



NETAJI SUBHAS UNIVERSITY

Estd. Under Jharkhand State Private University Act, 2018

Department of Commerce

Master of Commerce (M. COM.)

**Course Curriculum
(with CO, PO Structure)**

ESTD

JAMSHEDPUR

2018

w.e.f. 2019



NETAJI SUBHAS UNIVERSITY

Department of Commerce

M.COM. PROGRAMME

DETAILED SYLLABUS

Under CBCS Curriculum

(W.E.F. 2019)



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Department of Commerce
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Netaji Subhas University

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M.Com.
Programme Structure

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

		Semester	Semester
Part - I	First Year	Semester I	Semester II
Part - II	Second Year	Semester III	Semester IV

The schedule of papers prescribed for various semesters shall be as follows;

Papers	Marks		Total Marks
	Written	Internal Assmnt.	

SEMESTER I			
Paper 101 : Organization Theory and Behavior	70	30	100
Paper 102 : Economic & Statistical Analysis	70	30	100
Paper 103 : Business Communication	70	30	100
Paper 104 : Financial Management and Policy	70	30	100
Total			400
SEMESTER II			
Paper 201 : Advanced Cost Accounting	70	30	100
Paper 202 : Business Environment	70	30	100
Paper 203 : Quantitative Techniques for Business Decisions	70	30	100
Paper 204 : Marketing Management	70	30	100
Total			400

Part II : Semester III			
Paper 301 : Industrial law	70	30	100
Paper 302 : Managerial Accounting	70	30	100
Paper 303 : International business	70	30	100
Paper ---- : Elective I (Paper 1)	70	30	100
Total			400
Part II : Semester IV			
Paper 401 : Corporate law	70	30	100
Paper 402 : Human Resource Management	70	30	100
Paper 403 Dissertation & Viva	70	30	100
Paper ---- : Elective I (Paper 2)	70	30	100
Total			400
GRAND TOTAL			1600

Elective Groups:



Any one group from the available electives to be selected at the commencement of

- M.Com. Semester III.

Notes:

- The elective group in the Semester IV will remain the same as the ones selected in Semester III.
- Once a group has been selected, no change in selected groups will be allowed later.
- While the first paper of the selected group will be taught in Semester III, the second paper of the selected group will be taught in Semester IV.

List of Elective Groups

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

Group A: Finance

Paper 304 Financial Market and Institutions

Paper 404 Security Analysis and Portfolio Management

Group B: Marketing

Paper 304 Advertising and Sales management

Paper 404 Consumer Behaviour

Group C: Taxation Management

Paper 304 Corporate Tax Planning

Paper 404 Principles and Practice of Taxation and Indian Tax System

Group D: Human Resource Management

Paper 304 Human Resource Development

Paper 404 Training and Development

Group E: International Business

Paper 304 India's Foreign Trade and Investment

Paper 404 Management of International Business Operations

Group F: Applied Economics

Paper 304 Industrial Economics

Paper 404 Applied Econometrics

Group G: Insurance

Paper 304 Insurance Management

Paper 404 Actuarial Practice



Important note – For skill development computer classes, aptitude classes, English speaking class, interview preparation classes would also be provided .

Passing Criteria

- 45 % in each paper
- 2 papers can be carried forward

DIVISION CRITERIA

Successful candidates will be classified on the basis of the combined results of Part -I and Part-II examinations as follows:

Sl. No	Marks	Grading	Division
1	70 percent and above	Grade A+	First Class with Distinction
2	60 percent to 70 percent	Grade A	First Class
3	50 percent to 59 percent	Grade B	Second Class
4	45 percent to 49 percent	Grade C	Second Class
5	Less than 45 percent	Grade D	Fail

SPAN PERIOD

No student shall be admitted as a candidate for the examination for any of the Parts/Semesters after the lapse of **four** years from the date of admission to the Part-I/Semester-I of the M. Com. Programme.

ATTENDANCE REQUIREMENT

The students are required to attend tutorials, seminars etc, arranged by the Department/ College from time to time. The minimum percentage of attendance required will be notified by the Department at the commencement of the session.



Program outcome (PO)

PO1: Advanced Knowledge in Commerce & Management :Develops an in-depth understanding of advanced concepts in commerce, finance, taxation, management, and economics.

PO2: Research & Analytical Thinking :Enhances research skills, critical analysis, and problem-solving abilities using qualitative and quantitative techniques.

PO3: Financial & Taxation Expertise : Provides expertise in financial management, investment strategies, and direct & indirect taxation systems.

PO4: Accounting & Auditing Proficiency: Equips students with advanced accounting standards, forensic auditing, corporate governance, and compliance regulations.

PO5: Entrepreneurial & Leadership Skills: Develops business acumen, leadership qualities, and entrepreneurial capabilities for business and startup ventures.

PO6: Technological & Digital Adaptability: Strengthens proficiency in financial technology, e-commerce, digital marketing, and business analytics.

PO7: Global & Ethical Business Practices: Enhances understanding of international trade, corporate ethics, sustainability, and business laws.

PO8: Industry Readiness & Practical Exposure: Prepares students for professional careers in finance, banking, taxation, corporate sector, and academia through internships, case studies, and projects.

Program Specific outcome (PSO)

PSO1: Financial & Investment Decision-Making Enables students to analyze financial statements, assess investment risks, and make strategic business decisions.

PSO2: Corporate & Tax Law Compliance : Equips students with knowledge of corporate laws, GST, income tax provisions, and compliance mechanisms.



COURSE, CONTENTS AND READING LISTS OF M.COM. PROGRAMME

M.Com -1st SEMESTER

Semester I

Course 101: ORGANIZATIONAL THEORY AND BEHAVIOUR

Time: 3Hrs

Marks: 100 (70+30)

Lectures: 65

Subject Objectives:

1. To provide an understanding of the development and significance of organizational behavior and its various approaches.
2. To analyze different models explaining individual behavior, focusing on motivation and reward systems.
3. To equip students with the skills to develop effective communication strategies and conflict resolution techniques.
4. To enhance knowledge of group dynamics and foster teamwork through practical team-building skills.
5. To explore various leadership styles and their impact on decision-making within an organization.

Content

- Organizational Theories and Behaviour: Classical, Neo-classical and Contemporary. Authority, Power, status, formal and informal structure. Flat and Tall structures. Bureaucratization of organisations. Organisational Behaviour-concepts, determinants, models, challenges and opportunities of OB. Transaction cost and organizational behaviours Contributing disciplines to the OB. Individual Behaviour: Foundations of individual behaviour, values, attitudes, personality and emotions. Theory X and Theory Y, Chris Argyris behaviour patterns, Perceptual process.
- Group Decision making and Communication: Concept and nature of decision making process, Individual versus group decision making, Nominal group technique and Delphi technique, models of communication, communication effectiveness in organizations. Feedback, TA, Johari Window.
- Motivation: Need hierarchy, Maslow's Need Hierarchy, Two factor theory, Contemporary theories of motivation (ERG, Cognitive evaluation, goal setting, equity) expectancy model. Behavior modification, Motivation and organisational effectiveness.
- Leadership, Power and Conflict: Concept and theories, Behavioral approach, Situational approach, Leadership effectiveness, Contemporary issues in leadership. Power and conflict. Bases of Power, power tactics, sources of conflict patterns, levels and conflict resolution strategies.
- Organisational Culture, Organisational Development and Stress Management: Concept and determinants of organisational culture, Organisational Development:



concept and intervention techniques. Individual and organisational factors to stress, consequences of stress on individual and organisation, management of stress.

- Case Studies: Some cases of real business world are required to be discussed.

Suggested Readings:

1. Robbins; S.P., Organisational Behaviour (13th edition), Prentice Hall of India Pvt. Ltd., New Delhi,2008.
2. Luthans, Fred, Organisational Behaviour, 11th Edition, McGraw Hill International, New York,2007.
3. Robins S.P., Organisational Theory: Structure Design and Application, 3rd ed., Prentice Hall of India Pvt. Ltd.,2007.

Subject outcome:

CO1: To the development of the field or organizational behaviour and explain the approaches.

CO2: To analyse and compare different models used to explain individual behaviour related to motivation and rewards.

CO3: To identify the processes used in developing communication and resolving conflicts.

CO4: To explain group dynamics and demonstrate skills required for team building.

CO5: To identify the various leadership styles and the role of leaders in a decision making process.

Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1: Development of the field of organizational behaviour and explain the approaches.	3	2	0	1	2	1	1	1	0	0
CO2: Analyze and compare different models used to explain individual behaviour related to motivation and rewards.	2	3	0	1	3	1	2	1	0	0



CO3: Identify the processes used in developing communication and resolving conflicts.	2	2	0	1	3	1	2	2	0	0
CO4: Explain group dynamics and demonstrate skills required for team building.	2	2	0	1	3	1	1	2	0	0
CO5: Identify the various leadership styles and the role of leaders in a decision-making process.	2	2	1	1	3	1	2	1	1	0

Semester I
Course 102: ECONOMIC & STATISTICAL ANALYSIS

Time: 3Hrs

Marks: 100 (70+30)

Lectures: 65

Subject Objectives:

1. To develop an understanding of key economic data, including price-quantity relationships, supply and demand, GDP, and per capita income.
2. To explain market functions, pricing mechanisms, and various market structures.
3. To analyze product pricing policies in relation to market conditions, competition, and monopoly regulations.
4. To apply quantitative models for solving real-world economic and statistical problems.
5. To utilize professional statistical tools for data analysis and decision-making.
6. To understand sampling techniques, distribution concepts, and their application in experimental design and variance analysis.

Content

- Probability and Expectation: Approaches to probability. Addition, multiplication and Bayes Theorem, Mathematical Expectation. Probability Distribution: Binomial, Poisson, Exponential, Beta and Normal Distributions.



- Statistical Decision Theory: Risk and uncertainty, Expected value approach Marginal analysis, Decision tree.
- Sampling and Sampling Distributions: Methods of sampling, Sampling distribution of a statistic and its standard error. Point Estimation and interval estimation, Properties of an estimator. Testing; Power of a test, Large sample tests for proportions, means and standard deviations. Small sample tests –t and F tests. Design of Experiments and analysis of variance.
- Consumer Behaviour: Determination of demand. The type of goods and the demand function. Indifference curve analysis, Indifference preference, Slutsky's analysis of demand, Revealed preference, theory of attributes, snob appeal, band wagon effect and the demand function. Inter – temporal demand function. Demand for durable goods.
- Production and Cost: Production function, Concept of productivity, isoquants ridge lines, isoclines, is cost lines, Expansion path and Multiproduct firm, Empirical production function: Cobbe- Douglas, CES, VES and Translog. Estimation of production function.
- Cost function: Classification of costs, short run and long run cost functions. Law of variable proportion, return to scale, scale economies, scope economies. Estimation of cost function, Problem of estimating cost and production functions. Duality between production and cost function. Efficiency and the firm.
- Price and output relationship under different market structures: Perfect Competition, Monopoly, Discriminating monopoly. Monopolistic competition, oligopoly, Game theory and oligopolistic behaviours, duopoly, Bilateral monopoly. Relating the structure with market situations. Competition and markets, Social cost of Monopoly, regulatory aspects of monopoly.
- Pricing practices: Economics of advertisement costs, Barrier to entry. Basis pricing, Transfer Pricing, Dumping and other practices. Pricing and wages. Minimum wage and price structure.
- Factor pricing: Elements of factor pricing, labour pricing, Demand and supply of factors of production. Profit theories and profit management.

Suggested Readings:

1. Levin, R.I. and D.S. Rubin, Statistics for Management, Prentice-Hall of India.
2. Spiegel, M.R. Theory and Problems of Statistics, Schaum Publishing Company.
3. Aczel, Amir D., Complete Business Statistics, McGraw Hill, 1999.
4. Kazmeir Leonard J., Norval F. Pohl, Basic Statistics for Business and Economics, McGraw Hill International (2nded.)
5. Koutsiyiannis, A., Modern Microeconomics, Macmillan Press Ltd. (1998 Reprint).
6. Varian, Micro-Economic Analysis (ed. 3), Norton, 1992.
7. Pindyck Robert S. and Daniel L. Rubinfeld, Micro Economics, Third Edition, Prentice Hall of India, New Delhi, 1996.



8. Madala G.S. and Ellen Miller, Micro Economics, Theory and Applications, McGraw Hill, Book Company, New York.
9. Gould, John P., Edward P. Lazear, Micro-Economic Theory, Richard D. Irwin, Inc., Home wood Illinois.
10. Sen Anindya, Micro-Economics: Theory and Applications, Oxford University Press, New Delhi, 1999.
11. Tirole J. The Theory of Industrial Organisation, Cambridge MITP ress, 1988.

Subject outcome:

CO1: To understand the economic data such as relationship between the quantity and price, supply and demand, economic output, GDP, per capita income of nations etc.

CO2: Explain the function of market and prices with their structures of market & mechanisms.

CO3: To enable the knowledge of product pricing policy relating structures with market situations, competition and regulatory aspects of monopoly.

CO4: Students will create quantitative models to solve real world problems in appropriate contexts.

CO5: To effectively use professional level technology tools to support the study of statistics.

CO6: To ascertain the sampling and sampling distribution of a statistics for designing experiments and analyse of variance.

Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1: Understanding economic data (GDP, per capita income, etc.)	3	2	2	1	1	1	2	2	2	1
CO2: Explain market functions, price mechanisms, and structures.	3	2	2	1	1	1	2	2	2	2
CO3: Knowledge of product pricing, competition, and	2	3	3	2	1	1	3	2	3	3



regulatory aspects.										
CO4: Create quantitative models for real-world problem-solving.	2	3	2	3	2	2	2	3	3	2
CO5: Effectively use technology tools for statistical analysis.	1	2	1	2	1	3	1	2	2	1
CO6: Understanding sampling, designing experiments, and variance analysis.	1	3	1	3	1	3	2	2	3	2

Semester I
Course 103: Business Communication
Marks: 100 (70+30)

Time: 3Hrs.

Lectures: 65

Subject Objectives:

1. To provide an overview of the fundamentals of business communication.
2. To enhance the understanding and application of grammar in professional settings.
3. To outline the principles of effective organizational communication.
4. To develop proficiency in business writing strategies and best practices.

Content

1. Communication:
 - Definition , Scope , Method,
 - Objective & Importance of Communication.
2. Types of Communication,
 - Direction of Communication.
 - Process of Communication.
3. Barriers & Gateways of Communication.
4. Non Verbal Communication:
 - Body Language, Postures & Gestures , Attire, Appearance,
 - Handshake Behavior, Timing, Smile and Organizational Body Language.
5. Corporate Communication:
 - Format & Informal Communication Networks,
 - Grapevine, Group Discussion, Mock Interviews, Seminars.



6. Writing Skills, Business Letter,
 - Parts of Business Letter, Memo Format, Notice.
7. Public Speaking & Negotiation.
8. Legal Aspect of Business Communication.
9. Mass Communication:
 - Advertising, Publicity, Public Relation, Direct Marketing.
10. Business Communication in new Millennium:
 - Yesterday, Today & Tomorrow,
 - New Trend in Business Communication, Business Process Outsourcing (BPO/Call Centre)
11. Case Studies and Seminars.

Subject outcome:

CO1: To provide and overview of prerequisite to business communication.

CO2: To put in use the basic mechanics of Grammar.

CO3: To provide an outline to effective organisational communication.

CO4: To impact the correct practices of the strategies of effective business writing.

Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1: Overview of prerequisites to business communication.	3	2	1	1	2	2	2	2	2	1
CO2: Apply basic mechanics of grammar.	2	1	1	1	2	1	1	1	1	1
CO3: Outline effective organizational communication.	3	2	2	2	3	2	3	2	2	2
CO4: Correct strategies for effective business writing.	3	2	2	2	3	2	3	2	2	2



Semester I
Course 104: FINANCIAL MANAGEMENT AND POLICY

Time: 3Hrs.

Marks: 100 (70+30)

Lectures: 65

Subject Objectives:

1. To provide foundational knowledge of Business Finance, Accounting, and Management.
2. To apply financial concepts for ratio analysis and capital budgeting.
3. To familiarize students with analytical techniques in financial management.
4. To understand the role and significance of financial functions in business.
5. To develop expertise in managing and allocating financial resources.
6. To explain fundamental financial concepts, including the time value of money.

Content

- Financial Management: Nature, objectives and scope; financial decision-making and types of financial decisions; role of a finance manager in a firm and Agency problem. Risk-Return framework for financial decision-making.
- Capital Budgeting Decisions: Nature and Kinds of Capital Budgeting Decisions; techniques of evaluating capital budgeting decisions, capital budgeting decisions under constraints and with multiple objectives using Mathematical Programming Models; Capital budgeting decisions under inflation; Capital budgeting decisions under uncertainty and their evaluation using Statistical Decision Theory. Analysis of Real life capital budgeting decisions-some case studies.
- Capital Structure: Concept; financial leverage and its impact on the valuation of firm; theories of capital structure, optimal capital structure; determinants of capital structure.
- Dividend Policy: Dividend and its form; cash dividend, right and bonus shares, and buy-back of shares; theories of dividend policy and their impact on the value of a firm; types of dividend policy-constant pay-out ratio and constant dividend amount policies; determinants of dividend policy and some case studies.
- Working Capital Planning and Management: Basics of working capital planning and management; estimation of working capital requirement; working capital policy and its management of cash, accounts receivables and inventories; Mathematical and Simulation Models for Working Capital Decisions; financing working capital.
- Instruments of Long Term & Short Finance.



- The empirical evidences on theories and the case studies relevant for above topics are required be discussed.

• **Suggested Readings:**

- Van Horne, James C., Financial Management and Policy, Prentice Hall of India 12th Ed,2008.
- Pandey I. M., Financial Management, 9th Ed. Vikas Publishing.
- Ross S. A., R.W. Wester field and J. Jaffe, Corporate Finance,7thEd. McGraw Hill.
- Brealey R.A. and S.C. Myers, Principles of Corporate Finance, McGraw Hill, 6thEd.
- Damodaran, A, “Corporate Finance: Theory and Practice”. John Wiley & Sons, 2nd Ed.,2001.

Subject outcome:

CO1: To develop knowledge about Business Finance and the background of Accounting and Management.

CO2: To integrate the concept and apply the financial concepts to calculate ratios and do the capital budgeting.

CO3: To acquaint the students with the basic analytical techniques and methods of financial management of business firms.

CO4: To demonstrate an understanding of overall role and importance of the finance function.

CO5: To develop knowledge on the allocation, management and funding of financial resources.

CO6: To explain the concepts of fundamental financial concepts, especially time value of money.

Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1: Knowledge about Business Finance and Accounting.	3	2	3	2	1	1	1	2	3	2
CO2: Apply financial concepts to calculate ratios & capital budgeting.	2	3	3	2	2	2	1	3	3	2



CO3: Acquaint with analytical techniques in financial management.	2	3	3	3	2	2	1	3	3	2
CO4: Understanding the role and importance of finance function.	3	2	3	2	2	1	2	2	3	2
CO5: Knowledge on allocation, management & funding of financial resources.	3	2	3	2	2	2	2	3	3	3
CO6: Explain fundamental financial concepts (time value of money).	3	3	3	3	2	2	2	3	3	2

M.Com - 2ND SEMESTER

Semester II

Course 201: ADVANCED COST ACCOUNTING

Time: 3Hrs.

Marks: 100 (70+30)

Lectures: 65

Subject Objectives:

1. To provide students with a strong foundation in management accounting concepts, methods, and techniques.
2. To apply advanced manufacturing cost accounting techniques in business scenarios.
3. To understand the theory of constraints and its impact on organizational restructuring.
4. To develop competence in using management accounting for decision-making and control.
5. To gain expertise in cost allocation for support departments and the distribution of common costs and revenues.



Content

- Cost Accounting – Nature and Functions; Financial vs. Cost Accounting; Cost vs. Management Accounting; Role of Management Accountant.
- Cost Concepts and Classifications, ActivityBasedProductCosting– Conceptanduses;EmergingCostingApproaches
- Variable and Absorption Costing – Concept, Comparison, Applications of Variable Costing, Preparation of Income Statements
- Cost-Volume-Profit (CVP) Analysis – Contribution Margin; Break – Even Analysis; Profit Volume (P/V) Analysis; Multiple-Product Analysis; Optimal use of Limited Resources
- Managerial Decisions – Managerial Decision Making; Decision Making Process; Differential Analysis; Types of Managerial Decisions – Make/Buy, Add/Drop, Sell/ Process Further, Operate/Shutdown, Special Order, Product-Mix, Pricing Decisions.
- Budgeting – Nature and functions; Preparation of Different Types of Budgets, Fixed Versus Flexible Budgeting.
- Standard Costing – Concept, Advantages and Disadvantages; Analysis of Variance; Materials, Labour, Overhead; Managerial Uses of Variances
- Responsibility Accounting and Divisional Performance Measurement – Advantages and Disadvantages of Divisionalisation; Concept of Responsibility Accounting; Responsibility Centres – Cost Centre, Revenue Centre, Profit Centre, Investment Centre, Responsibility Performance Reporting

Suggested Readings:

1. Atkinson Anthony A., Rajiv D. Banker, Robert Kaplan and S. Mark Young, Management Accounting, Prentice Hall,2001.
2. Horngreen Charles T., and Gary L. Sundem and William O. Stratton, Introduction to Management Accounting, Prentice Hall of India,2006.
3. Drury Colin, Management and Cost Accounting, Thomson Learning,2001.
4. Garison R.H. and E.W. Noreeb, Managerial Accounting, McGraw Hill, 2000.
5. Ronald W. Hilton, Managerial Accounting, McGraw Hill Education,2006.
6. JawaharLal, Advanced Management Accounting, Text, Problems and Cases, S. Chand & Co., New Delhi,2009

Subject outcome:

CO1: To enable students to acquire sound knowledge of concepts, methods and techniques of management accounting.

CO2: To demonstrate an understanding of an ability to apply advanced manufacturing cost accounting techniques.

CO3: To acquire the knowledge in theory of constraints, and how to identify the constraint and restructure the rest of the organisation.

CO4: To make the students develop competence with their usage in managerial decision making and control.

CO5: To enable the knowledge of cost allocation of support departments and allocation of common costs and revenues.



NOTE: - This course is to be taught with contemporary issues relevant in the environment of Indian business with notable examples and illustrations.

Subject outcome:

CO1: To identify and evaluate the complexities of business environment and their impact on the business.

CO2: Analyse the relationships between government and business and understand the political, economic, legal and social policies of the country.

CO3: Gain knowledge about the operation of different institutions in international business environment.

CO4: Analysing current economic conditions in developing emerging markets, and evaluating present and future opportunities.

CO5: To develop entrepreneurial awareness among students.

Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1: Identify & evaluate complexities of business environment.	3	2	3	2	2	1	2	2	3	2
CO2: Analyse relationships between government & business.	2	3	2	2	1	1	3	2	3	3
CO3: Knowledge of institutions in the international business environment.	3	2	2	2	2	2	3	2	3	2
CO4: Analyse economic conditions in emerging markets.	3	3	3	2	2	2	3	3	3	2
CO5: Develop entrepreneurial awareness.	2	2	2	1	3	2	2	3	3	2

Semester II

Course 203: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS



Time: 3Hrs.

Marks: 100 (70+30)

Lectures: 65

Subject objective:

1. Apply quantitative approaches to problem-solving, including measures of central tendency and dispersion.
2. Solve linear programming problems using graphical and simplex methods.
3. Understand and apply hypothesis testing methods appropriately.
4. Analyze data using statistical and mathematical techniques for business decisions.
5. Utilize quantitative models for effective decision-making.

Content

- Introduction: Quantitative approach to management decision making. Linear Programming: Mathematical formulation of linear programming problems and their solution using graphic approach and simplex algorithm. Duality Sensitivity analysis.
- Transportation: Solving the problem, Testing optimality MODI method. Cases of unbalanced problems, degeneracy, maximization objective, multiple solutions and prohibited routes.
- Assignment: Solving the problem. Cases of unbalanced problems, multiple optimum solutions, maximisation objective and unacceptable assignments.
- Integer Programming: Problem Formulation and solution.
- Inventory Control: Techniques of selective control, Economic order quantity (EOQ) models- classical, gradual replenishment without shortages, price breaks and planned stockouts, Deciding optimum safety stock and reorder level.
- PERT/CPM: Networking with one estimate of time. Networks with three estimates of time. Time-cost trade-off. PERT/cost. Resource allocation and resourcelevelling.
- Markov Analysis: Brand-switching analysis. Equilibrium conditions.
- Game Theory: Games of purestrategy. Games of mixedstrategy. Dominance.
- Queuing Theory: Elements of a queuing system. Models with Poisson arrival and services rates, single server and infinite and finite population
- Sequencing: n-jobs to be processed on two machines in the same order of machines. n- jobs to be processed on m machines in the same order of machines – by converting it into a two – n machine case. Two jobs to be processed on m machines in the different orders of machines.
- Replacement Analysis: Replacement of capital assets – discrete cases when time value of money is not considered and when time value of money is considered. Replacement of items that fail suddenly.



- Simulation

(The emphasis should be on concepts and application of concepts)

Suggested Readings:

- Levin, R.I., D.S. Rubin and J.P. Stinson, “Quantitative Approaches to Management”, 1986, McGraw -Hill.
- Vohra N.D., “Quantitative Techniques in Management”, 3rd Edition, The McGraw Hill companies, 2006.
- Bierman H. Jr, C.P. Bonini and W. H. Hausman, “Quantitative Analysis for Business Decisions”, 7th Edition, Homewood, Ill., Irwin 1983
- Taha, Hamdy A., “Operations Research: An Introduction”, 8th Edition, Prentice – Hall of India.

Subject outcome:

CO1: Relate a formal quantitative approach to problem solving and decision making and acquire the knowledge about mean, median, mode and measures of dispersion.

CO2: Extend the ability to solve linear programming problems by graphical and simple methods.

CO3: To orient the students to various hypotheses testing methods as to how and where appropriately they can be applied.

CO4: To provide basic knowledge of analysing data using various statistical and mathematical techniques for business decisions.

CO5: To acquaint the students with the use of quantitative models in decision making.

Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1: Apply quantitative methods to problem-solving, decision-making, and data analysis.	3	3	2	2	1	2	1	2	3	2
CO2: Solve linear programming problems using graphical and simplex methods.	3	3	2	2	1	2	1	2	3	2
CO3: Apply various	3	3	2	3	1	2	1	2	3	3



Content

- Basic IS-LM frame-work, Asset markets, the demand for and the supply of real balances and their interest elasticities. Implications of modified IS and LM functions on relative efficacy of fiscal and monetary policies. Short and long run aggregate supply and shifts in aggregate supply. Aggregate demand, aggregate supply and the price level. Interaction of aggregate demand and aggregate supply and the determination of real income. Shifts in aggregate demand, demand management policies.
- Exchange rate regimes, foreign exchange markets, Asset choices in an open economy and capital flows. Trade flows, External balances, IS-LM-BOP curve analysis and implications for policy choices.
- Expectations and Economic Behaviour.
- Inflation and unemployment: Impact of unemployment on IS-Curve. Theories of unemployment, types, causes and costs of unemployment. Inflation and unemployment, policy alternatives. Real Business Cycles.
- Macro-economic environment, Economic Growth (Theories in Modern Context) its variables and strategic planning. Macro economic indicators and forecasting of macro-economy. Economic Policies and Macro Economic movements in an open economy.
- Globalisation, Liberalisation and Business environment. Economic Planning and the emerging environment.
- Environmental Laws, Costs and Business Behaviour.
- Consumer Laws, Cost and Business Behaviour.
- W.T.O. and emerging business environment.

Suggested Readings

1. Mankiw, N. Gregory. Principles of Macroeconomics. Cengage Learning
2. Robert J Gordon, Macroeconomics, Pearson Education
3. Branson, William H. Macroeconomic Theory and Policy. HarperCollins India Pvt. Ltd.
4. Rudiger Dornbusch and Stanley Fischer, Macroeconomics. McGraw-Hill Education.
5. Rudiger Dornbusch, Stanley Fischer, and Richard Startz, Macroeconomics. McGraw-Hill Education
6. Oliver J. Blanchard, Macroeconomics, Pearson Education
7. G. S. Gupta, Macroeconomics: Theory and Applications, McGraw-Hill Education
8. Shapiro, Macroeconomic Analysis,
9. Paul A Samuelson, William D Nordhaus, and Sudip Chaudhuri, Macroeconomic, McGraw-Hill Education



Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1: Knowledge of concepts, methods & techniques of management accounting.	3	2	3	3	2	2	1	3	3	2
CO2: Apply advanced manufacturing cost accounting techniques.	2	3	3	3	2	2	1	3	3	2
CO3: Knowledge of theory of constraints & organizational restructuring.	2	3	2	3	2	1	1	3	3	2
CO4: Develop competence in managerial decision-making & control.	3	3	3	3	3	2	2	3	3	3
CO5: Knowledge of cost allocation of support departments & common costs.	3	2	3	3	2	2	1	3	3	3

Semester II

Course 202: BUSINESS ENVIRONMENT

Time: 3Hrs.

Marks: 100 (70+30)

Lectures: 65

Subject Objectives:

1. To understand the complexities of the business environment and their impact on organizations.
2. To analyze the relationship between government policies and business operations.
3. To gain insights into the functioning of institutions in the international business environment.
4. To evaluate economic conditions in emerging markets and identify future opportunities.
5. To foster entrepreneurial awareness and mindset among students.



hypothesis testing methods appropriately.										
CO4: Analyse data using statistical and mathematical techniques for business decisions.	3	3	2	3	2	2	2	3	3	3
CO5: Use quantitative models for decision making.	3	3	3	3	2	3	2	3	3	3

Semester II

Course204: MARKETING MANAGEMENT

Time: 3Hrs.

Marks: 100 (70+30)

Lectures: 65

Subject Objective:

1. Evaluate key analytical frameworks and tools in marketing.
2. Exercise critical judgment by engaging with marketing literature and new developments.
3. Assess and address ethical and environmental concerns in marketing.
4. Apply marketing theories and frameworks to solve problems.
5. Collaborate effectively, leveraging diverse skills and perspectives.

Content

- Introduction : Traditional view of marketing; Evolution of marketing concept; Modern concept of marketing; Marketing functions and role; Marketing management process- a strategic perspective.
- Marketing Environment: Significance of scanning marketing environment; Economic, demographic, socio-cultural, technical, political and legal environment of marketing in India.
- Buyer behavior- Consumer vs. business buying behaviour; Consumer buying decision process and influences; Industrial buying process.
- Market Segmentation, Targeting and Positioning: Bases and procedure for segmenting a consumer market; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process.
- Product Decision: Product concept and classification; Major product decisions; New product development; Consumer adoption and innovation diffusion, Product lifecycle–conceptandappropriatestrategiestobeadoptedatdifferentstages.



- Pricing Decisions: Objectives of pricing; Factors affecting price of a product; Procedure for setting price; Pricing policies and strategies.
- Distribution Decisions: Channels of distribution – concept and importance; Different types of distributions, middlemen and their functions; Channel management, Selection, motivation and performance appraisal of distribution middlemen; Retailing and wholesaling – Developments and Indian perspective; Distribution logistics – concept, importance and major logistics decisions.
- Promotion Decisions: Meaning and importance of promotion; Communication process; Promotion tools- their effectiveness; Determining optimal promotion mix; Developing and implementing a promotional campaign; Promoting through internet; Promotion scene in India.
- Marketing Planning, Organizing and Control: Marketing planning process; Different ways of organizing the marketing department; Sales, cost and profit analysis.
- Social, Ethical and Legal Aspects of Marketing; Consumer Protection in India; Services marketing, rural marketing, direct marketing, internet marketing and other marketing developments– Issues, salient features and their applications in India.

Suggested Readings:

1. Kotler Philip and Kevin Keller Marketing Management, 13th ed., Pearson Prentice – 2008.
2. Kotler, Philip, and Gary Armstrong, Principles of Marketing, 12th ed., Pearson Prentice-Hall 2008.
3. Etzel, Michael J., Bruce J. Walker and William J. Stanton, Fundamentals of Marketing, 11th ed., McGraw Hill, 2008.
4. McCarthy, E. Jerome, Joseph P. Cannon and William D. Perrault, Jr., Basic Marketing: A Managerial Approach, 9th ed., McGraw Hills, 2008.
5. Keller, Philip, Keller Kevin lane, Koshy Abraham, Jha Mithileshwar, Marketing Management : A South Asian Perspective, 13th Edition, 2008.

Subject outcome:

CO1: Critically evaluate the key analytical frameworks and tools used in marketing.

CO2: Exercise critical judgement through engagement and reflection with existing marketing literature and new developments in the marketing environment

CO3: Evaluate and act upon the ethical and environmental concerns linked to marketing activities.



CO4: Apply key marketing theories, frameworks and tools to solve Marketing problems.

CO5: Work effectively with others, capitalising on their different thinking, experience and skills.

Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1: Critically evaluate key analytical frameworks and tools used in marketing.	3	3	2	3	2	2	1	2	3	2
CO2: Exercise critical judgment through engagement with marketing literature and new developments.	3	3	2	2	2	3	1	2	3	3
CO3: Evaluate and act upon ethical and environmental concerns in marketing.	3	2	2	3	3	3	3	3	2	3
CO4: Apply marketing theories, frameworks, and tools to solve marketing problems.	3	3	3	3	2	2	2	2	3	3
CO5: Work effectively with others, leveraging different perspectives and skills.	2	2	3	2	3	2	3	3	2	3

M.Com - 3RD SEMESTER

Course 301: INDUSTRIAL LAW

Time: 3Hrs.

Marks: 100 (70+30)

Lectures: 65



Subject Objective:

1. Explain industrial dispute settlement procedures.
2. Identify key causes and impacts of industrial disputes.
3. Illustrate the role of trade unions in industrial settings.
4. Understand industrial legislation in the Indian socio-economic context.
5. Elaborate on the concept of industrial relations.

Content

- The factories Act, 1948 : Objects, provisions relating to hazardous process, health, safety, welfare, working hours, leave etc. of workers, approval, licensing and registration of factories , manager and occupier – their obligations, power of the authorities under the Act, penal provisions.
- The payment of Bonus Act, 1965: Object, Scope and Application, Definitions, Calculation of amount payable as Bonus, Eligibility for Bonus, Disqualification for Bonus; Minimum & maximum Bonus, Set on & Set off of Allocable Surplus, Application of Act in Establishment in Public Sector, Bonus linked with Production or Productivity.
- The Employees State Insurance Act, 1948 : Objects, Definitions, Application, Employees State Insurance Scheme, Employees’ State Insurance corporation, Constitution-Powers and Duties of the Corporation, Wings of the Corporation, Employees’ State Insurance Fund, Contribution, Benefits.
- The Industrial Disputes Act, 1947: Objects, authorities for settlement of industrial disputes, reference of industrial disputes, procedure, powers and duties of authorities, settlements and awards, strikes, lock-outs, lay-off, retrenchment, transfer and closure, unfair labour practices, miscellaneous provision.
- The Trade Unions Act, 1926: Objects, registration of trade unions, rights and liabilities of registered trade unions-procedure, penalties.
- The Workmen’s compensation Act, 1923: Objects, Employer’s liability for compensation, amount of compensation, distribution of compensation, notice and claims, remedies, of employers against stranger, commissioners for workmen’s compensation.
- The Employees’ Provident Funds & Miscellaneous provision Act, 1952: Objects, Schemes under the Act. Employees’ Provident Fund Scheme, Employees’ pension Scheme, 1995, Employees’ Deposit linked Insurance Scheme, Determination and Recovery of Moneys due from and by employers, protection against attachment.
- The payment of Wage Act, 1936: Objects, Application, responsibility for payment of wages, wage periods, time-limits, Deduction from wages remedy available to worker for delay or unauthorized education.



- The Minimum Wages Act, 1948: Objects, Application, Minimum Fair and Living Wages, Determination of minimum wage, Taxation of minimum wage, Advisory Board, remedy to worker for non-payment of minimum wages.
- The Payment of Gratuity Act, 1972: Object, continuous service, controlling authority, payment of Gratuity, Compulsory insurance, Nomination, Recovery of Gratuity, Protection of Gratuity.

Suggested Readings:

1. Malik P.L, Labour and Industrial Law, 9thedn, 2009, Eastern Book Company, Lucknow.
2. Sharma J. P, Simplified Approach to Labour Laws 3rdedn, 2009, Bharat Law House Pvt. Ltd, New Delhi.
3. Kumar H.L, Digest of Labour Cases- 1990–2009, Universal Law Publishing Co Pvt ltd, Delhi.
4. Singh Avtar, Introduction to Labour & Industrial Law, 2009edn, Wadhwa and Company, Nagpur.
5. Sharma J. P, Employees' Provident Funds and Miscellaneous Provisions Act, 1952 with frequently Raised Queries including Schemes & Rules, 2nd edn, 2009, Bharat Law House Pvt. Ltd, New Delhi.
6. Sharma J. P, Employees' State Insurance Act, 1948 with Frequently Raised Queries, 2ndedn, 2009, Bharat Law House Pvt.Ltd, New Delhi.
7. Sharma J. P, Factories Act, 1948 with Frequently Raised Queries, 2nd edn, 2009, Bharat Law House Pvt. Ltd, New Delhi.

Subject outcome:

CO1: Students should able to elaborate Industrial Dispute settlement procedures.

CO2: Students should able to outline the important causes & impact of industrial disputes.

CO3: The students should able to illustrate the role of trade union in the industrial setup.

CO4: To provide an understanding of certain industrial legislations in the context of the Indian socio-economic conditions.

CO5: Students should able to elaborate the concept of Industrial Relations.

Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1: Students should be able to elaborate Industrial Dispute settlement	3	3	2	3	2	2	1	2	3	2



procedures.										
CO2: Students should be able to outline the important causes & impact of industrial disputes.	3	3	2	2	2	3	1	2	3	3
CO3: Students should be able to illustrate the role of trade unions in the industrial setup.	3	2	2	3	3	3	3	3	2	3
CO4: To provide an understanding of certain industrial legislations in the context of the Indian socio-economic conditions.	3	3	3	3	2	2	2	2	3	3
CO5: Students should be able to elaborate on the concept of Industrial Relations.	2	2	3	2	3	2	3	3	2	3

Semester III
Course 302: Managerial Accounting

Time: 3Hrs.

Marks: 100 (70+30)

Lectures: 65

Subject Objective:

1. Analyze cost structures and identify key business cost drivers.
2. Assess capital budgeting alternatives and apply managerial accounting in decision-making.
3. Utilize activity-based management tools for accurate cost estimation.
4. Conduct cost variance analysis and apply standard costs in flexible budgeting.
5. Evaluate special business decisions using relevant costing and benefit analysis.

Content

- Financial Statements and Financial Analysis: Understanding Financial Statements- Income Statement and Balance Sheet; Sources of Financial Information; Parties Demanding Financial Information; Meaning, Types,



Importance and Limitations of Financial Statement Analysis; Different Tools of Financial Statement Analysis.

- Ratio Analysis: Concept of Ratio Analysis; Need for and Importance of Ratio Analysis; Classification of Ratios- Liquidity Ratios, Solvency Ratios, Turnover Ratios, and Profitability Ratios; Common Size Analysis; Horizontal and Vertical Analysis; Limitations of Ratio Analysis.
- Fund Flow Statement and Cash Flow Statement: Concept of Funds and Flow of Fund; Need for Preparing Funds Flow Statement; Preparation of Fund Flow Statement. Concept of Cash and Cash Flow; AS 3 and Classification of Cash Flows; Need for Preparing Cash Flow Statement; Preparation of Cash Flow Statement; Differentiating Fund Flow and Cash Flow.
- Forecasting Financial Statement Information: Concept of Financial Forecasting; Need for Financial Forecasting; Preparing Projected Income Statement; Preparing Projected Balance Sheet.
- Valuation of Goodwill, Share and Business Entity: Need for and Methods of Valuation of Goodwill; Need for and Methods of Valuation of Shares; Concept of and Need for Business Valuation; Book Value of Business Entity.

Suggested Reading:

1. Charles T. Horngren, Gary L. Sundem, Dave Burgstahler, Jeff O.Schatzberg, Introduction to Management Accounting, Pearson Education.
2. Anthony A. Atkinson, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young, Management Accounting. Dorling Kindersley (India) Pvt. Ltd.
3. Ronald. W Hilton and David E. Platt. Managerial Accounting: Creating Valueina Global Business Environment, McGraw Hill Education.
4. Singh, Surender. Management Accounting, Scholar Tech Press, New Delhi.
5. Goel, Rajiv, Management Accounting. International Book House,
6. Arora, M. N. management accounting Vikas Publishing House, NewDelhi.
7. Maheshwari, and S.N. Mittal. Management Accounting. Shree Mahavir Book Depot, New Delhi.
8. Singh, S. K. and Gupta Lovleen. Management Accounting – Theory and Practice. Pinnacle Publishing House.
9. Khan, M.Y. and Jain, P.K. Management Accounting. McGraw Hill Education
10. H. V. Jhamb, Fundamentals of Management Accounting, Ane Books Pvt. Ltd.

Subject outcome:

CO1: Evaluate the nature of costs in a given business situation and identify the business drivers behind those costs.

CO2: Evaluate capital budget alternatives and apply managerial accounting concepts to management decision making.



CO3: Apply and analyse different types of activity-based management tools through the preparation of estimates.

CO4: Perform cost variance analysis and demonstrate the use of standard costs in flexible budgeting.

CO5: Prepare analyses of various special decisions, using relevant costing and benefits.

Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1: Evaluate the nature of costs in a given business situation and identify the business drivers behind those costs.	3	3	2	3	2	2	1	2	3	3
CO2: Evaluate capital budget alternatives and apply managerial accounting concepts to management decision making.	3	3	3	3	3	2	1	2	3	3
CO3: Apply and analyse different types of activity-based management tools through the preparation of estimates.	3	2	3	3	3	3	2	2	2	3
CO4: Perform cost variance analysis and demonstrate the use of standard costs in flexible budgeting.	3	3	3	3	2	3	1	2	3	3
CO5: Prepare analyses of various special decisions, using relevant costing and benefits.	3	3	3	3	3	2	2	3	3	3



Semester III
Course 303: INTERNATIONAL BUSINESS

Time: 3Hrs.

Marks: 100 (70+30)

Lectures: 65

Subject objective:

1. Understand business expansion abroad and key operational challenges.
2. Analyze global cultures and societies using socioeconomic frameworks.
3. Develop effective market entry strategies considering globalization factors.
4. Understand organizational structure, roles, and responsibilities in a professional setting.
5. Improve professional work habits based on employer evaluation feedback.

Content

- International Business: Its Importance, nature and scope; Modes of entry into international business; Management of international business operations – complexities and issues; IT and international business, India's involvement in International Business.
- Theoretical Foundations of International Trade: Reasons for international trade; theories of international trade; Gains from trade; Foreign trade multiplier; Terms of trade.
- Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects; World trade and protectionism.
- Balance of Payment Account: Current and Capital Account components and accounting system; Balance of payment deficits and adjustment policies.
- International Business Environment: Framework for analysing international business environment; Domestic and foreign environments and their impact on international business decisions; World trading environment – Pattern and structure of world trade in goods and services; Countertrade.
- International Financial Environment: Exchange rate mechanism and arrangement; International money and capital markets; Foreign investment flows – Pattern, structure and effects. Movements in foreign exchange and interest rates and their impact on trade and investment flows.
- International Economic Institutions and Agreements: WTO, IMF, World bank, UNCTAD, Agreement on Textiles and Clothing, GSP, GSTP and other international agreements and treaties; International commodity trading and agreements- India's involvement and consequences.
- Regional Economic Integration: Free trade area, customs union and common market; Theory of customs union; Trade creation and diversion effects;



Regionalism vs. multilateralism; Structure and functioning of EC and NAFTA; Regional Economic Cooperation.

- Multinationals (MNCs) in International Business: Issue in investment, technology transfer, pricing and regulations; International collaborations and strategic alliances.
- Contemporary Developments and Issues in International Business.

Suggested Readings:

1. Danoes, John D. Radebaugh, Lee H., and Daniel P. Sullivan International Business: Environment and Operations, 12th ed., Prentice Hall, 2009.
2. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Prentice Hall, 2009.
3. Hill, Charles, W.L., International Business, McGraw Hill Company, New York, 2009.
4. Ball, Donald, Wendall H. McCulloch, Miachel Geringer, Michael S. Minor and Jeanne M. Mc Nett, International Business: The Challenge of Global Competition, 12th edition, 2009, McGraw HillCo.

Subject outcome:

CO1: Explain business expansion abroad and key issues related to their operations in other countries.

CO2: Compare and contrast cultures and societies globally using socioeconomic and cultural frameworks.

CO3: Develop an entry strategy into other markets recognizing the nature of institutions and forces governing the process of globalization.

CO4: Explain the organizational structure, roles, and individual responsibilities within your internship organization.

CO5: Explain how the Employer Evaluation of you will change your professional work habits.

Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1: Explain business expansion abroad and key issues related to their operations in other countries.	3	3	3	2	3	2	1	2	3	3
CO2: Compare and contrast cultures and societies globally using socioeconomic and cultural	3	3	2	3	3	3	2	3	3	2



frameworks.										
CO3: Develop an entry strategy into other markets recognizing the nature of institutions and forces governing the process of globalization.	3	3	3	3	3	2	2	3	3	3
CO4: Explain the organizational structure, roles, and individual responsibilities within your internship organization.	2	3	2	3	2	3	1	2	3	2
CO5: Explain how the Employer Evaluation of you will change your professional work habits.	2	2	1	3	2	3	1	2	2	2

**Electives
Semester III**

Course 304: FINANCIAL MARKET AND INSTITUTIONS

Time: 3Hrs.

Marks: 100 (70+30)

Lectures: 65

Course Objective:

1. To provide an understanding of asymmetric information and its impact on financial markets.
2. To analyze the causes and consequences of financial crises.
3. To explain the role of central banks in monetary policy.
4. To evaluate the effects of money market tools on the financial system.
5. To develop the ability to compute the economic value of bonds.



Course Outline:

Unit 1: Asymmetric Information in Financial Markets

Concept of asymmetric information in finance

Adverse selection and moral hazard in financial markets

Role of financial intermediaries in reducing information asymmetry

Impact of asymmetric information on investment decisions

Unit 2: Financial Crises: Causes and Consequences

Definition and types of financial crises

Case studies of major financial crises (Great Depression, 2008 Global Crisis, etc.)

Role of banks and financial institutions in crises

Government and central bank interventions in crisis management

Unit 3: Functions of the Central Bank

Role of central banks in financial markets

Monetary policy tools: open market operations, discount rate, reserve requirements

Inflation targeting and financial stability

Central bank independence and credibility

Unit 4: Money Market Instruments and Financial System

Overview of money market instruments (Treasury bills, commercial papers, certificates of deposit)

Effects of money market tools on liquidity and interest rates

Relationship between money markets and capital markets

Impact of monetary policy on financial markets

Unit 5: Bond Valuation and Interest Rate Determination

Types and features of bonds

Bond pricing and yield calculations

Term structure of interest rates and yield curves



Risk factors affecting bond valuation (default risk, interest rate risk)

Subject Outcomes (COs)

CO1: Explains effects of asymmetric information on financial markets.

CO2: Explains the reasons for financial crises.

CO3: Explains functions of the Central Bank.

CO4: Distinguishes effects of money market tools on the financial system.

CO5: Computes the economic value of bonds.

Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1: Explains effects of asymmetric information on financial markets.	3	3	2	2	2	3	1	2	3	2
CO2: Explains the reasons for financial crises.	3	3	3	3	3	2	2	3	3	3
CO3: Explains functions of the Central Bank.	3	3	3	2	3	2	2	3	3	2
CO4: Distinguishes effects of money market tools on the financial system.	3	3	3	3	3	3	2	3	3	3
CO5: Computes the economic value of bonds.	3	2	2	3	3	2	1	2	3	2

M.Com - 4TH SEMESTER

Semester IV

Course 401: CORPORATE LAW

Time: 3Hrs.

Marks: 100 (70+30)

Lectures: 65

Subject Objectives:

1. Understand the effects of asymmetric information on financial markets.
2. Analyze the causes and impact of financial crises.



3. Examine the functions and role of the Central Bank.
4. Evaluate the influence of money market tools on the financial system.
5. Compute and assess the economic value of bonds.

Content

- Provisions of the Companies Act, 1956 and case law relating to Managerial remuneration, Accounts and audit. The Companies Amendment Act, 2000 (Corporate Governance Laws).
- Industries (Development and Regulation) Act, 1951.
- Monopolies and Restrictive Trade Practices Act, 1969 (Relevant Provisions) and Competition Law.
- SEBI Act, 1992 – Functions of SEBI. Powers of SEBI in relation to securities markets. Guidelines for Securities issues.
- Consumer Protection Act, 1986 – Objectives. Rights of consumers. Mechanism of Redressal of Consumer grievances.
- Environment Protection Act, 1986 – Objectives. Powers of the Central Government, Major Provisions.
- Foreign Exchange Management Act (FEMA).
- Emerging issues in Corporate Laws and Governance.

Note: Case studies involving issues in Corporate law are required to be discussed.

Suggested Readings :

1. Mayson, French & Ryan, Company Law, 25th edn, 2009, Oxford University Press.
2. Brenda Hannigan, Company Law, 2009 edn, Lexis Nexis, UK.
3. Ramaiya A, Guide to Company Law, 2009 edn, Wadhwa Nagpur.
4. The Institute of Company Secretaries of India, Company Law, Course Study Material, 2009.
5. Puliani Ravi & Mahesh Puliani, Manual of Companies Act & Corporate Laws including SEBI Rules, Regulations, Etc, Vol 1 & 2 2009 edn, Bharat Law House Pvt. Ltd, New Delhi.
6. Jain D. K, Company Law Ready Reckoner, 2009 edn, Bharat Law House Pvt. Ltd, New Delhi.
7. Bindal C. M Mittal P. K, Frequently Asked Questions on Company Law (Problems & Solutions), 2006 edn, Bharat Law House Pvt. Ltd, New Delhi.

Subject Outcome:



CO1: To conduct and undertake seminars, conferences, workshops and other educational programmes for the development of an effective and competitive corporate environment that serves the needs of the business community, corporate law practitioners and the general public.

CO2: To provide a non-political and non-partisan forum for freely debating issues, laws, policies and judicial decisions that affect industry and commerce and the business community as a whole with a view to making appropriate recommendations to relevant authorities.

CO3: To liaise and co-operate with companies, organisations, financial institutions, chambers of commerce and industrial associations which employ or use the services of corporate lawyers.

CO4: To be the mouthpiece of lawyers of good standing who have been admitted to ordinary membership of the Institute.

Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1: Conducting seminars, conferences, and workshops for corporate law development.	3	2	2	3	3	2	2	3	3	3
CO2: Providing a non-political platform for debating legal and policy issues.	3	3	3	3	2	2	3	3	3	2
CO3: Liaising with companies, organizations, and financial institutions on corporate law matters.	3	2	3	2	3	3	2	3	3	3
CO4: Representing corporate lawyers as a professional body.	3	2	2	2	2	2	3	3	2	3



Semester IV
Course 402: HUMAN RESOURCE MANAGEMENT

Time: 3Hrs.

Marks:100 (70+30)

Lectures: 65

Subject Objective:

1. Understand key terms, theories, and concepts in HRM.
2. Develop problem-solving skills in HR management.
3. Provide innovative solutions to HRM challenges.
4. Identify and analyze ethical issues in HR.
5. Collaborate effectively with diverse teams.

Content

- Nature of Human Resource Management, concepts, functions, themes and controversies.
- HRM, Job Analysis and Job Design: Role of HR manager, Human resource planning and HR effectiveness. Job analysis techniques, job evaluation techniques, job description, job specification, job design approaches, job characteristics, approach to job design.
- Business Strategy and Human Resource Strategy: Concepts and Relationship. Contemporary global trends and management of human resources.
- Recruitment, Selection, Training and Development: Factors affecting recruitment, sources of recruitment (internal and external), basic selection model, psychological tests for selection. Requirement of a good test for selection. Training and Development.
- Performance appraisal: Objectives, PA process, comparing actual performance with standards, Methods of appraisal.
- Diversity at Work: Managing diversity, causes of diversity, the paradox of diversity, diversity with special reference to handicapped, women and aging. Empowerment and gender issues.
- Compensation Management, Personnel audit and Research: Wage versus salary, determination of compensation, incentives schemes, fringe benefits and labour welfare. Personnel audit and research. Emerging horizons in HRM.
- Career planning and succession concepts, approaches and issues.
- Human Resource information system: Developing HR information system.
- Employees relations: Shifting forms from industrial relation to employees relations. Handling employees grievances.



- Case Studies: Some Cases relating the learning from the course to business world are required to be discussed.

Suggested Readings:

1. De Cenzo and Robins, Fundamentals Human Resource Management, 8th Edition, Prentice Hall of India, 2005.
2. Decenzo, David A. and Robbins, S.P. Fundamentals of Human Resource Management, 9th Edition, Wiley and Sons Ltd., John, 2006.
3. Flippo, Edwin B., Personnel Management, McGraw Hill, Tokyo, 1984-2000.

Subject outcome:

CO1: Demonstrate an understanding of key terms, theories/concepts and practices within the field of HRM

CO2: Demonstrate competence in development and problem-solving in the area of HR Management

CO3: Provide innovative solutions to problems in the fields of HRM

CO4: Be able to identify and appreciate the significance of the ethical issues in HR.

CO5: Work effectively with colleagues with diverse skills, experience levels and way of thinking.

Course Outcomes (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1: Understanding key terms, theories, and concepts in HRM.	3	2	2	2	3	2	1	2	3	3
CO2: Competence in HR development and problem-solving.	3	3	3	2	3	2	2	2	3	3
CO3: Providing innovative HRM	3	3	3	3	3	2	2	2	3	3



solutions.										
CO4: Identifying and appreciating ethical issues in HR.	2	2	3	3	2	3	3	3	2	3
CO5: Working effectively with diverse colleagues.	2	2	3	2	3	3	3	3	2	3

Semester IV
Course 403: Dissertation & Viva Voce

Marks: 100

Subject Objective:

Student alone or in a group of not more than five, shall undertake one Project Dissertation approved by the Subject Teacher/H.O.D. of the Department/College concerned. The progress of the Project Dissertation shall be monitored by the faculty members at regular intervals.

Subject outcome:

CO1: Student alone or in a group of not more than five, shall undertake one Project Dissertation approved by the Subject Teacher/H.O.D. of the Department/College concerned. The progress of the Project Dissertation shall be monitored by the faculty members at regular intervals.

Course Outcome (COs)	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2
CO1: Undertaking Project Dissertation, monitored by faculty.	3	3	3	3	3	2	2	2	3	3

Semester IV
Course404: SECURITYANALYSISANDPORTFOLIOMANAGEMENT

Time: 3Hrs.

Marks: 100 (70+30)

Lectures: 65

Subject objective:

1. Explore various investment avenues.
2. Gain knowledge of security analysis.
3. Apply portfolio management concepts for better investment decisions.
4. Invest in securities with lower risk and higher returns.



Content

- Nature, process and scope of financial assets investment decisions; Structure of Indian Securities market-An overview; Sources of Financial Information.
- Securities Analysis: two- parameters framework; understanding of return and risk of a security; types of return and risk; sources of risk.
- Analysis of Fixed Income Securities: Bond fundamentals; valuation of bonds; analysis of risk in bonds-duration and convexity; bond portfolio management strategies-passive, semi-active and active along with immunization strategies. Certificate of Deposits, Debentures.
- Analysis of Variable Income Securities (Equity): Approaches to security (equity) analysis-Fundamental Analysis along with valuation models of equity and Technical Analysis, Efficient market hypothesis.
- Portfolio Theories and Management: Traditional and Modern Portfolio Theories; Single and multi-index models. Markowitz Model; Sharpe's Single Index Model; Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Model (APT): performance evaluation of portfolios; problems associated with revision of portfolio. Active and Passive portfolio management.
- Financial Derivatives: Futures, Options, Portfolios of futures and options synthetics, Exotics and Financially engineered products.
- Case Studies in security analysis, portfolio construction and performance evaluation are required to be discussed.

Suggested Readings:

1. Fischer Donald E. and Ronald J. Jordan, "Security Analysis and Portfolio Management", 6th Edition Prentice Hall of India, 2007.
2. Frank K. Reilly, and Keith C. Brown, "Investment Analysis and Portfolio Management", 8th Edition, Thomson, 2007.
3. Sharpe William F, and Bailey Jeffery V, Alexander Gordon J, "Investments", 6th Edition, Prentice Hall of India, 1995.
4. Hull J.C. Options, "Futures and Other Derivatives", 6th Edition Prentice Hall, 1997.

Subject outcome:

CO1: Explored to different avenues of investment.

CO2: Equipped with the knowledge of security analysis.

CO3: Apply the concept of portfolio management for the better investment.

CO4: Invest in less risk and more return securities.



Course Outcome	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PSO1	PSO2

(COs)										
CO1: Explored different avenues of investment.	3	2	3	2	3	2	1	1	3	3
CO2: Equipped with the knowledge of security analysis.	3	3	3	2	3	2	2	1	3	3
CO3: Apply the concept of portfolio management for better investment.	3	3	3	3	3	2	2	2	3	3
CO4: Invest in less risk and more return securities.	3	2	3	3	3	2	3	2	3	3

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