

**Programme Project Report (PPR)**  
**of**  
**Master of Commerce**  
**M.COM.**



**International Centre for Distance Education and Open Learning**

**Himachal Pradesh University, Summer Hill, Shimla-171005**

## **Programme Project Report Master of Commerce**

### **i) Programme Mission and Objectives**

**Missions and Objectives:** The Himachal Pradesh University was established in the year 1970, and immediately after its establishment, the Himachal Pradesh University took a bold step towards proliferation of knowledge and democratization of educational opportunities by setting up the Directorate of Correspondence Courses in 1971. The University has played a pioneering role in launching the programme of Distance Education at the Undergraduate and Postgraduate level. It was the first to impart instruction at post graduate level in social sciences, humanities, commerce and teacher training through the mode of distance education. Over the years, the Directorate of Correspondence Courses moved towards absorbing the emerging philosophy of distance education and adopting multi-media approach to impart instruction.

Since its inception, the ICDEOL has been striving hard to serve the students who are otherwise deprived of higher education. It has become a lighthouse of learning for persons of all ages and genders, particularly to such persons who, for different reasons, cannot avail the higher course of studies as regular full time students. It aims to promote the holistic development through academic excellence, employability, acquisition of analytical skills and higher research.

The ICDEOL aims to introduce M Com program under open and distance learning mode of education with a view to provide opportunities to access to higher education. The motive is to develop managerial skills among the rural as well as urban people. The courses are designed for all willing, qualified and working people who could not pursue the education in regular mode.

The programme aims to achieve the following objectives:

1. To provide an opportunity to get a M.Com degree to those who find it difficult to pursue regular M.Com course at a University either due to their job commitments or certain other circumstances.
2. To help the learners, study at their own pace and to develop skills in matters related to commerce.
3. To provide adequate basic understanding about commerce among the students.
4. To create an additional avenue of self-employment and also to benefit various institutions by providing them with suitable qualified persons.

### **(ii) Relevance of the programme with HEI's Mission & Goals:**

The ICDEOL has developed an innovative programme of Master of Commerce (M.Com) with emphasis on Human Resource Management, Marketing and Finance. The planning of this programme through ODL mode is compatible with the programme already run by the Department of Commerce, HP University, Shimla through regular mode. The course, curriculum and syllabi are designed and evaluated by a Departmental Committee and a Syllabus Subcommittee with experts both from within and outside the University. The curriculum and syllabi is then placed in the Board of Studies of Commerce and the faculty of Commerce and Management for approval. The finalized curriculum and syllabi are then placed in the Academic Council and Executive Council for the final approval and which proves as a major contribution in achieving the goals relevant to HEI's mission and goals. The course curriculum is completely revised periodically once every three years. Approval of Board of Studies and Academic Council are obtained whenever modifications/additions are made in the existing curriculum and syllabi. The basic objective of the programme is to prepare the students with necessary conceptual, entrepreneurial and analytical skills required for handling modern and technical business operations at both national and international levels.

### **(iii) Nature of Prospective Target group of Learners**

It aims for aspirant professional and economically backward students including students of rural background who could not study in regular mode. Students who graduated themselves and not find an opportunity to go for post graduate studies in regular mode of education due to the limitation of seats, we offer them the best of opportunity by offering the subject at post graduate level.

**(iv) Appropriateness of programme to be conducted in ODL mode to acquire specific skills and competence.**

To reach the unreached is the sole aim of ODL system of education. The learners who could not upgrade their educational qualification for achieving higher education, ODL system offers learners effective way to upgrade their educational qualification and achieve higher education and career enhancement. M.Com Programme offers quality university education keeping in view the market requirements of human resource in the fields of business, trade and industry. Besides their professional/ academic developments, this programme also reflects their occupational standards as they get jobs/ promotions through this programme and develop manpower with specialized knowledge to cater the demand of business in manufacturing and service sectors, to cater to the demand of local industries and organizations in the different specialized areas and to develop skilled manpower for economic progress.

**v) Instructional Design**

**Curriculum Design:** The P. G. Programme in Commerce comprises of 4 Semesters spread over two academic sessions.

**SCHEME AND COURSES OF READING FOR MASTER OF COMMERCE (M.COM.) UNDER SEMESTER SYSTEM**

**M.Com 1<sup>st</sup> Semester**

Course Code	Course Title	End Semester Exam	Internal Assessment	Total Marks
MC 1.1	Management & Organizational Behaviour	80	20	100
MC 1.2	Business Environment	80	20	100
MC 1.3	Managerial Economics	80	20	100
MC 1.4	Statistical Analysis for Decision Making	80	20	100
MC 1.5	Taxation Practices and Administration	80	20	100

**M.Com 2<sup>nd</sup> Semester**

Course Code	Course Title	End Semester Exam	Internal Assessment	Total Marks
MC 2.1	Corporate Financial Accounting	80	20	100
MC 2.2	Financial Management	80	20	100
MC 2.3	Human Resource Management	80	20	100
MC 2.4	Marketing Management	80	20	100
MC 2.5	Financial Institution and Markets	80	20	100

**M.Com 3<sup>rd</sup> Semester**

Course Code	Course Title	End Semester Exam	Internal Assessment	Total Marks
MC 3.1	Computer Application in Business	80	20	100
MC 3.2	Advanced Cost Accounting	80	20	100
MC 3.3	Corporate Legal Framework	80	20	100
MC 3.4	Strategic Management	80	20	100
MC 3.5	Research Methodology	80	20	100

**M.Com 4<sup>th</sup> Semester**

Course Code	Course Title	End Semester Exam	Internal Assessment	Total Marks
MC 4.1	Advanced Financial Management	80	20	100
MC 4.2	Security Analysis and Portfolio Management	80	20	100
MC 4.3	Project Planning and Control	80	20	100
MC 4.4	Accounting for Managerial Decision	80	20	100
MC 4.5	E-Commerce	80	20	100
MC 4.6	Corporate Governance And Business Ethics or	80	20	100
MC 4.6	Project Report and Viva-voce	--	--	100

**Total Marks: 2100**

**Detailed Syllabi:**

**MC 1.1 Management & Organizational Behaviour**

Max Marks 80, Internal Assessment 20

**COURSE STRUCTURE**

Note: There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

### **Course Contents**

#### **Unit I**

Management Process; Nature, Scope and Functions of Management. Development of Management Thought; Taylor and Scientific Management, Contributions of Henry Fayol, Hawthorne Experiments and Human Relations, Social Systems Theory, Contributions of Peter F. Drucker, Behavioural Scientists and Situational theory. Schools of Management Thought; Empirical Approach, Human Relations Approach, Social Systems Approach, Socio-technical Systems Approach, Decision Theory Approach, Systems Approach and Contingency/ Situational Approach.

#### **Unit II**

Behaviour in Organization; Nature of Human Behaviour, Individual Differences, Perception, Perceptual Selectivity and Managerial Implications. Motivation; Motivation and Behaviour, Theories of Motivation including Maslow's Hierarchy of Needs Theory, Two-Factor Theory, McClelland's Need Theory, McGregor's X and Y Theory, Immaturity-Maturity Theory, Valence-Expectancy Theory, Alderfer's ERG Theory, Contingency Theory, Carrot-Stick Theory and Motivational Pattern in Indian Industry. Interpersonal and Group Behaviour; Transactional Analysis- Self Awareness, Ego States, Life Scripts, Life Positions, Strokes and Transactions. Group Dynamics; Behaviour in Groups and Formal- Informal Groups.

#### **Unit III**

Controlling Behaviour; Need for Control, Behaviour Implications of Control, Leadership- Theories of Leadership, Leadership Styles, Qualities of Effective Leader and Leadership Styles in Indian Organizations. Communication; Communication Process, Communication Media, Effective Communication and Barriers in Communication. Organizational Climate; Concept, Factors, Impact of Organizational Climate and Participation & Organizational Climate.

#### **Unit IV**

Organizational change and Development; Objectives of Planned Change, Process of Planned Change, Human Reactions to Change, Resistance to Change, Overcoming Resistance to Change, Change Agents, Organisational Growth and Change Process, Organizational Development, Steps in Organizational Development and Organizational Development Interventions. Conflicts in Organization; Functional and Dysfunctional Aspects of Conflicts, Individual Level Conflicts, Group Conflicts, Inter-group Conflicts, Intra-organizational Conflicts, Inter-organizational Conflicts and Conflict Management. Organizational Effectiveness; Factors in Organizational Effectiveness and Integration of Individual & Organizational Goals for Effectiveness.

#### **References:**

1. Organization Theory and Behaviour by L.M. Prasad, Sultan Chand and Sons, 23 Daryaganj, New Delhi-110002.
2. Principles and Practices of Management by L.M. Prasad, Sultan Chand and Sons, 23 Daryaganj New Delhi-110002.
3. Essentials of Organizational Behavior by Stephen P. Robbins Prentice Hall of India Private Limited, New Delhi-110001.
4. Organizational Development- Behavioural Science Interventions for Organization Improvement by Wendell L. French and Cecil H. Dell, Jr. Prentice Hall of India Private Limited, New Delhi-110001.
5. Essentials of Management by Harold Koontz, Cyril O'Donnell and Heinz Wehrich, Tata McGraw Hill, Publishing Company Ltd., New Delhi.
6. Organisational Behaviour and Management by Johan Ivancevich and Micheol T. Matheson, Business Publication Inc. Texas.
7. Organisational Behaviour by Ricky Griffin, W. Houghton Mifflin Co., Boston.
8. Organisational Behaviour Human Behaviour at Work by Johan W. Newstrom and Keith Davis Tata McGraw Hill, New Delhi.
9. Organizational Behaviour by Stephen P. Robbins, Prentice Hall New Delhi.
10. Organizational Behaviour by Richard M. Steers and J. Stewart Black, Haper Collins College Publishers, New Delhi.
11. Understanding Organizations: Organisation Theory and Practice in India by Sukla York Madhukar.
12. Organizational Behaviour by Hawa Singh, V.K. Global Publications Private Ltd., New Delhi

## MC 1.2 BUSINESS ENVIRONMENT

Max Marks 80

Internal Assessment 20

**Note:** There will be nine(9) questions in all. The first question is compulsory and will consist of ten (10) short questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

### Course Contents

#### Unit I

Business Environment; Nature and Importance, Interaction Matrix of different Environment Factors, Environmental Scanning, Economic Planning in India, Objectives, Strategies and Problems of Economic Planning, Privatization, Globalization, Disinvestment in Public Sector Units, NITI Ayog,

#### Unit-II

Fiscal Policy, Monetary Policy, Industrial Policy, Industrial Licensing Policy, Foreign Trade Policy.

#### Unit-III

Industrial Sickness, Development and Protection of Small Scale Industry. The Environment (Protection) Act, Right to Information Act.

#### Unit-IV

Regulatory framework of WTO, its Basic Principles and Charter, Provisions relating to Preferential Treatment to Developing Countries, Regional Groupings, Anti- dumping Duties and other NTBs.

#### References:

1. Arya, P P and Tandon , B.B Economic Reforms in India, Deep and Deep Publishers, New Delhi.
2. Cherunilam Francis: Business Environment, Himalaya Publishing House, New Delhi.
3. Economic survey – Various issues, Govt. of India, Ministry of Finance.
4. Justin Paul: Business Environment , Tata McGraw Hill, New Delhi.
5. Mishra and Puri: Economic Environment of Business, Himalaya Publishing House, New Delhi.
6. Rosy Joshi and Sangam Kapoor: Business Environment Kalyani Publishers , New Delhi.
7. Saleem Saikh: Business Environment , Himalaya Publishing House, New Delhi.
8. Sengupta , N.K Government and Business in India, Vikas Publication, New Delhi.

## MC 1.3 MANAGERIAL ECONOMICS

Max Marks: 80

Internal Assessment: 20

**Note:** There will be nine(9) questions in all. The first question is compulsory and consist of ten (10) short questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

### Course Contents

#### Unit-I

OBJECTIVE OF BUSINESS:- Objective of a firm in microeconomics: Traditional profit maximization objective ; sales revenue and growth rate maximization objectives. Objectives of business as perceived in business management. DEMAND ANALYSIS:- Individual and market demand functions ; law of demand; price elasticity of demand ; its meaning and degrees; determinants of price elasticity; concept of cross elasticity. Demand curve facing a firm ; total; marginal and average revenue.

#### Unit-II

COST FUNCTIONS:- Short run cost functions; their nature, shape and interrelationship ; law of variable proportions. Long run cost functions; LRAC and LRMC- their nature and shape; law of returns to scale. PRICE INPUT- OUTPUT DECISIONS:-The normal and supernormal profits; the distinction between short and long term price output decisions; the profit maximization objective and conditions of firms short and long run equilibrium. PRICE DETERMINATION UNDER 4 DIFFERENT MARKET CONDITIONS :- Characteristics of different market structures; price determination and firms equilibrium under perfect competition, monopolistic competition and monopoly- short and long run.

#### Unit-III

ECONOMIC FORECASTING AND PLANNING:- Need and methods of economic forecasting for national planning. Economic forecasting and planning of business; need and methods. BUSINESS CYCLES:-Nature and phases of business cycles. Theories of business cycles: Psychological, profit, monetary, innovations, cobweb, samuleson and hicks theories.

#### **Unit-IV**

INFLATION:-Definition, characteristics and types. Explanation of inflation in terms of demand-pull and cost-push factors. Effects of inflation. MONETARY AND FISCAL POLICIES:- Need for stabilization policies. Monetary policy: meaning , objectives, instruments, transmission mechanism and limitations in operational mechanism, effectiveness and limitation.

#### **References:**

1. T.R Jain , Dr. O.P Khanna V K Publications.
2. Alan Hughes (1987). "managerial capitalism," The New Palgrave: A Dictionary of Economics, v.3, pp. 293–96.
3. Edward Lazear (2008). "personnel economics," The New Palgrave Dictionary of Economics. 2nd Edition. Abstract.
4. Keith Weigelt (2006). Managerial Economics
5. Elmer G. Wiens The Public Firm with Managerial Incentives
6. Khan Ahsan (2014). "Managerial Economics and Economic Analysis", 3rd edition, Pakistan.
7. Arya Sri."Managerial Economics " :MEFA . (2015).

#### **MC 1.4 STATISTICAL ANALYSIS FOR DECISION MAKING**

Max Marks: 80

Internal Assessment: 20

**Note:** There will be nine(9) questions in all. The first question is compulsory and consists of ten (10) short questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

Course Contents

#### **Unit-I**

Measurements of central tendency, dispersion, skewness and kurtosis.

#### **Unit-II**

Regression analysis and correlation analysis (Two variables only). Index Numbers: Meaning, construction of index numbers, problem in the construction of index numbers, Price, Quantity and Value Indices.

#### **Unit-III**

Probability Theory:- Probability ,Classical Probability, Relative frequency Probability and Subjective Probability. Addition and multiple theorem of probability and Bay's Theorem. Probability distribution. Binomial distribution. The Poisson distribution and the Normal distribution.

#### **Unit-IV**

Statistical Inferences; Testing of Hypotheses and Estimation, Sampling Distributions and Procedure of Testing Hypotheses Hypothesis Testing: Large and small sample tests (Z test, T test, F test) Non Parametric Test: Chi-square, Run test, Sign test, Median test, Rank Correlation test, Kruskal- Wallis Test

#### **References:**

1. Johnson , R.D and Siskin, B.R Quantitative techniques foe business decision . prentice Hall of India, 1984.
2. Hien , L.W- Quantitative Approach to managerial decision . Practice Hall of India, 1983.
3. Levin, Richard I. and Rubin david S – Statistics for management , Prentice Hall of India , 1983.
4. Chou- Ya- Lun; Statistical Analysis. Holt, Rinchart and winslon, 1980.
5. Fruend , J.E and William. F.J Elementary Business Statistics – The Modern Approach , 1982
6. Hooda, R.P, Statistical Methods.

#### **MC 1.5 TAXATION PRACTICES AND ADMINISTRATION**

Max Marks 80

Internal Assessment 20

**Note:** There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

#### **COURSE CONTENTS:**

#### **Unit I**

Taxation; Concept, meaning and types of Tax. Distinction between Direct Tax and Indirect Tax. Tax Planning, avoidance and evasions. Income Tax; Meaning, concepts and latest provisions. Basis of Charge, Residential Status. GST-Concept, types, Slabs of tax, administrative procedure with regard to GST and Mechanism of GST

#### **Unit II**

Income from Salary, House Property and Profits and Gains from Business or Profession.

### **Unit III**

Capital Gain and Income from Other Sources, Aggregation of Income, Set-off and Carry Forward of Losses, Tax deductions or collection at Source. Advance payment of tax.

### **Unit IV**

Tax Planning with reference to setting up a new business. Tax Planning with reference to managerial decisions. Tax Administration. Central Board of Direct Tax, its Powers, composition and Role. E-Filing.

### **References:**

1. Singhania, Vinod K., Direct tax Planning and Management, Taxmann Publication, Delhi. Gaur and Narang, Corporate Tax Planning, Kalyani Publishers, Ludhiana.
2. Singhania, Vinod K. and Monica Singhania. Students' Guide to Income Tax, University Edition. Taxmann Publications Pvt. Ltd., New Delhi.
3. Ahuja, Girish and Ravi Gupta. Systematic Approach to Income Tax. Bharat Law House, Delhi.
4. Gaur and Narang, Income Tax Law and Practice, Kalyani Publishers.
5. Mehrotra H.C. and Goyal S.P, Income Tax Law and Accounts, Sahitya Bhawan Publications.
6. Spectrum Income Tax Law and Practice.
7. Jain Mukta and Jain Rakesh, Direct Tax Laws by V.K. Publications.
8. Bangar's Comprehensive Guide to Direct Tax Laws.

## **MC 2.1 CORPORATE FINANCIAL ACCOUNTING**

Max Marks 80

Internal Assessment 20

**Note:** There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

### **Course Contents:**

#### **Unit I**

Accounting for issue, forfeiture and re- issue of shares. Accounting for issue and redemption of debentures.

#### **Unit II**

Final Accounts of Companies. and Insurance Company Accounts.

#### **Unit III**

Accounting issues related to Amalgamation in the nature of merger and purchase and Reconstruction of Companies. Accounts related to Liquidation Of Companies.

#### **Unit IV**

Accounting for Holding and Subsidiary Companies. Royalty Account.

### **References**

- Gupta, R.L: Advance Financial Accounting, S.Chand&Co., New Delhi.  
Arulanandum, M.A and Raman, K.S.: Advanced Accountancy, Himalaya publishing House, N.Delhi.  
Maheshwaari, S.N: Advanced Accountancy –Vol.II, Vikas Publishing house, New Delhi.  
Monga, J.R: Advanced Financial Accounting, Mayoor Paperbacks, Noida  
Shukla, M.C. and T.S. Grewal: Advanced Accountancy, Sultan Chand&Co. New Delhi.  
Warren, C.S. and P.E fess: Principles of Financial and Managerial Accounting, South-Western, Ohio.  
Porwal, L.S., Accounting Theory, Tata McGraw hill, New Delhi.

## **MC 2.2 FINANCIAL MANAGEMENT**

MAX MARKS 80

Internal Assessment 20

**Note:** There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

### **Course Contents**

#### **Unit I**

Financial Management: Introduction to Financial Management, nature, significance, objectives and Scope of financial management, functions of finance executive in an organizations and recent developments in financial management. The goal of a Firm, Role of Financial Manager. Financial Planning and Forecasting: Need &

importance of financial Planning; tools of financial planning, financial Planning process, Drafting a financial plan; Financial forecasting; meaning, benefits and techniques of financial forecasting; Sources of finance.

#### **Unit II**

Aspects of Corporate Financial Structure; Factors affecting capital structure, Theories of Capital structure, Net Income Approach, Net Operating Income Approach, The MM Approach. Leverages; Financial, Operating and composite leverages. EBIT-EPS Analysis. Cost of Capital: Significance, computation of cost of capital including cost of debt, cost of equity capital, cost of retained earnings, weighted cost of capital, CAPM, problems in computation of cost of capital.

#### **Unit III**

Dividend Policy; Origin of the Dividend Policy, theories of dividend policy. Capital Budgeting Decisions: Nature & importance, facts influencing capital expenditure decisions, capital budgeting process, Evaluation criteria and risk analysis, capital expenditure control.

#### **Unit IV**

Working Capital Management and Control: Need, Types & determinations, assessment of working capital requirements; Management of cash, inventories and receivables, Management of financing of working capital.

#### **REFERNCES**

1. Ravi M. Kishore: Financial Management, Taxman Publications Pvt. Ltd. New Delhi.
2. Sinha, Pradeep Kumar: Financial Management, Excel Books, New Delhi.
3. Van, Horne: Financial Management and Policy, Prentice Hall of India, New Delhi
4. Hampton: Financial Decision making, prentice Hall of India, New Delhi.
5. Prasanna, Chandra: Financial Management, Tata McGraw Hill, New Delhi.
6. Khan, M.Y. and Jain, P.K.: financial Management, Tata McGraw Hill, New Delhi.
7. James c. Vanhorne: Financial Management and Policy, Prentice Hall.
8. John Hampton: Financial Decision Making, Prentice Hall.
9. Prasanna Chandra: Financial Management, Tata McGraw Hill.
10. I.M. Pandey: Financial Management, Vikas Publishing House

#### **MC 2.3: HUMAN RESOURCE MANAGEMENT**

Max Marks: 80

Internal Assessment: 20

**Note:** There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

#### **Course Contents:**

##### **Unit-I**

Concept, Nature, Scope and Objectives of Human Resource Management, HRM: The challenges Environmental, Organizational and Individual, Human Resource planning and Job analysis. Recruitment: sources, concept and objectives, Selection: concept, Procedure and cost benefit analysis of selection, Induction, career planning, bases of promotion, Transfer, Separations, Outplacement and Outsourcing HR. Emerging trends of HRM in globalized economy and cross cultural environment.

##### **Unit –II**

Human Resource Development: Training & Development: Concept, Training need assessment, Types of training programmes: on the job, ROI of training, metrics for evaluation of training programme, Performance Appraisal; Objectives, Uses and Methods: Traditional and Modern methods (Assessment and Development Centres, 360 Appraisals), Problems of Performance Appraisal, Legal issues in Performance Appraisal. Classification of Employees and Conceptual differences in Compensation Systems.

##### **Unit-III**

Concept of Wages & Salary, Components of wages, Method of wage Determination, Methods of Wage payment, Wage Differentials, Job Evaluation. Industrial Relations: Concept and Approaches to Industrial Relations, Unitary, Pluralistic and Radical Approach, Industrial Relations System, Overview of International HRM: Selection, Compensation, Training & Development, Patriation and Repatriation.

##### **Unit-IV**

Workers' Participation in Management, Collective Bargaining, Dispute Settlement System including Arbitration, Conciliation and Adjudication. Employees Compensation: Regulatory provisions, Regulatory provisions for settlement of disputes.

#### **Recommended Books:**



1. Human Resource Management, VSP Rao, Excel Books
2. Human Resource Management, Durai, Pearson
3. Personnel & Human Resource Management, P. Subba Rao, HPH
4. HRM Text & Cases, Aswathappa, TMH
5. HRM, Snell, Bohlander, Vohra; Cengage
6. Managing Human Resources, Gomez, Balkin, Cardy, PHI
7. Human Resource Management, Jyoti, Venikates, Oxford
8. Human Resource Management, Khanka, S. Chand
9. HRM a case study approach, Muller Camen, Jaico

### **MC 2.4 MARKETING MANAGEMENT**

MAX MARKS 80

Internal Assessment 20

**Note:** There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

#### **COURSE CONTENTS**

##### **UNIT I**

The concept, nature, scope and importance of marketing; Marketing management and its evolution; Marketing environment; Strategic marketing planning; marketing segmentation; Buyer behavior; consumer versus organizational buyers; consumer decision-making process.

##### **UNIT II**

PRODUCT DECISION; concept of product, classification of products, new product development, product positioning, product line and product mix, Branding, packaging and labeling. Consumer adoption process. Pricing Decision: Factors affecting price determination. Price policies and process.

##### **UNIT III**

Distribution Channels and physical Distribution Decision: Nature of distribution channel, function of distribution, middlemen. Channel management decision; Retailing and wholesaling. Logistics of distribution.

##### **UNIT IV**

Promotion Decision: Communication process, promotion mix, advertising, personal selling, publicity and public relations. Marketing organization and control. Social, Ethical and legal Aspects of marketing in India.

#### **References:**

1. Kotler, Philip, Marketing, Management; Prentice Hall Of India, New Delhi.
2. Stanton, William J. Fundamentals of Modern Marketing; McGraw Hill and Charles Futrell. Publishing co. New York.
3. Mc Caethy, E. Jenome and basic marketing; MANAGERIAL Approach William D. PERREAULTS JR. Richard Irwin, home woodlle.
4. Cundiff and still, fundamental of modern marketing; prentice hall of India, New Delhi.
5. Mentza, John T. and marketing today, Haecourt, Braco, David j. schwatz govanavuiel, New York.

### **MC 2.5: FINANCIAL INSTITUTIONS & MARKETS**

Max Marks 80

Internal Assessment 20

**Note:** There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

#### **COURSE CONTENTS**

##### **Unit I**

INTRODUCTORY: Nature and role of financial system – Financial System and financial markets. An economic analysis of financial system in India. Indian financial system – A critical analysis. FINANCIAL MARKETS: Money and capital markets. Money market Instruments: Call money, treasury bills, certificates of deposits, commercial bills, trade bills, etc. Capital market: Government securities market, Industrial security market, Role of SEBI – and overview; Recent developments National Depository Securities Ltd. (NDSL), Market- Makers.

##### **Unit II**

**MONEY MARKET INSTITUTIONS:** Central bank: Functions and its role in money creation, Commercial banks; Present structure. Introduction to International and Multinational banking. **NON- BANKING INSTITUTIONS:** Concept, role of financial institutions, sources of funds, Functions and types of non-banking financial institutions.

### **Unit III**

**MUTUAL FUNDS:** The evaluation of mutual funds, regulation of mutual funds (with special reference to SEBI guidelines), Performance evaluation, Design and marketing of mutual funds scheme; Latest mutual fund schemes in India – An overview. Evaluating of mutual funds. **MERCHANT BANKING:** Concept, function, growth, government policy regarding Merchant banking business and future of merchant banking in India.

### **Unit IV**

Changing Role of Financial Institutions : Role of banking, financial sector reforms, financial and promotional role of financial institutions, universal banking; concept and consequences.

#### **References:**

Auerbach, Robert D, Money, Banking and Financial Markets; Macmillan Publishing Co; New York and Collier MacMillan Publisher; London.

Avadhani, V.A., Investment and Securities Market in India; Himalaya Publishing House; Bombay...

Khan, M.Y., Indian Financial System –Theory and Practice; Vikas Publishing House; New Delhi.

Mishkin, Frederics, S., The Economics of Money Banking and Financial Markets ; Harper Collins Publisher; New York

## **MC 3.1 COMPUTER APPLICATIONS IN BUSINESS**

Max Marks 80

Internal Assessment 20

**Note:** There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

### **COURSE CONTENTS**

#### **Unit I**

Modern Information Technology : Basic idea of Local Area Networks (LAN), Wide Net Works (WAN), E-mail , internet, Multimedia. Introduction to Windows: Write, Paintbrush, File Manager, Print Manager, Control Panel etc.

#### **Unit II**

Introduction and working with MS-Word in MS-OFFICE : Word basics Commands, Formatting ; Text and documents; Sorting, Working with graphics ; Introduction to mail-merge. Working with EXCEL : Excel basics ; formatting, functions, chart feature ; Working with graphics in Excel , Using worksheets as databases.

#### **Unit III**

Presentation with Power – Point : Power point basics; Creating presentations the easy way; Working with graphics in Power-Point; Show time; Introduction to Lotus smart suite for Data Sheet Analysis. Spreadsheets and their uses in business.

#### **Unit IV**

Introduction to Tally: Maintenance of Accounting books along with financial statement analysis. Statistical Packages Useful in Business: Usage of statistical packages for analysis (as per availability)

#### **References:**

Ron Mansfield, The Compact Guide to Microsoft office; BPB Publication.

Dienes, Sheila s. , Microsoft office, Professional for windows 95;

Instant Reference; BPB Publication.

Peter Norton, Working with IBM-PC

## **MC 3.2 ADVANCED COST ACCOUNTING**

Max Marks 80

Internal Assessment 20

**Note:** There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

### **COURSE CONTENTS:**

#### **UNIT-I**

Nature and Scope of Cost Accounting; Introduction, meaning of cost accounting, scope of cost accounting, objectives of cost accounting, advantages of cost accounting, financial accounting v/s. cost accounting, limitations of cost accounting, general principles of cost accounting, cost system, characteristics of an ideal cost system, installations of a cost system Cost Terms and Purposes; Cost in general, cost objectives, cost system, cost behaviour pattern, variable cost and fixed cost, shut down cost, average cost, total cost, product cost, period cost, inventoriable cost, fringe cost. Classification of cost; Preparation of Statement of Cost, Collection of cost for Tenders or Quotations.

#### **UNIT-II**

Inventory Planning, Control and Costing: Techniques of Inventory Control; Level Setting, Economic Order Quantity, Just- in Time Inventory System, ABC Analysis, VED Analysis and Perpetual Inventory System. Methods of Valuing Material Issues. Accounting for Pay-Roll: Methods of Wage Payment and Incentive Plans. Overheads Allocation, Apportionment, Re-apportionment and Absorption.

#### **UNIT-III**

Reconciliation of Cost and Financial Accounts; Need for Reconciliation, Reasons for disagreement between the profits disclosed by financial accounts and cost accounts. Standard Costing and Variance Analysis: Meaning of Standard Costing, Preliminaries to the cost of Standard cost, Analysis of Material, Labour, Overheads and Sales Variance.

#### **UNIT-IV**

Service or Operating Costing; Transport Costing, Hospital Costing, Hotel Costing and Power House Costing. Contract Costing; Recording of Cost value and profit of contract. Process Costing; Features of Process Costing, Application of Process Costing, Elements of Production Cost, Process Losses, Inter-process Profits.

#### **References:**

1. Jawahar Lal, Cost Accounting, Tata McGraw Hill Publishing Co., New Delhi.
2. M. N. Arora, Cost Accounting – Principles and Practice, Vikas Publishing House, New Delhi.
3. D. K. Mittal and Luv Mittal, Cost Accounting, Galgotia Publishing Co., New Delhi.
4. Ravi M. Kishore, Cost Accounting, Taxmann Allied Services Pvt. Ltd. New Delhi.
5. B.M. Lall Nigam and I.C. Jain, Cost Accounting, Principles, Methods and Techniques, K.L. Malik & Sons Pvt. Ltd., Daryaganj, New Delhi.
6. M.C. Shukla, T.S. Grewal and M P. Gupta, Cost Accounting, Text and Problems, S. Chand & Co. Ltd., New Delhi.
7. S.P. Jain and K. L. Narang, Cost Accounting, Principles and Methods, Kalyani Publishers, Jalandhar.
8. S. N. Maheshwari & S.N. Mittal, Cost Accounting, Theory and Problems Shri Mahabir Book Depot, New Delhi.

### **MC 3.3 CORPORATE LEGAL FRAME WORK**

Max Marks 80

Internal Assessment 20

**Note:** There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

#### **Course Contents**

##### **Unit I**

Company Law: Salient Features of Companies, Classification and Formation of Companies, Memorandum and Articles of Association, Doctrine of Indoor Management. Shares, transfer and transmission of shares.

##### **Unit-II**

Special Provisions under Companies Act 2013 regarding National Company Law Tribunal, Appellate National Company Law Tribunal, Different forms of Companies including OPC, Corporate Social Responsibility , Companies Arrangements and Amalgamation, restructuring and liquidation.

##### **Unit-III**

Appointment of Directors, Meetings of Directors & Shareholders of Companies, Overview of different modes of winding up of Companies.

##### **Unit-IV**

Restrictive and Unfair Trade Practices, Competition Act 2002, Consumer Protection Act.

#### **References:**

1. Business and Corporate Law, Saravanavel and Mohapatra, HPH
2. Business Law, N.D Kapoor , New Age.

3. Business Law, Gulshan, Excel.
4. Legal Aspects of Business , Pathak, TMH

### **M.C. 3.4 Strategic Management**

Max Marks 80

Internal Assessment 20

**Note:** There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

#### **Course Contents**

##### **UNIT-I**

Exploring Strategic Management; strategy and strategic management, Strategic management: awareness and change, E-V-R Congruence, The strategy process and strategic management in practice. Strategic Management Framework: Models of Strategic Management, The Strategic Challenge, Strategic success, failure and competency. Strategic Leadership and Decision Making: Visionary leadership and strategy creation, issues in strategic leadership and entrepreneurship. The Organizational Mission and Objectives: Vision, Mission and Objectives. Social Responsibility of Business and ethics.

##### **UNIT-II**

Strategic Success: Financial Analysis, Company Failure predicting company failure, symptoms and causes of company decline. Environmental Awareness and Management, SWOT Analysis. The competitive environment and competitive advantage: competition and the structure and regulation of industry in the United Kingdom, Analysing an industry, competitive advantage, successful competitive strategies . Competitive advantage through products, processes and service: the organisation 's value chain, The value chain and competitive advantage marketing strategy, Research and development, innovation and new products, speed and competitive advantage operations management, Service ,not-for-profit and small businesses ,supply chain architecture, Service and total quality management . Competitive advantage through people: human resource strategy, managing human resources, management and leadership.

##### **UNIT-III**

Financial strategy: Financing and competitive advantage. Information, information systems and information technology, The strategy information challenge, information technology and competitive advantage. Planning and creating corporate strategy: Strategy formulation, planning and planning systems, strategic planning techniques. Strategic alternatives and market entry strategies: disinvestment strategies , strategic means, international strategies and selection of strategies. Issues in strategic growth: diversification and acquisition, acquisition, effective acquisition strategies, joint ventures and strategic alliances. Issues in strategic consolidation and recovery: the feasibility of recovery, retrenchment strategies, turnaround strategies, management buy outs, financing a buy out , management buy ins, managing recession, strategies for declining industries, implementing recovery strategies.

##### **UNIT-IV**

Strategic evaluation and choice: corporate strategy evaluation, criteria for effective strategies, judgment. Interlude strategy implementation: strategy structure or structure strategy, implementation and change, problems of successful implementation, successful implementation. Issues in organizational structure: structural forms , structure :determinants and design, business process re-engineering. Corporate strategy and corporate management style: styles of corporate management, strategic management at the corporate level, the role of general managers, organizations in the late 1990s. Issues in strategic resource management: corporate resource planning, functional planning , policies, procedures, plans and budgets, crisis avoidance and management. Issues in strategic change management: issues in the management of change, strategies for implementation and change , power and politics.

#### **References:**

1. H. Igor Ansoff , Implanting Strategic Management , Prentice Hall 1984.
2. C. Roland Christensen, Kenneth R. Andrews, Joseph L. Bower, Richard G. Hamermesh, Michael E. Porter, Business Policy: Text and cases, Fifth Edition, Richard D. Irwin ,inc, Homewood , IL Linois, 1982.
3. William F. Glueck and Lawrence R. Jauch, Business Policy and Strategic Management , Fourth Ed, McGraw –Hill, 1984.
4. Management , Seventh Ed., South Western Publishing co. Cincinnati , Ohio, 1976.
5. KS Chopra, Business Policy for Indian Industries : Corporate Strategy Formulation, The Times Research Foundation , Pune 1985

6. John Grieve Smith, Business Strategy : An introduction Basil Blackwell, Oxford and economist Publications London, 1985.

7. S.K Bhattachary and N. Venkataarmin, managing Business Enterprises Strategies, Structures and Systems, Vikas Publishing House New Delhi

8. John L Thompson, Strategic Management: Awareness and change, International Thompson press.1997

### **MC 3.5 RESEARCH METHODOLOGY**

Max Marks 80

Internal Assessment 20

**Note:** There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

#### **Course Contents:**

##### **Unit I:**

Introduction of Research: Meaning, characteristics, objectives, nature, scope, significance, limitations, role of research in decisions making, types, criteria of good research and ethics in research; The research process -- steps in research process; Defining the research problem—problem defining process, consideration in selecting a research problem; Research design—definition, Types, components and significance.

##### **Unit II:**

Data collection and processing: Meaning of data, types of data; secondary data--advantages, disadvantages, criteria for evaluating secondary data, secondary in Indian context; Primary data—meaning, methods of collection of primary data- survey, observation, case study and experiment; Questionnaire—types, guidelines for preparing questionnaire, steps in designing the questionnaire, essential of good questionnaire and difference between schedule and questionnaire; Processing of data—editing, coding, classification, tabulation, and presentation by way of diagrams and graphs.

##### **Unit III:**

Sampling and Attitude measurement: Sampling—meaning of sampling, census Vs sampling; Sampling merits, demerits and suitability of census method; Principles of sampling, merits, demerits, Characteristics of good sampling, key term in sampling, methods of sampling—probability and non-probability, determination of sample size, sampling errors and non-sampling errors: Concept of attitude, measurement and scaling; Types of scales nominal, ordinal, interval and ratio scales, various types of scaling techniques, reliability and validity of scales.

##### **Unit IV:**

Hypothesis, Data analysis and Report writing: Hypothesis- meaning, characteristic, sources, hypothesis testing procedure, Type-I and Type- II errors, Application of mean, dispersion, skewness, kurtosis, Correlation and regression in research; Application of Z-test, t-test, F-test, Chi-square test and ANOVA; Introduction to SPSS-- data entry and descriptive statistics, Report writing; Significance of Report-Writing; Steps in Report Writing, Layout of the Research Report; Types of Report, Mechanics of Writing a Research Report; Precautions for writing Research Report.

#### **Books Recommended:**

Business Research Methods, Cooper, Schindler, TMH

Research Methodology, C.R. Kothari, Newage Publication

Research Methodology for Management with SPSS, Majhi & Khatua, HPH

Management Research Methodology, Krishnaswamy, Sirakumar, Pearson

Research Methodology, Zeikmund, Cengage

Research Methodology, Paneer Selvam, PHI

Research Methodology, Prasanta Sarangi, Taxmann

A Text Book of Research Methodology, AKPC Swain, Kalyani

Research Methodology, Das, Vrinda

Business Research Methods – Donald Cooper & Pamela Schindler, TMGH, 9th edition.

Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.

Research Methodology – C.R.Kothari

### **MC 4.1 ADVANCED FINANCIAL MANAGEMENT**

Max Marks 80

Internal Assessment 20

Note: There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

**Course Contents:**

**Unit-I**

Financial Management; Scope and objective, Time value of money, Risk and return (including Capital Asset Pricing Model), Valuation of securities – Bonds and Equities. Leverage: Operating, financial & combined leverage, EBITEPS analysis.

**Unit-II**

Cost of Capital and Financing Decision: Sources of long-term financing Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital. Corporate Restructuring: Need and broad areas of corporate restructuring, objectives, techniques of corporate restructuring. Financial Restructuring: Need & steps in financial restructuring, reorganization of capital, buy back of shares-concept necessity and procedure. Financial management of sick units.

**Unit-III**

Mergers & Takeover: Types & objectives, legal and procedural aspect of mergers and takeover process, valuation & financing of mergers & acquisitions, post merger-problems & reorganization, taxation and financial aspects of mergers, takeover Overview of mergers & takeover in India. The Capital Budgeting Process, Cash flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk – Certainty Equivalent Approach and Risk- Adjusted Discount Rate.

**Unit-IV**

Capital structure – Theories of Capital Structure (Net Income, Net Operating Income, MM Hypothesis, Traditional Approach). Operating and financial leverage. Determinants of capital structure. Dividend Decision – Theories for Relevance and irrelevance of dividend decision for corporate valuation. Cash and stock dividends. Dividend policies in practice. Working Capital Decisions: Concepts of working capital, the riskreturn trade off, sources of short-term finance, working capital estimation, cash management, receivables management, inventory management and payables management.

**References:**

1. Horne, J.C. Van. Financial management and policy. 10th ed. New Delhi Prentice Hall of India.
2. Horne, J.C. Van. Fundamentals of Financial Management. 9 th ed. New Delhi Prentice Hall of India.
3. Levy H. and M. Sarnat . Principles of Financial Management. Engelwood Cliffs, Prentice hall.
4. Johnson, R.W. Financial Management. Boston Allyn and Bacon.
5. Joy, O.M. Introduction to Financial Management. Homewood: Irwin.
6. Khan and Jain. Financial Management text and problems. 2 nd ed. Tata Mc Graw Hill New Delhi.
7. Pandey, I.M. Financial Management. Vikas Publications.
8. Bhalla, V.K. Financial Management & Policy. Anmol Publications, Delhi.
9. Chandra, P. Financial Management- Theory and Practice. (Tata Mc Graw Hill).
10. Rustagi, R.P. Fundamentals of Financial Management. Taxmann Publication Pvt. Ltd.
11. Singh, J.K. Financial Management- text and Problems. 2 nd Ed. Dhanpat Rai and Company, Delhi.
12. Sharma, G.L. and Y. P.Singh. ed. Contemporary Issues in Finance and Taxation. Academic Foundation Delhi.
13. Singh, Surender and Kaur Rajeev. Fundamentals of Financial Management. Book Bank International.

**MC 4.2 SECURITY ANALYSIS &PORTFOLIO MANAGEMENT**

Max Marks 80

Internal Assessment 20

**Note:** There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

**Course Contents**

**Unit I**

PORTFOLIO ANALYSIS: Estimating rate of return and standard deviation of portfolio. Effect of combining the securities, Markowitz Risk-return optimisation. PORTFOLIO PERFORMANCE EVALUATION: Measure

of return, risk adjusted measures of return, market timing, evaluation criteria and procedures. Investment policies of Individuals, Tax saving schemes in India.

### **Unit II**

Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis.

### **Unit III**

SINGLE INDEX MODEL OR MARKET MODEL: Portfolio total risk, portfolio market risk and unique risk, Simple Sharpe's optimisation solution.

### **Unit IV**

CAPITAL MARKET THEORY: Capital market line, security market line, risk free lending and borrowings. FACTOR MODELS: Arbitrage pricing theory, two factor and multi- factor models, Principle of arbitrage, arbitrage portfolios.

### **SUGGESTED READINGS:**

Fischer, D.E. and Jordan R.J., Security Analysis and Portfolio Management, Prentice Hall, 1983.

Reilly, F.K., Investment Analysis & Portfolio Management, Drygen Press, 1985.

### **MC 4.3 PROJECT PLANNING & CONTROL**

Max Marks 80

Internal Assessment 20

**Note:** There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

Course Contents

### **Unit I**

Identification of Investment Opportunities; Project ideas generation and screening, Phases in Project Management, Project feasibility study, Appraisal Criteria and Process: Methods of appraisal under certainty, uncertainty and risk;

### **Unit II**

Market and Demand Analysis: Sources of information- primary and secondary; Demand forecasting and market planning; Technical Analysis: Materials and inputs; Production technology; Product mix; Plant location and layout; Selection of plant and equipment;

### **Unit III**

Financial Analysis: Cost of project and means of financing; Major cost components; Planning capital structure; Financing schemes of financial institutions. Profitability and Financial Projections: Cost of production; Break-even analysis; Projected balance sheet, profit and loss account and cash flow statement.

### **Unit IV**

Social Cost Benefit Analysis: Meaning and methodology; L&M and UNIDO approach; SCBA in India. Project Review/control- Evaluation of project. PERT/CPM. Problem of time and cost overrun, Project implementation practices in India.

### **REFERENCES**

Bryce, MC: Industrial Development, McGraw Hill (Int. Ed), New York.

Chandra, Prasanna: Projects: Planning Analysis, Financing, Implementation, and Review Tata McGraw Hill, New Delhi.

Patel, Bhavesh M, Project Management, Vikas publishing House pvt. Ltd., New Delhi

Chaudhary, S.: Project Management, Tata McGraw Hill, New Delhi.

I.D.B.I: Manual of Industrial Project Analysis in Developing Countries.

O.E.C.D: (i) Manual for Preparation of Industrial Feasibility Studies. (ii) Guide to Practical Project Appraisal.

Pitale, R.L: Project Appraisal Techniques, Oxford and IBH.

Planning Commission: Manual for Preparation of Feasibility Report.

Timothy, D.R. and W.R Sewell: Project Appraisal and Review, Macmillan, India.

Chandra, P., Project Preparation, Appraisal and Implementation,

### **MC 4.4 ACCOUNTING FOR MANAGERIAL DECISIONS**

MAX. MARKS 80

INTERNAL ASSESSMENT 20

**Note:** There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

## **COURSE CONTENTS**

### **Unit I**

Introduction to Accounting: Management Accounting as a field of Accounting. The concepts of Management Accounting-objective; Nature and Scope. Financial Accounting, Cost Accounting and Management Accounting Account's position as a member of the management team. Accounting plan and Responsibility Centres: Meaning and significance of Accounting, Responsibility CentreCost centre, profit centres, and investment centres, problem of transfer pricing. Objective and determinants of Responsibility Centres.

### **Unit II**

Financial Statement Analysis: Ratio Analysis, Fund Flow and Cash Flow Statements.

### **Unit III**

Marginal costing and Break-even analysis: Concept of marginal cost, Practical application of Marginal costing: Marginal costing and Pricing. Cost-Volume-Profit analysis. Break-even analysis: Assumptions and practical application of Break-even-analysis: Decision regarding sales-mix, make or buy and discontinuation of a product line. Marginal costing versus Direct Costing.

### **Unit IV**

Budget and Budgetary Control: Definition of budget, Essentials of budgetary Control, Kinds of budgets-operating budget, Master Budget Flexible budget, Budgetary control Decision- making for capital expenditure, Zero Base Budgeting and Performance budgeting. Reporting to Management: Objects of Reporting, Reporting needs of different management levels. Types of report, modes of reporting to different levels of management.

### **References:**

Murphy, Managerial Accounting ch. 4, 5 & 6.

Man Mohan & Goyal: Principles of Management Accounting ch. 13

. Hingorani and others, op. Chit. 11.

Welsch, Budgeting, Profit Planning and Control,

## **MC 4.5 E-COMMERCE**

Max Marks 80

Internal Assessment 20

**Note:** There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

Course Contents:

### **Unit I**

Introduction to E-commerce: Meaning of electronic commerce, business applications of e-commerce, comparison with traditional commerce; Business models in E-commerce – e-shops, e-procurement, e-auctions, value chain integrators, information brokerage, telecommunication, collaboration platforms, etc.; Electronic payment system;

### **Unit II**

E-Banking – concept, operations. Online fund transfer – RTGC, ATM, etc., Online share market operations. Online marketing, Web-based advertising – concept, advantages; Types of online advertisements;

### **Unit III**

Search engine – as an advertising media, search engine optimisation – concept and techniques; Email marketing; Social Networking and marketing – promotion, opinion formulation, etc.; Viral Marketing, E-retailing-concept, advantages, limitations; CRM and Information Technology, Tools to conducting online research – secondary research, online focus groups, web based surveys, data mining from social networking sites;

### **Unit IV**

Enterprise Resource Planning; Security issues in e-commerce - Online frauds, privacy issues; Cyber laws including Information Technology Act.

### **REFERENCES**

Bajaj, Kamlesh K and Debjani Nag: E-Commerce – The Cutting Edge of Business, Tata McGraw Hill (P) Ltd., New Delhi.

Greenstein, Electronic Commerce, Tata McGraw Hill, New Delhi



Leon, Alexis: Fundamental of Information Technology, Vikas Publication House (P) Ltd., New Delhi  
Mansfield, Ron: The Compact Guide to Microsoft Office, BPB Publication, Delhi.  
Norton, Peter: Introduction to Computer 4/E, Tata McGraw Hill (P) Ltd., New Delhi  
Saxena, Sanjay: A First Course in Computer, Vikas Publication House (P) Ltd., New Delhi.

### **MC 4.6 CORPORATE GOVERNANCE AND BUSINESS ETHICS**

Max Marks 100

Internal Assessment 20

**Note:** There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries twenty (15) marks.

Course Contents:

#### **Unit I**

Corporate governance: Concept, structure and process; Corporate governance: An Evolutionary Process; Improving the efficiency of corporate governance; Corporate governance in India: Issues for consideration. Corporate governance; Globalisation and its position in India. Financial disclosure, Business Ethics and corporate governance: Corporate disclosure Practises; Transparency and Business Ethics in Corporate Sector; Role of Audit committee in corporate governance.

#### **Unit II**

Board of Directors: Composition of Board of directors & their role; Corporate boards and good governance; Corporate governance in Indian Public enterprises; Corporatization of Agriculture. Banks, Financial Institutions and Corporate governance: Corporate governance in banks; Corporate governance: Contemporary issues in banking industry. Corporate governance in mutual funds; Depository system: a step towards effective corporate governance.

#### **Unit III**

Ethics & Business. What is Ethics, Nature and scope of Ethics, Facts and value, Ethical subjectivism and Relativism, Moral Development, Ethics and Business, Myth of a moral business. Decision making: Application of Ethical theories in Business Economic Justice: Ethical Issues in Functional Areas of Business.

#### **Unit IV**

Marketing: Characteristics of Free and Perfect competitive market, Monopoly oligopoly, Ethics in Advertising (Truth in Advertising). Finance: Fairness and Efficiency in Financial Market, Insider Trading, Green Mail, HR: Workers Right and Duties: Work place safety, sexual harassment, whistle blowing. Corporate Social Responsibility Issues.

#### **REFERENCES**

Robert A. G. Monks, Nell Minow, Corporate Governance, 4th Ed Blackwell.  
S K Bhatia, Business Ethics and Corporate Governance, Deep & Deep Publication New Delhi.  
Kenneth Kim, John R Nofsinger, Derek J Mohr Prentice Hall; 3 edition (November 11, 2009).  
John Colley, Jacqueline Doyle, Wallace Stettinius, George Logan, Corporate Governance.

**Or**

### **MC 4.6 Project Report and Viva-Voce**

Max Marks 100

#### **3. Duration of the Programme:**

Minimum duration of the Programme: 2 (Two) Years

Maximum duration of the Programme: 5 (Five) Years

#### **4. Faculty and Support Staff requirement:**

1. Prof. Kuldeep Kumar 2. Prof. Kulwant Singh Pathania

Beside above, the University has experienced faculties in the Department of Commerce, University Business School and University College of Business Studies, HPU. The students who are admitted in these courses also get help from these faculty members. PCPs are conducted with the support of these experienced faculty members. Resource persons for the Study Centres to conduct PCP in this course are selected from the University to maintain the quality of the education.

One Section Officer and four staff members (Clerks) have given responsibility of M Com section in ICDEOL. Apart from this, one coordinator, one clerk and one helper have been appointed by the University at each Learning Support Centres for their smooth functioning.

## 5. Instructional Delivery Mechanism

The Masters in Commerce programme is conducted through ICDEOL and different Programme Centres also known as Study Centres, where students are helped and guided by the Programme In charge/Coordinator, and Counsellors etc. The Masters in Commerce programme is based on self-learning print material, assignments, counselling sessions etc. ICDEOL follows the following Instructional Delivery Mechanism:

- **Self Learning Material (SLM):** The printed material of the programme in the form of Self Learning Material is supplied to the students during their enrolment to the course.
- **Personal Contact Programme:** Personal contacts Programmes (PCP) are conducted well in advance in each semester. Students utilize this facility fully and go for examinations well prepared. As a very important strategy of face to face classroom teaching, the interactions during Personal Contact Programmes benefit the students immensely. **Virtual classes** are also organized from time to time for the benefits of the students/learners. In addition to above, online queries of the students are seriously taken up and responses are sent online to their satisfaction.
- **Individual Counseling and Guidance:** The students can visit the Directorate and seek individual guidance and counseling from the concerned coordinators/Faculties. Besides, students can seek guidance from the counselors engaged by the Directorate for this purpose at study centres.

### (vi) Procedure for Admissions, curriculum transaction and Evaluation

#### i) Procedure for Admissions:

- **Admission Criteria:** The admissions to M Com. course will be made through Online Admission Process. The information regarding the admission process, fee structure, minimum eligibility, fee concession for the students with disabilities is provided to the candidates through national and local dailies, ICDEOL websites and hand book of information. The admissions to this course will be made solely on the basis of qualifying marks in UG degree.
- **Intake:** No Limit
- **Minimum Eligibility:** B.Com. (old), B.Com.(RUSA) or Bachelor's degree in Business Administration  
OR  
B.A. with Commerce or B.A./B.Sc./M.A./M.Sc. degree with Economics/Statistics/Mathematics as one of the elective subjects.  
OR  
Degree of a Foreign University which may be recognized as equivalent by the Vice Chancellor with such conditions as he may impose regarding the additional courses of study which the candidate would be required to qualify for the degree.

**Please Note:** A student who has compartment / re-appear in B.A./B.Com. etc. will not be admitted to M.Com.

#### • Fee Structure:

Course/Class	Fee for Students passing from H.P Board & to be registered with H.P University	Fee for Students already registered with H.P University	Fee for student coming from other university / Board & not regd. With H.P University
M.Com. (Sem. System)	Rs. 5,000/-	Rs. 4800/-	Rs. 5100/-

#### • Financial Assistance:

The student with special needs with more than 40% disability, admitted in any course of study running in the Himachal Pradesh University, Shimla-5 will not be charged any fees with effect from the current academic session 2015-16 vide notification No. 4-51/2015 HPU (Acad) dated 25 July, 2015.

- ii) **Curriculum Transaction** – The curriculum will be transacted in blended mode i.e. in the form of self-instructional material & through contact sessions (PCP's). The instructions are imparted mainly through Lecture method during the Personal Contact Programme. We also make use of smart class room. The printed study material is sent to the students by post. Efforts are afoot to provide the study material in soft copies and also through email to the learners and to provide them the facility to download the study material from the website.

### Academic Calendar (Tentative)

Month	Activities
December/Jan	Preparation and publishing of Prospectus for Jan Batch
June/July	Preparation and publishing of Prospectus for July Batch
January	admissions Jan Batch
July/August	admissions July Batch
March/April	1 <sup>st</sup> Phase of PCPs (1 <sup>st</sup> Semester and 3 <sup>rd</sup> Semester) (7 Days for each semester) Jan Batch
September/October	1 <sup>st</sup> Phase of PCPs (1 <sup>st</sup> Semester and 3 <sup>rd</sup> Semester) (7 Days for each semester) July Batch
June/July	Examinations of 1 <sup>st</sup> and 3 <sup>rd</sup> Semester as per H. P. University Schedule for Jan batch
November/December	Examinations of 1 <sup>st</sup> and 3 <sup>rd</sup> Semester as per H. P. University Schedule for July batch
January/February	Vacations as per H. P. University schedule.
September/ October	2 <sup>nd</sup> Phase of PCPs (2 <sup>nd</sup> Semester and 4 <sup>th</sup> Semester) (7 Days for each semester) for July Batch
March/April	2 <sup>nd</sup> Phase of PCPs (2 <sup>nd</sup> Semester and 4 <sup>th</sup> Semester) (7 Days for each semester) for Jan Batch
November/December	Examinations of 2 <sup>nd</sup> and 4 <sup>th</sup> Semester as per H. P. University Schedule for Jan Batch
June/July	Examinations of 2 <sup>nd</sup> and 4 <sup>th</sup> Semester as per H. P. University Schedule for July Batch

• **Medium of Instruction:**

The medium of instruction is in English. The study material is made available to the student in English language. However, students can write their answer in examinations either in English or Hindi.

**iii) Evaluation:**

The University conducts Semester-End Examinations twice a year in the month of November and June. To be eligible to appear in the semester end examination in any course, students are required to fulfill the following conditions:

- Students should have opted and pursued the prescribed course
- Students should have submitted the examination form in time

In case students have not been able to appear in the examination in certain papers or could not clear certain papers, they can do so in the subsequent semester-end examinations up to a maximum duration of 5 years inclusive of the year of admission.

Two system of evaluation will be followed for this programme:

**Assignments:** Assignments constitute the continuous evaluations system. The submission of assignments is compulsory. Assignments of a course carry approx. 20% weightage while about 80% weightage is given to the semester end Examination.

**Term-end examination:** Term-end examination is another component of the evaluation system. The term-end examination carries about 80% weightage in each theory paper.

The internal assessment is based on theory assignments in each course, which, carry 20 marks respectively.

**Project Report and Viva Voce:** Weightage 100%

**(vii) Requirements of the Laboratory Support and Library Resources:**

In the present syllabus of M Com there are no courses which include laboratory support. Further, ICDEOL has been equipped with modern smart class rooms, well furnished computer labs along with its own well-equipped library with approx 30,000 books including volumes of periodicals and reference books, journals including Commerce books.

**(viii) Cost Estimate of the Programme and the Provisions:**

Sr.	Type of Head	Expenditure (Session 2018-2019)	Expenditure (Session 2019-2020)	Proposed Cost Estimation (Hike @10%)
<b>1.</b>	<b>Programme Development</b>			
i.	Development and Printing Cost of Self Learning Material	630044 (For M Com. Only)	654415 ((For M Com. Only))	719856 ((For M Com. Only))
ii.	Purchase of Books for Library	1,43,77/- (For all Courses)	1,81,959/- (For all Courses)	2,00,155/- (For all Courses)
iii.	Stationary	47,497/- (For all Courses)	1,91,479/- (For all Courses)	2,10,627/- (For all Courses)
<b>2.</b>	<b>Delivery</b>			
i.	Advertisement	5,55,479/- (For all Courses)	30,38,012/- (For all Courses)	33,41,813/- (For all Courses)
ii.	Telegram & Postage Charges of Self Learning Material	14,72,121/- (For all Courses)	13,78,641/- (For all Courses)	15,16,505/- (For all Courses)
iii.	Expenditure on the Conduct of PCP	57842 ((For M Com. Only))	94860 ((For M Com. Only))	1,04,346 ((For M Com. Only))
<b>3.</b>	<b>Maintenance</b>			
i.	Maintenance and Repairs of Laboratory Computers & Smart Classrooms	6254/- (For all Courses)	Nil	6879/- (For all Courses)

**(ix) Quality Assurance Mechanism and Expected Program Outcomes:**

H P University has an IQAC with the following objectives:

- To build and ensure a quality culture, appropriate structure and processes with enough flexibility to meet the diverse needs of the stakeholders at the University.
- Meant for planning, guiding and monitoring quality assurance (QA) and quality enhancement (QE) activities of the University.
- To channelize and systemize the efforts and measures of the university towards academic excellence.
- The IQAC submits the annual quality assurance report of the university duly approved by statutory bodies of the university to NAAC regularly.

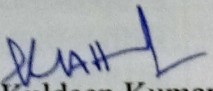
The ICDEOL has created its own Centre for Internal Quality Assurance (CIQA) in accordance with the UGC ODL regulations given from time to time whose objective is to develop and put in place a comprehensive and dynamic internal quality assurance system to provide high quality programmes of higher education. The functions of the CIQA are in the line with the UGC ODL Regulations.

From the beginning, i.e. even from the Pre-admission phase the students will be taken care in terms of guidance by our academic and administrative members. At the most, care and support will be provided during the study period. Before and after examination proper guidance and counselling will be provided. The feedback from students on teaching will also be collected every semester using appropriate feedback formats. In order to monitor the effectiveness of the programme the experience with the curriculum will be collected based on the discussion along with students and teachers.

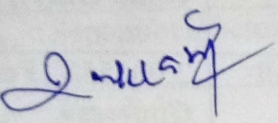
**Expected programme outcomes:** Through this programme the necessary conceptual, entrepreneurial and analytical skills of the students will be developed for handling modern and technical business operations at both national and international levels. The programme produces the quality resources such as evaluators, counsellors, facilitators, trainers, quality effective Teachers, Educators, Skilled Professionals, Entrepreneurs and Managers to perform their functions efficiently at their work place through new knowledge, with the use of ICT and to

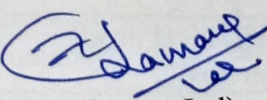


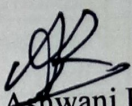
The PPR is prepared by the following faculty members of the Department of Commerce (ICDEOL) under the guidance of Director, ICDEOL, H.P. University, Shimla.

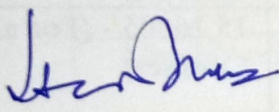
  
1. Prof. Kuldeep Kumar

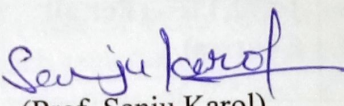
**Centre for Internal Quality Assurance (CIQA)**

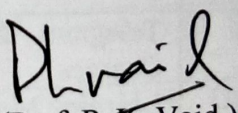
  
(Dr. Joginder Singh Saklani)  
(Member)

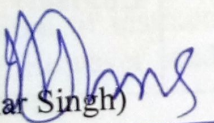
  
(Dr. Chaman Lal)  
(Member)

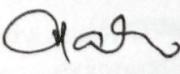
  
(Dr. Ashwani Rana)  
(Member)

  
(Prof. Hari Mohan)  
(Member)

  
(Prof. Sanju Karol)  
(Member)

  
(Prof. P. K. Vaid)  
(Member)

  
(Sh. Amar Singh)  
Convener

  
(Prof. Kulwant Singh Pathania)  
Director