

# **SYLLABUS**

**MASTER IN COMMERCE (M.COM.)**



**DEPARTMENT OF COMMERCE  
RAJIV GANDHI UNIVERSITY  
RONO-HILLS: DOIMUKH  
(W.E.F-2019-20)**

# **MASTER OF COMMERCE (M.COM.)**

## **Course Structure with Effect from 2019-20**

### **(Under Choice Based Credit System)**

#### **BRIEF OUTLINE**

The M. Com. Course (Syllabus) under Choice Based Credit System (CBCS) has been designed keeping in view the changing scenario of the present education system in the 21<sup>st</sup> Century and as per the University Grants Commission (UGC) guidelines. The content of the syllabus is prepared on the basis of the current industrial demands to promote entrepreneurs, professionals and competitive skills in teaching and research.

#### **AFFILIATION**

The M.Com. program shall be governed by the Department of Commerce, Faculty of Commerce and Management, Rajiv Gandhi University, Rono Hills, Doimukh – 791112 (Arunachal Pradesh).

#### **PROGRAM OBJECTIVE**

The primary objective of the Master in Commerce (M.Com.) program is to mentally prepare the students to learn various courses/ subjects in the domain of Commerce and Business which is an interdisciplinary and integration of courses covering various domains like Accounting, Management, Finance, Taxation, Law, Marketing, Human Resource, Economics, Statistics, Information & Communication Technologies, Entrepreneurship, etc. leading to a post-graduate degree. Other specific objectives are as follows:

1. To provide a conducive environment that holistically engages post-graduate students through an all- encompassing knowledge impartation;
2. To widen the scope and depth of the courses enabling the post-graduate students to undertake job or employment, further studies and research in commerce/ business / trade / industry, and its allied areas on multiple disciplines concerned with the former;
3. To acquire a sound and advanced theoretical knowledge and skill with respect to various discipline specific areas;
4. To acquainting the post-graduate students with recent and contemporary practices and knowledge;
5. To encourage the post-graduate students to acquire a range of skills through ability enhanced courses which are helpful in employment, internships, and social activities;
6. To identify, formulate and analyse commerce and business problems, and to develop and test innovative solutions which will enable the post-graduate students to be future ready management leaders and industry-accepted personnel who are ethical, compassionate and above all efficient.
7. To focus on the character building of students, development of holistic personality, values and ethics, etc. through the teaching learning process so that they become good global citizens

## PROGRAM OUTCOME

All the courses are designed keeping in view the employability, research, and innovation in the field of Commerce and Business. The learning outcome for each course has been carefully designed to help students to have experiential learning in various domains of Commerce discipline. The specific outcomes of the said program are:

1. A student will gain:
  - a. Disciplinary knowledge
  - b. Analytical skill
  - c. Communication skill
  - d. Critical and innovative thinking
  - e. Problem identification, problem analysis and problem solving skill
  - f. Research Oriented skill
  - g. Information and Communication Technology (ICT) and digital literacy
  - h. Self-directed Learning
  - i. Moral and Ethical Awareness/Reasoning with a holistic personality
  - j. Lifelong Learning
  
2. Each Post-Graduate in commerce should be able to:
  1. Demonstrate extensive and coherent knowledge of commerce and its applications in real business world;
  2. Understanding of various concepts and theories providing strong academic foundation;
  3. Demonstrate educational skills in areas of Marketing, Finance, Accounting, HR, Tax, Economics, Entrepreneurship and several other branches of Commerce;
  4. Acquire various soft skills (like communication, organizing, and analytical) required to manage complete business situation as well as life situations;
  5. Apply knowledge, understanding, and skills to identify the difficult/unsolved problems in rapidly changing environment and to collect the required information from possible range of sources and try to analyze and assess these problems using appropriate methodologies;
  6. Fulfill one's learning requirements to provide an insight of research and advanced knowledge in Commerce and interdisciplinary areas while seeking research pursuits;
  7. Apply one's disciplinary knowledge and transferable skills to new/unfamiliar contexts, rather than replicate curriculum content knowledge, to identify and analyze problems and issues and solve complex problems with well-defined solutions;
  8. Good value systems leading to high ethical and moral conduct in society at large; Competencies and attitudes; and Ethical Values.

## OUTLINE OF THE COURSE

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

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

For the two-year course, there will be 20 papers with five papers in each semester. Each paper carries four modules with four credits. Students have to acquire 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 includes three choices of Discipline Specific Courses (specializations) and the students are to opt / select any one group of the Discipline Specific Courses (specializations) as per their interest during 3<sup>rd</sup> semester. The student opting for a specialisation in 3<sup>rd</sup> semester will have to continue in the same specialisation in the 4<sup>th</sup> semester. To enable the students to enhance their ability, 4 (four) Ability Enhancement Courses (AEC) has been designed to cope with the demands of the contemporary business requirements. 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, Generic / Open paper is offered (choice based) for 3<sup>rd</sup> semester students from other departments. However, the courses offered in the specialization category will be notified at the beginning of the 3<sup>rd</sup> Semester, subject to the availability of infrastructure and teaching faculty.

1. There will be 4 lecture hours of teaching, per week, for each paper.
2. The course includes -
  - a. 7 (seven) papers under Core Course,
  - b. 8 (eight) papers under 3 (three) alternative specialised groups of Discipline Specific Courses viz.,
    - i. Group – A: Accounting and Finance,
    - ii. Group – B: Marketing Management,
    - iii. Group – C: Human Resource Management.
  - c. 4 (four) papers under Ability Enhancement Course and
  - d. 1 (One) paper under Open / Generic Course,

## PROGRAMME STRUCTURE

<b>SEME-STER</b>	<b>Type of Course</b>	<b>Paper Code</b>	<b>Paper Title</b>	<b>Credit of the Course</b>	<b>Lecture Hrs.</b>
<b>I</b>	<b>Core Courses (CC)</b>	<b>MCM-C-401</b>	Indian Financial System	04	40
		<b>MCM-C-402</b>	Organisational Theory & Behaviour	04	40
		<b>MCM-C-403</b>	Managerial Economics	04	40
		<b>MCM-C-404</b>	Advanced Functional Management	04	40
	<b>Ability Enhancement Course (AEC)</b>	<b>MCM-A-405</b>	Business Statistics & Research Methods	04	40
<b>II</b>	<b>Core Courses (CC)</b>	<b>MCM-C-406</b>	Business Ethics & Corporate Governance	04	40
		<b>MCM-C-407</b>	International Business	04	40
		<b>MCM-C-408</b>	Strategic Management	04	40
	<b>Ability Enhancement Courses (AEC)</b>	<b>MCM-A-409</b>	Tax Planning & Management	04	40
		<b>MCM-A-410</b>	Entrepreneurship & Skill Development	04	40
<b>III</b>	<b>Discipline Specific Courses (DSCs)</b>	<b>MCM-E-501</b>	Group – A Accounting and Finance Group – B Marketing Management Group – C Human Resource Management	04	40
		<b>MCM-E-502</b>	Group – A Accounting and Finance Group – B Marketing Management Group – C Human Resource Management	04	40
		<b>MCM-E-503</b>	Group – A Accounting and Finance Group – B Marketing Management Group – C Human Resource Management	04	40
		<b>MCM-E-504</b>	Group – A Accounting and Finance Group – B Marketing Management Group – C Human Resource Management	04	40
	<b>Open / Generic (OC)</b>	<b>MCM-O-505</b>	Start Up & Skill Development	04	40
<b>IV</b>	<b>Discipline Specific Courses (DSCs)</b>	<b>MCM-E-506</b>	Group – A Accounting and Finance Group – B Marketing Management Group – C Human Resource Management	04	40
		<b>MCM-E-507</b>	Group – A Accounting and Finance Group – B Marketing Management Group – C Human Resource Management	04	40
		<b>MCM-E-508</b>	Group – A Accounting and Finance Group – B Marketing Management Group – C Human Resource Management	04	40
		<b>MCM-E-509</b>	Group – A Accounting and Finance Group – B Marketing Management Group – C Human Resource Management	04	40
	<b>Ability Enhancement Course (AEC)</b>	<b>MCM-A-510</b>	Corporate Legal Framework	04	40
<b>Total</b>				<b>80</b>	<b>800</b>

**GROUP – A: ACCOUNTING AND FINANCE**

Semester – III		Semester - IV	
Paper Code	Paper Title	Paper Code	Paper Title
MCM-E-501	Accounting Theory & Financial Reporting	MCM-E-506	Advanced Cost and Management Accounting
MCM-E-502	Strategic Financial Management	MCM-E-507	Security Analysis and Portfolio Management
MCM-E-503	Accounting for Planning and Control	MCM-E-508	Corporate & Environmental Accounting
MCM-E-504	Working Capital Management	MCM-E-509	Corporate Reporting Practices

**GROUP – B: MARKETING MANAGEMENT**

Semester – III		Semester - IV	
Paper Code	Paper Title	Paper Code	Paper Title
MCM-E-501	Product & Brand Management	MCM-E-506	Marketing of Services
MCM-E-502	International Marketing	MCM-E-507	Contemporary Marketing Practices
MCM-E-503	Consumer Behaviour & Market Research	MCM-E-508	Agricultural and Rural Marketing
MCM-E-504	Customer Relationship Management	MCM-E-509	Retail Marketing

**GROUP – C: HUMAN RESOURCE MANAGEMENT**

Semester – III		Semester - IV	
Paper Code	Paper Title	Paper Code	Paper Title
MCM-E-501	Human Resource Planning & Development	MCM-E-506	Dynamics of Industrial Relations
MCM-E-502	Labour Legislations in India	MCM-E-507	Employee Welfare & Social Security
MCM-E-503	International Human Resource Management	MCM-E-508	Human Resource Information System & Control
MCM-E-504	Management of Compensation	MCM-E-509	Performance & Career Management

**SCHEME OF EXAMINATIONS**

1. English shall be the medium of instruction for the examination.
2. Examinations shall be conducted at the end of each Semester as per the Academic Calendar notified by the University.
3. Duration of examination of each paper shall be 3 hours.
4. Each paper will be of 100 marks out of which 80 marks shall be allocated for End-Semester examination and 20 marks for internal assessment.
5. There shall be three internal assessments / tests during a semester. Out of the three; students are required to secure the qualifying marks in at least two assessments / tests (qualifying mark in 9 out of 20). The average of the best two sessional assessments/ tests marks shall be considered for final award of marks.
6. End-Semester Examination Questions Pattern (80 marks): as per University Examination Ordinance.
7. **The Final Certificate of M.Com. must clearly mention the Specialisation or Discipline Specific Course opted by the students.**
8. All the academic matters relating to the examination will be governed by the Examination Ordinance, in force, of the Rajiv Gandhi University.

## MCM-C-401: INDIAN FINANCIAL SYSTEM

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

**Objective:** *The purpose of this course is to equip the students with an understanding of the financial system, its constituents, the principles on which it operates, inter linkages and regulatory concerns.*

**Outcome:** *After completing the course the students will be expected to have an overview of the Indian financial system, its constituents, the principles on which it operates, and regulatory frameworks.*

**MODULE I: Financial System:** Evolution and growth; Indian Financial System- growth; nature; composition; Reforms in Indian Financial System; Recent trends and Emerging issues in IFS.

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

**MODULE III: Financial Institutions:** Importance, Structure and Classification of Financial Institutions in India- Banking Institutions- Structure of Indian Banking institutions; Regulation of Indian Banks; Non-Banking Institutions- Structure of NBFIs in India; Regulation of NBFIs; Micro Finance Institutions; Financial Inclusion; Emerging issues in Banking and Non- Banking.

**MODULE IV: Financial Services:** Importance and Classification; Asset Based Services in India; Venture Capital; Mutual Funds, Factoring, Forfaiting, Leasing, Securitization; Fee based Services in India– Merchant Banking, Credit Rating, Stock Broking; Regulatory framework for financial services.

### REFERENCES

1. Avadhani, V.A.: Indian Capital Market
2. Avadhani, V.A: Investment and Securities Market in India
3. Bharti V. Pathak: Indian Financial System
4. Gordon and Natarajan: Financial Market and Services
5. Gurusamy, Financial Markets and Institutions, Tata McGraw Hill.
6. L.M. Bolley: Financial Institutions and Markets
7. M Y Khan, Indian Financial Systems, Tata McGraw Hill.
8. S. C Bihari, Indian Financial System, International Book House Ltd
9. Srivastava, R. M.: Managing of Financial Institutions
10. Tandon and Tandon: Indian Economy
11. Varshney and Mittal: Indian Financial System
12. Vasant Desai: Indian Financial System and Development

# MCM-C-402: ORGANISATIONAL THEORY & BEHAVIOUR

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

**Objective:** *To help students to understand the value of being able to study organizations from different theoretical angles and improve their ability to understand how a person acts in an organizational set up.*

**Outcome:** *After completing the course the students will be expected to:*

- *have an overview of key themes, concepts and discussions in organisation theory*
- *understand, explain and in a critical way use core concepts and theories within organisation theory.*
- *Analyse and identify personal dimensions of personality, perception, attitude, job satisfaction, motivation and learning as well as group and group dynamics.*
- *Evaluate the developments of basic concepts & theories of leadership, power & politics.*

**MODULE I: Organization Theories:** Organisational Theories - Classical, Neo-classical and Contemporary; Authority, Power, Status, Formal and Informal Structure; Bureaucratic structure; Boundary Less organisation; Flat and Tall structures; Individual Behaviour-Values, Attitudes, Personality, Emotions, and Learning.

**MODULE II: Group Decision Making and Communication:** Concept and nature of decision-making process; Individual versus group decision making; Nominal group technique and Delphi technique; Communication effectiveness in organisations; Feedback, Improving Inter-personal Communication- Transactional Analysis & Johari Window.

**MODULE III: Motivation:** Concepts, Theories- McGregor's Theory X and Y, Maslow's Need Hierarchy, Herzberg's Two factor theory; Contemporary theories of motivation (ERG, Cognitive evaluation, goal setting, equity, Intrinsic Motivation Theory by Ken Thomas), Expectancy model; Motivation and organisational effectiveness.

**MODULE IV: Dynamics of Leadership and Power:** Leadership, Power and Conflict: Concept and theories of Leadership- Behavioural Approach, Situational Approach, Leadership Effectiveness; Power- Bases of Power, Power Tactics; Conflicts- Sources, Patterns, Levels and Strategies.

## REFERENCES

1. Dessler, Gary: Human Resource Management, PHI, 2005.
2. Fred Luthans: Organisational Behaviour
3. Robbins, Stephen P. and Timothy A. Judge, Organizational Behaviour, Prentice -Hall, New Delhi.
4. Memoria & Memoria: Dynamics of Industrial Relations, Himalaya, 2004.
5. Michael Salamon: Industrial Relations Theory & Practice, PHI, 2005.
6. Venkataratnam: Personnel Management & Human Resource, Tata McGraw Hill, 2004.
7. VSP Rao: Human Resource Management, Text & Cases – Excel Books, 2005.

## MCM-C-403: 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.*

**Outcomes:** *Students who successfully complete the course will have a good understanding of economic concepts and tools that have direct managerial applications. The course will sharpen their analytical skills through integrating their knowledge of the economic theory with decision making techniques. Students will learn to use economic models to isolate the relevant elements of a managerial problem, identify their relationships, and formulate them into a managerial model to which decision-making tools can be applied.*

**MODULE I: Demand and Its Determination:** Firm Demand, Industry Demand; Market-Demand Function and Demand Curve; Demand Elasticity; Supply-Determinants of Supply; Supply-Function and Supply Curve; Shortage and Surplus; Market Equilibrium.

**MODULE II: Production Function-**Returns to Scale and Factor; Isoquants, Ridge Lines, Iso-Costs, Least Cost Combination; Cost-Types of Cost- Long Run and Short Run Cost; Relational Analysis; Economics of Scale and Economics of Scope; Multi-Plant Economics; Learning Curve; Relations Between Cost and Production.

**MODULE III: Market Structures;** Determination of price and output under different market structures; Pure and Perfect competition; Monopoly, Monopolistic, Oligopoly, Discriminating Monopoly; Barriers to entry and exit.

**MODULE IV: National Income and Employment Determination-** Consumption Function and Investment Function; Investment Multiplier; Trade Cycles and Business; Behaviour Planned Approach to Economic Development in India.

### REFERENCES:

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 2000.
6. Koutsylannis: A Modern Micro Economics, McMillan Press.
7. Mehta. P.L.: Managerial Economics, S. Chand, New Delhi.

## MCM-C-404: ADVANCED FUNCTIONAL MANAGEMENT

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

**Objective:** *To make the students have a preliminary idea about various functions of management.*

**Outcome:** *Students who successfully complete the course will have a good understanding of management of various functional areas of management. Students with various specialised areas will learn the basics of other respective areas of functions.*

**MODULE I: Conceptual Framework of Accounting:** Generally Accepted Accounting Principles (GAAP); IFRS and its roadmap to Convergence, Harmonization of International Accounting, Corporate Financial Practices, Financial Reporting.

**MODULE II: Financial Management:** Finance Function; Concept of risk and return; Cost of Capital, Operating and Financial Leverages; Investment Decision: Project with Different Lives, Investment Timing & Duration, Replacement of Existing Asset, and Investment Decision under Capital Rationing.

**MODULE III: Human Resource Management** - Concepts and functions; Human Resource Planning, Recruitment, Selection, Induction, Placement, Training and development; Performance Evaluation, Transfer, Promotion, Demotion and Employees' separation; Fixation of Wage and Salary.

**MODULE IV: Marketing Management:** Marketing – Concepts, Functions; Segmentation, Targeting and Positioning; Product, Pricing, Promotion, and Distribution; Market Research; Market Information System and Control.

### REFERENCES:

1. M.Y Khan & P.C Jain: Financial Management- (TMH).
2. Memoria & Gankar: Personnel Management: text & cases, Himalaya.
3. Memoria & Memoria: Personnel Management, Himalaya, 2004.
4. Mishra & Srivastava: Financial Management- (Oxford)
5. P Chandra: Financial Management, Theory & Practice- (TMH).
6. Philip Kotler: Principles of Marketing, Pearson, PHI
7. SK Jena and SK Das: Principles and Practice of Management, Kalyani Publishers, New Delhi
8. VSP Rao: Human Resource Management, Text & Cases – Excel Books.

## MCM-A-405: BUSINESS STATISTICS & RESEARCH METHODS

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

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

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

**MODULE I: Research Design:** Formulating research problem, Developing research proposal – Research Objectives; Hypotheses; Determining Research Design; Techniques of Explorative Research; Descriptive Researches – Case Study, Survey & Observation Method; Causal Research; Quantitative vs Qualitative Research; Determining Data Sources: Secondary Data Sources, Primary Data Collection Methods; Questionnaire Preparation; Scaling Techniques and Attitude Measurement; Reliability and Validity Assessment.

**MODULE II: Survey Design & Data Collection:** Census and Survey Methods; Designing Sample Survey – Defining universe, Determining Sampling Frame, Sampling Unit, Sampling Method and Sample Size, Survey Errors – Sampling vs. Non-Sampling Errors; Types of non-sampling errors and ways to deal with them.

**MODULE III: Theoretical Distribution and Data Analysis:** Theoretical Distribution- Binomial, Normal; Univariate, Bivariate & Multivariate Data Analysis; Concepts & Applications of Multiple Regressions.

**MODULE IV: Hypothesis Development and Testing:** Procedure for Hypothesis Testing; Errors in Hypothesis Testing; Confidence Interval; Hypothesis Testing for population parameters of large and small samples, Chi-square Test.

### REFERENCES

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

## MCM-C-406: BUSINESS ETHICS & CORPORATE GOVERNANCE

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

**Objective:** *To familiarize the students with the knowledge of ethics, emerging trends in good governance practices and corporate social responsibility in the global and Indian context.*

**Outcome:** *Students who successfully complete the course will have a good understanding the value and practices of business ethics. They will acquire a sound knowledge about different aspects of corporate governance in the present-day business organisations.*

**MODULE I: Business Ethics:** Business Values and Ethics; Concept and Various Approaches to Business Ethics; Ethical Theories; Ethical Governance; Social Responsibility and Business Ethics; Benefits of adopting Ethics in Business; Ethics Programme; Code of Ethics; Ethics Committee.

**MODULE II: Conceptual Framework of Corporate Governance:** Evolution of Corporate Governance; Developments in India; Regulatory Framework of Corporate Governance in India; SEBI Guidelines and Clause 49; Reforms in the Companies Act; National Company Law Tribunal (NCLT); Green Governance/ E-Governance.

**MODULE III: Corporate Management:** Management Vs. Governance; Internal Constituents of Corporate Governance; Key Managerial Personnel - Chairman, Chief Executive Officer, CFO, Manager, Company Secretary, Auditor - Role and Responsibilities; Role and Functions of Board Committees - Standing Committees, Ad-Hoc Committees, Task Force Committees, Advisory Committees, Statutory Committees of Board -Audit Committee, Remuneration Committee, Nomination Committee, Compliance Committee, Shareholders Grievance Committee, Investors Relation Committee, Investment Committee, Risk Management Committee.

**MODULE IV: Corporate Failures, Whistleblowing and Corporate Governance:** Corporate Failure – Causes, Common governance problems; Policy actions including major codes and standards; Concept of Whistleblowing; Types of Whistleblowers; Whistleblower Policy in India.

### REFERENCES

1. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
2. Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility-A European Perspective, Edward Elgar.
3. Mallin, Christine A., Corporate Governance (Indian Edition), Oxford University Press, New Delhi.
4. Sharma, J.P., Corporate Governance and Social Responsibility of Business, Ane Books Pvt. Ltd, New Delhi.
5. Sharma, J.P., Corporate Governance, Business Ethics & CSR, Ane Books Pvt Ltd, New Delhi.
6. A. C. Fernando: Corporate Governance: Principles, Policies and Practices, Pearson Education
7. C.S.V. Murthy- Business Ethics and Corporate Governance, Himalaya Publication

## MCM-C-407: 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.*

**Outcome:** *Students who successfully complete the course will have a good understanding about the contemporary international trading activities. They will acquire a sound knowledge about different aspects of trading pattern, institutions, regulations and expansions.*

**MODULE I: International Trade:** International Trade- Concepts and scope; Causes for International Business Expansion; International Business Environment: Political, Legal, Economic, and Cultural environment and associated risks; Framework for analysing international business environment; Liberalisation, Privatisation and Globalisation (LPG); 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 of International Business Expansion Mode; Impact of MNEs in host countries, Emerging MNEs from rapidly developing economies; Environmental issues & labour issues in international business.

### REFERENCES

1. Bhasin, N., Foreign Direct Investment in India: Policies, Conditions and Procedures, New Century Publications.
2. Cherunilam, F., International Business Text and Cases, PHI.
3. Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. and Salwan, P., International Business: Environment and Operations.
4. Francis Cherunilam: Global Economy & Business Environment
5. Griffin, Ricky W. & Pustay, Michael W, International Business: A Managerial Perspective, Prentice Hall.
6. H. L. Ahuja: International Business
7. Hill, Charles, W.L., International Business, McGraw Hill Company, New York.
8. P. Subba Rao: Introduction to International Business
9. Rakesh Mohan Joshi: International Business

## MCM-C-408: STRATEGIC MANAGEMENT

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

**Objective:** *To help students understand strategy making process that is informed integrative and responsive to rapid changes in an organization's environment and also to help them understand tasks of implementing strategy.*

**Outcome:** *Upon Completion of the course the students will be able to understand the process of strategic management, demonstrate the knowledge and abilities in formulating strategies & strategic plans in terms of rapidly changing market trends & technological advancement, & evaluate challenges faced by managers in implementing & evaluating strategies.*

**MODULE I: Overview of Strategic Management: Strategy – Concept, Mintzberg Models of strategy, Levels of Strategy; Strategic Management: Process, Benefits, Guidelines for effective Strategic Management; Ethics & Social Responsibility; Need for good corporate Governance; Corporate Citizenship.**

**MODULE II: Environmental Analysis: Internal Analysis:** Competitive Advantage, Competencies, SWOT Analysis- Resources, Capabilities & Core Competence, Key Success Factors; Value Chain Analysis, Bench Marking; External Analysis: Components and Segments, Porter's Five Forces Model, PEST Analysis; Industry Driving forces – Strategic group mapping.

**MODULE III: Crafting Strategy:** Vision & Mission – Significance, Characteristics, Objectives, Types, Setting of Objectives; Factors affecting Strategy; Generic Strategy; Other Strategy Choices– Strategic Alliances, Mergers & Acquisition, Vertical Integration, Outsourcing, Offensive Strategies, Diversification, Modernization, Turnaround.

**MODULE IV: Evaluation of Strategy:** Evaluation of Strategy: Significance, Criteria, Barriers, Evaluation techniques; Organizational Issues with respect to Objectives, Policies, Resource Allocation, Structure, Restructuring, Reengineering, Change, Conflict, Culture, HR, Marketing, Finance and Accounting; Performance Evaluating (ROI, EVA, and MVA).

### REFERENCES

1. Davidson, W.H., Global Strategic Management, John Wiley, New York.
2. Fred R. David: Strategic Management, PHI
3. Ghosh, P.K., Strategic Management- Text & Cases, Sultan Chand & Sons.
4. Hill, Charles & Gareth, Strategic Management: An Integrated Approach, Cengage Learning, India.
5. Nag, A., Strategic Management- Analysis, Implementation, Control, Vikas Publishing.
6. Sengupta, N & JS Chandan, Strategic Management:Contemporary concepts & Cases, Vikas Publishing
7. Thompson, Arthur A. and A. J. Strickland, Strategic Management, McGraw Hill, New York.
8. Vipin Gupta and Others: Business Policy and Strategic Management, PHI

## MCM-A-409: TAX PLANNING & MANAGEMENT

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

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

**Outcome:** *Students who successfully complete the course will have acquainted with the advanced and updated concepts in Tax and Tax Management.*

**MODULE I: Introduction:** Meaning of Tax Planning and Management, Tax Evasion and Tax Avoidance; Nature and scope of Tax Planning and Management in the Corporate Sector; Justification of Corporate Tax Planning and Management.

**MODULE II: Tax Planning:** Tax Planning & Provisions with regard to - Setting up a new business; Financial management decisions; Specific Managerial Decision; Setting up a business in North East India, Tax Planning for individual assessee.

**MODULE III: Assessment of Companies:** Residential Status and incidence of Tax, Computation of Corporate Tax: Carry forward and set off of losses in the case of certain companies under Sec. 79 of Income-tax Act, 1961; Deductions available to corporate assessee, Computation of taxable income and corporate tax liability of companies; Minimum Alternate Tax; Tax on distributed profits of domestic companies.

**MODULE IV: Tax Authorities & Prosecutions:** CBDT; Income tax provisions related to- Penalties and Prosecutions, Rebates and Relief, E Filling of Tax, Tax Return, Refund of excess payment, appeals, revision, search, seizure.

### REFERENCES:

1. Singhanian. Vinod K, Direct Taxes: Law and Practice (Delhi: Taxman Publications (Pvt.)
2. Srinivas. E.A, Corporate Tax Planning, Tata McGraw Hill,
3. Singhanian, Vinod. K, Taxman's Income Tax, Law & Practice.
4. Ahuja. Girish & Ravi Gupta, Bharat's Professional Approach to Direct Taxes, Law & Practice, Bharat Law House Pvt. Ltd.
5. Lal. B. B & N. Vashisht, Direct Taxes Income Tax, Wealth Tax and Tax Planning.
6. Bhagmati Prasad, Direct Taxes and Laws and Practice, Wishwa Prakashan,

**Note: Latest edition of the readings may be used.**

# MCM-A-410: ENTREPRENEURSHIP DEVELOPMENT

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

**Objectives:** *To help students become aware of various aspects of start-ups, develop skill and enterprises, and support available to the entrepreneurs.*

**Outcome:** *This Course will institute entrepreneurial skills in the students by giving an overview of who the entrepreneurs are and what competences are needed to become an entrepreneur*

**MODULE I: Entrepreneurs:** Concept, Role of entrepreneurship in economic development; Entrepreneurship process and theories; Factors impacting emergence of entrepreneurship; Types of entrepreneurship; Entrepreneurial Traits; Benefits and risks in entrepreneurship.

**MODULE II: Start-up India:** Concepts; Background and Objectives; Policy; Action Plans; Rankings; Registration, Recognition, Tax Exemption, Self-Certification; Start-up Schemes and Programmes; Innovation, Incubators and Accelerators; Investors; Challenges.

**MODULE III: Skill India and Make in India-** Skill India- Mission; Background and Objectives; Registration; Organization; Policy framework; NSDC Certificate; NSDM Schemes; Make in India- Concept; Vision; Policy; Benefits; Ease of Doing Business, Rankings; Schemes; Mudra Loan; MSME- Definition, Schemes of development of MSMEs.

**MODULE IV: Creation New Venture:** - Stages of starting a New Venture; Innovation- Concept, Types and Sources; Sources of Finance- Commercial Banks & Financial Institutions, Venture Capital; Angel Investors; Private Equity; Lease Financing; Intellectual Property Rights.

## REFERENCES

1. C. B. Gupta and N. P. Srivastava, "Entrepreneurship Development in India", S. Chand Publications.
2. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi
3. H. P. Kumar, "Start Up India: 101 small Business Projects & New Business Start-Up".
4. Hisrich, Robert D., Michael Peters & Dean Shepherd, Entrepreneurship, Tata McGraw Hill.
5. Kumar, Arya, Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Pearson.
6. Kuratko, D.F., and T. V. Rao, Entrepreneurship: A South-Asian Perspective, Cengage Learning
7. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi
8. Natarajan., K and E. Gordon, Entrepreneurship Development, Himalaya Publication, India.
9. Raman Jokhakar, "Make it in India- Handbook on Starting and Doing Business", Lexis Nexis.
10. Rameshwari Pandya, "Skill Development and Entrepreneurship in India". New Century Publications.
11. S. S. Khanka, "Entrepreneurship Development", S. Chand Publications.
12. Vasant, Desai., Small- Scale Industries and Entrepreneurship, Himalaya Publication, India.

## MCM-O-505: START UP & SKILL DEVELOPMENT

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

**Objectives:** *To help students become aware of various aspects of start-ups, develop skill and enterprises, and support available to the entrepreneurs.*

**Outcome:** *This Course will institute entrepreneurial skills in the students by giving an overview of who the entrepreneurs are and what competences are needed to become an entrepreneur*

**MODULE I: Start-up India** -Concept, Background and Objectives; Policy; Action Plan; Rankings; Registration, Recognition, Tax Exemption, and Self-Certification; Schemes and Programmes for start-up; Investors; Challenges and Problems; Case studies and success stories.

**MODULE II: Skill India**- Mission; Background and Objectives; Registration; Organization; Policy framework; NSDC Certificate; NSDM Schemes; PMKVY; SANKALP; UDAAN; STAR; Case studies and success stories.

**MODULE III: Make in India**- Concept; Vision; Policy; Benefits; Ease of Doing Business- Rankings; Schemes; Case studies and success stories.

**MODULE IV: Creation New Venture**: - Stages of starting a New Venture; Innovation- Concept, Types and Sources; Sources of Finance- Commercial Banks & Financial Institutions, Venture Capital; Angel Investors; Private Equity; Lease Financing; Intellectual Property Rights. Mudra Loan and SMEs.

### REFERENCES

1. C. B. Gupta and N. P. Srivastava, "Entrepreneurship Development in India", S. Chand Publications.
2. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi
3. H. P. Kumar, "Start Up India: 101 small Business Projects & New Business Start-Up".
4. Hisrich, Robert D., Michael Peters & Dean Shepherd, Entrepreneurship, Tata McGraw Hill, New Delhi
5. Kumar, Arya, Entrepreneurship: Creating & Leading an Entrepreneurial Organization, Pearson, India.
6. Kuratko, D.F., and T. V. Rao, Entrepreneurship: A South-Asian Perspective, Cengage Learning
7. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi
8. Natarajan., K and E. Gordon, Entrepreneurship Development, Himalya Publication, India.
9. Raman Jokhakar, "Make it in India- Handbook on Starting and Doing Business", Lexis Nexis.
10. Rameshwari Pandya, "Skill Development and Entrepreneurship in India". New Century Publications.
11. S. S. Khanka, "Entrepreneurship Development", S. Chand Publications.
12. Taneja, Entrepreneurship, Galgotia Publishers.
13. Vasant, Desai., Small- Scale Industries and Entrepreneurship, Himalya Publication, India.

## MCM-A-510: CORPORATE LEGAL FRAMEWORK

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

**Objective:** *To acquire knowledge and develop understanding of the regulatory framework of companies with reference to various provisions of the Companies Act, 2013.*

**Outcome:** *Upon Completion of the course the students will be able to understand the uses of Corporate Legal framework and the provisions regulating various activities of a Joint Stock Company.*

**MODULE I: Historical Background of Company Law-** Origin and Growth of Company Law in India; Major amendments; Companies Act 1956, Companies Act 2013.

**MODULE II: Company and Its Formation:** Characteristics of JSC; Lifting Of Corporate Veil; Types Of Companies; One Person Company, Producer Company; Association Not For Profit; Illegal Association; Formation of Company – Promoters, Their Legal Position, Pre-Incorporation Contract and Provisional Contracts; Memorandum of Association; Articles of Association; Doctrine of Constructive Notice and Indoor Management; Prospectus; Issue, Allotment And Forfeiture of Shares, Transmission of Shares, Buyback, Issue of Bonus Shares.

**MODULE III: Management and Control of Companies:** Directors; Classification of Directors, Women Directors, Independent Directors; Disqualifications, Director Identity Number (Din); Appointment, Legal Positions, Powers and Duties, Removal of Directors; Key Managerial Personnel- Managing Director and Manager; Managerial Remuneration; Meetings of Shareholders and Board- Kinds, Convening and Conduct of Meetings.

**MODULE IV: Winding Up:** Prevention of Oppression and Mismanagement; Concept and Modes of Winding Up.

### REFERENCES:

1. Bhandari, Munish, Professional Approach to Corporate Laws and Practice, Bharat Law House, New Delhi
2. Course material of the Institute of Company Secretaries of India on Company Laws.
3. Gowar, LCB, Principles of Modern Company Law, Stevens & Sons, London.
4. Hannigan, Brenda, Company Law, Oxford University Press, UK.
5. Hicks, Andrew & Goo S.H., Cases and Material on Company Law, Oxford University Press.
6. Kannal, S., & V.S. Sowrirajan, Company Law Procedure, Taxman's Allied Services (P) Ltd
7. Kershaw, David, Company Law in Context, Oxford University Press, UK.
8. Ramaiya, A Guide to Companies Act, Wadhwa and Company Nagpur
9. Sharma, J. P, Corporate Laws, Ane Books Pvt Ltd, New Delhi.

**Note:** *Latest edition of the readings may be used.*

## GROUP – A: ACCOUNTING AND FINANCE

<b>Semester – III</b>		<b>Semester - IV</b>	
<b>Paper Code</b>	<b>Paper Title</b>	<b>Paper Code</b>	<b>Paper Title</b>
<b>MCM-E-501</b>	Accounting Theory & Financial Reporting	<b>MCM-E-506</b>	Advanced Cost and Management Accounting
<b>MCM-E-502</b>	Strategic Financial Management	<b>MCM-E-507</b>	Security Analysis and Portfolio Management
<b>MCM-E-503</b>	Accounting for Planning and Control	<b>MCM-E-508</b>	Corporate & Environmental Accounting
<b>MCM-E-504</b>	Working Capital Management	<b>MCM-E-509</b>	Corporate Reporting Practices

# MCM-E-501(A): ACCOUNTING THEORY & FINANCIAL REPORTING

**Full Marks: 100**

**Term end: 80, Internal: 20**

**Credit: 04**

**Contact Hours: 40**

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

**Outcome:** *Upon Completion of the course the students will be able to understand the concept and theories of accounting and its usages in an organization.*

**MODULEI: Accounting Theory:** Nature; Classifications of Accounting Theory; Different Approaches to Theory Construction; Factors Influencing Accounting Environment; Measurement in Accounting; Doctrine of Accounting Practices.

**MODULEII: Measurement Theory:** Concepts & Measurement of Income, Expenses, Assets and Liabilities, Revenue Recognition and Matching Concepts; Indian Accounting Standards and Compliance there of IFRs

**MODULEIII: Accounting Standards:** Accounting Standard-Concepts, need & importance; Indian Accounting Standards; International Financial Reporting Standards; Arguments for Global Convergence; Required Disclosure as per IFRSs, Achievements of IASB and Obstacles in Convergence

**MODULEIV: Financial Reporting:** Financial Reporting-Nature and Objectives; Benefits; General purpose and Specific Purpose Report; Qualitative Characteristics of Accounting Information; Segment Reporting, Issues in Corporate Financial Reporting.

## REFERENCES

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

# MCM-E-502(A): STRATEGIC FINANCIAL MANAGEMENT

**Full Marks: 100**

**Term end: 80, Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objective:** *To help students understand financial strategy making process that is informed integrative and responsive to rapid changes in an organization's environment and also to help them understand tasks of implementing financial strategy.*

**Outcome:** *Upon Completion of the course the students will be able to understand the process of financial strategic management, demonstrate the knowledge and abilities in formulating financial strategies & evaluate challenges faced by financial managers in implementing & evaluating strategies.*

**MODULEI: Introduction:**Strategic Management-Vision, Mission, Scope, Objectives, Strategies and Operating Plans; Process of Strategic Management; Strategic Financial Management; Changing Environment of Business Finance – Recent Trends and Financial Strategies; Financial Fundamental Analysis – Economy Analysis, Industry and Competition Analysis and Company Analysis.

**MODULEII: Corporate Valuation:** Concept of Value; Value Creation through Required Rate of Return – NPV and IRR Approach; Book Value of the Corporate Entity – Intrinsic Value; Adjusted Book Value of the Corporate Unit; Current Market Valuation Model; Cost Theory of Valuation; Earnings Theory of Valuation; The Gordon Model of Valuation; Discounted Cash Flow Model.

**MODULEIII: Business Growth and Corporate Reorganization:**Re-organisation for Growth – A Brief Overview of Expansion, Diversification, Alliances and Cooperation, and Mergers and Acquisitions; Corporate Growth and Financial Structure Redesigning – Leveraged Re-capitalisation, Leveraged Buy Outs and Share Buyback; Growth Companies- Dividend Policy and Cash Dividends Vs Share Buyback.

**MODULE IV: Corporate Merger and Takeover:** Mergers-Concept and Types; Reasons for Merger; Legal Aspects of Merger; Merger Exchange Ratio; Evaluating a Merger-Capital Budgeting Framework; Corporate Takeover-Concept of Friendly and Hostile Takeover; Takeover Regulations in India; Takeover Defence Mechanism.

## REFERENCES

1. M.Y Khan & P.C Jain: Financial Management, TMH.
2. Mishra & Srivastava: Financial Management, Oxford
3. Sofat & Hiro: Strategic Financial Management, PHI.
4. Sridhar: Strategic Financial Management, Shroll Publishers.
5. Rajech Kumar: Strategic Financial Management, Elsevier Science
6. Prasanna Chandra: Strategic Financial Management, TMH.
7. Pawan Jhabak: Strategic Financial Management, Himalaya Publishing House.

## MCM-E-503 (A): ACCOUNTING FOR PLANNING & CONTROL

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

**Objective:** *To impart various accounting tools to students for making judicious planning and controlling of cost at firm level.*

**Outcome:** *Upon Completion of the course the students will be able to understand the process of cost control techniques.*

**MODULE I: Cost Control & Reduction:** Meaning-Elements-Techniques-Cost Reduction Program-Tools & Techniques of Cost Reduction, Advantages, Distinction between Cost Control and Cost Reduction; CVPA-concepts & Application.

**MODULE II: Break-even Analysis:** Assumptions and Limitations; Break-even chart; P/V ratio; Practical Application of Break-even Analysis; Marginal Costing-concepts & application.

**MODULE III: Budgetary Control & Responsibility Accounting:** Budgetary Control- Budget and Budgetary Control; Essentials for Effective Budgeting; Advantages; Types of Budgets; Flexible Budgeting and Zero –base Budgeting.

**MODULE IV: Standard Costing and Variance Analysis:** Concept and Objects of Standard Costing; Setting of Standards; Variance Analysis- Material, Labour and Overhead Variances.

### REFERENCES

1. B. Banerjee: Cost Accounting, World Press.
2. Jain & Narang: Advanced Costing, Kalyani Publication
3. Mitra & Gosh: Principles & Practice of Cost Accounting, TDP
4. Shukla: Introduction to Management Accounting, Sultan Chand & Sons.
5. Gupta & Agarwal: Advanced Cost Accounting, Sahitya Bhawan Publisher.
6. Arora: Management Accounting, Himalaya Publishing House.
7. Jawahar Lal: Accounting for Management, Himalaya Publishing House.
8. M. Wilson: Management Accounting, Himalaya Publishing House.
9. Maheswari: Management Accounting & Financial Control, Sultan Chand & Sons.
10. Pillai & Bagavathi: Management Accounting, S. Chand & Sons

## MCM-E-504 (A): WORKING CAPITAL MANAGEMENT

**Full Marks: 100**

**Term end: 80, Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objective:** *To help students in understanding the use of current assets and current liabilities and its management process.*

**Outcome:** *Upon Completion of the course the students will be able to understand the management practices related working capital at firm level.*

**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.

**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:** Concept, Nature and Purpose of Receivables; Costs and Benefits of Receivables; Factors Affecting Size of Receivables; Managing Receivables – Profit Decision and Optimum Size Determination; Sound Credit Policy – Credit Standard, Credit Limit, Credit Period, Cash Discounts and Collections.

**MODULE IV: Inventory Management:** Concept, Nature, and Components of Inventory; Benefits of Holding Inventory; Risks and Costs of Inventory; Managing Inventory – Minimising Costs and Optimum Size Determination; Inventory Management System- Economic Order Quantity Subsystem, Reorder-Point Subsystem, Stock-Level Subsystem, and Tying Together the Subsystems into a Total Inventory Management System; ABC Analysis of Stock; Just in Time Concept of Inventory Management.

### REFERENCES

1. Bhalla, V.K: Working Capital Management: Text and Cases, S. Chand Publishing House.
2. Rustagi R. P.: Working Capital Management, Taxman Publications Pvt Limited.
3. Satya Sekhar 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.

# MCM-E-506 (A): ADVANCED COST & MANAGEMENT ACCOUNTING

**Full Marks: 100**

**Term end: 80, Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objective:** *To impart various accounting & management concepts of costing.*

**Outcome:** *Upon Completion of the course the students will be able to understand the advanced costing techniques.*

**MODULE I: Life Cycle Costing:** Meaning and Benefits; Product Life Cycle and Pricing Decisions; Life Cycle Budgeting. Target Costing Concept; Target Costing and Target Pricing; Key Principles of Target Costing; ABC and Target Costing; Target Costing Process; Market Driven Costing, Product Level Costing, Component Level Costing, Chained Target Costing; Target Costing and Cost Management; Role of Value Engineering in Target Costing.

**MODULE II: Activity Based Costing (ABC):** Meaning and Definition of ABC; Comparison of ABC with Conventional Costing System; Merits and Demerits of ABC; Stages in ABC; ABC System Installation and Operation; ABC- a Decision Making Tool. Value-Chain Analysis: concepts, procedure and Role in Decision Analysis.

**MODULE III: Uniform Costing and Inter-firm Comparisons:** Uniform Costing -Meaning, Objectives and Requisites of Uniform Costing; Uniform Cost Manual; Benefits and Limitations of Uniform Costing; Inter-firm Comparisons-Meaning, Objectives and Procedure of Inter-firm Comparisons; Advantages and Limitations.

**MODULE IV: Responsibility Accounting:** Concept, Responsibility Centers-Cost, Profit, and Investment Centers; Advantages; Transfer Pricing - Market-based Price and Cost-based Price.

## REFERENCES

1. B. Banerjee: Cost Accounting, World Press.
2. Jain & Narang: Advanced Costing, Kalyani Publication
3. Mitra & Gosh: Principles & Practice of Cost Accounting, TDP
4. Shukla: Introduction to Management Accounting, Sultan Chand & Sons.
5. Gupta & Agarwal: Advanced Cost Accounting, Sahitya Bhawan Publisher.
6. Arora: Management Accounting, Himalaya Publishing House.
7. Jawahar Lal: Accounting for Management, Himalaya Publishing House.
8. M. Wilson: Management Accounting, Himalaya Publishing House.
9. Maheswari: Management Accounting & Financial Control, Sultan Chand & Sons.
10. Pillai & Bagavathi: Management Accounting, S. Chand & Sons

## **MCM-E-507(A): SECURITY ANALYSIS & PORTFOLIO MANAGEMENT**

**Full Marks: 100**

**Term end: 80, Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objective:** *To acquaint the students with the knowledge, understanding about investment in securities.*

**Outcome:** *Upon Completion of the course the students will be able to understand the application of investment analysis tools for better decision making in investment process.*

**MODULE I: Introduction:** Meaning, Nature and Scope of Security Investment; Various Approaches for Investment Decisions; Investment Process; Attributes of Investment; Investment Environment -Instruments, Markets, Regulations etc.

**MODULE II: Security Analysis (Fundamental and Technical Analysis):** Meaning and Scope of Fundamental Analysis; Features and Impact of Economic Indicators and Industry Level Factors; Company Analysis – Financial Performance and Forecasting; Intrinsic Value of Shares. Meaning and Significance of Technical Analysis; Technical Analysis Vs. Fundamental Analysis; Traditional and Modern Tools of Technical Analysis; Various Forms of Efficient Market Hypothesis.

**MODULE III: Portfolio Analysis:** Security Risk and Return Vs. Portfolio Risk and Return; Various Components of Risks-Market Risk, Inflation Risk, Management Risk, Liquidity Risk, Business Risk, Financing Risk etc; Systematic Vs. Unsystematic Risks.

**MODULE IV: Portfolio Management:** Selection and Management of Optimum Portfolio Under Markowitz Model; Sharpe Model, Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Model; Portfolio Selection Under Risk-free Lending and Borrowing Assumptions; Portfolio Appraisal and Revision.

### **REFERENCES**

1. M Ranganathanam& R Mahdumati: Investment Analysis & Portfolio Management, Pearson
2. V. Avadhani: Security Analysis & Portfolio Management- HPH
3. Jordan& Gordon: Security Analysis & Portfolio Management- PHI
4. Verma, Baruah & Raghunathan: Portfolio Management- TMH
5. Reilly, Frank, & Brown, Investment Analysis & Portfolio Management, Cengage Learning.
6. Chandra, P., Security Analysis and Portfolio Management, Tata McGraw Hill.
7. Vishwanath, R and Krishna Murthi C., Investment Management, Springer
8. 7. Damodaran, A., Investment Valuation, John Wiley & Sons.
9. Sharpe William F, and Bailey Jeffery V, Alexander Gordon J, Investments, PHI Learning.
10. Bhalla, V. K., Investment Management, S. Chand & Company Ltd.

# MCM-E-508 (A): CORPORATE & ENVIRONMENTAL ACCOUNTING

**Full Marks: 100**

**Term end: 80, Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objective:** *To acquaint the students with the knowledge, understanding about corporate accounting, importance and procedure of environmental accounting.*

**Outcome:** *Upon Completion of the course the students will be able to understand the process of corporate accounting practices and acquaint themselves with environmental accounting.*

**MODULE I: Accounting for Financial Instruments:** Meaning, Definition of Financial Instruments, Important Terminologies, Methods of Trading, Financial Instruments-Recognition and Measurement, Presentations, Disclosures.

**MODULE II: Holding Company:** Concepts and definition, Determining the types of Control, Important Terminologies, Consolidated Financial Statement- Forms & Techniques.

**MODULE III: Accounts of Banking & Insurance Companies:** Banking Companies: meaning, Definition, Legal Requirements and Financial Statement Schedules. Classification of Insurance Business: IRDA-Legal Framework- Financial Statement of Insurance Business.

**MODULE IV: Environmental Accounting:** Concepts, objectives, Relevance, Approaches, Models; Green Accounting, Carbon Credit Accounting; Sustainability Accounting: concepts, framework, Sustainability Reporting; Recent Development in Environment Accounting.

## REFERENCES

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

## MCM-E-509 (A): CORPORATE REPORTING PRACTICES

**Full Marks: 100**

**Term end: 80, Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objective:** *The course aims to provide knowledge to the students about developments in financial reporting, and understanding of accounting and reporting issues at the national and international level.*

**Outcome:** *Upon Completion of the course the students will be able to understand the process of financial reporting, demonstrate the knowledge and abilities in financial reporting & evaluate challenges faced by financial managers in reporting financial results.*

**MODULE I: Financial Reporting:** Concept of Financial Reporting; Objectives and Requirement of Financial Reports; Users in Financial Reporting; Qualitative Characteristics of Financial Reporting Information Significance of Company Annual Report; Benefits of Financial Reporting; Disclosure Requirements; Financial Reporting Practices in India.

**MODULE II: Corporate Social Reporting:** Concept and Objectives of Social Responsibility; Area of Corporate Social Performance; Approaches to Corporate Social Accounting and Reporting; Relationship between Human Resource Accounting and Corporate Social Reporting; Corporate Social Audit; Corporate Social Reporting in India.

**MODULE III: Segment Reporting:** Meaning and Need of Segment Reporting; Benefits of Segment Reporting; Requirements of Companies Act, 1956; Accounting Standard-17 on Segment Accounting Policies; Bases of Segmentation; Identifying Reportable Segments; Types of Disclosure in each Segment; Criticisms of Segment Reporting; Segment Disclosure in India.

**MODULE IV: Corporate Governance and Reporting:** Concept, Objectives and Elements of Good Corporate Governance; Compliance Requirements under Listing Agreements; Companies Act, 1956; Accounting Standards and Committee Reports; Corporate Governance Reporting Practices in India.

### REFERENCES

1. D.S. Rawat: Students' Guide to Accounting Standard
2. ICAI: Compendium of Statements & Standard Accounting
3. Lal Jawahar: Corporate Financial Reporting Theory and Practices
4. Lal & Srivastava: Financial Accounting Principles & Practices
5. M.P. Vijaykumar: First Lesson to Accounting Standard
6. Ranachandan & Kakani: Financial Accounting for Management

## **GROUP-B: MARKETING MANAGEMENT**

<b>Semester – III</b>		<b>Semester - IV</b>	
<b>Paper Code</b>	<b>Paper Title</b>	<b>Paper Code</b>	<b>Paper Title</b>
<b>MCM-E-501</b>	Product & Brand Management	<b>MCM-E-506</b>	Marketing of Services
<b>MCM-E-502</b>	International Marketing	<b>MCM-E-507</b>	Contemporary Marketing Practices
<b>MCM-E-503</b>	Consumer Behaviour & Market Research	<b>MCM-E-508</b>	Agricultural and Rural Marketing
<b>MCM-E-504</b>	Customer Relationship Management	<b>MCM-E-509</b>	Retail Marketing

## MCM-E-501(B): PRODUCT AND BRAND 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 product and brand management.*

**Outcome:** *By the end of this course the students will be able to understand the importance of building brands and create a platform to systematically do branding for a product or service.*

**MODULE I: Product Planning and Management:** Product Concept and Classification; Product planning; Product Mix; Product Mix Decisions; Product line decision; Product Life Cycle & its Implications.

**MODULE II: New Product Development:** Concepts and Stages of New Product Development; Concept development and testing; Business analysis; Pricing of new product; Market testing; product launching; Packaging & Labelling.

**MODULE III: Brands and Brand Management-** Concept and significance of Branding; Brand Categorisation; Brand Life Cycle; Brands versus Products; Branding Challenges and Opportunities; Brand Management Process. Brand Positioning and Values; Building a Strong Brand; Creating Customer Value; Brand Positioning; Brand Mantras.

**MODULE IV: Brand Marketing-** Brand Elements –Criteria; Options and Tactics; Designing Marketing Programs for brands; Measuring Brand Performance- Conducting Brand Audits; Brand Equity Management System; Brand Strategies- Brand Architecture; Brand Hierarchy; Brand Designing.

### REFERENCES

1. Czinkota: Marketing Management
2. Harish Bijoor, (2001), Marketing trends: Smart Insights into the world of Indian Business, S. Chand
3. Jain: Marketing Planning and Strategy
4. Keller Kevin Lane, Parameswaran M.G. and Jacob Isaac (2015). Strategic Brand Management, New Delhi: Pearson Education
5. Panda, Tapan K (2008). Building Brands in the Indian Market; New Delhi: Excel Books
6. Philip Kotler: Principles of Marketing
7. Ramaswamy&. Namakumari: Marketing Management
8. Sherlekar, S.A.: Marketing Management

## MCM-E-502(B): 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.*

**Outcome:** *By the end of this course the aPstudents will be able to craft a marketing mix suitable to a variety of international markets and will be able to prepare an international marketing plan.*

**MODULE I: International Marketing:** International Vs. Global marketing; Dynamics of International Marketing Decision; Environmental variables-its influence on International Marketing; Impact of geo-politics; International power structure.

**MODULE II: International Marketing planning:** Issues in International Marketing; Planning for Product, Pricing, Communication, Distribution; International Marketing Information System; Organizing and Controlling of International Marketing Operations.

**MODULE III: International Marketing Strategies:** Identifying the International Market Opportunities and challenges;; Strategic choice for Foreign Market Entry; Emerging Markets-concept and significant.

**MODULE IV: Emerging issues and developments in International marketing:** Ethical and Environmental issues- Carbon footprint, carbon credit; International Trade Combination and Conflicts; Research and research ethics in International Markets; Graft & Guanxi management in International marketing.

### REFERENCES

1. Ball, Don and McCulloch, Wendell: International Business: Challenge of Global Competition (Irwin, McGraw Hill)
2. Cateora, R. Philip, Graham, L. John, and Graham, L. John (2015), International Marketing, 15/e; New Delhi: McGraw-Hill Education
3. Czinkota, R. Michael and Ronkainen, A. Iikka (2013). International Marketing, 10/e; New Delhi: Cengage Learning
4. Gerald Albaum, Jesper Strandkov, Edwin Duerr (2014). International Marketing and Export Management, 7/e; New Delhi: Pearson education
5. Ghosal, Sumantra and Bartlett, C.A.:Managing Across Borders (Random House, Business Book)
6. Terpstra, Verne and Sarathy, Ravi.: International Marketing (The Dryden Press, Fort Worth)

# MCM-E-503(B): 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 behaviour in making marketing decision.*

**Outcome:** *At the end of the course, the students will be able to develop marketing strategies that are consumer based and create and enhance customer value*

**MODULE I: Consumer Behaviour-** Meaning; Features of Consumer Behaviour; Factors affecting consumer behaviour; Psychological factors; Sociological factors; Cross-Cultural behaviour; Interdisciplinary Nature of Consumer behaviour; Digital Revolution and consumer; Buying Decision Process; Post Purchase Behaviour and Action.

**MODULE II: Models of Consumers:** Concept of Economic Man; Passive Man; Cognitive and Emotional Man; Models of Consumer Decision Making; Kotler's Model of Buyer Behaviour; Consumerism: concept and application; Impact of IT on Consumer Behaviour.

**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 Research; Promotional Research; E-Commerce Research; Market Research in India-Utilities and emerging issues.

## REFERENCES

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

## MCM-E-504 (B): CUSTOMER RELATIONSHIP MANAGEMENT

**Full Marks: 100**

**Term end: 80, Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objective:** *To focus on the trends in customer relationship and key developments in the practice its management.*

**Outcome:** *By the end of the course students will have understanding of the benefits of CRM and the competitive advantage it provides to organizations, appreciation for how technology can be leveraged to enhance a CRM initiative and can have exposure to best CRM practices in different sectors.*

**MODULE I: Fundamentals of CRM:** Relationship- Theoretical Perspective – Types and Issues; Evolution of Relationships as a marketing tool; Emergence of CRM Practice; CRM Cycle; Stakeholders in CRM; Strategic issues in Relationship Marketing.

**MODULE II: Types of CRM:** Operational CRM– Sales Force Automation; Customer Service; Campaign Management; Analytical CRM– Managing and sharing customer data; Customer information databases; Technological Solutions; Collaborative CRM – Customer Interactions Centre; Contact Centre; Portals in Building Relationship.

**MODULE III: IT dynamics in CRM:** E-CRM – Features; Advantages; Functional components of CRM solution; CRM Software Programs; Applications of e-CRM; IT Implementation in CRM – Database Management & Construction; Data Warehousing; Data Mining. Customer Care Management –EPOS; Multimedia contact centre; Leveraging Internet

**MODULE IV: Applications of CRM in different sectors:** Service Sector – Banking; Insurance; Health Care; Hotel; Retail Industry; Telecom Industry; Education

### REFERENCES

1. Makkar Urvashi & Makkar Harinder (2012). *Customer Relationship Management*; New Delhi: Tata McGraw-Hill
2. Peelan Ed, (2013). *Customer Relationship Management*, 2/e; New Delhi: Pearson Education
3. Rai, Alok Kumar (2013). *Customer Relationship Management, Concepts and Cases*, 2/e; New Delhi: Prentice Hall

## MCM-E-506 (B): MARKETING OF SERVICES

**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.*

**Outcome:** *At the end of this course students will be able to develop blueprint for the services sector and develop a better appreciation of the necessary strategies to create a service excellence.*

**MODULE I: Services Marketing:** Service Marketing Mix; Trends in Service Marketing; Challenges of Service Marketing; Service Quality Dimensions- Strategies and management; Service Marketing Triangle-Internal Marketing, External Marketing, Interactive Marketing; Relationship Marketing;

**MODULE II: Marketing of Financial Services:** Marketing of Financial Services; Marketing of Banking Services; Bancassurance: Technology in Banking Services; Marketing of Mutual Funds; Marketing of Insurance Services.

**MODULE III: Marketing of Specialised Services:** Marketing of Aviation services; Food delivery services-Zomato, Ubereats, Food Panda, Swiggy; Car rental services- Uber, Ola, Rapido, Zoom.

**MODULE IV: Marketing of Tourism and Hospitality Services:** Components; Stakeholders; Managing the tourist products; Forms and Types of tourism-Destination tourism; Event management; Tourism in Arunachal Pradesh-prospects and challenges

### REFERENCES

1. Avadhani, VA: Marketing of Financial Services; Himalaya Publishing House.
2. Gurusamy: Financial Services and Markets, Thomson
3. Hoffman: Services Marketing, Thomson.
4. M.K. Rampal, S.L. Gupta: Service Marketing Concepts, Applications and cases: Galgotia Publishing Company, New Delhi.
5. Mohan Rao, R.L. Hyderabad: Financial services – Text, Cases and Strategies
6. Zeithaml, VA, M J Bitner: Service Marketing (McGraw Hill)

# MCM-E-507(B): 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.*

**Outcome:** *By the end of this course the students will be able to understand the emerging issues of marketing in the contemporary situation.*

**MODULE I: Integrated Marketing Communication:** Concept; Growing Importance of IMC; Role of IMC in Marketing Process; The IMC Tools-Advertising, Sales Promotion, Personal Selling, Publicity & Public Relations and Direct Marketing; Traditional Communications- Emerging issues and challenges.

**MODULE II: Interactive Marketing:** Meaning and Concept; Nature and Significance; Types of Interactive Marketing; Interactive Marketing Campaigns; Social Media Marketing- Facebook, Twitter, WhatsApp, Instagram and LinkedIn; Challenges of Interactive Marketing; SEO and Management of social media web pages; Government regulations for control of social media.

**MODULE III: Trends in Marketing Distribution:** Modern Distribution Channels and its Management; Direct Marketing; E-Retailing; Supply Chain Management; Logistics Management-Omni Channel Logistics; Inventory Management; Business Agility-concept and importance.

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

## REFERENCES

1. Baack, E. Donald and Clow, E. Kenneth (2008). Integrated Advertising, Promotion and Marketing Communications, 3/e; New Delhi: Pearson Education.
2. Belch, E. George, Belch, A. Michael and Purani K. (2013). Advertising and Sales Promotion, 9/e; New Delhi: Tata McGraw-Hill
3. Connor, Galvin Evans: Electronic Marketing
4. Hugo, Michael: Essentials of Supply Chain Management.
5. Rob Stokes: E-Marketing- The Essential guide to Digital Marketing
6. Shah, Kruti and D'Souza, Alan (2014). Advertisement and Promotion – An IMC Perspective, 1/e; New Delhi: Tata McGraw-Hill

## MCM-E-508 (B): AGRICULTURAL AND RURAL MARKETING

**Full Marks: 100**

**Term end: 80, Internal: 20**

**Credit: 04**

**Contact Hours: 40**

**Objective:** *To acquaint the students with the basic tenets of agricultural and rural marketing.*

**Outcome:** *By the end of this course the students will be able to comprehend the marketing decisions involved in agricultural products and rural marketing and to apply the concepts of rural marketing into practice and design strategies suitable for rural and agricultural marketing.*

**MODULE I: Agricultural Marketing in India:** Characteristics of Agricultural Products –Types, Characteristics and importance of Agricultural Markets; Defects in Agricultural Marketing System; Challenges in Marketing of Agriculture Produce; Measures to improve Agricultural marketing system in India.

**MODULE II: Rural Marketing in India:** Components of Rural Markets; Bases of Urban and Rural Markets – Population, Infrastructure, Demand & Consumption Pattern, Incomes; Rural Marketing Mix; Changing Scenario of Rural Marketing in India; Rural Marketing Problems & Challenges; Opportunities in Rural Markets.

**MODULE III: Rural Retail Trade:** Structure of Retail Outlets—Organized and Unorganized Retail; Segmentation of Rural Market; Rural Marketing Strategies – Competitive Strategy; Product Strategy; Pricing Strategy; Communication Strategy; Distribution Strategy; Region Specific Strategies.

**MODULE IV: Rural Consumer Behaviour:** Rural Consumers - Types & Characteristics; Shopping habits of Rural Consumers; Factors affecting Rural Consumer Behaviour; Opinion Leaders; Overview of Marketing of Rural Industrial Products.

### REFERENCES

1. CSG Krishnamacharyulu and Lalitha Rama Krishnan: Rural Marketing-Text and Cases, Pearson
2. Goplala Swamy: Rural Marketing-Environment, Problems and Strategies, A.H. Wheeler & Co. 1997.
3. Kashyap, Pradeep; Rural Marketing, Pearson
4. R.V. Badi & N.V. Badi: Rural Marketing, Himalaya Publishing House, New Delhi, 2008.
5. Rajagopal: Rural Marketing-Development Policy, Planning and Practice, Rawat Publications, Jaipur, 1998.
6. H.S.S. Acharya and N.L. Agarwal: Agricultural Marketing in India, Oxford & IBH-2017
7. Ramesh Chand: Agricultural Marketing, KSK, New Delhi.

## MCM-E-509 (B): 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. This course also intends to understand the basic principles of retail strategy and decisions made in managing a retail business.*

**Outcome:** *By the end of this course the students will able to formulate strategies for creating customer experience on retail business*

**MODULE I: Retailing:** Nature; Growing Importance of Retailing; Factors Influencing Retailing; Functions of Retailing; Retail Strategy- Target Market, Retail format, Building Sustainable Advantage; Retail Pricing.

**MODULE II: Retail Organization:** Changing Structure of Retail Organisation in India; Classification of Retail Units- Food Retailers, General Merchandise Retailers, Service Retailers; Corporate chains; Retailer Corporative and Voluntary system; Emerging forms of Non-Store Retailing- Trends and Challenges.

**MODULE III: Merchandise Management:** Meaning and Nature; Merchandise Planning- Process and Control; Merchandise Mix; Assortment Planning; Decisions in Buying Merchandise- Developing Private Label Merchandise; Visual Display and Store Layout.

**MODULE IV: Emerging Issues:** Emergence of Organized Retailing, Traditional and Modern retail Formats in India; Multi-channel retailing; Retailing in Rural India; Legislations for Retailing; Retailing Vs. Retelling; FDI in Retailing-Emerging Issues in India.

### REFERENCES

1. A. J. Lamba- The Art of Retailing
2. Barry Berman, Joel R Evans- Retail Management; A Strategic Approach
3. David Gilbert- Retail Marketing
4. George H, Lucas Jr., Robert P. Bush, Larry G Greshan- Retailing
5. Swapana Pradhan- Retailing Management

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

<b>Semester – III</b>		<b>Semester - IV</b>	
<b>Paper Code</b>	<b>Paper Title</b>	<b>Paper Code</b>	<b>Paper Title</b>
<b>MCM-E-501</b>	Human Resource Planning & Development	<b>MCM-E-506</b>	Dynamics of Industrial Relations
<b>MCM-E-502</b>	Labour Legislations in India	<b>MCM-E-507</b>	Employee Welfare & Social Security
<b>MCM-E-503</b>	International Human Resource Management	<b>MCM-E-508</b>	Human Resource Information System & Control
<b>MCM-E-504</b>	Management of Compensation	<b>MCM-E-509</b>	Performance & Career Management

# MCM-E-501(C) HUMAN RESOURCE PLANNING & DEVELOPMENT

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

**Objective:** *To enrich students' ability to analyse the essential elements of human resources planning (HRP) processes, assess and program for human resources requirements; develop an organization plan; and evaluate the effectiveness of HRP processes in an organization.*

**Outcome:** *Upon Completion of the course the students will be able to understand the human resources planning (HRP) processes, to analyse human resources requirements; to develop an organization plan; and to evaluate the effectiveness of HRP processes in an organization.*

**MODULE I: Human Resource Planning:** Organizational Strategy - Corporate Vs. Business Strategy, HRM Strategy; Environmental influences on HRM, HRP – Concept, Objective, Importance, Process; Human Resource Demand and Supply Forecasting.

**MODULE II: Work Analysis & Design:** Job and Work, Job Identification; Job description; Job Specification; Job Design, Job Analysis, Job Enrichment, Job Rotation, Job Assignments, Job Redesign, Feedback and Corrective Measures; Organisational Objectives and Policies and Job Designing - Ethical Issues, Outsourcing; Socialisation, Mobility and Separation.

**MODULE III: Human Resource Development and Climate:** Human Resource Development System-Training; Mentoring of Performance and Performance Coaching; Building Roles and Teams; Strategic Human Resource Development Practices; Restructuring Strategies.

**MODULE IV: Succession Management:** Competency Mapping; Performance Planning and Review; Potential Appraisal, Assessment Centres and Career and Succession Planning; Dislocation and Relocation of Employees; Orientation; HR Measurement and Audit.

## REFERENCES

1. Baviskar et al - Social Structure and Change [Vol.IV] Sage Publishers
2. Davis, Keith, 1984. Human Behaviour at work, New Delhi. Mcgraw Hill.
3. E.V. Schneider – Industrial sociology
4. Gary Dessler: Human Resource Management, Pearson Education
5. M.N. Rudrabasavraj: Dynamic Personnel Administration
6. Nadkarni, Lakshmi, 1998, Sociology of Industrial Worker, Jaipur Rawat.
7. P. Durai: Human Resource Management, Second Edition, Pearson
8. Ramaswamy & Uma Ramaswamy – Industry and Labour in India – Oxford
9. S.C. Panth – Indian Labour Problems – Chaitanya Pub. House
10. VSP Rao: Human Resource Management, Text & Cases – Excel Books, 2005
11. Study Materials of MS Programmes of IGNOU

## MCM-E-502(C) LABOUR LEGISLATIONS IN INDIA

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

**Objective:** *To give exposure to students on various provisions and essence of various Labour Laws in India.*

**Outcome:** *Upon Completion of the course the students will be able to understand various provisions of Labour laws and legislations regulating the employment of the manpower in an organisation.*

**MODULE I: Labour Laws:** Concept, Origin, Objectives and Classification; Indian Constitution and Labour Legislations; Emerging Issues and Future Trends.

**MODULE II: Laws on Working Conditions:** The Factories Act, 1948 and Plantation Labour Act, 1951

**MODULE III: Laws on Wages and Social Security:** Minimum Wages Act, 1948 and Payment of Wages Act, 1936, Payment of Gratuity Act, 1972, The Workmen's Compensation Act, 1923, Maternity Benefit Act, 1961.

**MODULE IV: Acts against Sexual Oppression-** Vaisakha Guidelines, Sexual Harassment of Women at the Workplace (Prevention, Prohibition and Redressal) Act 2013

### REFERENCES

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

# MCM-E-503(C) INTERNATIONAL HUMAN RESOURCE MANAGEMENT

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

**Objective:** *To enable student to understand various issues and challenges in managing Human Resources of MNCs etc.*

**Outcome:** *Upon Completion of the course the students will be able to analyse, understand and acquaint himself in various aspects of the human resources management in MNCs and large organisations with oversea activities.*

**MODULE I: International Human Resource Management:** Concept and features; Differences between IHRM and Domestic HRM; Reasons for the growth of IHRM; Challenges of IHRM.

**MODULE II: Procurement and Development:** Approaches of Recruitment in MNCs; Recruitment in MNCs- Sources and procedures; Selection procedures in MNCs; Training in MNCs- Procedures and Methods.

**MODULE III: Micro Issues in IHRM:** Employee Turnover in MNC- Concept, reasons and types; Brain-Drain and Brain-Gain; Employee Stress- Sources, effects and its management, Cadre conflict, Bossism at Work Place.

**MODULE IV: Macro Issues in IHRM:** 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.

## REFERENCES

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

## MCM-E-504 (C): MANAGEMENT OF COMPENSATION

**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 understanding various components of compensation administration, employee's benefits and incentive plans.*

**Outcome:** *Upon Completion of the course the students will be able to understand the Wage fixation process, administration of compensation plans and programmes, and the legislations regulating the wage payment processes in an organization.*

**MODULE I: Compensation Administration-** Concept and Objective; Types of Compensation; Importance of Compensation Administration; Theories of Compensation- Equity Theory, Expectancy Theory; Steps in Compensation Administration, Challenges in Compensation Administration.

**MODULE II: Job Analysis and Evaluation-** Job Analysis, Job Description, Job Specification; Job Evaluation Process; Methods of Job Evaluation; Benefits of Job Evaluation; Limitation of Job Evaluation; Steps to improve effectiveness of Job Evaluation, Job Enrichment, Job Rotation and Job Enlargement.

**MODULE III: Methods of Wage & Salary Fixation-** Different Concepts of Wages; Wage Policies, Determinants of Wage and Salary, Prerequisites of Sound Wage and Salary Plan; Methods of Wage Fixation; National Wage Policy.

**MODULE IV: Incentives and Benefits-** Objectives of Wage Incentives; Wage Incentives, Planning Process; Prerequisites for a Good Incentives Scheme; Types of Incentive Schemes- Straight Piece Rate, Taylor's Differential Piece Rate Plan, Merrick Multiple Piece Rate Plan, Emerson Efficiency Plan; Concept and forms of Fringe Benefits.

### REFERENCES

1. Gary Dessler: Human Resource Management, Pearson Education
2. L.L Terry and D.C Michael: Human Resource Management, Macmillan, International Editions
3. M.N.Rudrabasavraj: Dynamic Personnel Administration
4. P. Durai: Human Resource Management, Second Edition, Pearson
5. VSP Rao: Human Resource Management, Text & Cases – Excel Books, 2005

## MCM-E-506 (C): DYNAMICS OF INDUSTRIAL RELATIONS

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

**Objective:** *To make student to understand essentials of Industrial Relations and to increase their competency to sustain the stress in managing IR issues.*

**Outcome:** *Upon Completion of the course the students will be able to understand the employee-employer relationship, trade unionism, negotiation, and workers' participation in decision making process, and grievance redressal processes in an organization.*

**MODULE I: Introduction:** Industrial Relations- Concepts, Major players, Features and Determinants; Essentials of Industrial Relation; Importance, Trends in Industrial Relation.

**MODULE II: Trade Union:** Trade Union- Features, Objectives, Types, Functions, Benefits and Limitations; Theories of Trade Union; Trade Union Act, 1926, History of Trade Union Movement in India; Trade Unions and Challenges of Privatization and Globalization; Decline of Trade Unions; Trends in Trade Unionism- Indian and Global perspectives.

**MODULE III: Employee Grievances and Industrial Disputes:** Employee Grievances- Characteristics and sources; Techniques of Grievance Identification; Grievance Procedures; Essentials of a Good Grievance Procedure; Industrial Disputes- Sources, Effects, Types and Machineries as per Industrial Dispute Act, 1947.

**MODULE IV: Collective Bargaining and Worker's Participation in Management:** Collective Bargaining- Concept, Process, Content, Classifications; Essentials of Effective Collective Bargaining; Workers Participation in Management- Objectives, Significance, Levels and Methods; Essentials of Successful WPM.

### REFERENCES

1. K.M.Subramani- Labour Management Relations in India
2. M.N. Rudrabasavraj- Dynamic Personnel Administration
3. Mamkootam- Trade Unionism. Myth and Reality, New Delhi, Oxford University Press, 1982-
4. Niland JR - The Future of Industrial Relations. New Delhi Sage, 1994.
5. P.C. Shejwalkar and S.B. Malegaonkar- Personnel Management and Industrial Relations –
6. Pramod Verma- Management of Industrial Relations
7. Richard D Irish- Collective Bargaining and Industrial. -Kochan, T.A. & Katz Henry. 2nd ed. Homewood, Illinois.

## MCM-E-507 (C): EMPLOYEE WELFARE & SOCIAL SECURITY

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

**Objective:** *To enrich students on various sociological aspects of employee Safety, employee stress, employee welfare and social security.*

**Outcome:** *Upon Completion of the course the students will be able to understand the welfare activities undertaken by the employer as per various provisions, the processes of adopting and developing a stress-free environment in an organization along with necessary social security measures.*

**MODULE I: Employee and Industry:** Industry as a Social System; Evolution of Working Class; Growth of Unorganized Informal Sector; Corporate Social Responsibility; Women in the Corporate Sector; Dynamics of Industrial Relations; Indian Workers; Attitude of Workers.

**MODULE II: Employee Stress:** Job Stress - Concept and Sources; Symptoms of Stress, Frustration vs. Stress, Measurement of Stress; Effects of Stress on employees; Effect of Stress on Organisational Productivity, Positive and Negative Stress, Johari Window, Stress Management Coping Techniques.

**MODULE III: Employee Safety:** Concept and Objectives; Steps involved in Employee Safety Programme; Need for Employee Safety; Essentials of Employee Safety Program; Statutory Provisions concerning Employee Safety and Health.

**MODULE IV: Employee Welfare and Social Securities:** Employee Welfare; Employee's Welfare Programs in India; Social Security-Concept and Features, Objectives; Essentials of Sound Social Security Schemes; Classification of Social Security; Social Security Schemes in India; Issues faced in formulation of Social Security and Welfare in India.

### REFERENCES

1. Baviskar et al - Social Structure and Change [Vol.IV] Sage Publishers
2. E.V. Schneider – Industrial Sociology
3. Gary Dessler: Human Resource Management, Pearson Education
4. Nadkarni, Lakshmi, 1998, Sociology of Industrial Worker, Jaipur Rawat.
5. P. Durai: Human Resource Management, Second Edition, Pearson
6. Pascal Gilbert: Fundamental of Industrial Sociology; Orient-Longman.
7. Ramaswamy & Uma Ramaswamy – Industry and Labour in India – Oxford
8. Ramaswamy, E. A, 1978. Industrial Relations in India. Delhi. MacMillian.
9. VSP Rao: Human Resource Management, Text & Cases – Excel Books, 2005

# **MCM-E-508 (C): HUMAN RESOURCE INFORMATION SYSTEM & CONTROL**

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

**Objective:** *To equip students with various theoretical and practical aspects of Human Resource Audit, Human Resource Information System, Human Resource Accounting and Human Resource Metrics*

**Outcome:** *Upon Completion of the course the students will be able to understand the importance of HRIS, HR Audit, HRA and HR Metrics in an organization and the procedure and benefits involved in it.*

**MODULE I: Human Resource Information System-** Concept and Components; Objectives of HRIS; Types of HRIS; Benefits of HRIS; Conditions Essential for an Effective HRIS; Recent Trends.

**MODULE II: Human Resource Audit-** Concept and Features; Objectives of HR Audit; Scope of HR Audit; Levels of HR Audit; Steps in an HR Auditing; Approaches to HR Auditing; Essential Conditions for an effective HR Audit.

**MODULE III: Human Resource Accounting-** Concept and Objectives; Approaches to Human Resource Accounting, Uses of Human Resource Accounting; essential prerequisites for successful Human Resource Accounting; Limitations of Human Resource Accounting.

**MODULE IV: Human Resource Metrics-** Definitions and Objectives; Steps to set up HR Metrics; Levels of Metrics; Types of HR Metrics; Benefits of HR Metrics; Prerequisites for success of HR Metrics.

## **REFERENCES**

1. Dessler and Varkkey: Human Resource Management, 11<sup>th</sup> ed. Pearson Education
2. Education M.N. Rudrabasavraj: Dynamic Personnel Administration
3. L.L Terry and D.C Michael: Human Resource Management, Macmillan International Editions
4. P. Durai: Human Resource Management, Second Edition, Pearson
5. Paul Boselie: Strategic Human Resource Management: A balanced Approach, Tata McGraw-Hill
6. VSP Rao: Human Resource Management, Text & Cases – Excel Books, 2005

## MCM-E-509 (C): PERFORMANCE AND CAREER 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 understanding various components of employee turnover, employee engagement, job satisfaction and career management.*

**Outcome:** *Upon Completion of the course the students will be able to understand the concept and management of the performance and career of the workforce in an organization.*

**MODULE I: Performance and Performance Evaluation:** Performance effectiveness, Managing 3Es (Efficiency, Effectiveness and Equity), Evaluation of Performance – Concept, Process, and Methods and their benefits; Performance Management, Principles of Effective Performance Appraisal Discussions.

**MODULE II: Employee Retention and Employee Engagement-** Managing Employee Turnover; Impact of turnover on performance; Employee Retention, Retention Strategies in India; Employee Engagement; Determinants of Employee Engagement; Employee engagement and Performance.

**MODULE III: Job Satisfaction-** Concept, Determinants of Job Satisfaction; Measurement of Job Satisfaction, Effects of Job Satisfaction, Managing Job Satisfaction; Theories of Job Satisfaction-Two Factor Theory and Adam's Equity Theory.

**MODULE IV: 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 Counselling; Benefits of Career Planning; Issues in Career Planning; Career Development Cycle; Career Path.

### REFERENCES

1. D. Krech and R.S. Crutchfield: Theory and Problem of Social Psychology, McGraw-Hill, New York, 1948
2. Gary Dessler: Human Resource Management, Pearson Education
3. J.H. Greenhaus: Career Management, Chicago, IL: Dryden
4. M.N. Rudrabasavraj: Dynamic Personnel Administration
5. N.L. Munn, et al: Introduction to Psychology, Oxford IBH Publishing Co., New Delhi, 4<sup>th</sup> Edition
6. P. Durai: Human Resource Management, Second Edition, Pearson
7. S.S Khanka: Organizational Behaviour (Text and Cases), S. Chand Publishing, New Delhi
8. VSP Rao: Human Resource Management, Text & Cases – Excel Books, 2005

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