

**RAJIV GANDHI UNIVERSITY**  
**DEPARTMENT OF COMMERCE**  
**COURSE STRUCTURE OF MASTER OF COMMERCE**  
**(UNDER CHOICE BASED CREDIT SYSTEM)**

**BRIEF OUTLINE**

The M. Com. Course (Syllabus) under CHOICE BASED CREDIT SYSTEM (CBCS) is designed keeping in view of the changing scenario of education system in the 21<sup>st</sup> century. The content of the syllabus is prepared in such a way that the students get in-depth knowledge of the course they will pursue in due course of time. For the two years course, there would be 20 papers with five papers in each semester. Each paper carries four modules with four credits. Students have to opt core course / open electives / electives of 80 credits to complete the M. Com course in the spread of two years. Keeping in view of the Choice Based Credit System (CBCS), it offers four choice of electives (specializations) and the students are to opt / select any one group of specialization as per their interest during 3<sup>rd</sup> semester. The student opting for a particular group in 3<sup>rd</sup> semester will have to continue in the same group in the 4<sup>th</sup> semester.

In view of providing an expanded scope and to enable an exposure to some other discipline/ or domain and also to nurture student's proficiency and skill one OPEN ELECTIVE paper(s) is incorporated during the 3<sup>rd</sup> semester for the students from other departments.

The course is designed as per the Regulation relating to Choice Based Credit System of Rajiv Gandhi University, Rono Hills, Doimukh.

**However, the course available for open elective and electives (specialization) will be notified at the beginning of every 3<sup>rd</sup> Semester subject to the availability of infrastructure facilities and teaching faculty.**

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# MASTER OF COMMERCE

## COURSE STRUCTURE (Under Choice Based Credit System)

### With effect from Academic Session 2015-16

<u>SEMESTER</u>	<u>Paper Code</u> <u>Paper Title</u>	<u>Credit</u>	<u>Contact Hrs.</u>
<b>SEMESTER – I</b>			
	<b>MCM-C-401:</b> Business Statistics for Managers	<b>04</b>	40
	<b>MCM-C-402:</b> Business Environment	<b>04</b>	40
	<b>MCM-C-403:</b> Organisational Behaviour	<b>04</b>	40
	<b>MCM-C-404:</b> Managerial Economics	<b>04</b>	40
	<b>MCM-C-405:</b> Indian Financial System	<b>04</b>	40
<b>SEMESTER – II</b>			
	<b>MCM-C-406:</b> Financial Management	<b>04</b>	40
	<b>MCM-C-407:</b> Human Resources Management	<b>04</b>	40
	<b>MCM-C-408:</b> Marketing Management	<b>04</b>	40
	<b>MCM-C-409:</b> Advanced Accounting and Reporting	<b>04</b>	40
	<b>MCM-C-410:</b> E-Commerce	<b>04</b>	40
<b>SEMESTER – III</b>			
	<b>MCM-C-501:</b> Corporate Tax Planning and Management	<b>04</b>	40
	<b>MCM-E-502:</b> Specialization Papers	<b>04</b>	40
	<b>MCM-E-503:</b> Specialization Papers	<b>04</b>	40
	<b>MCM-E-504:</b> Specialization Papers	<b>04</b>	40
	<b>MCM-O-505A:</b> Entrepreneurship Development*(or)	<b>04</b>	40
	<b>MCM-O-505B:</b> E-Commerce*		
	(* To be offered to the students of other Departments of Rajiv Gandhi University, Doimukh)		
<b>SEMESTER – IV</b>			
	<b>MCM-C-506:</b> International Business	<b>04</b>	40
	<b>MCM-C-507:</b> Project Report	<b>04</b>	40
	<b>MCM-E-508:</b> Specialization Papers	<b>04</b>	40
	<b>MCM-E-509:</b> Specialization Papers	<b>04</b>	40
	<b>MCM-E-510:</b> Specialization Papers	<b>04</b>	40
<b>Total</b>	<b>20 papers</b>	<b>80</b>	

## **ELECTIVE COURSE: (ANY ONE GROUP IS TO BE SELECTED)**

### **GROUP- A: ACCOUNTING AND FINANCE**

#### **III Semester**

**MCM-E-502:** Advanced Financial Management

**MCM-E-503:** Working Capital Management

**MCM-E-504:** Accounting Theory & Practices

#### **IV Semester**

**MCM-E-508:** Corporate Accounting

**MCM-E-509:** Decision Accounting

**MCM-E-510:** Security Analysis and Portfolio Management

### **GROUP – B: MARKETING MANAGEMENT**

#### **III Semester**

**MCM-E-502:** International Marketing

**MCM-E-503:** Retail Marketing

**MCM-E-504:** Consumer Behaviour and Market Research

#### **IV Semester**

**MCM-E-508:** Interactive Marketing Management

**MCM-E-509:** Marketing of Services

**MCM-E-510:** Contemporary Marketing Practices

### **GROUP – C: HUMAN RESOURCE MANAGEMENT**

#### **III Semester**

**MCM-E-502:** Advanced Human Resource Management

**MCM-E-503:** Industrial Relations

**MCM-E-504:** Indian Labour Legislation

#### **IV Semester**

**MCM-E-508:** International Human Resource Management

**MCM-E-509:** Leadership and Organizational Development

**MCM-E-510:** Career Development and Compensation Management

### **GROUP – D: ENTREPRENEURSHIP**

#### **III Semester**

**MCM-E-502:** Entrepreneurship Development - Policies & Practices

**MCM-E-503:** Management of Micro Small and Medium Enterprises

**MCM-E-504:** Project Management

#### **IV Semester**

**MCM-E-508:** Venture and Start Ups

**MCM-E-509:** Micro- Entrepreneurship and Financing

**MCM-E-510:** Rural Entrepreneurship

# FIRST SEMESTER

## **MCM-C- 401: BUSINESS STATISTICS FOR MANAGERS**

**Full Marks: 100**  
**Term end: 80**  
**Internal: 20**  
**Credit: 04**  
**Contact Hours: 40**

**Objective:** *To give an insight to students about advanced statistical techniques which are helpful in business data analysis and interpretation.*

**Module-I:** **Probability:** Different Approaches; Addition and Multiplication; Theory and their application; Mathematical expectation; Bayes' Theorem.

**Module -II:** **Theoretical Distribution:** Binomial, Normal and Poisson and their properties and applications.

**Module -III:** **Testing of Hypothesis:** Types I and Type II Errors; Standard Error; Hypothesis Testing of Proportions; Test for Equality of Population Means; Testing of Difference between Proportions; Confidence Interval; Z-Test, t-Test, F-Test and Chi-square Test.

**Module -IV:** **Econometric Analysis:** Correlation Analysis; Regression Analysis; Multiple Regression Analysis, Autocorrelation; Heteroscedasticity; Multi-Colinearity Problems & its solution: Multivariate Analysis; Principal Component Analysis; Discriminant Analysis; Multidimensional Scaling.

### **Recommended Books:**

1. D.N. Elhance and Veena Elhance : Business Statistics
2. S. C. Gupta : Fundamentals of Statistics
3. T. N. Srivastava & S. Rego : Statistics for Management
4. Srivastava, Shenoy & Sharma : Quantitative Technique for Managerial Decisions
5. C. B. Gupta : Statistical Methods
6. Goon, Gupta & Dasgupta : Basic Statistics
7. Sancheti & Kapoor : Statistics- Theory, Methods and Applications
8. N. G. Das : Statistical Methods (I&II)
9. P. L. Hazarika : Fundamentals of Statistics
10. R.S.N. Pillai & V. Bhagwathi : Practical Statistics
11. D.N. Gujarati : Basic Econometrics

# MCM-C-402: BUSINESS ENVIRONMENT

**Full Marks: 100**  
**Term end: 80**  
**Internal: 20**  
**Credit: 04**  
**Contact Hours: 40**

**Objective:** *To provide the students an understanding of the various components of business and legal environment of the corporate sector in India.*

**Module -I:** **Theoretical Framework of Business Environment:** Concept, significance and nature of business environment, Elements of business environment, Global business environment- its rationalities and present scenario; SWOT analysis.

**Module -II:** **Economic Environment of Business:** Significance and Elements of Economic Environment, Economic Planning (Planning Commission and Niti Ayog), Industrial Policy 1956 and 1991, Fiscal and Monetary Policy, EXIM Policy.

**Module -III:** **Political and Legal Environment of Business:** Elements of Political Environment, Government and Business; Legal Environment and its elements- Competition Act, FEMA, Patent Act, Consumer Protection Act, Companies Act and Recent Changes therein.

**Module -IV:** **Socio-cultural and Physical Environment of Business:** Elements of Socio-Cultural Environment; Culture and Business; Emerging Rural Sector in India; Rural and Urban Society-Its Business Implication; Environmental Forecasting; Environment Impact Assessment; Environmental Audit; Environmental Assets and Liabilities.

## Recommended Books:

1. Francis Cherunilam : Business and Government.
2. Mishra and Puri : Indian Economy
3. K. Aswathapa : Legal Environment of Business
4. Ghose and Kapoor : Business Policy and Environment
5. Uma Kapila : Indian Economy since Independence
6. Nitish Gupta : Government and Business
7. M. Adhikari : Economic Environment of Business
8. Tandon and Tandon : Indian Economy

## Journal, Magazine and Papers:

1. India Today
2. Business World
3. Chartered Secretary
4. Economic Times

## MCM-C-403: ORGANISATIONAL BEHAVIOUR

**Full Marks: 100**  
**Term end: 80**  
**Internal: 20**  
**Credit: 04**  
**Contact Hours: 40**

**Objective:** *To acquaint the students with the dynamics of Individual, Inter-personal, Inter-Group and organizational behaviour in organizational setting and to equip them with behavioural skills in managing people at work.*

**Module - I:** **Dynamics of Individual Behaviour:** Personality- types and determinants; Perception- process and determinant; Attitude– characteristics, components, formation and measurement; Learning- concept and process; Motivation and Motivation theories- Need Hierarchy, Two factors, Expectancy; Impact of morale on work behaviour.

**Module - II:** **Dynamics of Interpersonal and Group Behaviour:** Transactional Analysis; Formal and informal group; Inter-group behaviour; Communication – Types and Process; Organizational conflict – Sources, Types, Resolution.

**Module - III:** **Dynamics of Leadership and Power:** Leadership- Concept, Importance and Styles; Leadership Theories- Trait, Behavioural, Situational, Contingency, Leadership Grid; Leaders Vs. managers; Power- Sources, Types and Centers. Politics and its implications on organization.

**Module - IV:** **Dynamics of Organizational Behaviour:** Organizational Climate- Concept and Determinants; Organizational Effectiveness- Concept and Different Approaches; Job Satisfaction- Determinants, Measurements and its influence on behaviour; Organizational Change- Need, Process and Resistance to change.

### Recommended Books:

1. VSP Rao : Human Resource Management, Text & Cases – Excel Books
2. Dessler, Gary : Human Resource Management, PHI.
3. Venkataratnam : Personnel Management & Human Resource, Tata McGraw Hill.
4. Michael Salomon : Industrial Relations Theory & Practice, PHI.
5. Mammoria &Mammoria : Dynamics of Industrial Relations, Himalaya.
6. Fred Luthans : Organisational Behaviour, Tata McGraw Hill.
7. S. Robbins : Organizational Behaviour,

# MCM-C-404: MANAGERIAL ECONOMICS

**Full Marks: 100**  
**Term end: 80**  
**Internal: 20**  
**Credit: 04**  
**Contact Hours: 40**

**Objective:** *To acquaint the students with the practical applications of economics theories to business decisions.*

**Module – I:** **Demand and its Determination**-Demand and supply function; Elasticity of Demand and its determinants; Determinants of Elasticity of Supply; Market Supply Curve; Supply Curve in the situation of surplus and shortage; Equilibrium.

**Module – II:** **Cost and Production Function**-Iso-quant and Iso-cost; Least cost combination; Returns to scale and a factor; Long run and short run cost; Relational analysis; Economics of scale; Economies of Scope; Multi-plant Economies; Learning Curve; Relations between Average Revenue and Marginal Revenue.

**Module – III:** **Market Structures**-Determination of price and output under different market structures-pure and perfect competition, monopoly, monopolistic, oligopoly and discriminating monopoly; Barriers to entry and exit.

**Module – IV:** **Income and Employment Determination**- Consumption function and investment function; Investment multiplier; Income determination under Two and Three sector Model; Business cycles.

## Recommended Books:

1. Bayes, Michael. R : Managerial Economics & Business Strategy, Irwin
2. Craig PH & W, Chris Lewis : Managerial Economics, PHI, New Delhi.
3. Dean Joel : Managerial Economics, PHI, New Delhi.
4. Dwivedi. D.N. : Managerial Economics, TMG, New Delhi.
5. Hirschey, M : Managerial Economics, The Dryden Press, Fort Worth.
6. Koutsylannis : A Modern Micro Economics, McMillan Press.
7. Mehta. P.L. : Managerial Economics, S. Chand, New Delhi.



## MCM-C-405: INDIAN FINANCIAL SYSTEM

**Full Marks: 100**  
**Term end: 80**  
**Internal: 20**  
**Credit: 04**  
**Contact Hours: 40**

**Objective:** *To provide the students an overview about the Indian financial system, its components and working.*

**Module -I:** **Financial System:** Evolution and growth; Roles and Functions of financial system in economic development; Structure and composition of financial system; Regulatory bodies, Current Scenario.

**Module -II:** **Financial Market and Instruments:** Nature of Indian financial market; Classification of Financial Market; Money Market and Instruments; RBI and Money Market; Reform in Money Market; Capital Market Operation- Primary and Secondary Market, Stock Exchange; Capital Market Instruments; Derivatives, Reform in Capital Market and SEBI.

**Module -III:** **Financial Institutions:** Importance, Structure and Classification of Financial Institutions- Banking Institutions- Commercial Bank, Cooperative Bank, Regional Rural Bank. Non-Banking Institutions- Development Banks, Investment Institutions, NBFCs.

**Module -IV:** **Financial Services:** Importance and Classification; Asset Based Services; Venture Capital; Mutual Funds, Factoring, Forfaiting, Leasing, securitization; Fees based Services – Merchant Banking, Credit Rating, Stock Broking.

### Recommended Books:

1. Vasant Desai : Indian Financial System and Development
2. Bharti V. Pathak : Indian Financial System
3. VarshneyAndMittal : Indian Financial System
4. Gordon AndNatarajan : Financial Market And Services
5. Avadhani, V.A. : Indian Capital Market
6. Avadhani, V.A : Investment and Securities Market in India
7. Srivastava, R.M. : Managing Of Financial Institutions
8. L.M. Bolley : Financial Institutions and Markets
9. Tandon and Tandon : Indian Economy
10. Mishra and Puri : Indian Economy

## SECOND SEMESTER

### MCM-C-406: FINANCIAL MANAGEMENT

**Full Marks: 100**  
**Term end: 80**  
**Internal: 20**  
**Credit: 04**  
**Contact Hours: 40**

**Objective:** *To give detail idea about basic financial management and the applicability of its theories and concepts at the firm level.*

**Module-I:** **Elements of Financial Management:** Introduction; Profit vs. Wealth Maximisation; Finance Function; Time Value of Money; Introduction to the Concept of Risk and Return.

**Module-II:** **Investment decision:** Concepts and Nature of Investment; Investment Evaluation Criteria-PBP, ARR, NPV, IRR, PI; Comparison of DCF Techniques; Capital Rationing.

**Module-III:** **Capital Structure Decisions:** Basic Sources of Finance -Long term, Medium term and Short term; Leverages- Operating and Financial Leverage; Capital Structure- Theories and Planning; Cost of Capital- Computation of Specific and Overall Cost of Capital.

**Module-IV:** **Dividend decision:** Dividend Policy- Determinants of Dividend Policy- Payout & Market Consideration, Stability in Dividend Policy-Dividend Valuation-Walter's Model, Gordon's Model, MM Hypothesis.

#### **Recommended Books:**

- |   |                                     |
|---|-------------------------------------|
| 1. Financial Management-                    | M.Y Khan &P.C Jain (TMH).           |
| 2. Financial Management, Theory & Practice- | P Chandra (TMH).                    |
| 3. Financial Management-                    | S Kapil (Pearsons)                  |
| 4. Financial Management-                    | Mishra & Srivastava (Oxford)        |
| 5. Financial Management –                   | IM Pandey (Vikash Publishing House) |
| 6. Financial Management-                    | NR Parasuraman (CENGAGE Learning)   |

# MCM-C-407: HUMAN RESOURCE MANAGEMENT

**Full Marks: 100**

**Term end: 80**

**Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objective:** *To give a theoretical exposure to the students with regard to Human Resource Management and Industrial Relation.*

**Module - I:** **Introduction:** Human Resource Management- Concept, Objectives, Scope, Features and Evolution; HR Manager- Roles, Functions and Responsibilities.

**Module - II:** **Procurement:** Human Resource Planning- Concept, Benefits and Phases; Recruitment & Selection- Meaning, Sources, Steps and Differences; Orientation; Placement; Induction.

**Module - III:** **Development:** Training- Meaning Objectives, Benefits, Methods and Processes; Essential of Successful Training Program, Transfer, Promotion, Demotions and Separation.

**Module - IV:** **Compensation & Maintenance:** Wage and Salary- Policies, and Determinants; Methods of Wage Fixation; Labour Welfare- Concept, Forms and Machineries.

## **Recommended Books:**

1. VSP Rao : Human Resource Management, Text & Cases – Excel Books.
2. Dessler, Gary : Human Resource Management, PHI.
3. Venkataratnam : Personnel Management & Human Resource, Tata McGraw Hill.
4. Michael Solomon : Industrial Relations Theory & Practice, PHI.
5. Mammoria &Mammoria : Dynamics of Industrial Relations, Himalaya.
6. Flippo, Edwin B : Personnel Management, McGraw Hill, Tokyo.
7. Memoria&Gankar : Personnel Management: text & cases, Himalaya.

# MCM-C-408: MARKETING MANAGEMENT

**Full Marks: 100**

**Term end: 80**

**Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objective:** *To acquaint the students with the conceptual and theoretical bases of marketing management.*

**Module-I:** **Product Management:** Product Concept and Classification; Product Mix; Product Mix Decisions; New Product Development Stages; Product Life Cycle & its Implications; Branding; Packaging & Labeling.

**Module-II:** **Price Management:** Objectives of Pricing; Role of Price in Marketing Mix; Factors influencing Price Determination, Pricing under different Competitive conditions; New Product Pricing, Skimming and Penetration Pricing, Pricing Approaches; Pricing Methods.

**Module-III:** **Promotion Management Promotion:** Significance; Promotion Mix; Advertising – Objectives, Media, Budget, Types, and Advertising Effectiveness. Personal Selling – Nature, Steps; Sales Promotion.

**Module-IV:** **Channel Management & Control:** Marketing Channels; Channel Levels; Channel Structure & Participants; Functions of Marketing Intermediaries; Channel Design Decisions; Channel Conflict and Resolutions; Online Marketing; Marketing Control - Annual Plan Control; Profitability Control; Efficiency Control; Strategic Control.

## Reference:

1. Czinkota : Marketing Management
2. Philip Kotler : Principles of Marketing
3. Ramaswamy&. Namakumari : Marketing Management
4. Jain : Marketing Planning and Strategy
5. Sherlekar, S.A. : Marketing Management
6. Me CarthyEJ&. Others : Basic Marketing
7. Gupta and Nair : Marketing Management

# MCM-C-409: ADVANCED ACCOUNTING AND REPORTING

**Full Marks: 100**

**Term end: 80**

**Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objective:** *To acquaint students with the recent changes in accounting and reporting practices in the corporate world.*

**Module -I:** **Conceptual framework of Accounting:** Generally Accepted Accounting Principles (GAAP); IFRS and its roadmap to convergence.

**Module -II:** **Important Accounting Standards:** Disclosure of Accounting Policies (IND AS-1); Valuation of Inventories (IND AS-2); Cash Flow Statements (IND AS-3); Depreciation Accounting (IND AS-6); Accounting for Fixed Assets (IND AS-10); Consolidated Financial Statements (IND AS-21).

**Module -III:** **Corporate Financial Reporting:** Concept, Objectives and general purpose of Financial Reporting; Qualitative Characteristics of Financial Reporting; Specific issues in Financial Reporting: Segment Reporting, Social Reporting, Value-Added Reporting and Interim Reporting; Recent developments in Financial Reporting: E-financial Reporting, Sustainability Reporting.

**Module -IV:** **Corporate Disclosure:** Purpose and Types of disclosure; Determinants of extent of the Disclosure; Positive Accounting Theory; Voluntary Disclosure Theory; Environmental and Social Disclosure.

## Recommended Books:

1. LalJawahar : Corporate Financial Reporting Theory and Practices
2. L. S. Porwal : Accounting Theory –An Introduction
3. R. Narayanswamy : Financial Accounting : A Managerial Perspective
4. ICAI : Compendium of Statements & Standard Accounting
5. Lal& Srivastava : Financial Accounting Principles & Practices
6. Ranachandan&Kakani : Financial Accounting for Management
7. M.P. Vijaykumar : First Lesson to Accounting Standard
8. D.S. Rawat : Students' Guide to Accounting Standard

## MCM-C-410: E- COMMERCE

**Full Marks: 100**

**Term end: 80**

**Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objective:** *The objective of the course is to introduce students to fundamentals of e-commerce like e-marketing, e-banking and e-payment system etc.*

**Module - I:** **Introduction and Basic Technologies of E-commerce:** E-Commerce Entity, Growth and Development of E-Commerce, Type of E-Commerce, Pros and Cons of E-Commerce, Emerging Scenario in E-Commerce.

**Module - II:** **Online Marketing:** Concept And Types of Websites, Internet; Working of Search Engines; Internet Threat and Security; Online Shopping; E-Ticketing; Online Trading - Demat Accounts Operations and Stock Transactions.

**Module - III:** **E-banking :** Concept and Frameworks of e-banking, Impact of IT on Bank, Functions of ATM, Advantages and Limitation of ATM, Mobile Banking, Tele Banking, Internet Banking, Techniques of Electronic Fund Transfer, Automated Clearing System and its elements.

**Module - IV:** **Electronic Payment System:** Features of Electronic Payment System, Types of e- payment- Digital Token-Based, Smart Cards, Credit Cards, Electronic Wallet, E-cash, E-cheque; Risks and Precautions in Electronic Payment systems.

### **Recommended Books:**

1. Kalakata, Whinston : Frontiers of electronic commerce, Pearson Publication.
2. Henry Chan : E-Commerce Fundamentals and application, Wiley publication.
3. Michael P : E-Business Organizational and technical foundation Wiley Publication.
4. David : E- Commerce Strategies, Technology and applications Tata McGraw-Hill.
5. Jeffrey : Introduction to E-commerce, Tata- McGraw-Hill.
6. Sadagopan S : Management Information Systems, Prentice –Hall of India.

## THIRD SEMESTER

### CORE COURSE

#### **MCM-C-501: CORPORATE TAX PLANNING & MANAGEMENT**

**Full Marks: 100**

**Term end: 80**

**Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objective:** *This course aims at to make students conversant with the corporate tax computation, tax planning and also tax laws for day to day learning and applications.*

**Module-I:** **Introduction:** Concept of Income, Deductions, Exemptions; Set Off and Carry Forward of Losses; Procedure of Tax Assessment; Computation of Taxable Income of Corporate.

**Module -II:** **Tax Deduction:** Deduction at Source; Filing of Return; Fines and Penalties for Delay & Default; Tax Avoidance & Tax Evasion; Concealment and Avoidance as per Indian Income Tax Act.

**Module -III:** **Corporate Tax Planning and Management** -Tax planning for different forms of organisations; Tax planning for new business; Tax planning in North East areas; Rebates And Reliefs as per Income Tax Act.Tax provision relating to SEZs, Free Trade Zones and Special Areas.

**Module -IV:** **Tax administration:** Income Tax Authorities and Powers and Duties;Tax Payments-Search and Seizure; Appeals and Remissions & Prosecutions as per Income Tax Act; General Anti Avoidance Rules (GAAR); Direct Tax Code (DTC).

#### **Recommended Books:**

1. Direct Tax: Laws & Practice : Dr. V.K. Singhanian& Dr. KapilSinghanian  
(Taxmann publication)
2. Direct tax Laws & Practice : Bhagawati Prasad

## ELECTIVE COURSES

<b>Paper Code</b>	<b>Papers</b>	<b>Credit</b>	<b>Contact Hours</b>
<b>MCM-E-502</b>	Specialization Papers	<b>04</b>	40
<b>MCM-E-503</b>	Specialization Papers	<b>04</b>	40
<b>MCM-E-504</b>	Specialization Papers	<b>04</b>	40

### **GROUP- A: FINANCE & ACCOUNTING**

**MCM-E-502:** Advanced Financial Management

**MCM-E-503:** Working Capital Management

**MCM-E-504:** Accounting Theory & Practices

### **GROUP – B: MARKETING MANAGEMENT**

**MCM-E-502:** International Marketing

**MCM-E-503:** Retail Marketing

**MCM-E-504:** Consumer Behaviour and Market Research

### **GROUP – C: HUMAN RESOURCE MANAGEMENT**

**MCM-E-502:** Advanced Human Resource Management

**MCM-E-503:** Industrial Relations

**MCM-E-504:** Indian Labour Legislation

### **GROUP – D: ENTREPRENEURSHIP DEVELOPMENT**

**MCM-E-502:** Entrepreneurship Development - Policies & Practices

**MCM-E-503:** Management of Micro Small and Medium Enterprises

**MCM-E-504:** Project Management



## **GROUP A: FINANCE & ACCOUNTING**

### **MCM-E-502: ADVANCED FINANCIAL MANAGEMENT**

**Full Marks: 100**  
**Term end: 80**  
**Internal: 20**  
**Credit: 04**  
**Contact Hours: 40**

**Objectives:** *To acquaint students with the advanced and updated aspects in Financial Management.*

**Module-I: Multinational Finance:** Exchange Rate; Trading in Foreign Exchange – Spot Rate, Forward Rate, Cross Currency Rate; Arbitrage, Purchase Power Parity, Interest Rate Parity, Covered Interest Arbitrage, Transaction Exposure, Economic Exposure, Translation Exposure, Multinational Capital Budgeting, Uncertainty Framework, Real Option Approach, Factoring in Uncertainty- APV Model.

**Module- II: Options and Futures:** Forwards And Futures – Forward Contracts, Future Contracts, Hedging with Futures, Cross Hedging and Stock Index Future; Options; Volatility, Black-Scholes Model.

**Module- III: Lease Financing and Real Option:** Types of Lease; Tax Implications; Sale and Lease Back Agreement, Accounting for Leases; Real Option Analysis; Evaluation of Real Options; Criticism of Real Option.

**Module- IV: Corporate Valuation, Merger and Acquisition:** Valuation Techniques – General Valuation Techniques, Special Approach To Valuation in Merger and Acquisition; Merger and Acquisition – Types, Causes; Restructuring.

#### **Recommended Books:**

- |   |                                     |
|---|-------------------------------------|
| 1. Financial Management-                    | M.Y Khan &P.C Jain (TMH).           |
| 2. Financial Management: Theory & Practice- | P Chandra (TMH).                    |
| 3. Financial Management-                    | S Kapil (Pearsons)                  |
| 4. Financial Management-                    | Mishra & Srivastava (Oxford)        |
| 5. Financial Management –                   | IM Pandey (Vikash Publishing House) |
| 6. Financial Management-                    | NR Parasuraman (CENGAGE Learning)   |

## MCM-E-503: WORKING CAPITAL MANAGEMENT

**Full Marks: 100**  
**Term end: 80**  
**Internal: 20**  
**Credit: 04**  
**Contact Hours: 40**

**Objective:** *To give an insight to students on day-to-day smooth operations, need and management of working capital of the firm.*

**Module -I:** **Financing and Management of Working Capital:** Meaning, Concepts, Classification And Importance of Working Capital; Objective of Working Capital; Determinants and Estimation of Working Capital Requirements; Financing and Management of Working Capital; Fund Flow Analysis.

**Module – II:** **Management of Cash:** Nature of Cash; Motives of holding Cash; Cash Management; Managing cash Flows; Determining Optimum Cash Balance; Cash Management Models; Liquidity and Cash Management.

**Module – III:** **Receivables Management:** Meaning of Receivables; Factors Influencing Receivables; Meaning, Objects and Dimensions of Receivable Management; Formation and Execution of Credit Policy; Formation and Execution of Collection Policy.

**Module– IV:** **Inventory Management:** Meaning, Nature of Inventory; Purpose and Benefits of Holding Inventory; Risk and Cost of Holding Inventory; Inventory Management –Meaning, Objectives, Tools, and Techniques; Determining Stock Levels and Safety Stocks; EOQ;VED, and ABC Analysis; Inventory Turnover Ratios.

### Recommended Books:

1. Bhalla, V.K et al.: Working Capital Management: Text and Cases, New Delhi, Anmol Publication (P) Ltd.
2. Rustagi R. P.: Working Capital Management, Taxmann Publications Pvt Limited.
3. SatyaSekhar G. V.: Working Capital Management, Wiley India Private Limited.
4. Bhattacharya H.: Working Capital Management: Text and Cases, Prentice Hall of India
5. Chadamiya B. P. &Menapara M. R.: Working Capital Management: Strategic Techniques & Choices, New Century Publications.

**Full Marks: 100****Term end: 80****Internal: 20****Credit: 04****Contact Hours: 40**

**Objective:** *To provide indepth idea on the fundamental accounting theory and practices.*

**Module-I:** **History of Accounting Thought:** Nature, Scope and Objectives of Accounting; Socio-Economic and Legal Environment of Accounting; Development of Accounting Practices; Accounting Method, Doctrine of Accounting Practices, Accounting and Other Discipline.

**Module-II:** **Accounting Standards:** National and International Accounting Standards and Compliance there of IFRs.

**Module-III:** **Measurement Theory:** Measurement of Business Income, Expenses, Assets and Liabilities, Revenue Recognition and Matching Concepts;

**Module-IV:** **Accounting as Information System:** Published Accounting requirements as per the Companies Act-2013.

**Recommended Books:**

1. L. S. Porwal : Accounting Theory –An Introduction
2. E. S. Hendrikson : Accounting Theory
3. R. Narayanswamy : Financial Accounting : A Managerial Perspective
4. ICAI : Compendium of Statements & Standard Accounting
5. Maheswari & Ghosh : Accounting Theory
6. Kam : Accounting Theory
7. Baxter & Davidson : Studies in Accounting Theory
8. Shirin Rathore : International Accounting

## **GROUP B: MARKETING**

### **MCM-E-502: INTERNATIONAL MARKETING**

**Full Marks: 100**  
**Term end: 80**  
**Internal: 20**  
**Credit: 04**  
**Contact Hours: 40**

**Objective:** *To acquaint the students with the changing dimensions of International Marketing Management and interpret its theory and practice.*

**Module- I:** **Introduction to International Marketing** Meaning, Scope and Challenges, Dynamics of International Marketing Decision, Role of The Environment in Global Marketing- Economic, Cultural, Political and Legal.

**Module-II:** **International Marketing Strategies** Researching International Markets; Emerging Markets and Market Behaviour; Foreign Market Entry; Logistics and Channels of Distribution.

**Module- III:** **International Product Policy Decision** International Product Life Cycle International Product Policy Standardization vs. Adaptation Planning the International Product Mix

**Module- IV:** **International Pricing Policy Decision:** Pricing for International Market. Factors affecting Pricing in International Market, International Marketing of Services; International Communication Mix

#### **Recommended Books:**

1. Terpstra, Verne and Sarathy, Ravi. : International Marketing (The Dryden Press, Fort Worth)
2. Ball, Don and McCulloch, Wendell: International Business: Challenge of Global Competition (Irwin, McGraw Hill)
3. Ghosal, Sumantra and Bartlett, C.A.: Managing Across Borders (Random House, Business Book)
4. Cateora, P. and Graham J.: International Marketing (McGraw Hill)
5. Czinkota, M.R. & Ronkainen, A.: International Marketing (Forth Worth, Dryden Press) (Prentice Hall)
6. Course Material Institute of Banking and Insurance Institute of India.
7. M.Y. Khan: Financial Services.

## MCM-E-503: RETAIL MARKETING

**Full Marks: 100**  
**Term end: 80**  
**Internal: 20**  
**Credit: 04**  
**Contact Hours: 40**

**Objective:** *To focus on the trends in retailing trade and key developments in the practice of retailing and logistics.*

**Module- I:** **Retailing**-Retailing- Meaning, Nature, Growing Importance of Retailing, Factors Influencing Retailing, Functions of Retailing, Retail Strategy; Theory of Retail Development - Concept of Life Cycle Retail.

**Module- II:** **Retail Organization**, The changing Structure of retail, Classification of Retail Units, Retail Formats: Corporate chains, Retailer Corporative and Voluntary system, Departmental Stores, Discount Stores, Super Markets, Warehouse Clubs.

**Module- III:** **Merchandising Management**- Meaning and various aspects of merchandise mix; Visual display and store layout; Assortment Planning.

**Module- IV:** **Emergence of Organized Retailing**, Traditional and Modern retail Formats in India, Retailing in rural India, Legislations for Retailing, FDI in Retailing.

### Recommended Books:

- |   |   |
|---|---|
| 1. SwapanaPradhan-                                      | Retailing Management                    |
| 2. DravidGilbert-                                       | RetailMarketing                         |
| 3. George H, Lucas Jr., Robert P.Bush, Larry G Greshan- | Retailing                               |
| 4. A. J. Lamba-   | The Art ofRetailing                     |
| 5. Barry Berman, Joel R Evans-                          | Retail Management; A Strategic Approach |

## **MCM-E-504: CONSUMER BEHAVIOUR & MARKET RESEARCH**

**Full Marks: 100**  
**Term end: 80**  
**Internal: 20**  
**Credit: 04**  
**Contact Hours: 40**

**Objective:** *To help the students in developing basic understanding of the concepts of consumers and their behavior in making marketing decisions.*

**Module – I:** **Consumer Behavior-** Meaning, Features; Determinants Of Consumer Behavior- Internal Determinants- Need, Perception, Attitudes, Personality, Values And Life Style; External Factors- Family And Household Influence, Social And Cultural Factors; Buying Decision Process; Post Purchase Behavior And Action.

**Module – II:** **Models of Consumers:** Concept of Economic Man; Passive Man; Cognitive and Emotional Man; Models of Consumer Decision Making; Impact of IT on Consumer Behaviors.

**Module – III:** **Market Research-** Meaning and Importance; Process; Problem Identification; Sampling; Data Collection- Primary and Secondary; Scaling Techniques; Data Analysis; Marketing Research Ethics-Commercial Intelligence and Espionage.

**Module- IV:** **Market Research Applications:** Product Research; Advertising Research; Sales and Market Research; Promotional Research; Market Research In India

### **Recommended Books:**

1. Beri, G.C. : Marketing Research, Tata McGraw Hill Co. New Delhi.
2. Chisnall, Peter M. : The essence of Marketing Research, Prentice Hall New Delhi
3. AMA code of ethics
4. Marketing Research Society of Indian Code of Conduct.
5. Beri, G.C.: :Marketing Research, McGraw Hill, New Delhi.

## GROUP C: HUMAN RESOURCE MANAGEMENT

### **MCM-E-502: Advanced Human Resource Management**

**Full Marks: 100**  
**Term end: 80**  
**Internal: 20**  
**Credit: 04**  
**Contact Hours: 40**

**Objective:** *To educate students with respect to various theoretical and practical aspects of Human Resource Management and its Development.*

**Module- I:** **Procurement:** Human Resource Planning- concept, process, benefits and limitations. Recruitment & Selection- meaning, sources and differences; Induction; Orientation- concept and procedures; Placement; Transfer, promotion and demotion.

**Module- II:** **Development:** Training and development- concept, objectives, benefits & methods; Determinants of successful training program; Identification of training needs, Evaluation of training program. Performance Management System - Definition, Concept and Ethics -Different methods of Performance Appraisal - Rating Errors.

**Module- III:** **Compensation and Motivation:** Wage and salary Administration- Policy, procedure and determinants; Forms of incentives; Motivational aspects - Development cycle; Reinforcement for behavior modification; Job design & employees' motivation.

**Module-IV:** **Integration and Socialization:** Integration- meaning, ways, its essence in managing Human capital; Concept and Objectives of Orientation; Role of Organizational Culture in Orientation; The Process of Socialization; Model of Socialization Process; Socialization Strategies; Socialization of Existing Employees.

#### **Recommended Books:**

1. C. B. Mamoria - Personnel Management
2. VSP Rao- Human Resource Management, Text & Cases– Excel Books.
3. Dessler, Gary: Human Resource Management, PHI, 2005.
4. Venkataratnam: Personnel Mgt.& Human Resource, Tata McGraw Hill.
5. Mammoria&Mammoria: Dynamics of Industrial Relations, Himalaya, 2004.
6. Flippo, Edwin B: Personnel Management, McGraw Hill, Tokyo, 1989
7. Mammoria&Gankar: Personnel Management: Text & Cases, Himalaya 2004.

## MCM-E-503: INDUSTRIAL RELATIONS

**Full Marks: 100**  
**Term end: 80**  
**Internal: 20**  
**Credit: 04**  
**Contact Hours: 40**

**Objective:** *To make student to understand industrial relations systems and to increase their competency to sustain the stress in managing IR issues.*

**Module- I:** **Introduction:** Industrial Relations- significance and determinants of good industrial relation; Emerging Socio-economic Scenario of Industrial relation in India; Legal Framework of Industrial Relations.

**Module- II:** **Trade Union:** Trade Union- Definition, types, function, benefits and evils; Theories of Trade Union; Limitation of Indian Trade union; Trade Union movement in world and India; Future of Trade Unions in India. India and ILO.

**Module- III:** **Industrial Disputes:** Industrial Disputes- Meaning, causes, and effects; Prevention and Settlement Machineries; Current status of Industrial Dispute in the World and India, Industrial Disputes Act, 1947.

**Module- IV:** **Workers Participation in Decision Making:** Philosophical Basis of Collective Bargaining and Workers participation in management; Collective Bargaining- meaning, function, concept, procedures, content and scope; Collective bargaining in India; Workers participation in management- meaning, objectives, forms and influential factors; Workers participation in management in India.

### Recommended Books:

1. Dynamic Personnel Administration – Prof. M.N. Rudrabasavraj.
2. Personnel Management and Industrial Relations – P.C.Shejwalkar &S.B.Malegaonkar
3. Labor Management Relations in India – K.M.Subramani
4. Trade Unionism. Myth and Reality, Oxford University Press
5. Management of Industrial Relations – PramodVerma
6. The Future of Industrial Relations. Niland JR, New Delhi Sage.
7. Collective Bargaining and Industrial. - Kochan, T.A. & Katz Henry. Homewood, Illinois, Richard D Irish.



## MCM-E-504: INDIAN LABOUR LEGISLATIONS

**Full Marks: 100**  
**Term end: 80**  
**Internal: 20**  
**Credit: 04**  
**Contact Hours: 40**

**Objective:** *To give exposure to students on nature and significance of various labor laws in India.*

**Module - I:** **Introduction:** Labor Laws: Concept, Origin, Objectives and Classification; Indian Constitution and Labor Legislations; Emerging Issues and Future Trends.

**Module - II:** **Laws on Working Conditions(Basic Concepts):** The Factories Act, 1948 and Plantation Labor Act, 1951;The Dock Labour Act 1934; The Dock Workers (Safety, Health & Welfare) Act, 1986; Mines and Minerals [Regulation and Development] Act, 1957).

**Module - III:** **Industrial Relation Laws:** Trade Union Act, 1926 and Industrial Disputes Act, 1947

**Module -IV:** **Laws on Wages and Social Security (Basic Concepts):** Rules regarding maternity benefits provident fund and gratuity; Minimum Wages Act, 1948; The Workmen's Compensation Act, 1923; Sexual Harassment of Women at the Workplace (Prevention, Prohibition and Redressal) Act 2013 & Rules; Labour Laws applicable to IT industry post 2012.

### Recommended Books:

1. Kapoor, N.D Handbook of Industrial Law: Sultan Chand& sons.
2. Gorg, A Labour Laws.Nabhi Publications
3. Puri, S.K Labour & Industrial Law; Allahabad control Law Agency.
4. Manappa, A. Industrial RelationsNew Delhi,Tata MC GrawHills.
5. GoswamiB.U.C Labour and Industrial Laws.Allahabad control Law Agency.
6. Mammoria, C.B. Mammoria, S. &Cankur, S.V. Dynamics of Industrial Relations

## **GROUP D: ENTREPRENEURSHIP DEVELOPMENT**

### **MCM-E-502: ENTREPRENEURSHIP DEVELOPMENT: POLICIES AND PRACTICES**

**Full Marks: 100**  
**Term end: 80**  
**Internal: 20**  
**Credit: 04**  
**Contact Hours: 40**

**Objectives:** *To acquaint the students about various support available to the entrepreneurs.*

**Module-I:** **Policy and Programmes for Enterprises:** Small Scale Industrial Policies of India: Small Scale Industrial Policy of 1991 and after; New Policy Measures; Reports of various Working Groups on SSIs: Kothari Committee 2000; Ganguly Committee 2004; SSI Programmes in India; Industrial Policy of Arunachal Pradesh.

**Module -II:** **Institutional Support Mechanism:** Promotional and Advisory: SIDO, SISI Financial: SIDBI, Commercial Banks, NEDfi Training: NISIET, EDII, IIE, IITs, SISI Technical Support: SISI,CITD, NSIC State & District Level: DI, DIC, SIDC; Other Related Institutions: KVIC, NISBUD, IEC, EPC.

**Module -III:** **Support Mechanism I:** Reservation of Items for Small Scale Industries, Rationale, De-reservation, Removal of Quantity Restrictions; Government's Purchase Preference Policy for MSMEs' Products; Marketing Assistance, RD& Training Facilities, Technology Up gradation, Assistance to Ancillary Industries and for MSMEs in Backward Areas.

**Module -IV:** **Support Mechanism II:** Financial support to small scale industries in India: Credit Guarantee Scheme; ISO-9000 Certification, Policy of Priority Credit. Equity Participation, Policy of Technology up gradation in small enterprises, Measures for Export Promotion: Export Processing Zones (EPZs); Special Economic Zones (SEZ); Measures for Export Promotion; Export Assistance & Taxation Benefit.

#### **Recommended Books:**

1. S.S Khanka, Entrepreneurial Development; S.Chand and Company New Delhi,
2. Shukla, MB, Entrepreneurship and Small Business Management, KitabMahal, Allahabad
3. Baporikar, Neeta, Entrepreneurship Development and Project Management: Text & Cases, Himalaya Publishing, Mumbai.
4. Charantimath, Poornima M, Entrepreneurship Development Small Business Enterprise , Dorling Kindersley India Pvt Ltd.( Pearson), Delhi
5. Renu Arora &S.K. Sood; Fundamentals of Entrepreneurship and Small Business;Kalyani Publishers, New Delhi.
6. Shankaraiah: Entrepreneurship Development, Kalyani Publishers, New Delhi.

# **MCM-E-503: MANAGEMENT OF MICRO SMALL AND MEDIUM ENTERPRISES**

**Full Marks: 100**  
**Term end: 80**  
**Internal: 20**  
**Credit: 04**  
**Contact Hours: 40**

**Objective:** To introduce skill & ideas on MSME and its management in the era of globalization.

**Module -I:** **Introduction:** Meaning and definition of Micro, Small and Medium Enterprises; Need and Significance of MSMEs in India; Organization and Management of Micro, Small and Medium Enterprises India; Performance of MSMEs in India.

**Module -II:** **Financial Management in MSMEs:** Financial Planning in MSMEs; Estimation of Financial Requirements; Financial Project Appraisal Technique- Payback Period, NPV, IRR, PI; Sources of finance for MSMEs; Financial and Fiscal incentives for MSMEs; Concept of Risk, Risk mitigation Strategies.

**Module -III:** **Human Resource Management in MSMEs:** Role of HRD in MSMEs; Manpower Planning Process in MSMEs – Recruitment and Selection Training and Development; Employee Motivation; Employee Relations and Employee Welfare; Wage and Salary Administration in MSMEs.

**Module -IV:** **Marketing Management in MSMEs:** Scope of MSMEs; Product Life Cycle –Channels of Distribution, Role of Middlemen, Pricing strategy; Sales Promotion, Advertising and Publicity, Packaging Strategies, Marketing MSMEs products.

## **Recommended Books:**

1. Desai, Vasant, Small Industrial Organization and Management, Himalaya Publishing House,
2. Shukla, MB, Entrepreneurship and Small Business Management, KitabMahal, Allahabad
3. Sahay A., V. Sharma, Entrepreneurship and New Venture Creation, Excel Books, New Delhi.
4. Lall, Sahai, Entrepreneurship, Excel Books, New Delhi.
5. Sansol, C.L, Entrepreneurship and Small Business Management, HarAnand Publication.
6. Haff, Stein and Burgess, Small Business Management Fundamental, Tata-Mc-Graw Hill.
7. Broom, H.N, Small Business Management, South Eastern Publishing.

# MCM-E-504: PROJECT MANAGEMENT

**Full Marks: 100**  
**Term end: 80**  
**Internal: 20**  
**Credit: 04**  
**Contact Hours: 40**

**Objective:** *To make students understand various steps involved in setting up of a project and its management.*

**Module I:** **Project:** Meaning and Characteristics of projects, Definition and objectives of Project Management, Stages of Project Management: Feasibility & Technical Analysis; Market and Demand Analysis; Economic and Financial Analysis; Formulation of Detailed Project Reports.

**Module II:** **Work Definition:** Defining work content, Time Estimation Method, Project Cost Estimation and budgeting, Project Risk Management, Project scheduling and Planning Tools: Work Breakdown Structure.

**Module III:** **Project Implementation:** Project Management Tool – CPM& PERT Network, LRC, Gantt Chart; Project Management Information System; Material and Equipment; Human Resource; Financial Aspects.

**Module IV:** **Project Monitoring and Control:** Project Monitoring and Control, Computers applications in Project Management; Post Project Analysis.

## Books Recommended:

1. Total Project Management: The Indian Context, P. K. Joy, Macmillan India Ltd.
2. Effective Project Management: Robert K. Wysocki, Robert Beck. Jr., and David B. Crane; - John Wiley & Sons.
3. Project Planning and Control with CPM and PERT: Dr. B.C. Punamia& K.K. Khandelwal; - Laxmi Publications, New Delhi
4. Project Management: S. Choudhury, - TMH Publishing Co. Ltd, New Delhi
5. Total Project Management- The Indian Context: P. K. Joy, - Macmillan India Ltd., Delhi
6. Project Management in Manufacturing and High Technology Operations: AdedejiBodundeBadiru, - John Wiley and Sons.
7. Course in PERT & CPM: R.C. Gupta, - DhanpatRai and Sons, New Delhi
8. Fundamentals of PERT/ CPM and Project Management: S.K. Bhattacharjee; - Khanna Publishers, New Delhi
9. Management guide to PERT/CPM, Wiest and Levy, PHI.
10. Project Scheduling and Monitoring in Practice, S. Choudhury, SAP.

## OPEN COURSE

### **MCM-O-505 A: ENTREPRENEURSHIP DEVELOPMENT**

**Full Marks: 100**  
**Term end: 80**  
**Internal: 20**  
**Credit: 04**  
**Contact Hours: 40**

**Objective:** *To make students aware of entrepreneurship & its importance to society.*

**Module - I:** **Introduction:** Meaning and definition of entrepreneur, entrepreneurship, entrepreneurial and enterprise; Characteristics of an entrepreneur; Role of an entrepreneur: different views-Psychological, social, economic and managerial; Classification of entrepreneurs; Types of entrepreneurship.

**Module -II:** **Entrepreneurship issue:** Entrepreneurial culture vs. administrative culture; Entrepreneurial Behavior and skills; Entrepreneurial Structure; Entrepreneurship vs. Intrapreneurship; Entrepreneurs distinguished from manager and leader; Sources of entrepreneurial Supply; Barriers to entrepreneurship and reasons of failure of entrepreneurs; Success stories of some Indian entrepreneurs.

**Module- III:** **Entrepreneurship in different context and forms:** Rural entrepreneurship; Group entrepreneurship; Social entrepreneurship; Corporate entrepreneurship; Indigenous entrepreneurship; women entrepreneurship; entrepreneurship in backward regions; International entrepreneurship.

**Module- IV:** **Entrepreneurship Development Programmes:** Need and Objective of EDPs; EDP Models in India; EDPs in NE-India-An Evaluation.

#### **Recommended Books:**

1. Desai Vasant, Entrepreneurship Development, Himalayan Publications.
2. Hisrich, R.D& Peter, M.P, Entrepreneurship, Tata McGraw Hills.
3. Drucker, Peter, Entrepreneurship and Innovation, Heineman.
4. Kanungo, R, Entrepreneurship and Innovation, Sage Publication, N.Delhi.
5. Sahay A., V. Sharma Entrepreneurship and New Venture Creation, Excel Books.
6. Lall, Sahai Entrepreneurship, Excel Books, New Delhi.

## MCM-C-505 B: E- COMMERCE

**Full Marks: 100**

**Term end: 80**

**Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objective:** *The objective of the course is to introduce students to fundamentals of e-commerce like e-marketing, e-banking and e-payment system etc.*

**Module - I:** **Introduction and Basic Technologies of e-commerce:** E-Commerce Entity, Growth and Development of E-Commerce, Type of E-Commerce, Pros and Cons of E-Commerce, Emerging Scenario in E-Commerce.

**Module - II:** **Online Marketing:** Concept And Types of Websites, Internet; Working of Search Engines; Internet Threat and Security; Online Shopping; E-Ticketing; Online Trading – Demat Accounts Operations and Stock Transactions.

**Module - III:** **E-banking :** Concept and Frameworks of e-banking, Impact of IT on Bank, Functions of ATM, Advantages and Limitation of ATM, Mobile Banking, Tele Banking, Internet Banking, Techniques of Electronic Fund Transfer, Automated Clearing System and its elements.

**Module - IV:** **Electronic Payment System:** Features of Electronic Payment System, Types of e- payment- Digital Token-Based, Smart Cards, Credit Cards, Electronic Wallet, E-cash, E-cheque; Risks and Precautions in Electronic Payment systems.

### Recommended Books:

1. Kalakata, Whinston : Frontiers of electronic commerce, Pearson Publication.
2. Henry Chan : E-Commerce Fundamentals and application, Wiley publication.
3. Michael P : E-Business Organizational and technical foundation Wiley Publication.
4. David : E- Commerce Strategies, Technology and applications Tata McGraw-Hill.
5. Jeffrey : Introduction to E-commerce, Tata- McGraw-Hill.
6. Sadagopan S : Management Information Systems, Prentice –Hall of India.

## FOURTH SEMESTER

### CORE COURSE

#### **MCM-C-506: INTERNATIONAL BUSINESS**

**Full Marks: 100**

**Term end: 80**

**Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objective:** *This course deals with basics of international trade and updates students about recent developments in international business in the context of Globalisation.*

**Module-I:** **Introduction:** International Trade- Definition and scope; Causes for International Business Expansion; Globalisation; Tariff and Non-tariff Barriers; Global e-business; Global Crises; FDI.

**Module-II:** **International Trade Patterns:** Balance of Payment(BOP); Organizations for International Trade Promotions; International Business Research; India's Foreign Trade; International Framework for International Trade in India, India's Export Promotion Measures.

**Module-III:** **Regulation of international business:** WTO-Objectives and Functions; Dispute Settlement Mechanism; Major Regional Trade Agreement- EC, SAPTA, NAFTA, ASEAN, BRICS; Limitations of Regional Economic Integrations.

**Module-IV:** **International Business Expansion:** Modes; Strategies for selection International Business Expansion Mode; Impact of MNEs in host countries, Emerging MNEs from rapidly developing economies; Environmental issues & Labour issues in International Business / MNCs.

#### **Recommended Books:**

1. P. Subba Rao : Introduction to International Business
2. Rakesh Mohan Joshi : International Business
3. Francis Cherunilam : Global Economy & Business environment
4. H. L. Ahuja : International Business

# MCM-C-507: PROJECT REPORT

**Full Marks: 100**  
**Project Report: 50**  
**Presentation & Viva: 50**  
**Credit: 04**  
**Contact Hours: 40**

*Objectives: The main objectives of this paper is to provide basic knowledge about the research and its practical application.*

**Module-I: Project Report – 2credits**  
**Module-II: Presentation / Seminar – 2 credits**

The students will be grouped under each faculty to do the field work and term paper / project report preparation. The projects are included for all the **4<sup>th</sup> Semester** students in the M.Com. curriculum.

The Project Report reflects the personal best in formal writing and analytical proficiency of a student, who is exposed to the theories in the class room, and after being exposed to the real life situations in the business world. This includes sentence composition, grammar, punctuation, style (the advisor / Supervisor will suggest a specific style manual), flow of ideas, accuracy, literature citations, level of thought and analysis, and overall organization. Project Reports are informative and persuasive writing because they attempt to educate the writer, the reader and society at large. The goal of the writer is not only to persuade the reader to do what is being requested, but also to make the reader believe that the solution is practical and appropriate. In persuasive writing, the case is built by the demonstration of logic and reason in the approach taken in the solution. The effectiveness of the report will depend on ability to explain the nature, context and scope of the project.

Post-graduate projects mirror Pre-doctoral thesis projects but the scope of the study and final product are usually scaled down considerably. Our discipline typically uses a four-chapter approach for theses as shown on the following page. Check with the advisor / Supervisor for additional points.

- **Cover Page etc.**
  - Cover Page
  - Advisor / Supervisor's Certificate
  - Undertakings of the Student
  - Acknowledgement
  - Table of Contents
  - Table of Graphs, Tables and Photographs
  - Abstract (1 Page): Provides a summary of the overall study. The format for the abstract usually follows these areas. Please note that you do not label the sections (purpose, methods, etc.), but you include the sentences as described below:
    - Purpose: "The purpose of this study...."
    - Methods: Usually one to two sentences on how this study was conducted and who the sample or population was.



- Results: Usually two to three brief sentences on the major findings from the study.
- Conclusion: One to two sentences on the major implications or ramifications from the study.
- **Chapter 1 – Introduction**
- **Chapter 2 – Review of Literature**
- **Chapter 3 – Analysis and Interpretation**
- **Chapter 4 – Summary of the work done, Major Findings, Observations and Conclusion**
- **Appendices:**
  - Includes copies of all correspondence, instrumentation, and other written communication used in carrying out the research.
  - Includes special lists (i.e., expert panel members, etc.).
- **References:**
  - Includes complete bibliographic information for all references cited in the text (use accepted style manual, such as APA, EPW).

***NO PLAGIARISM: A major ethical standard in research focuses on appropriately recognizing and crediting the work of others' who have contributed to the body of knowledge in a given area. Plagiarism is simply using someone else's ideas or wording without giving due credit / citation. When you present an idea in your dissertation / project report that originated from another source (written or spoken), even if you modified the wording or parts of the idea, credit to the original source should be given. The project report is a scholarly work, and as such, extensive citation from the literature is expected. As you make notes from a source, indicate clearly whether your notes are a direct quote or a paraphrased interpretation. If direct quotes are used, the page number is required for a complete citation. Plagiarism software is widely available and routinely used by professors and journal editors.***

## **ELECTIVE COURSE**

<b>Paper Code</b>	<b>Papers</b>	<b>Credit</b>	<b>Credit Hour</b>
<b>MCM-E-508</b>	Specialization Papers	<b>04</b>	40
<b>MCM-E-509</b>	Specialization Papers	<b>04</b>	40
<b>MCM-E-510</b>	Specialization Papers	<b>04</b>	40

### **GROUP- A: FINANCE & ACCOUNTING**

**MCM-E-508:** Corporate Accounting

**MCM-E-509:** Advance Management & Cost Accounting

**MCM-E-510:** Security Analysis and Portfolios Management

### **GROUP – B: MARKETING MANAGEMENT**

**MCM-E-508:** International Marketing

**MCM-E-509:** Retail Marketing

**MCM-E-510:** Consumer Behaviour and Market Research

### **GROUP – C: HUMAN RESOURCE MANAGEMENT**

**MCM-E-508:** International Human Resource Management

**MCM-E-509:** Leadership and Organizational Development

**MCM-E-510:** Career Development and Compensation Management

### **GROUP – D: ENTREPRENEURSHIP DEVELOPMENT**

**MCM-E-508:** Venture and Start Ups

**MCM-E-509:** Micro- Entrepreneurship and Financing

**MCM-E-510:** Rural Entrepreneurship

## **GROUP A: FINANCE & ACCOUNTING**

### **MCM-E-508: CORPORATE ACCOUNTING**

**Full Marks: 100**

**Term end: 80**

**Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objectives:** *To equip the students about the concepts, understanding and application of accounting principles in banking, insurance and other corporate sectors.*

**Module- I:** **Holding Company:** Concepts-Determining the types of Control, Legal Definition, and Requirement, Final Account-Consolidated Financial Statement, Consolidated Balance Sheet-Disclosure-Forms & Techniques.

**Module- II:** **Accounts of Banking Companies:** Legal Requirement-Special Features of Bank Accounting- Final Account- Profit & Loss Account, Balance Sheet-Asset Classification-NPA-Dimension & Identification-Capital Adequacy Ratio.

**Module- III:** **Accounts of Insurance Companies:** Classification of Insurance Business-IRDA-Legal Framework-Preparation of Financial Statement of Life Insurance and General Insurance Business.

**Module- IV:** **Development in Accounting:** Human Resource Accounting-Environmental Accounting-Carbon Credit Accounting-Brand Accounting-Responsibility Accounting-Social Accounting; Government Accounting.

#### **Recommended Books:**

1. P. C. Tulsian : Corporate Accounting
2. Mukharjee&Hanif : Corporate Accounting
3. S. N. Maheshwari : Corporate Accounting
4. N. Ahmed : Corporate Accounting
5. Singhal, Mittal & Ahuja : Corporate Accounting
6. K. K. Verma : Corporate Accounting

## MCM-E-509: DECISION ACCOUNTING

**Full Marks: 100**

**Term end: 80**

**Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objectives:** *To acquaint students with the accounting concepts, tools and application of accounting techniques for managerial decisions.*

**Module- I:** **Cost Concepts & Analysis:** Cost Concepts in Decision Making- Application of CVPA in Decision Making-Pricing, Product Mix, Make or Buy, Closing Down, Alternatives Course of Action.

**Module- II:** **Cost Control & Reduction:** Meaning-Elements-Techniques-Cost Reduction Program-Tools & Techniques of Cost Reduction, Advantages, Distinction between Cost Control and Cost Reduction. Activity Based Costing & Value Chain Analysis: Concepts-Steps-Application.

**Module-III:** **Standard Costing and Variance Analysis:** Types of Standards and Sources of Standard Cost Information; Evolution of Standard; Continuous Improvement; Keeping Standard Meaningful and Relevant; Variance Analysis; Disposal of Variances.

**Module- IV:** **Budget and Budgetary Control:** Budget Manual; Preparation And Monitoring Procedures of Budget; Flexible Budget; Cash Budget; Preparation of Functional Budget; Master Budget; Budget Variances; Zero Based Budgeting.

### Recommended Books:

1. Advanced Costing :Jain &Narang(Kalyani)
2. Cost Accounting : B Banerjee (World Press).
3. Principles & Practice of Cost Accounting : Mitra& Gosh (TDP)
4. Introduction to Management Accounting : Shukla (S&S)

# CM-E-510: SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

**Full Marks: 100**  
**Term end: 80**  
**Internal: 20**  
**Credit: 04**  
**Contact Hours: 40**

**Objectives:** *To acquaint the students with the knowledge, understanding about investment in securities as well as application of investment analysis for better decision making.*

**Module- I:** **Investment:** Concepts, Types, Characteristics, Objectives-Types of Investors- Investment Avenues in Indian Capital Market-Risk Associated With Investment-CAPM.

**Module- II:** **Valuation of Share:** Introduction, Features of Equity, Issues in Equity Valuation, Methods of Valuation-Relative Valuation, Efficient Market Hypothesis.

**Module- III:** **Security Analysis:** Economic Analysis, Industry Analysis, Company Analysis, and Technical Analysis.

**Module- IV:** **Portfolio Analysis:** Meaning, Portfolio Risk and Return, Optimal Portfolio, Markowitz's Model, Sharpe's Index Model. Portfolio Performance & Management- Fuzzy Theory, Behavioural Model, Growth Investing, Performance Index, Portfolio Revision.

## Recommended Books:

1. Investment Analysis & Portfolio Management- M Ranganathanam & R Mahdumati (Pearson)
2. Security Analysis & Portfolio Management- V.Avadhani (HPH)
3. Security Analysis & Portfolio Management-Jordan& Gordon (PHI)
4. Portfolio Management- Verma, Baruah & Raghunathan (TMH)

## **GROUP B: MARKETING**

### **MCM-E-508: INTERACTIVE MARKETING MANAGEMENT**

**Full Marks: 100**  
**Term end: 80**  
**Internal: 20**  
**Credit: 04**  
**Contact Hours: 40**

*Objective:* To focus on the recent trends in marketing practices.

**Module- I:** **Interactive Marketing:** Meaning and Concept; Nature and Significance; Bottom of Pyramid and Mass Marketing; Social Media Marketing-Face book, Twitter and LinkedIn.

**Module- II:** **CRM and CSR:** e-CRM – Nature, Concept, Challenges; It's Applications; e-CRM in India, Major Trends; Customer Lifetime Value; Global Scenario for e-CRM; CRM utility in India; CSR and Triple Bottom Line.

**Module- III:** **Supply Chain Management and Logistics:** SCM and Logistics – Concepts, Needs, Challenges; Value Chain Analysis, Green SCM; 6 Sigma, Total Quality Management – Concept, Need, Significance.

**Module- IV:** **Marketing Legislation:** Marketing Legislation with respect to Consumer Rights, Patent, Copyrights, Intellectual Property Rights and Competition.

#### **Recommended Books:**

1. Rob Stokes E-Marketing : The Essential guide to Digital Marketing
2. Connor, Galvin Evans : Electronic Marketing
3. Hugo, Michael : Essentials of Supply Chain Management.

**Full Marks: 100**  
**Term end: 80**  
**Internal: 20**  
**Credit: 04**  
**Contact Hours: 40**

**Objective:** *To acquaint the students with the advances of Marketing of Services and expose the students to current trends in marketing of services.*

**Module-I:** **Services Marketing:** Meaning of Service; Importance of Service Marketing; Services Marketing Mix, Differences between Goods and Services Marketing; Trends in The Development of Service Marketing in the Post Reforms Period; Challenges of Service Marketing.

**Module-II:** **Service Quality dimensions** – Strategies of Service Quality Dimensions; Models of Service Quality– GAPS and SERVQUAL; Internal Marketing; Value and Practices; External Marketing; Relationship Marketing, Usage of Technology in Services Marketing.

**Module-III:** **Marketing of Financial Services:** Introduction to Marketing of Financial Services; Marketing of Mutual Funds; Marketing Services in Insurance. Marketing of Banking Services; Marketing Mix of Banking Services; Technology in Banking Services.

**Module-IV:** **Marketing of Other Services:** Marketing of Tourism, Hospitality, Hospital, Education; General Agreements of Trade in Services (GATS).

**Recommended Books:**

1. M.K. Rampal, S.L. Gupta: Service Marketing Concepts, Applications and cases: Galgotia Publishing Company, New Delhi.
2. Hoffman: Services Marketing, Thomson.
3. Mohan Rao, R.L. Hyderabad: Financial services – Text, Cases and Strategies
4. Gurusamy: Financial Services and Markets, Thomson
5. J. Owen Stalson: Marketing Life Insurance; McCahan Foundation Publications.
6. Avadhani, VA: Marketing of Financial Services; Himalaya Publishing House.
7. Zeithaml, VA, MJBitner: Service Marketing (McGraw Hill)
8. Ravi Shankar: Service Marketing – The Indian Experience (South Asia Publication)

# MCM-E-510: CONTEMPORARY MARKETING PRACTICES

**Full Marks: 100**  
**Term end: 80**  
**Internal: 20**  
**Credit: 04**  
**Contact Hours: 40**

**Objective:** *To acquaint the students with theory and practices of contemporary marketing management.*

**Module-I:** **Marketing Philosophies:** Marketing Philosophy and Ethics; Segmenting, Targeting and Positioning - responding to competition; Perspectives on Globalization; Porter, Prahalad and Hamel Models.

**Module-II:** **Marketing Intelligence and Information System:** Components of Marketing Information System(MkIS); Market Research-Process-Data Collection-Scaling Techniques-Data Analysis-Reports-Marketing Research Ethics; Commercial Intelligence and Espionage.

**Module-III:** **Trends in Marketing Distribution:** Distribution Channels and its Management; Direct Marketing; E-Retailing; Supply Chain Management; Logistics; Inventory; Business Agility – A Case Study of Soft Drink Slump in Early 2000.

**Module-IV:** **Global Marketing:** Global Environment and Strategy; Global Culture and Ethics; Product Price; Communication; Export Procedure; Trends in Export-Import; International Technology Transfer and Counter Trade, Guerilla Marketing.

## Recommended Books:

1. AMA Code of Ethics
2. Marketing Research Society of Indian Code of Conduct.
3. Beri. G.C. :Marketing Research McGraw Hill, New Delhi.
4. Bajaj, Tuli&Verma, :Marketing Research, Oxford University Press, New Delhi.
5. Sinha. P.K. &Dwarika Prasad: Marketing Research, Oxford University Press.
6. Justin Paul &Ramneek Kapoor: International Marketing, Tata McGraw Hill.
7. Kardes Frank, :Consumer Behaviour and Managerial Decision Making, PHI.
8. Keifer Lee & Steve Carter :Global Marketing Management, Oxford.
9. UshaKiranRai, :Export Import and Logistics Management, PHI.



## **GROUP C: HUMAN RESOURCE MANAGEMENT**

### **MCM-E-508: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

**Full Marks: 100**

**Term end: 80**

**Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objective:** *To enable student to understand various emerging issues and realities in Human Resource Management over the world.*

**Module - I:** **Introduction:** International Human Resource Management- Concept and Benefits; Challenges of Human Resource Management- Global Perspective; Procedures and Trend of Recruitment, Selection and Training in MNCs / TNCs.

**Module - II:** **Employee Management:** Managing Employee Turnover in MNCs / TNCs; Brain-drain and Brain-Gain; Employee Stress and its management, Cadre conflict, Bossism at work place, Human Resource Accounting, Talent Management and Concept of Go Global.

**Module - III:** **Human Resource Information System:** Human Resource Information System for Effective Management, Employer Brand Management, Impact of Rapid Technological, Economical and Legal Changes on HRM strategy.

**Module - IV:** **Global Issues of Human Resource Management:** Management of Cross-Cultural Dynamics, Growing Numbers of Women and Minority Ethnic Workers, Impact of Low Birth Rate on Human Resource, Low Level Works- Few Workers Situation, Workers And Moral Education, Replacement of Workers by Robots and Machines, Balancing Work and Life.

#### **Recommended Books:**

1. Mammoria&Gankar: Personnel Management: text & cases, Himalaya
2. VSP Rao: Human Resource Management, Text & Cases – Excel Books
3. Dessler, Gary: Human Resource Management, PHI
4. Venkataratnam: Personnel Management & Human Resource, Tata McGraw
5. Michael Salomon: Industrial Relations Theory & Practice, PHI
6. Mammoria&Mammoria: Dynamics of Industrial Relations, Himalaya
7. Flippo, Edwin B: Personnel Management, McGraw Hill, Tokyo.

# MCM-E-509: LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT

**Full Marks: 100**

**Term end: 80**

**Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objective:** *To enable student to understand various emerging issues and realities in leadership and organizational development over the world.*

**Module - I:** **Introduction to Leadership** - Leadership, Power and Influence; Theories of Leadership – Traits Theories, Behaviouristic Theories, Contingency Theories; Transformational Leadership, Leadership and Values; Leadership Skills - Building Technical Competency, Advanced Leadership Skills, Team Building, Building High Performance Teams.

**Module - II:** **Conflict and Negotiation** - Nature and Process of Conflict, Levels of Conflict – Intra-individual, Interpersonal Conflict, Johari Window, Intergroup Conflict, Inter-organizational Conflict. Conflict Resolution; Organizational Culture.

**Module - III:** **Organisation Development (OD):** Concept and Process. Assumptions and values; Foundations of OD. Emergence of OD as an Applied Behavioural Science, OD-HRD Interface; Organisational Diagnosis & Change: Typology of Organisations, Techniques of Organisational Diagnosis: Questionnaires, Interviews, Workshops, Task-Forces and other methods. Action Research.

**Module - IV:** **Renewal and Development:** Planned Change. Organisational Growth and its implication for change; OD Interventions: Structural Interventions: Work Redesign, Work Modules, Quality of Work Life (QWL), Management by Objectives (MBO), Quality Circles (QC).

## Recommended Books

1. Hughes, Ginnett, Curphy- Leadership, Enhancing The Lessons of Experience; Tata McGraw Hill
2. Yukl G - Leadership in Organisations (Pearson)
3. West Michael - Effective Team Work (Excel Books)
4. Sadler Philip - Leadership(Crest Publishing House)
5. French,W.L. and Bell, C.H., Organisation Development,Prentice-Hall, New Delhi.
6. Hackman, J.R. &Senttle, J.L. Improving Life at Work:Behavioural Science, Approach to Organisational Change,Goodyear, California.
7. Harvey, D.F. and Brown, D.R., An Experimental Approach to Organization Development, Prentice-Hall, Englewood Cliffs, N.J.
8. Huse, FE and Cummings, T.C., Organization Development and Change, West, New York.

# MCM-E-510: CAREER DEVELOPMENT & COMPENSATION MANAGEMENT

**Full Marks: 100**

**Term end: 80**

**Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objective:** *To equip students with various theoretical and practical knowledge involved in career, compensation and development management*

**Unit-I:** **Career Management:** Concept of Career; Career Anchors; Elements of a Career Planning Program; Individual Assessment and Need Analysis; Organizational Assessment and Opportunity Analysis; Need Opportunity Alignment; Career Counseling; The Benefits of Career Planning to an Organization and a Worker; Issues in Career Planning; Career Development Cycle; Career Path

**Unit-II:** **Development Management:** Training and assessments of Training needs; Evaluation of the Training Program; Management Development- Concept, Objectives, Process and Methods of Management Development; Evaluating a Management Development Program; Training vs Development.

**Unit-III:** **Performance Appraisal:** Concept, Objectives and Uses of Performance Appraisal; Performance Appraisal Process; Performance Appraisers; Performance Appraisal Methods; Pitfalls in Performance Appraisal; Ethics of Performance Appraisal.

**Unit-IV:** **Compensation Management:** Job Evaluation- Definition, Objectives, Process and Techniques; Compensation Administration- Concept and governing Principles; Different Concepts of Wages; Basic Wage Fixation Plans; National Wage Policy; Incentive- Concept, Types and Guidelines; Employee Benefits- Concept and Objectives.

## Recommended Books:

1. Dynamic Personnel Administration – M.N.Rudrabasavraj.
2. Human Resource Management – P. C. Pardeshi
3. Human Resource Management – Mirza&Zaiyadin
4. Human Resource Management – Gary Dessler
5. Personnel Management – C. B. Mammoria
6. Human Resource Management, Text & Cases – Excel Books, 2005 - VSP Rao
7. Human Resource Management, PHI, 2005 - Dessler, Gary.
8. Personnel Management & Human Resource, Tata McGraw Hill, 2004- Venkataratnam.

# **GROUP D: ENTREPRENEURSHIP DEVELOPMENT**

## **MCM-E-508: VENTURE AND START UPS**

**Full Marks: 100**

**Term end: 80**

**Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objective:** *To make the students enlightened with respect to various aspects of setting up a new venture.*

**Module -I:** **From Idea To Opportunity For Venture Creation:** Creativity and its Process- Techniques of generating Idea - creating, shaping and recognizing opportunity- Screening Business Opportunities & Ideas; Safeguarding the idea; Patent-trademark-Registered design-copyright; What & why of start ups.

**Module -II:** **From opportunity to Business Plan:** What need to start a business-business plan: creating and starting a venture; Important, scope and value of a business plan to investor, lenders, employers, suppliers and customer - Importance and function of Networking - Team Building - Alliance and Entrepreneurial leadership; Critical Factors for Venture development; Elements of a Business Plan; Planning and evaluation of Business plan.

**Module -III:** **New Venture and Marketing Research:** Marketing Research – Purpose – Objectives – gathering secondary & primary data – Interpretation & reporting; Developing Marketing Concept - Consumer Behaviour-Marketing Research in pre-startup phase; Marketing stages for Growing Venture- Marketing Planning – Telemarketing – Internet – Acquisition and Franchising- Pricing Strategies.

**Module -IV:** **Financing & Financial Analysis of Venture:** Forms of Business in Perspective – Importance & understanding of key Financial Statements – Balance Sheet – Income Statement – Cash Flow & Fund Flow Statement – Capital Budgeting – Break Even Analysis – Ratio Analysis; Financing New Venture; Meaning, nature and significance of Venture Capital, Venture-Capital Process; Stages of Venture Funding – Venture Capital Decision Process –Startup & beyond.

### **Recommended Books:**

- 1) ThaKuratko & Hodgett: Entrepreneurship Theory, Process & Practice.
- 2) Paul Burns - Entrepreneurship& Small Business – Startup Growth & Maturity.
- 3) Mayer &Crame: New Venture Creation: An Innovators Guide to Entrepreneurship, Sage.
- 4) Entrepreneurship – Robert Hisrich, Michael Peters & Dean Shepherd, Ed-8.

## MCM-E-509: MICRO- ENTREPRENEURSHIP & FINANCING

**Full Marks: 100**

**Term end: 80**

**Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objective:** *To highlight the issues concerned with the performance of NBFCs and MFIs in developing MSMEs.*

**Module- I:** **Micro Entrepreneurship:** Definition, characteristics, types, importance, Problem and prospects, Poverty and Micro-entrepreneurship, Women and Micro-entrepreneurship, Social Entrepreneurship.

**Module - II:** **Micro-enterprises:** Definition and characteristics; SHGs; ME activities - handloom and handicraft, agricultural and food processing, service; Management of MEs; Financial Sources – Institutional and non-institutional; Problems faced; Current Scenario.

**Module - III:** **Institutional Financing:** Banking – Commercial Bank, Cooperative bank and Rural banks; Non-Banking – NBFCs, NABARD, SIDBI etc.; Micro-Finance Institutions - Delivery models, Issues relating to the emerging microfinance services; Main challenges.

**Module - IV:** **Non-Institutional Financing:** Meaning, Definition; Types – Indigenous bankers, landlords, Chit-funds, friends and relatives etc.; Problems and concerns; Govt. initiatives and RBI guidelines.

### **Recommended Books:**

1. Jafor Ali Akhan, Non-Banking Financial Companies (NBFCs) in India: Functioning & Reforms, New Century Publications; New Delhi
2. Statutory Guide For Non- Banking Financial Companies (Paperback); Taxmann Publishing
3. S. M. Feroze, Microfinance in India: A Performance Evaluation – New Century Publications, New Delhi
4. Beatriz Armendariz & Jonathon Morduch, The Economics of Microfinance, MIT Press
5. Microfinance India, Sage India
6. Madhubala Swami, Urban Microfinance, Notion Press
7. Ahmad Rais, Microfinance in India, Mittal Publications
8. PrabhuGhate, Indian Microfinance: The Challenges of Rapid Growth Paperback, Sage.
9. K. R. Murugan, Self Help Groups And Women Empowerment, Regal Publications

## MCM-E-510: RURAL ENTREPRENEURSHIP

**Full Marks: 100**

**Term end: 80**

**Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objective:** *The paper aims to introduce rural banking to the students to make them understand about the problems, issues, challenges and opportunities of rural entrepreneurship.*

**Module I:** **Rural Entrepreneurship:** Meaning, and Definition; Level of Indian Rural Entrepreneurship - It's contribution to Indian G.D.P.; Urban Entrepreneurs and Rural entrepreneurs; Social image of a Rural Entrepreneur – importance, Need and scope of improvement; Govt. policy and programme and Industrial policy - resolutions - five year plans.

**Module II:** **Social Entrepreneurs:** Defining Social Entrepreneurship, their role and importance in developing Rural Sector; SE Terrain - Sector Studies; Real-Life Social Enterprises (Cases); Measuring Social Impact; Governance of Social Enterprises.

**Module III:** **Rural Industrial Sectors:** Khadi and village industries; Handicraft and Rural artisans; and Agricultural and food Processing; Sericulture, Animal Husbandry etc.

**Module IV:** **Developing Rural Entrepreneurship, Problems and Constraints:** Managing entrepreneurial skill identification and selection; E.D.P, Rural institutional infrastructure, Managerial Skill development and Follow up services; GO and NGO's role; Problems and Constraints faced by Rural Entrepreneurs.

### Recommended Books:

1. Grass root Entrepreneurship : N. Lalitha
2. Rural Entrepreneurship Development in Liberalised Era : Amit Kumar Dwivedi & Anita Sukhwai
3. Unleashing Rural Entrepreneurship Hardcover : B M Singh , K V N Namboodir
4. Entrepreneurship Development And Small Business Enterprise Paperback : Poornima M Charantimath

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# **REGULATIONS RELATING TO CHOICE BASED CREDIT SYSTEM (CBCS)**

**(As per the Clause 42, of the Rajiv Gandhi University Act, 2006, No. 8 of 2007)**

These Regulations shall be called as Regulations on Choice Based Credit System of the Rajiv Gandhi University (in short it shall be abbreviated as CBCS) which shall apply to all postgraduate degree, diploma and certificate programmes awarded and conferred under the Rajiv Gandhi University, Rono Hills, Doimukh. However, admission, attendance, academic calendar, semesters, academic programme, internal assessment and any other matters which are not covered under these Regulations shall be as per the existing Ordinances and Regulations on semester system.

## **1. Credit Based Semester System**

Under the Credit Based Semester System (in short it shall be abbreviated as CBSS), the requirement for awarding and conferring of a degree or diploma /or certificate is prescribed in terms of number of credits to be completed by the students.

## **2. Course**

- a. Usually a Course refers to ‘paper’ and is a component of an academic programme. Every Department shall offer Core Courses and Departmental Elective Courses as per the existing Ordinances and Regulations.
- b. Every Department shall also offer an Open Elective Courses, which may be:
  - i. Providing an expanded scope,
  - ii. Of trans disciplinary nature,
  - iii. Enabling an exposure to some other discipline/or domain; and
  - iv. Nurturing student’s proficiency and skill.

The student has to register for one (1) open elective course during the III Semester of the academic programme, except for those open elective courses which are offered by the parent Department. The intake capacity in this course may be decided at Departments/Centers/Institutes level in commensurate with number of application form received, thereof. There shall be a minimum of 20 credits per semester and shall be a maximum of 4 modules in a course of theoretical nature.

## **3. Choice Based Credit System**

The Choice Based Credit System (in short it shall be abbreviated as CBCS) provides choice for students to select from an Open Elective Courses offered by other Departments/Centers/Institutes. Immediately after joining a programme, the student shall fill up an Open Elective Course Application Form in duplicate for his/her parent Department/Centers/Institutes; and the offering Department respectively, which shall have to be signed by Student Advisor and the respective Head/Chairman/Director. Late registration/or permission for Elective Courses shall be allowed up to two weeks after the commencement of semester. Withdrawal from the course shall be permitted within two weeks from the date of commencement of classes.

#### 4. Student Advisor

Each Department/Centre/Institute shall have a Student Advisor(s) who shall advise, assist and advise students about choosing of an Open Elective Courses. Each Department/Centre/Institute shall prepare a Student Handbook which shall contain a list of Core Courses, Elective Courses and Open Elective Courses.

Each course of a particular programme shall have a distinct course code, course title, credits assigned, maximum marks, contact hours for teaching of theory per week; and contact hours for practical per week.

#### 5. Course Coding

Each course code shall adhere to the following naming convention:

Academic Programme	Type of Course	Course Code Series
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- i. Academic Programme is represented by a 3-letter code, like, MCM for M.Com, PHY for M.Sc. Physics, etc.
- ii. The Type of Course is represented by a single letter like; C for Core, E for Departmental Elective and O for Open Elective respectively.
- iii. The Course Code Series of a given academic programme shall adhere to the following convention:

Academic Year	Course Code Series	Illustration
First Year Post Graduate	4XX	M.A. First Year 400 series
Second Year Post Graduate	5XX	M.A. Second Year 500 series
Post Graduate	6XX	M.Phil First Year

For example, a course in M.A. II Year shall be coded as HISC412 where HIS stands for History, C stands for a Core Course and 412 indicate that it is an I Year Course.

#### 6. Credit Allotment

- i. Credit Point indicates that it is the product of grade point and number of credits for a course.
- ii. The credit refers to weightage given to a course. Each course/paper for the academic programme shall be measured in terms of credit where one credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week for one semester. There shall be a maximum of 4 credits in each course/paper of theoretical nature.
- iii. Every open elective course offered by all Departments/Centers/Institutes shall have 4 credits uniformly, whatsoever.

#### 7. Grade Point

It is a numerical weight allotted to each letter grade on a 10-point scale. Each degree programme shall have a minimum specified credit requirement. The minimum credit requirements shall also be specified separately for different categories of courses, i.e., Core Courses, Department/Centre/Institute Elective and Open Elective Course.



## 8. Semester Grade Point Average

It is a measure of performance of work done in a semester. It is ratio of total credit points secured by a student in various courses registered in a semester and the total course credits taken during that semester shall be expressed up to two decimal places.

## 9. Letter Grades and Grade Points

% of Marks	Grade Point	Division	Letter Grade
90-100	10	First	O (Outstanding)
80-less than 90%	9	First	A+ (Excellent)
70- less than 80%	8	First	A (Very Good)
60- less than 70%	7	First	B+ (Good)
50- less than 60%	6	Second	B (Average)
45- less than 50%	5	Pass	P (Pass)
44 and less	0	Fail	F (Fail)
Absent	0		Ab (Absent)

This table is applicable for those courses with 45% marks for passing a course.

## 10. Computation of Semester Grade Point Average and Cumulative Grade Point Average

- i. The Semester Grade Point Average (in short it shall be abbreviated as SGPA) is the ratio of sum of the product of the number of credits with the grade points scored by a student in all courses and sum of the number of credits of all courses undertaken by a student shall be calculated in the following manner:
- ii. **SGPA ( $S_i$ ) =  $\Sigma(C_i \times G_i) / \Sigma C_i$**   
Where  $C_i$  is the number of credits of the  $i^{\text{th}}$  course and  $G_i$  is the grade point scored by the student in the  $i^{\text{th}}$  course.
- iii. The Cumulative Grade Point Average (in short it shall be abbreviated as CGPA) is also calculated in the same manner taking into account all courses undertaken by a student in all semesters of a programme shall be calculated in the following manner:
- iv. **CGPA =  $\Sigma(C_i \times S_i) / \Sigma C_i$**
- v. Where  $S_i$  is the SGPA of the  $i^{\text{th}}$  semester and  $C_i$  is the total number of credits in that semester.
- vi. The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the grade card/or certificate.

## 11. On Grade Card

Grade Card issued at end of each Semester shall contain the following:

- i Course Code & Title
- ii Credits Earned
- iii Grade Point
- iv Credit Distribution
- v SGPA
- vi CGPA

## **12. Grade Card or/Certificate**

Based on the grades earned, a grade certificate shall be issued to all the registered students after every semester. The grade certificate shall display the course details; (code, title, number of credits, grade secured) along with SGPA of that semester and CGPA earned till that semester. The details of grading system shall be mentioned in the overleaf of the Grade Card or/ Certificate.

## **13. Awarding of Ranks**

The rank(s) shall be awarded after completion of the course at the end of the final semester examination on the basis of CGPA. If two or more students secure the same CGPA, the student with highest of total marks obtained across all semesters shall be selected for ranking.

## **14. Removal of Difficulties**

Notwithstanding anything contained in the provision of this Regulations, the Vice-Chancellor may take such measures as may be necessary for removal of difficulties subject to ratification by the Academic Council.

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**Illustration**

**Illustration of Computation of SGPA and CGPA and Format for Transcripts**

(i) Computation of SGPA and CGPA

***Illustration for SGPA***

Course	Credit	Grade letter	Grade point	Credit Point (Credit x Grade)
Course 1	3	A	8	3 X 8 = 24
Course 2	4	B+	7	4 X 7 = 28
Course 3	3	B	6	3 X 6 = 18
Course 4	3	O	10	3 X 10 = 30
Course 5	3	C	5	3 X 5 = 15
Course 6	4	B	6	4 X 6 = 24
	20			139

Thus, SGPA =  $139/20 = 6.95$

***Illustration for CGPA***

<b>Semester 1</b>	<b>Semester 2</b>
Credit : 20 SGPA:6.9	Credit : 22 SGPA:7.8
<b>Semester 3</b>	<b>Semester 4</b>
Credit : 25 SGPA: 5.6	Credit : 26 SGPA:6.0
<b>Semester 5</b>	<b>Semester 6</b>
Credit : 26 SGPA:6.3	Credit : 25 SGPA: 8.0

Thus, CGPA =  $\frac{20 \times 6.9 + 22 \times 7.8 + 25 \times 5.6 + 26 \times 6.0 + 26 \times 6.3 + 25 \times 8.0}{144} = 6.73$

Grade Card (Format): Based on the above recommendations on Letter Grades, Grade Points and SGPA and CGPA, the University may issue the Grade Card for each semester and a consolidated Grade Card indicating the performance in all semesters.

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**RAJIV GANDHI UNIVERSITY  
Rono Hills, Doimukh-791112  
Arunachal Pradesh, India**

**Application Form for Registration for Open Elective Courses**

1. Name of Student:.....
2. Name of Department /Institute: .....
3. Dept. Roll Number: ..... Semester:.....
4. RGU Registration Number .....
5. Department /Institute offering Open Elective Course: .....
6. Open Elective Course with Code .....

Signature of Student

Signature of Student Advisor

Signature of Head of the Department with seal

**Accepted / Not Accepted**

Signature of Head of Department / Institute (with Seal) offering the Open Elective Course

\_\_\_\_\_  
*Copy 1: to be submitted to Head, Department of \_\_\_\_\_ (Parent Department), RGU.*

*Copy 2: to Department where student is applying for Open Elective Course*