - Tata McGraw Hill.

SEMESTER-III

Production and Operations Management

Course Code: M.COM-C301

Credits: 04

Type: Core

Max Marks: 100

Internal Assessment: 40

External Assessment: 60

Course Objective: To enable the students to acquaint about the concept, theories of production and operations management

Course Outcome: The students would be familiar how to apply the concepts and theories of production and operations management for business operations

Unit-I: Concept of production and Operations Management

Production and Operations Management: Nature, evolution and scope. Operations strategies, manufacturing operations vs. Service operations, Product and service design. Production Planning and Control: Functions, and its steps. Demand meaning and techniques forecasting

Unit-II: Production Planning and plant Location

Capacity Planning: Short, Intermediate, Long range Capacity Planning, Determinants of effective Capacity, Capacity planning decisions. Plant location: Location selection procedure, Factors affecting selection of location, Location Models, Theories of industrial location.

Unit-III: Plant Layout

Plant Layout: Concept, Principles and Types, Special Layout Design for Services, Quality control, Statistical Quality Control- Control Charts (x-chart, r-chart, p-Chart, C-Chart). Enterprise Resource Planning Concept., significance. Aggregate planning: Concept, Strategies and Costs. Supply Chain Management, Components for Manufacturers and Service Organizations, Bullwhip Effect.

Unit-IV: Materials Management

Materials Management: Function and significance, Inventory types. Material Handling; Material Planning and Inventory Control; Inventory Control: Costs, Objectives and Techniques. Master Production Scheduling Concept (MPS).

Suggested Readings

1. Adam, Everette and Ebert, Production and Operations Management- Concepts, Models and Behavior, Prentice-Hall
2. Datta, A.K., Materials Management Procedures, Text and Cases, Prentice-Hall
3. Heizer, J. & Render, B, Operations Management, Prentice Hall.
4. Gaither, N., & Frazier, G., Operations Management, Thomson South –Western
5. Stevenson, W. J., Operations Management, Tata McGraw Hill

Goods and Services Tax

Course Code: M.COM-C302

Credits: 04

Type: Core

Max Marks: 100

Internal Assessment: 40

External Assessment: 60

Course Objective: The main objective of the course is to help students to acquaint the knowledge about the concept and practical operation of Goods and Services Tax.

Course Outcome: On the successful completion of the course, the students would be able to use the concepts and practical rules and laws of Goods and Services Tax for business tax planning and management.

Unit -I: Introduction

GST-Definition, Benefits, Conceptual framework. Levy of GST-Basis of charge, GST levied in case of inter-state & intra-state supply.

Concept of supply: Taxable event, significance of “consideration”, significance of expression “supply made in course of furtherance of business”, supply by a person or by a taxable person, types of supply, problems on supply.

Unit -II: Place and Time of Supply

Place of supply: Place of supply, Location of supplier of goods & services, location of recipient of services, determination of POS of goods & services, problems on place of supply.

Time of supply: Meaning & Significance, Determination of TOS of goods & Services, TOS in case of change in GST rate. Different methods of calculation of value of taxable supply

Unit -III: RCM & Input Tax Credit

Reverse charge Mechanism: Concept & Applicability, application on supply by unregistered person to registered person. Problems on RCM.

Input Tax Credit: Conditions for taking input tax credit, input tax credit for payment of CGST, SGST and IGST. Problems on Input tax credit.

Unit -IV: Composition and Registration

Composition Scheme: Threshold limit for small tax payers, composition levy, conditions, rates under composition scheme, relevant considerations, problems on composition scheme.

Registration: Significance of registration, Liable for GST registration, procedure for registration.

Suggested Readings

1. CA Raj K Agrawal & CA Shivani Agrawal, GST, Taxmann, Delhi, Latest Edition.
2. Deepak & Anita Jauhari, GST Simplified, Tax wave publication, Delhi, Latest Edition.
3. Dr. Vinod K. & Dr.M. Singhania, Income Tax Including GST, Taxmann, Delhi, Latest Edition.
4. CA Keshav & R Garg, GST Ready Reckoner, Bharat Law House Pvt. Ltd., Delhi, Latest Edition.
5. BARE ACT with short comments, Commercial Law Publishers Pvt. Ltd., Delhi, Latest Edition.

Services Marketing

Course Code: M.COM-C303
Credits: 04
Type: Core

Max Marks: 100
Internal Assessment: 40
External Assessment: 60

Course Objective: The main objective of the course is to help students to gain understanding about how the services are effectively marketed to attain customer delight

Course Outcome: On the successful completion of the course, the students would be capable to design and deliver effective and quality service to its customers that exceeds to their expectation

Unit-I: Introduction to services marketing

Introduction to Services: Nature of Services; Characteristics of Services, Classification of Services; Service-Dominant Logic of Marketing; Developing a customer *value proposition*; Consumer versus Industrial Services; Global and Indian Scenario in services sector. Marketing Mix in Service Marketing; The Seven Ps of services marketing: Product-Service Continuum; Service Life Cycle.

Unit-II: Promoting and pricing services

Promotion: Objectives; Personnel Selling, Advertising and Sales Promotion; Role of Relationship Marketing in promoting services. Price: Factors involved in pricing a service product; demand variation and capacity constraints; Capacity Planning, Measures to respond to changes in demand; Reshaping demand using effective pricing.

Unit-III: People and Physical evidence

People: Role of service employees in a service business; Services marketing triangle; Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees; Motivation and empowerment Physical evidence: Nature of physical evidence; Importance of physical evidence in services; Tangibilizing through physical evidence

Unit-IV: Process and Place

Service as a process & as a system; Different process aspects and managerial challenges; Strategies for managing inconsistency; Service Failures and Recovery: Nature and types of service encounters; Deviations in services, Types of service encounters; Service Failures: Failure types, Customer response to failures, Complaint Management; Service Recovery; Service Guarantee; Self Service Technologies, Place: Distribution Strategies for Services; Challenges in distribution of Services; Role of Internet in distribution of Services.

Suggested Readings

1. Christopher Lovelock, Services Marketing, Pearson Education.
2. K. Douglas Hoffman, John. E.G. Bateson, Essentials of Service Marketing, Thomson.
3. Helen Woodroffe – Services Marketing, Mcmillan India Ltd.
4. Mudie, P., & Pirrie, A, Services Marketing Management, Butterworth Heinemann.
5. Valarie Zeithmal & Mary Jo Bitner, Services Marketing, Tata McGraw Hill.

Indian Financial System

Course Code: M.COM-SPC 304

Credits: 04

Type: Core

Max Marks: 100

Internal Assessment: 40

External Assessment:

Course Objective: The course has been designed with an objective to expose students to the working and regulation of financial system in India.

Course Outcome: After the completion of the course, the students should be to understand the working of financial markets in India. In addition, they should possess knowledge about the role of regulatory institutions in regulating Indian financial market.

Unit-I: Primary Market

Concept of Primary Market, capital market scams, public offer, underwriting, book building process for capital issues, on-line IPO's, Rights issues: Procedure of Rights Issues, Public issue management

Unit-II: Secondary Market

Listing of securities, types of transactions in stock exchange, mechanics of share trading, transaction costs, trading arrangements, trading and settlement, categories of securities, internet trading, stock exchanges Bombay Stock Exchange, The National Stock Exchange of India,

Unit-III: Depositories and Custodians

Depository system: Process of Dematerialisation and Rematerialisation, NSDL, CDSL; Development financial institutions- Role of these institutions, IFCI, IDBI, SIDBI, EXIM bank of India, NABARD.

Unit-IV: Financial Services

Mutual Funds: Types of Mutual Fund Schemes, Net Asset Value, Evolution of Mutual Fund Industry in India, Leasing: Types of Lease, Venture Capital: Venture Capital Firms in India, Factoring and Forfaiting.

Suggested Readings

1. Pathak B., "The Indian Financial System– Markets, Institutions, and Services", Pearson Education
2. Bhole L. M., "Financial Institutions and Markets, Growth and Innovation", TataMcGraw Hill
3. Khan M.Y., "Financial Services", Tata McGraw Hill.
4. Paul J. and Suresh P., "Management of Banking and Financial Services", Pearson Education.
5. Gupta, L. C: Stock Exchange Trading in India : Society for Capital Market Research and Development, New Delhi.

Advanced Financial Management

Course Code: M.COM-SPC305

Credits: 04

Type: Core

Max Marks: 100

Internal Assessment: 40

External Assessment: 60

Course Objective: To help the students to understand, learn and use advanced concepts, theories and models of financial management for making financial decisions in business and corporate system.

Course Outcome: The student on the completion of the course would be well versed with the advanced concepts, theories and models of financial management and would be able to use or apply them to making financial decisions.

Unit-I: Capital Budgeting Decisions

Meaning, Significance and Process of Capital Budgeting, Capital project classification, Estimation of Cash flows: Project Evaluation Techniques- Payback period method, Average rate of return, Net present value, Internal rate of return, Profitability index, and Modified internal rate of return. Capital Budgeting under conditions of Risk and Uncertainty. Meaning of risk; Risk analysis techniques- Conventional Techniques & Sensitivity analysis, Scenario Analysis, Simulation, Standardization of probability distribution, and risk adjusted rate of return.

Unit-II: Leverages

Operating leverage and Financial Leverage; Degrees of Leverage, and uses of leverage. Capital Structure: Theories of capital structure. Factors affecting Capital Structure, Capital structure Decision; EBIT-EPS Analysis, ROI-ROE analysis, Ratio analysis and cash flow analysis

Unit-III: Dividend Decisions

Meaning of dividend, Forms of Dividend, Types of Dividend. Dividend Decision and Share Valuation: Walter's Model, Gordon's Model, Traditional Approach, and Miller & Modigliani Model, Different Dividend policies. Factors affecting dividend decision. Stock Split, Buy Back of Shares and, Bonus Shares.

Unit IV: Mergers and Acquisitions

Mergers and Acquisitions -Forms, Types and Reasons for Mergers and Acquisitions. Legal Procedures for Mergers and Acquisitions, Forms of compensation. Financial Analysis of Mergers & Acquisitions Anti-takeover strategies, Leveraged Buyouts, Joint Ventures, Portfolio Restructuring.

Suggested Readings

1. Brealey, Richard, Stewart Myers, and Franklin Allen. Principles of Corporate Finance. New York, McGraw Hill,
2. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi
3. Bodie, Zvi, Alex Kane, and Alan Marcus. Investments, McGraw-Hill/Irwin
4. Hampton, John, Financial Decision Making, Prentice hall, New Delhi
5. Van Horne, J.C. and J.M. Wachowicz Jr., Fundamentals of Financial Management, Prentice Hall, New Delhi.

Entrepreneurship Development

Course Code: M.COM-SPC306

Credits: 04

Type: Core

Max Marks: 100

Internal Assessment: 40

External Assessment: 60

Course Objective: To enable students understand concepts, principles, opportunities and challenges of entrepreneurship and acquire a sense of confidence and appropriate skill set in converting a business idea into an innovative and successful business proposition.

Course Outcome: On the completion of the course, students would be capable to become entrepreneur in any domain depending upon his/her choice

Unit-I: Concept, Process and Theories of Entrepreneurship

Entrepreneurship and its significance, Challenges to Entrepreneurship, Common myths about Entrepreneurship, Theories of Entrepreneurship, Entrepreneurial process, Creativity, Innovation and Entrepreneurship. Barriers to creativity, Techniques of improving creativity. Start-ups and its types.

Unit-II: Developing Entrepreneurial Thought Process

Developing successful business ideas, identifying and recognizing opportunities. Techniques for idea generation. Feasibility analysis and developing effective business model. Components of effective business model. Developing and writing a business plan. Industry and competitor analysis, Five Forces Model; its application in entrepreneurship.

Unit-III: Entrepreneurial forms of Business

Forms of business ownerships: Franchising- Types of franchising, Benefits and drawbacks of franchising and Franchise ethics, Buying an existing business. Women entrepreneurship, Challenges to women entrepreneurship. Intellectual property: Importance, Patents and process of obtaining patent, Trademarks, types and protection, Copyrights-obtaining copyrights, infringement of copyrights.

Unit-IV: Creativity and Innovation

Creativity- Nature, Constituents, Types; Techniques of Creative Thinking: Focus Groups, Brainstorming, Attitude Analysis; Innovation: Types and phases, Knowledge Management and its role in innovation.

Suggested Readings

1. Zimmerer T. H, Scarborough N.M, & Winson D, Essentials of Entrepreneurship and Small Business Management, PHI Learning, New Delhi
2. Mary C., Entrepreneurship in Action, PHI Learning, New Delhi.
3. Barringer B. R, and Ireland R. D., Entrepreneurship-Successfully Launching New Ventures, Pearson Education, New Delhi
4. Charantimath P. M., Entrepreneurship Development and Small Business Management, Pearson Education, New Delhi
5. Taneja S., Entrepreneurship Development, Himalaya Publishing

Legal and Government policy for New Enterprise

Course Code: M.COM-SPC307

Credits: 04

Type: Core

Max Marks: 100

Internal Assessment: 40

External Assessment: 60

Course Objective: This course aims at imparting knowledge and developing skills necessary for developing a legal strategy, understanding of business laws, introduction to contract drafting, issues in legal compliance and negotiations, and understanding the context of government policy for starting a new enterprise.

Course Outcome: The students would be familiar about legal laws and rules for establishing new enterprises and on the successful completion of the course the students to use the can even guide others in the formation process of new enterprises.

Unit-I: Legal forms of Business

Sole proprietorship as a business structure for new enterprise, one person Company, Structuring a Partnership/LLP, Advantages of Company, Optimal structure for family businesses. Non-profit businesses, Procedure and key issues in incorporation of a trust/society/non-profit company. Tax benefits for a non-profit entity. MSMED Act: Advantages of registration, money recovery procedures for start-ups, Appointment of advisors, and remuneration models. Legal basis of tenders, Engineering Procurement Construction Contracts and Concession Contracts, Legal compliances insisted by the Government for evaluating eligibility criteria of bidders.

Unit-II: Legal Procedure for Raising Capital and Investment

Raising Investment-Angel rounds, Venture Capital (VC) & Private Equity (PE) deals, Financial and Strategic Investment, Steps in an investment transaction-negotiation, drafting and legal strategy, conducting due diligence, Understanding non-disclosure agreements (NDAs), Exit issues in investment transactions, PIPES transactions, Strategic Investment and Joint Ventures.

Unit- III: Accounting and Taxation for Business

Accounting and record keeping for various forms of business entities, Financial planning for a business. Corporate Taxation: Corporate Income tax, Minimum Alternate Tax (MAT), Taxation of Software, tax on issue of capital (e.g. equity, bonus shares and convertible instruments), Transfer pricing, Tax deduction at source (TDS). Goods and Service Tax (GST), Indirect taxes: Introduction to GST, How to determine GST applicability to a business entity, Dual GST, State GST, Central GST, Integrated GST, GSTR registration process. Issues linked to tax strategy, Export and Import, Import and Export duties, Incentives for Exporters.

Unit- IV: Legal Procedure for Foreign Direct Investment and SEZ's

FDI Restrictions on foreign investors, FDI in different business structures, FDI in E-Commerce, Bank accounts for foreigners and handling foreign exchange, Compliance and Filing Requirements, Relaxation for foreign venture capital investors, negotiating exits with foreign investors. SEZs: Law relating to SEZs, Tax sops available to SEZs, Types of SEZs, comparison of SEZs with EOUs (Export Oriented Units) and Software Technology Parks (STPs), Insurance: Regulation of Insurance Sector, Mutual Funds working and introductory Fund structuring.

Suggested Readings

1. Marisa Anne Pagnattaro, Daniel R. Cahoy, Julie Manning Magid, O. Lee Reed & Peter J. Shedd. The legal and Regulatory Environment of Business. McGraw Hill.
2. Daniel Albuquerque. Legal Aspects of Business. Oxford Higher Education.

SEMESTER-IV

E-Commerce

Course Code: M.COM-C401
Credits: 04
Type: Core

Max Marks: 100
Internal Assessment: 40
External Assessment: 60

Course Objective: The course aims to help students in understanding the role of information technology in business activities.

Course Outcome: After the completion of the course, the student should be able to (i) understand the impact of information technology on business; and (ii) regulate the process of technology in carrying out various business activities.

Unit-I: E-commerce and its Technological Aspects

Overview of developments in Information Technology and Defining E-Commerce: The scope of E commerce, Electronic Market, Electronic Data Interchange, Internet Commerce, Benefits and limitations of E-Commerce, Produce a generic framework for E-Commerce, Architectural framework of Electronic Commerce, Web based E Commerce Architecture.

Unit-II: Consumer Oriented E-Commerce

E-Retailing: Traditional retailing and e retailing, Benefits of e retailing, Key success factors, Models of e retailing, Features of e retailing. E services: Categories of e-services, Web-enabled services, matchmaking services, Information-selling on the web, e entertainment, Auctions and other specialized services. Business to Business Electronic Commerce

Unit-III: Electronic Data Interchange

Benefits of EDI, EDI technology, EDI standards, EDI communications, EDI Implementation, EDI Agreements, EDI Security; Electronic Payment Systems, Need of Electronic Payment System: Study and examine the use of Electronic Payment system and the protocols used, Study Electronic Fund Transfer and secure electronic transaction protocol for credit card payment. Digital economy: Identify the methods of payments on the net – Electronic Cash, cheques and credit cards on the Internet.

Unit-IV: Security in E-Commerce

Threats in Computer Systems: Virus, Cyber Crime Network Security: Encryption, Protecting Web server with a Firewall, Firewall and the Security Policy, Network Firewalls and Application Firewalls, Proxy Server.

Suggested Readings

1. Elias. M. Awad, " Electronic Commerce", Prentice-Hall of India Pvt Ltd.
2. RaviKalakota, Andrew B. Whinston, "Electronic Commerce-A Manager's guide", Addison-Wesley.
3. Efraim Turban, Jae Lee, David King, H.Michael Chung, "Electronic Commerce–A ManagerialPerspective", Addison-Wesley.
4. Elias M Award, "Electronic Commerce from Vision to Fulfilment", 3rd Edition, PHI,
5. Judy Strauss, Adel El-Ansary, Raymond Frost, "E-Marketing", Pearson Education.

Strategic Management

Course Code: M.COM-C402

Credits: 04

Type: Core

Max Marks: 100

Internal Assessment: 40

External Assessment: 60

Course Objective: The objective of the course is to help the students develop an understanding of the basic inputs in making and implementing corporate strategic decisions and also familiarise them with the issues and practices involved.

Course Outcome: After the successful completion of the course, students would be capable to use concepts, theories and models of strategic management for decision purpose in real corporate life.

Unit-I: Introduction

Concept and Role of Corporate Strategy; Levels of Strategy; Basic Model of Strategic Management; Approaches to Strategic Decision Making; Strategic Management Process; Strategic Intent: Mission and purpose, objectives and goals; Strategic Business Unit (SBU); Functional Level Strategies

Unit-II: Environment Analysis

Concept and components of environment ; environmental scanning- PESTEL analysis; Environmental Threat and Opportunity Profile (ETOP); organisational appraisal-SWOT analysis- Industry and Competitive Analysis; competitive intelligence; Michael Porter's industry analysis; competitive analysis; Strategic Advantage Profile; Comparative advantage and Core competence; TOWS matrix.

Unit-III: Strategic Alternatives and Choice

Strategies at various levels; functional strategies, business level strategies, global strategies and corporate strategies; Functional strategies; Business level strategies: generic strategic choices; global strategies; corporate strategies: growth strategies, retrenchment strategies and combination strategies; Models of strategic choice, Factor affecting strategic choice.

Unit-IV: Strategic Implementation and Evaluation

Strategic implementation issues; Planning and allocating resources; Organisation Structure and Design; Strategic Evaluation: Significance, Criteria, Barriers and overcoming barriers; Strategic Control and Operation Control: Types of Strategic Controls, Process of operation Control, Evaluation techniques for strategic performance; Managing Strategic Change.

Suggested Readings

1. Arthur A. Thompson et-al, Crafting and Executing Strategy: text and Readings; McGraw Hill.
2. Grant, Robert M., Contemporary Strategy Analysis; Blackwell Publishers, Massachusetts, U.S.A.
3. Adela Kazmi and Azhar Kazmi, Strategic Management, Tata McGraw Hill.
4. Ansoff, H. Igor, R.P. Declorch and R.I. Hayes, From Strategic Planning to Management, Wiley.
5. David Hunger and Thomas L Wheelen, Strategic Management and Business Policy, Pearson

Internship Project Report

Course Code: M.COM-C403

Max Marks: 100

Credits: 04

Type: Core

At the end of third Semester each student shall undertake an Internship Project for 8 weeks. It is mandatory for the student to seek advance written approval from the faculty guide and the Head of the Department about the topic and organization before commencing the internship project. The student may take up an internship project in his/her intended area of specialization or in any other functional area of business studies. Ideally the internship project should exhibit a cross-functional orientation. The student shall submit a written structured report based on work done during this period. The internship project may be a research project– based on primary/secondary data or may be an operational assignment involving working by the student on a given task/assignment/project etc. in an organization/industry. It is expected that the internship project shall sensitize the students to the demands of the workplace. The learning outcomes and utility to the organization must be specifically highlighted. The report should be well documented and supported by–

1. Executive Summary
2. Organization profile
3. Outline of the problem/task undertaken
4. Research methodology & data analysis (in case of research projects only)
5. Relevant activity charts, tables, graphs, diagrams, etc.
6. Learning of the student through the project
7. Contribution to the host organization
8. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

The student must submit the completed report and make an oral presentation of the same. Through the report, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the project shall be certified by the Faculty Guide & approved by the Head of the department. The project report shall have a weightage of 4 credits. The report should reflect the nature and quantum of work undertaken by the student. It must reflect 8 weeks of work and justify the same. The completion of the internship project shall be certified by the respective Faculty Guide & approved by the Head of the department. The external organization (Corporate/NGO/SME etc.) shall also certify the internship project work. The student shall submit TWO hard copies & one soft copy (CD) of the project report before end of 4th Semester. One hard copy is to be returned to the student by the department after the External Viva-Voce. The internship project report shall be evaluated both by the external examiner (to be appointed by the Vice Chancellor from the panel submitted by the concerned Head of the Department) out of 50 marks. The external supervisor (allotted by the organization in which the student completed his internship project) shall also evaluate the internship project report out 20 marks. The student shall make presentation of the internship project before the University Board of Examiners consisting Head of the Department, Internal Faculty supervisor and one additional faculty from the concerned department nominated by the Dean of the concern School which shall evaluate the presentation out of 30 marks. The presentation shall be conducted for 20 minutes at least per student. The University Board of Examiners shall evaluate the project based on:

1. Actual work undertaken by the student
2. Student's understanding of the organization and business environment
3. Outcome of the project
4. Utility of the project to the organization
5. Basic analytical capabilities

Financial Derivatives

Course Code: M.COM-SPC404

Credits: 04

Type: Core

Max Marks: 100

Internal Assessment: 40

External Assessment: 60

Course Objective: The objective of the course would be to help the students to understand the uses and implications of transactions based on the fundamentals principles of financial derivatives besides their process of execution and termination.

Course Outcome: On the successful completion of the course, students would be profound in managing contracts having financial derivative orientation and nature for organizations

Unit-I: Introduction to Forward Contracts

Introduction to Derivatives Concept, types of derivatives: forward commitments, contingent claims; purpose of derivative markets; Forward Contracts Nature and structure of forward contracts, delivery and settlement of contracts, role of forward markets; Types of forwards contracts; pricing and valuation of equity contracts

Unit-II: Introduction to Futures and Option contracts

Futures Nature of futures contracts, role of clearing house, daily settlement, margins, price limits, delivery and settlement; types of futures: index, currency futures, commodity and equity. Pricing and Valuation of equity futures; Options: Characteristics of options, types of options, option payoffs

Unit-III: Option Pricing and Strategies

Option Pricing: Put-call parity and synthetics, Binomial Model of Option Pricing, the Black-Scholes-Merton model; Option Strategies: Covered calls, protective puts, bull and bear spreads, butterfly spread & straddle.

Unit-IV: Introduction to Swaps and Swaptions

Swaps Characteristics of swap contracts; features of the types currency, interest rate, and equity swap; Pricing of Swaps, Swaptions: basic characteristics and uses of swaptions, swaptions payoffs.

Suggested Readings

1. John C.Hull, Options, Futures and other Derivatives, Pearson Education, New Delhi.
2. Don M. Chance, Robert Brooks, An Introduction to Derivatives and Risk Management, Cengage
3. Franklin R.Edwards, Futures and Options, Tata Mc Graw Hill. New Delhi
4. Ranganatham and Madhumathi, Derivatives and Risk Management, Pearson,
5. Kevin, S, Commodity and Financial Derivatives, Prentice Hall India. New Delhi,

Security Analysis and Portfolio Management

Course Code: M.COM-SPC405

Credits: 04

Type: Core

Max Marks: 100

Internal Assessment: 40

External Assessment: 60

Course Objective: The main objective of the course is to help the students to gain knowledge about investment decisions and about its various associated issues including risk minimisation and return maximization by using investment models and theories

Course Outcome: The students on the completion of the course would be familiar and capable to make prudent investment decision based on promising returns

Unit-I: Investment

Meaning and Concept, Investment Alternatives, Routes to Investment in Common Stocks. Mutual Funds: Organization of Mutual Funds, Functioning and regulatory aspects, Types of Mutual Fund Schemes, Measuring performance of Mutual Funds, Risk and Return Analysis, Systematic Risk and Un-systemic Risk, Risk Measurement through Beta and Standard Deviation.

Unit-II: Approaches to Security (equity) Analysis:

Fundamental Analysis: Stages of Fundamental Analysis. Economy Analysis- key variables; Industry Analysis: Life Cycle of Industry; Structure and Characteristics of an Industry, Profit Potential of industries, Company Analysis: Analysis of Quantitative and Qualitative factors, financial analysis of a company. Estimation of intrinsic value: Dividend Capitalization Approach and Price Earnings Multiplier Approach. Theory of Efficient Market Hypothesis.

Unit-III: Technical Analysis

Basic Premises of Technical Analysis. Charting Techniques: Line, Bar, Candlestick, Point & Figure Charts, Oscillators, Technical Indicators of overall market: Market Breadth, Moving Averages. Theories of Technical Analysis: Dow Theory; Elliot Wave Theory; Fibonacci Puzzle Theory; Kondratev Business Cycle Theory. Stock Market Indices: Construction.

Unit-IV: Portfolio Management

Introduction, Portfolio Management Process:-Formulation of portfolio Strategy, Selection of securities, Portfolio Performance Evaluation, Portfolio Theories-Markovitz Approach and Sharpe's Single index model and CAPM model.

Suggested Readings

1. Reilly, Frank K. and Brown, Keith C. Investment Analysis & Portfolio Management, OH, USA: Thomson South—Western
2. Bodie, Z., Kane A. Marcus, A., and Mohanty, P, Investments, New Delhi: Tata McGraw—Hill
3. Sharpe W. & Gordon J.A.: Investments, phi publications, New Delhi.
4. Chandra, Prasanna, Investment Analysis and Portfolio Management, Tata McGraw Hill Publishing House, New Delhi.

Behavioural Finance

Course Code: M.COM-SPC406

Credits: 04

Type: Core

Max Marks: 100

Internal Assessment: 40

External Assessment:60

Course Objective: The main objective of the course is to empower students to understand how far distinctive human behavioural factors influence financial decisions.

Course Outcome: On the successful completion of the course, the students would be able to use the fundamental principles and rules of behavioural finance for decision purpose.

Unit-I: Introduction to Behavioural Finance

Background and evolution of behavioural finance, contribution of pioneers of behavioural finance experts, human behavioural theories- prospect theory, heuristics: fusion investing; Behavioural Biases: overconfidence bias, representative bias, herding bias, anchoring bias, cognitive bias, regret aversion bias, gamblers fallacy bias, mental accounting, hindsight bias, escalation bias, confirmation bias.

Unit-II: Neurofinance

Neurofinance – Neural process and decision making – Contribution of Neurofinance in Behavioural finance – Frauds and the Psychology behind it – Theories of fraud – Prevention of fraud – Institutions that deal with frauds – Forensic accounting, need and its importance in the present situation

Unit-III: Behavioral Corporate Finance

Behavioral factors in Corporate Decisions on Capital Structure, Dividend Policy, Cost of capital and Capital Budgeting decisions. Implications of heuristics, overconfidence, excessive optimism, aversion to sure loss and confirmation bias on managers' corporate Finance decisions

Unit-IV: Risk and Behavioural Finance

Perceptions of risk and return, the use of valuation heuristics by managers/analysts and consequent valuation biases, how managers, analysts, strategists and investors perceive the relationship between risk and return, emotional mechanisms in modulating risk-taking attitude. Neurophysiology of risk taking.

Suggested Readings

1. Amling, "Fundamentals of Investment Analysis", Prentice Hall, International Edition.
2. Donald, E. Fisher & Ronald J. Jordan: Security Analysis & Portfolio Management, Pearson Education, New Delhi.
3. Farozzi, Franch J: Investment Management, Prentice Hall, International Edition.
4. Gupta, L. C : Stock Exchange Trading in India : Society for Capital Market Research and Development, Delhi
5. Sharpe, William F, Gordon J Alexander and J. V Bailly: "Investments", Prentice Hall of India, New Delhi.

Project Management

Course Code: M.COM-SPC407

Credits: 04

Type: Core

Max Marks: 100

Internal Assessment: 40

External Assessment: 60

Course Objective: The main objective of the course is to transfer knowledge into the students to learn how to identify, create, manage and develop a project at an individual or organization level

Course Outcome: On the successful completion of the course, students would be able to identify, develop, manage and monitor a project and all other allied issues thereof.

Unit-I: Introduction to Project Management

Project: Concept, Classification, Project Management: Evolution, Challenges, Need For Project Management, Future of Project Management Project Success Factors, Project Management in Different Environments

Unit-II: Generation and Screening of Project Ideas

Generation And Screening of Project Ideas- Procedure For Idea Generation, Project Life Cycle, Strategic Management and Project Selection, Project Selection and Criteria, Nature of Project Selection Models. Project Environment Appraisal

Unit-III: Job of Project Manager

Functions, Role and Responsibilities of Project Manager, Delegation of Authority, Building Project Team, Project Organization, Project Team And Human Factors, Conflict And Negotiation, Nature And Types of Negotiation

Unit-IV: Practical Aspects of Project Management

Statement of Work (SOW), PERT Analysis: Project Scheduling under Uncertainty, Gantt chart Need and importance of Work Break Down Structure, Project Review And Administrative Aspects

Suggested Readings

1. Meredith, J. R. and Mantel, S.J. "Project Management: A Managerial Approach", Wiley, Delhi
2. Prasanna Chandra, Projects Management, Tata McGraw Hill, New Delhi,
3. S Chowdhury, Project Management, Tata McGraw Hill, New Delhi
4. Clements, Gido, Effective Project Management, Thompson India, New Delhi
5. Gray, Larson, Project Management- The Managerial Process, MGH, New Delhi

Entrepreneurial Finance

Course Code: M.COM-SPC408
Credits: 04
Type: Core

Max Marks: 100
Internal Assessment: 40
External Assessment:60

Course Objective: The main objective of the course is to impart knowledge to students about the mechanism of securing entrepreneurial finance and its use

Course Outcome: On the successful completion of the course, the students would be able to judge most economic and profitable source finance for the business.

Unit-I: Introduction to Entrepreneurial Finance

Entrepreneurial Finance- Meaning, significance and role. Principles of Entrepreneurial Finance. Financing a new Venture- Seed, Start-up, and First-Round Financing Sources- Financial Bootstrapping and Business Angel Funding. Second-Round Financing. Mezzanine Financing. Liquidity-Stage Financing. Seasoned Financing

Unit-II: Creating and recognizing venture value

Valuing Early-Stage Ventures-calculating venture worth, vested interests in value for Investor and Entrepreneur. Basic Mechanics of Valuation- Present Value Concept, Required Versus Surplus Cash, Just-in-Time Equity Valuation, Accounting versus Equity Valuation.

Unit-III: Structuring Financing for the Growing Venture

Professional Venture Capital- Historical Characterization of Professional Venture Capital- Professional Venture Investing Cycle, Determining (Next) Fund Objectives and Policies , Organizing the New Fund, Soliciting Investments in the New Fund, Distributing Cash and Securities Proceeds. Other Financing Alternatives-Facilitators, Consultants, and Intermediaries.

Unit-IV: Harvesting the Business Venture Investment

Planning an Exit Strategy. Valuing the enterprise for exit. Systematic Liquidation. Outright Sale- Family Members, Managers, Employee and Outside Buyers. Going Public- Investment Banking, Other Costs in Issuing Securities, Post-IPO Trading, Contemplating and Preparing for the IPO Process

Suggested Readings

1. Leach and Melicher's, Entrepreneurial finance, CENGAGE Learning
2. Marco Da Rin and Thomas Hellmann, Fundamentals of Entrepreneurial Finance, Oxford University Press
3. Janet Kiholm Smith and Richard Lester Smith, Entrepreneurial Finance, Wiley

Management of Small Business

Course Code: M.COM-SPC 409

Credits: 04

Type: Core

Max Marks: 100

Internal Assessment: 40

External Assessment: 60

Course Objective: To enable the students to know the importance of small scale business in a developing economy like India and motivate the students to start small scale business.

Course Outcome: After the completion of the course, the students should be able to manage the affairs of small business organization

Unit-I: Basics of Small Business Enterprise

Small Business: Features, significance of Small Business in Economic Development; Reasons for Establishing Small Business; Reasons for Failures of Small Business;– Different Stages of Small business; Steps in Setting up a Small Business; Crisis Management in Business; Relationships between Small and Large Units; Small Sector in India; Status and significance of Family Business.

Unit-II: Dynamics of Small Business

Concepts and Definitions of Small Scale Industries (SSIs), Role of SSIs, Government Policy and Development of SSIs, Growth and Performance, SSI Sector and Committee Report; Reservation of items for SSI; Problems of SSI; Sickness of SSI: Causes, Symptoms and Cures, Prospects of SSI in free Economy.

Unit-III: Institutions Supporting Small Business

Central, State and Other Institutional Support for SSI; Technological Upgradation and Institutional facility for SSI; Incentives and Subsidies for SSI.

Unit-IV: Management of Small Business

Production Management; Strategic Financial Management; Strategic Marketing Management; Strategic Management; Personal Management; and Office/Administrative Management in Small Business Enterprises

Suggested Readings

1. Barrow C. The Essence of Small Business, Prentice Hall of India
2. Charantimath P.M., Entrepreneurship Development and Small Business Enterprises, Pearson Education
3. Cormon J and Lussier R.N., Small Business Management: A Planning Approach, IRWIN, London
4. Gopal Swaroop, Advances to Small Industries and Small Borrowers, Sultan Chand
5. Little N.D., Dipack Mazumdar and John M. Page. Jr., Small Manufacturing Enterprises, Oxford University Press, London