

M.Com.
Master of Commerce

CHOICE BASED CREDIT SYSTEM
(CBCS)

Syllabus 2020– 2021



DEPARTMENT OF COMMERCE
FACULTY OF ARTS, SCIENCE AND HUMANITIES
KARPAGAM ACADEMY OF HIGHER
EDUCATION

(Deemed to be University)

(Established Under Section 3 of UGC Act, 1956)

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KARPAGAM ACADEMY OF HIGHER EDUCATION

(Deemed to be University)
(Established under Section 3 of UGC Act, 1956)
Coimbatore - 641 021, INDIA

FACULTY OF ARTS, SCIENCE AND HUMANITIES POST-GRADUATE PROGRAMMES (M.Sc., M.Com.)

REGULAR MODE CHOICE BASED CREDIT SYSTEM (CBCS)

REGULATIONS - 2020

The following Regulations are effective from the academic year 2020-2021 and are applicable to the candidates admitted in Post Graduate (PG) Degree programmes in the Faculty of Arts, Science, and Humanities, Karpagam Academy of Higher Education (KAHE) from the academic year 2020 – 2021 onwards.

1 PROGRAMMES OFFERED, MODE OF STUDY AND ADMISSION REQUIREMENTS

1.1 P.G. PROGRAMMES OFFERED

The various P.G. Programmes offered by the KAHE are listed in the table below.

S. No.	Programme Offered
1	M.Sc. Biochemistry
2	M.Sc. Microbiology
3	M.Sc. Biotechnology
4	M.Sc. Physics
5	M.Sc. Chemistry
6	M.Sc. Mathematics
7	M.Sc. Computer Science
8	M.Sc. Applied Astrology
9	M.Sc. Material Science
10	M.Com.

1.2 MODE OF STUDY

Full-Time

All programmes are offered under Full-Time Regular mode. Candidates admitted under 'Full-Time' should be present in the KAHE during the complete working hours for curricular, co-curricular and extra-curricular activities assigned to them.

1.3 ADMSSION REQUIREMENTS (ELIGIBILITY)

Candidates for admission to the first semester Master's Degree Programme shall be required to have passed an appropriate Degree Examination of this Deemed to be University or any

other University accepted by the KAHE as equivalent thereto. Admission shall be offered only to the candidates who possess the qualification prescribed against each course as given in the table below.

QUALIFICATIONS FOR ADMISSION

S. No.	Name of the Programme Offered	Eligibility
1	M.Sc. Biochemistry	B.Sc. Degree with Biology / Biochemistry / Chemistry with Biology Ancillary Biotech / Biotechnology / B.F.Sc. / Polymer Chemistry / Microbiology/ Zoology / Botany / Plant Science / Plant Biotechnology / Animal Science / Animal Biotechnology / B.Pharm / Industrial Chemistry / Applied Microbiology / Medical Microbiology / Human Genetics / Medical Genetics / Molecular Biology / Genetics Technology / Environmental Science / Environment Biotechnology / Genetic Engineering / Bioinformatics / Plant Biology & Biotechnology / Animal Cell & Biotechnology / Agriculture / Medical Lab Technology / Nutrition & Dietetics
2	M.Sc. Microbiology	B.Sc. Microbiology / Applied Microbiology / Industrial Microbiology / Medical Microbiology / Botany / Zoology / Biology / Biotechnology / Molecular Biology / Genetic Engineering / Biochemistry / Agriculture / Forestry / Medical Lab Technology / Life Sciences
3	M.Sc. Biotechnology	B.Sc. Degree with Biology / Biochemistry / Chemistry with Biology Ancillary / B.F.Sc. / Microbiology / Zoology / Botany / Plant Science / Plant Biotechnology / Animal Science / Animal Biotechnology / B.Pharm / Applied microbiology / Medical Microbiology / Human Genetics / Medical Genetics / Molecular Biology / Genetics / Environmental Science / Environment Biotechnology / Genetics Engineering / Bioinformatics / Plant Biology & Biotechnology / Animal Cell & Biotechnology / Agriculture / B.Tech (Biotech)
4	M.Sc. Physics	B.Sc. Physics, B.Sc. Physics (CA) / B.Sc. Applied science
5	M.Sc. Chemistry	B. Sc. Chemistry, Industrial Chemistry, Polymer Chemistry
6	M.Sc. Mathematics	B.Sc. Mathematics / B.Sc. Mathematics with Computer Applications
7	M.Sc. Computer Science	B.Sc. Computer Science / Computer Technology / Information Technology / Electronics / Software Systems / BCA/ B.Sc. Applied Sciences

8	M.Sc. Applied Astrology	B.Sc. Allied Astrology or Equivalent degree
9	M.Sc. Material Science	B.Sc. Physics, B.Sc. Physics (CA) / B.Sc. Applied science
10	M.Com	B.Com./BCom.(CA)/B.Com(PA)/B.Com(Finance&insurance)/ B.Com.(e-Commerce)/ B.Com.(IT) /B.B.M. /B.B.M.(CA) /B.B.A./B.B.A (CA) / B.Com (CS), B.A. Co-Operation / Bachelor's Degree in Bank Management/ B.A. Economics
11	M.Com with Computer Applications	B.Com./BCom.(CA)/B.Com(PA)/B.Com(Finance&insurance)/ B.Com.(e-Commerce)/ B.Com.(IT) /B.B.M. /B.B.M.(CA) /B.B.A./B.B.A (CA) / B.Com (CS), B.A. Co-Operation / Bachelor's Degree in Bank Management/ B.A. Economics

2 DURATION OF THE PROGRAMMES

2.1 The minimum and maximum period for completion of the P.G. Programmes are given below:

Programme	Min. No. of Semesters	Max. No. of Semesters
M.Sc., M.Com	4	8

2.2 Each semester normally consists of 90 working days or 450 Instructional hours for full-time mode of study. Examination shall be conducted at the end of every semester for the respective courses.

3. CHOICE BASED CREDIT SYSTEM

3.1 All programmes are offered under Choice Based Credit System with a total credit ranges from 87 to 93 for the PG programmes.

3.2 Credits

Credits means the weightage given to each course of study by the experts of the Board of Studies concerned. A total of 87 to 93 credits are prescribed for the PG programme (two years)

4. STRUCTURE OF THE PROGRAMME

Every Programme will have a curriculum and syllabus consisting of core courses, elective courses, open elective and project work.

a. Core course

Core course consists of theory and practical and the examinations shall be conducted at the end of each semester.

b. Elective course

Elective courses are to be chosen with the approval of the Head of the department concerned from the list of elective courses mentioned in the curriculum.

c. Project Work

The candidates shall undertake the project work in the Fourth Semester either in the Department concerned or in Industries, Institute or any other Organizations and the project report has to be submitted at the end of the fourth semester.

In case the candidate undertakes the project work outside the Department, the teacher concerned within the Department shall be the Main guide and the teacher/scientist under whom the work is carried out will be the Co-guide. The candidate shall bring the attendance certificate from the place of project work carried out.

d. Value Added Courses

Courses of varying durations but not less than 30 hours which are optional and offered outside the curriculum that add value and helping the student in getting placement. Students of all programmes are eligible to enroll for the Value Added Course. The student shall choose one Value Added Course per semester from the list of Value Added Courses available in KAHE. The examinations shall be conducted at the end of the Value-Added Course at the Department level and the student has to secure a minimum of 50% of marks to get a pass. The certificate for the Value Added Course for the passed out students shall be issued duly signed by the HOD and Dean of the Faculty concerned.

e. Internship

The student shall undergo 15 days internship in the end of II semester.

Online Course

Student shall study at least one online course from SWAYAM / NPTEL / MOOC in any one of the first three semesters for which examination shall be conducted at the end of the course by the respective external agencies if any. The student can register to the courses which are approved by the Department. The student shall produce a Pass Certificate from the respective agencies before the end of the third semester. The credit(s) earned by the students will be considered as additional credit(s) over and above the credits minimum required to earn a particular Degree.

5. MEDIUM OF INSTRUCTION

The medium of instruction for all courses, examinations, seminar presentations and project/thesis/dissertation reports shall be in English.

6. MAXIMUM MARKS

The maximum marks assigned to different courses shall be as follows:

- (i) Each of the theory and practical courses shall carry a maximum of 100 marks. Out of which 40 marks are for Continuous Internal Assessment (CIA) and 60 marks for End Semester Examinations (ESE).

(ii) Maximum marks for Project work

S. No	Programme	Maximum marks	CIA	ESE
1	M.Sc., M.Com.	200	80	120

7. REQUIREMENTS TO APPEAR FOR THE END SEMESTER EXAMINATION

a. Ideally every student is expected to attend all classes and secure 100% attendance. However, in order to allow for certain unavoidable circumstances, the student is expected to attend at least 75%

of the classes and the conduct of the candidate is satisfactory during the course.

b. A candidate who has secured attendance between 65% and 74% (both included), due to medical reasons (Hospitalization / Accident / Specific Illness) or due to participation in University / District / State / National / International level sports or due to participation in Seminar / Conference / Workshop / Training Programme / Voluntary Service / Extension activities or similar programmes with prior permission from the Registrar shall be given exemption from prescribed minimum attendance requirements and shall be permitted to appear for the examination on the recommendation of the Head of the Department concerned and Dean to condone the shortage of attendance. The Head of the Department has to verify and certify the genuineness of the case before recommending to the Dean. However, the candidate has to pay the prescribed condonation fee to the KAHE.

c. However, a candidate who has secured attendance less than 64% in the current semester due to any reason shall not be permitted to appear for the current semester examinations. But he/she will be permitted to appear for his/her supplementary examinations, if any and he/she has to re do the same semester with the approval of the “Students’ Affairs Committee” and Registrar.

8. a. FACULTY MENTOR

To help students in planning their courses of study and for general advice on the academic programme, the HoD shall allot a certain number of students to a faculty who will function as mentor throughout their period of study. Faculty mentors shall advise the students and monitor their behavior and academic performance. Problems if any shall be counseled by them periodically. The Faculty mentor is also responsible to inform the parents of their wards progress. Faculty mentor shall display the cumulative attendance particulars of his / her ward students’ periodically (once in 2 weeks) on the Notice Board to enable the students know their attendance status and satisfy the **clause 7** of this regulation.

b. ONLINE COURSE COORDINATOR

To help students in planning their online courses and for general advice on online courses, the HOD shall nominate a coordinator for the online courses. The Online course coordinator shall identify the courses which students can select for their programme from the available online courses offered by the different agencies periodically and inform the same to the students. Further, the coordinators shall advice the students regarding the online courses and monitor their course.

9. CLASS COMMITTEE

Every class shall have a Class Committee consisting of teachers of the class concerned, student representatives (Minimum two boys and 2 girls of various capabilities and Maximum of 6 students) and the concerned HoD / senior faculty as a Chairperson. The objective of the class committee Meeting is all about the teaching – learning process. Class Committee shall be convened at least once in a month. The functions of the Class Committee shall include

- ❖ Analyzing and Solving problems experienced by students in the class room and in the laboratories.
- ❖ Analyzing the performance of the students of the class after each test and finding the ways and means to improve the performance.
- ❖ The Class Committee of a particular class of any department is normally constituted by the HoD / Chairperson of the Class Committee. However, if the students of different departments are mixed in a class, the class committee shall be constituted by the respective faculty Dean.
- ❖ The Class Committee shall be constituted during the first week of each semester.
- ❖ The HoD / Chairperson of the class committee is authorized to convene the meeting of the class committee.
- ❖ The respective faculty Dean has the right to participate in any class committee meeting.

- ❖ The Chairperson is required to prepare the minutes of every meeting, and submit the same to Dean within two days after having convened the meeting. Serious issues if any shall be brought to the notice of the Registrar by the HoD / Chairperson immediately.

10. COURSE COMMITTEE FOR COMMON COURSES

Each common theory course offered to more than one discipline or group shall have a “Course Committee” comprising all the teachers handling the common course with one of them nominated as course coordinator. The nomination of the course coordinator shall be made by the Dean depending upon whether all the teachers handling the common course belong to a single department or to various other departments. The ‘Course Committee’ shall meet in order to arrive at a common scheme of evaluation for the tests to ensure a uniform evaluation of the tests. It feasible, the course committee shall prepare a common question paper for the Internal Assessment test(s).

11. PROCEDURE FOR AWARDING MARKS FOR INTERNAL ASSESSMENT

11.1 Every Faculty is required to maintain an **Attendance and Assessment Record (Log book)** which consists of attendance of students marked for each lecture / practical / project work class, the test marks and the record of class work (topic covered), separately for each course. This should be submitted to the HoD once in a fortnight for checking the syllabus coverage and the records of test marks and attendance. The HoD shall sign with date after due verification. The same shall be submitted to Dean once in a month. After the completion of the semester the HoD should keep this record in safe custody for five years. Because records of attendance and assessment shall be submitted for Inspection as and when required by the KAHE / any other approved body.

11.2 **Continuous Internal Assessment (CIA):** The performance of students in each course will be continuously assessed by the respective faculty as per the guidelines given below:

Theory Courses

S. No.	Category	Maximum Marks
1	Attendance	5
2	Test – I (first 2 ½ units)	10
3	Test – II (last 2 ½ units)	10
4	Journal Paper Analysis & Presentation*	15
Continuous Internal Assessment: Total		40

*Evaluated by two faculty members of the department concerned. Distribution up of marks for one Journal paper analysis: Subject matter 5 marks, Communication/PPT Presentation 4 marks, Visual aid 2 marks and Question and Discussion 4 marks

Practical Courses

S. No.	Category	Maximum Marks
1	Attendance	5
2	Observation work	5
3	Record work	5
4	Model practical examination	15
5	Viva – voce [Comprehensive]*	10
Continuous Internal Assessment: Total		40

* *Viva - voce* conducted during model practical examination.

Every practical Exercise / Experiment shall be evaluated based on the conduct of Exercise/ Experiment and records maintained.

11.3 Pattern of Test Question Paper

Instruction	Remarks
Maximum Marks	50 marks
Duration	2 Hours
Part – A	Objective type (20x1=20)
Part - B	Short Answer Type (3 x 2 = 6)
Part - C	3 Eight mark questions ‘either – or’ choice (3 x 8 = 24 Marks)

11.4 Attendance

Marks Distribution for Attendance

S. No.	Attendance (%)	Maximum Marks
1	91 and above	5.0
2	81 - 90	4.0
3	76 - 80	3.0
4	Less than 75	0

12. ESE EXAMINATIONS

12.1 End Semester Examination (ESE): ESE will be held at the end of each semester for each course. The question paper is for a maximum of 60 marks.

Pattern of ESE Question Paper

12.2

Instruction	Remarks
Maximum Marks	60 marks for ESE
Duration	3 hours (½ Hr for Part – A Online & 2 ½ Hours for Part – B and C)
Part – A	20 Questions of 1 mark each (20 x 1 = 20 Marks) Question No. 1 to 20 Online Multiple Choice Questions

Part- B	5 Questions of a six mark each (5 x 6 = 30 Marks.) Question No. 21 to 25 will be 'either-or' type, covering all five units of the syllabus; i.e., Question No. 21: Unit - I, either 21 (a) or 21 (b), Question No. 22: Unit - II, either 22 (a) or 22 (b), Question No. 23: Unit - III, either 23 (a) or 23 (b), Question No. 24: Unit - IV, either 24 (a) or 24 (b), Question No. 25: Unit - V, either 25 (a) or 25 (b)
Part - C	Question No.26. One Ten mark Question (1 x 10 = 10 Marks)

Practical: There shall be combined valuation. The pattern of distribution of marks shall be as given below.

Experiments	: 40 Marks
Record	: 10 Marks
<i>Viva-voce</i>	: 10 Marks
Total	: 60 Marks

Record Notebooks for Practical Examination

Candidate taking the Practical Examination should submit Bonafide Record Notebook prescribed for the Practical Examination, failing which the candidate will not be permitted to take the Practical Examination.

In case of failures in Practical Examination, the marks awarded for the Record at the time of first appearance of the Practical Examination shall remain the same at the subsequent appearance also by the candidate.

12.3. Evaluation of Project Work

12.3.1 The project shall carry a maximum mark as per clause 6 (ii). ESE will be a combined evaluation of Internal and External Examiners.

12.3.2 The project report prepared according to the approved guidelines and duly signed by the supervisor(s) shall be submitted to HoD.

Guidelines to prepare the project report

- a. Cover page
- b. Bona fide certificate
- c. Declaration
- d. Acknowledgement
- e. Table of contents
- f. Chapters

Introduction

Aim and Objectives

Materials and Methods (Methodology)

Results (Analysis of Data) and Discussion (Interpretation)

Summary

References

12.3.3 The evaluation of the project will be based on the project report submitted and a *Viva-Voce* Examination by a team consisting of the supervisor, who will be the Internal Examiner and an External Examiner who shall be appointed by the COE. In case the guide is not available, the HoD shall act as an Internal Examiner.

12.3.4 If a candidate fails to submit the project report on or before the specified date given by Examination Section, the candidate is deemed to have failed in the project work and shall re-enroll for the same in a subsequent semester.

If a candidate fails in the *viva-voce* examinations he/she has to resubmit the project report within 30 days from the date of declaration of the results. For this purpose the same Internal and External examiner shall evaluate the resubmitted report.

12.3.5 Copy of the approved project report after the successful completion of *viva voce* examinations shall be kept in the KAHE library.

13. PASSING REQUIREMENTS

13.1 Passing minimum: There is a passing minimum 20 marks out of 40 marks for CIA and the passing minimum is 30 marks out of 60 marks in ESE. The overall passing in each course is 50 out of 100 marks (Sum of the marks in CIA and ESE examination).

13.2 If a candidate fails to secure a pass in a particular course (either CIA or ESE or Both) as per clause 13.1, it is mandatory that the candidate has to register and reappear for the examination in that course during the subsequent semester when examination is conducted for the same till he/she secures a pass both in CIA and ESE (vide Clause 2.1).

13.3 Candidate failed in CIA will be permitted to improve CIA marks in the subsequent semesters by writing tests and by re-submitting Assignments.

13.4 CIA marks (if it is pass) obtained by the candidate in the first appearance shall be retained by the Office of the Controller of Examinations and considered valid for all subsequent attempts till the candidate secures a pass in ESE.

13.5 A candidate who is absent in ESE in a Course / Practical / Project work after having enrolled for the same shall be considered to have **failed** in that examination.

14. IMPROVEMENT OF MARKS IN THE COURSE ALREADY PASSED

Candidates desirous to improve the marks secured in a passed course in their first attempt shall reappear once (**only in ESE**) in the subsequent semester. **The improved marks shall be considered for classification but not for ranking.** If there is no improvement there shall be no change in the marks awarded earlier.

15. AWARD OF LETTER GRADES

All assessments of a course will be done on absolute marks basis. However, for the purpose of reporting the performance of a candidate, letter grades, each carrying certain number of points, will be awarded as per the range of total marks (out of 100) obtained by the candidate in each course as detailed below:

Letter grade	Marks Range	Grade Point	Description
O	91 - 100	10	OUTSTANDING
A+	81- 90	9	EXCELLENT
A	71-80	8	VERY GOOD
B+	66- 70	7	GOOD
B	61 – 65	6	ABOVE AVERAGE
C	55 - 60	5	AVERAGE
D	50 - 54	4	PASS
RA	<50	-	REAPPEARANCE
AAA	-	-	ABSENT

16. GRADE SHEET

After the declaration of the results, Grade Sheets will be issued to each student which will contain the following details:

- i. The list of courses enrolled during the semester and the corresponding grade scored.
- ii. The Grade Point Average (**GPA**) for the semester and
- iii. The Cumulative Grade Point Average (**CGPA**) of all courses enrolled from first semester onwards.

GPA of a Semester and CGPA of a programme will be calculated as follows

$$\text{GPA of a Semester} = \frac{\text{Sum of the product of the GP by the corresponding credits of the courses offered in that Semester}}{\text{Sum of the credits of the courses of that Semester}}$$

$$\text{i.e. GPA of a Semester} = \frac{\sum_i C_i G P_i}{\sum_i C_i}$$

Sum of the product of the GPs by the corresponding credits of the courses offered for the entire programme

$$\text{CGPA of the entire programme} = \frac{\text{Sum of the credits of the courses of the entire programme}}{\text{Sum of the credits of the courses of the entire programme}}$$

$$\text{i.e. CGPA of the entire programme} = \frac{\sum_n \sum_i C_i G P_i}{\sum_n \sum_i C_i}$$

where,

- C_i is the credit fixed for the course 'i' in any semester
- G_{P_i} is the grade point obtained for the course 'i' in any semester
- 'n' refers to the Semester in which such courses are credited

Note: RA grade will be excluded for calculating GPA and CGPA.

17. REVALUATION

Candidate can apply for revaluation and retotaling of his / her semester examination answer script (**theory courses only**), within 2 weeks from the date of declaration of results, on payment of a prescribed fee. For the same, the prescribed application has to be sent to the Controller of Examinations through the HoD. **A candidate can apply for revaluation of answer scripts not exceeding 5 courses at a time.** The Controller of Examination will arrange for the revaluation and the results will be intimated to the candidate through the HODs concerned. Revaluation is not permitted for supplementary theory courses.

18. TRANSPARENCY AND GRIEVANCE COMMITTEE

Revaluation and Re-totalling is allowed on representation (clause 17). Student may get the Xerox copy of the answer script on payment of prescribed fee, if he / she wish. The student may represent the grievance, if any, to the Grievance Committee, which consists of Dean of the Faculty, (if Dean is HoD, the Dean of another Faculty nominated by the KAHE), HoD of the Department concerned, the faculty of the course and Dean from other discipline nominated by the KAHE and the CoE. If the Committee feels that the grievance is genuine, the script may be sent for external valuation; the marks awarded by the External examiner will be final. The student has to pay the prescribed fee for the same.

19. ELIGIBILITY FOR THE AWARD OF THE DEGREE

A student shall be declared to be eligible for the conferment of the Degree if he / she has

- ❖ Successfully completed all the components in clause 3 and gained the required number of total credits as specified in the curriculum corresponding to his / her Programme within the stipulated period.
- ❖ Not any disciplinary action pending against him / her.
- ❖ The award of the degree must be approved by the Board of Management.

20. CLASSIFICATION OF THE DEGREE AWARDED

20.1 Candidate who qualifies for the award of the Degree (vide clause 13) having passed the examination in all the courses in his / her first appearance, within the specified minimum number of semesters and securing a **CGPA not less than 8.0** shall be declared to have passed the examination in **First Class with Distinction**.

20.2 Candidate who qualifies for the award of the Degree (vide clause 13) having passed the examination in all the courses within the specified maximum number of semesters (vide clause 2.1), securing a **CGPA not less than 6.5** shall be declared to have passed the examination in **First Class**.

20.3 All other candidates (not covered in clauses 20.1 and 20.2) who qualify for the award of the degree (vide Clause 19) shall be declared to have passed the examination in **Second Class**.

21. PROVISION FOR WITHDRAWAL FROM END-SEMESTER EXAMINATION

21.1 A candidate, may for valid reasons and on prior application, be granted permission to withdraw from appearing for the examination of any one course or consecutive examinations of more than one course in a semester examination.

21.2 Such withdrawal shall be permitted only once during the entire period of study of the degree programme.

21.3 Withdrawal of application is valid only if it is made within 10 days prior to the commencement of the examination in that course or courses and recommended by the HoD / Dean concerned and approved by the Registrar.

21.3.1 Notwithstanding the requirement of mandatory TEN days' notice, applications for withdrawal for special cases under extraordinary conditions will be considered on the merit of the case.

21.4 Withdrawal shall not be construed as an appearance for the eligibility of a candidate for First Class with Distinction. This provision is not applicable to those who seek withdrawal during IV semester.

21.5 Withdrawal from the End semester examination is **NOT** applicable to arrears courses of previous semesters.

21.6 The candidate shall reappear for the withdrawn courses during the examination conducted in the subsequent semester.

22. PROVISION FOR AUTHORISED BREAK OF STUDY

22.1 **Break of Study shall be granted only once for valid reasons for a maximum of one year during the entire period of study of the degree programme.** However, in extraordinary situation the candidate may apply for additional break of study not exceeding another one year by paying prescribed fee for break of study. If a candidate intends to temporarily discontinue the programme in the middle of the semester for valid reasons, and to rejoin the programme in a subsequent year, permission may be granted based on the merits of the case provided he / she applies to the Registrar, but

not later than the last date for registering for the end semester examination of the semester in question, through the HoD stating the reasons therefore and the probable date of rejoining the programme.

- 22.2 The candidate thus permitted to rejoin the Programme after the break shall be governed by the Curriculum and Regulations in force at the time of rejoining. Such candidates may have to do additional courses as per the Regulations in force at that period of time.
- 22.3 The authorized break of study (for a maximum of one year) will not be counted for the duration specified for passing all the courses for the purpose of classification. (Vide Clause 20). However, additional break of study granted will be counted for the purpose of classification.
- 22.4 The total period for completion of the Programme reckoned from, the commencement of the first semester to which the candidate was admitted shall not exceed the maximum period specified in clause 2.1 irrespective of the period of break of study (vide clause 22.3) in order that he/she may be eligible for the award of the degree.
- 22.5 If any student is detained for want of requisite attendance, progress and good conduct, the period spent in that semester shall not be considered as permitted 'Break of Study' or 'Withdrawal' (Clause 21 and 22) is not applicable for this case.

23. RANKING

A candidate who qualifies for the PG Degree programme passing all the Examinations in the first attempt, within the minimum period prescribed for the programme of study from Semester I through Semester IV to the programme shall be eligible for ranking. Such ranking will be confined to 10% of the total number of candidates qualified in that particular programme of Study subject to a maximum of 10 ranks.

The improved marks will not be taken into consideration for ranking.

24. SUPPLEMENTARY EXAMINATION

Supplementary Examination will be conducted only for the final semester students within ten days from the date of publication of results for students who have failed in one theory course only. Such students shall apply with prescribed fee to the Controller of Examinations within the stipulated time.

25. DISCIPLINE

- 25.1. If a student indulges in malpractice in any of the Internal / External Examination he / she shall be liable for punitive action as prescribed by the KAHE from time to time.
- 25.2. Every student is required to observe discipline and decorous behavior both inside and outside the campus and not to indulge in any activity which will tend to bring down the prestige of the KAHE. The erring students will be referred to the disciplinary committee constituted by the KAHE, to enquire into acts of indiscipline and recommend the disciplinary action to be taken.

26. REVISION OF REGULATION AND CURRICULUM

The KAHE may from time to time revise, amend or change the Regulations, Scheme of Examinations and syllabi if found necessary.

DEPARTMENT OF COMMERCE
FACULTY OF ARTS, SCIENCE AND HUMANITIES
PG PROGRAM (CBCS)
M.COM.
(2020–2021 Batch and onwards)

Course code	Name of the course	Course category	Objectives and Outcomes		Instruction hours / week			Credit(s)	Maximum Marks			
			PEOs	POs	L	T	P		CIA	ESE	Total	Pg.No
									40	60	100	
SEMESTER - I												
20CMP101	Managerial Economics	CC	I, II, III	a,b,c,d, e,f,g,i,j	3	1	0	4	40	60	100	19
20CMP102	Management Accounting	CC	I, II, III, IV	a,b,c,d, e,f,g,h,i, j	3	1	0	4	40	60	100	21
20CMP103	Human Resource Management	CC	I, II, III	a,b,c,d, e,f,g,i,j	3	1	0	4	40	60	100	23
20CMP104	Advanced Corporate Accounting	CC	I, II, III, IV	a,b,c,d, e,f,g,h,i, j	3	1	0	4	40	60	100	25
20CMP105	Marketing Management	CC	I, II, III	a,b,c,d, e,f,g,i,j	4	0	0	4	40	60	100	27
20CMP106 A	Organization Behavior	EC	I, II, III, IV	a,b,c,d, e,f,g,h,i, j	4	0	0	4	40	60	100	29
20CMP106 B	Consumer Behavior	EC	I, II, III	a,b,c,d, e,f,g,i,j	4	0	0	4	40	60	100	31
20CMP106 C	Business Environment	EC	I, II, III	a,b,c,d, e,f,g,i,j	4	0	0	4	40	60	100	33
20CMP111	Computerized Accounting System - Practical	CP	I, II, III	a,b,c,d,f, g,i,j	0	0	4	2	40	60	100	35
-	Journal Paper Analysis & Presentation		I, II, III	a,b,c,d,f, g,i,j	2	0	0	0	0	0	0	
Semester Total					22	4	4	26	280	420	700	



		SEMESTER – II										
20CMP201	Financial Management	CC	I, II, III	a,b,c, d,e,f,g, i,j	3	1	0	4	40	60	100	37
20CMP202	Operations Research	CC	I, II, III	a,b,c, d,e,f,g, i,j	3	1	0	4	40	60	100	39
20CMP203	Applied Cost Accounting	CC	I, II, III	a,b,c, d,e,f,g, i,j	3	1	0	4	40	60	100	41
20CMP204	Financial Markets and Institutions	CC	I, II, III, IV	a,b,c, d,e,f,g, h,i,j	4	0	0	4	40	60	100	43
20CMP205	Direct Taxation and Tax Planning	CC	I, II, III, IV	a,b,c, d,e,f,g, h,i,j	3	1	0	4	40	60	100	45
20CMP206A	Security Analysis and Portfolio Management	EC	I, II, III	a,b,c, d,e,f,g, i,j	4	0	0	4	40	60	100	47
20CMP206B	Logistics and Supply Chain Management	EC	I, II, III	a,b,c, d,e,f,g, i,j	4	0	0	4	40	60	100	49
20CMP206C	Enterprise Resource Planning	EC	I, II, III	a,b,c, d,e,f,g, i,j	4	0	0	4	40	60	100	51
20CMP211	Data Analysis Using Excel	CP	I, II, III	a,b,c, d,f,g,i, j	0	0	4	2	40	60	100	53
	Journal Paper Analysis & Presentation		I, II, III	a,b,c, d,f,g,i, j	2	0	0	0	0	0	0	
Semester Total					22	4	4	26	280	420	700	
		SEMESTER – III										
20CMP301	Financial Analysis and Reporting	CC	I, II, III	a,b,c, d,e,f,g, i,j	4	0	0	4	40	60	100	55
20CMP302	Research Methodology	CC	I, II, III, IV	a,b,c, d,e,f,g, h,i,j	3	1	0	4	40	60	100	58
20CMP303	Indirect Taxation	CC	I, II, III	a,b,c, d,e,f,g, i,j	3	1	0	4	40	60	100	60
20CMP304	Strategic Management	CC	I, II, III	a,b,c, d,e,f,g, i,j	4	0	0	4	40	60	100	62

20CMP305	Insurance and Risk Management	CC	I, II, III, IV	a,b,c, d,e,f,g, h,i,j	3	1	0	4	40	60	100	64
20CMP306A	Industrial Law	EC	I, II, III	a,b,c, d,e,f,g, i,j	4	0	0	4	40	60	100	66
20CMP306 B	Corporate Governance Ethics and Social Responsibility	EC	I, II, III	a,b,c, d,e,f,g, i,j	4	0	0	4	40	60	100	68
20CMP306C	Personal Selling and Salesmanship	EC	I, II, III	a,b,c, d,e,f,g, i,j	4	0	0	4	40	60	100	70
20CMP311	SPSS	CP	I, II, III	a,b,c, d,f,g,i, j	0	0	4	2	40	60	100	72
	Journal Paper Analysis & Presentation		I, II, III	a,b,c, d,f,g,i, j	2	0	0	0	0	0	0	
Semester Total					23	3	4	26	280	420	700	
SEMESTER – IV												
20CMP401	Entrepreneurial Development	CC	I, II, III, IV	a,b,c, d,e,f,g, h,i,j	4	0	0	4	40	60	100	74
20CMP402	Digital Marketing	CC	I, II, III	a,b,c, d,e,f,g, i,j	4	0	0	3	40	60	100	76
20CMP491	Project	CC	I, II, III	a,b,c, d,f,g,i, j	20	0	0	8	80	120	200	78
	Journal Paper Analysis & Presentation		I, II, III	a,b,c, d,f,g,i, j	2	0	0	0	0	0	0	
Semester Total					30	0	0	15	160	240	400	
Programme Total								93	1000	1500	2500	

PROGRAMME OUTCOMES (PO)

- a) Postgraduates will develop an understanding of various commerce functions such as finance, accounting, financial analysis, project evaluation, cost accounting.
- b) Postgraduates will have exposure to solve complex commerce problems and analyze problems critically through research based or project based approach of learning.
- c) Postgraduates will excerpt information from various sources and apply mathematical, analytical, statistical and IT tools for financial and accounting analysis.
- d) Postgraduates will develop an ability to effectively communicate both orally and in written forms.
- e) Postgraduates will appreciate the importance of working independently and in a team in order to achieve common goals.
- f) Postgraduates will acquire critical and analytical thinking and will be able to apply the same in effective decision making.
- g) Postgraduates will acquire professional and intellectual Integrity professional code of conduct, ethics and values to contribute for sustainable development of society by becoming socially responsible citizen.

PROGRAMME SPECIFIC OUTCOMES (PSO)

- h) Postgraduates will apply the lifelong learning and exhibit high level of commitment to identify timely opportunity and use business innovation to pursue that opportunity to create value and wealth for the betterment of the individual and society at large.
- i) Postgraduates will acquire managerial positions or take up entrepreneurial ventures by applying the skills and knowledge gained.

PROGRAM EDUCATIONAL OBJECTIVES (PEO)

1. Post graduates will gain advanced knowledge in the domain of commerce, management and finance
2. Postgraduates will be able to apply the accounting, finance and management tools and techniques to implement systematic decision-making process.
3. Post graduates will attain research insights, professional skills and competencies to enhance lifelong learning and excel in diverse career path.
4. Postgraduates will adapt to a rapidly changing global environment and become socially responsible and value driven citizens committed to sustainable growth.

Program Educational Objectives	Program Outcomes									
	a	b	c	d	e	f	g	h	i	J
Postgraduates will gain advanced knowledge in the domain of commerce, management and finance	<input type="checkbox"/>								<input type="checkbox"/>	<input type="checkbox"/>
Postgraduates will be able to apply the accounting, finance and management tools and techniques to implement systematic decision making process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Postgraduates will attain research insights, professional skills and competencies to enhance lifelong learning and excel in diverse career path.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>
Postgraduates will adapt to a rapidly changing global environment and become socially responsible and value driven citizens committed to sustainable growth.				<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

COURSE OBJECTIVES:**To make the students**

1. To obtain fundamental knowledge on economic concepts and tools that have direct managerial applications.
2. To illustrate the application of economic theory and methodology as an alternative in managerial decisions.
3. To gain a rigorous understanding of competitive markets as well as alternative market structures.
4. To obtain familiarity on the macro level business components like money, banking, monetary policy, fiscal policy, trade, business cycles and balance of payment and understand the forces determining macroeconomic variables such as inflation, unemployment, interest rates, and the exchange rate.
5. Demonstrate capabilities of teamwork, problem-solving, critical thinking, and communication skills
6. To enable students to obtain managerial problem-solving skills.

COURSE OUTCOMES:**Learners should be able to**

1. Apply the economic way of thinking to individual decisions and business decisions
2. Measure the responsiveness of consumers' demand to changes in the price of a goods or service, and understand how prices get determined in markets,
3. Understand the different costs of production and how they affect short and long run decisions and derive the equilibrium conditions for cost minimization and profit maximization
4. Demonstrate an understanding of monetary and fiscal policy options as they relate to economic stabilization in the short run and in the long run and Critically evaluate the consequences of basic macroeconomic policy options under differing economic conditions within a business cycle.
5. Understand and exhibit the communication skills to convey the thoughts and ideas to the individuals and group.
6. Understand and exhibit the Market Competition and Price structures

UNIT I

Managerial Economics: Law of Demand and Supply - Introduction – Meaning - Nature and Scope of Managerial Economics - Significance in Decision Making. Consumer's Behavior and Demand: Meaning of Consumer's Equilibrium – Utility approach – Law of Equilibrium – Marginal utility– Consumers Surplus–Concept of Demand–Types of Demand–Determinants –Law of Demand – Exceptions to Law of Demand – Change in Demand – Elasticity of Demand – Types – Measurement of Price elasticity of demand. Concept of Supply – Determinants of Supply – Law of Supply – Change in Supply – Elasticity of Supply –Types.

UNIT II

Production, Cost and Revenue Function: Producer's Behaviour and Supply - Basic concepts in production – Firm – Fixed and Variable Factors – Short and Long run – Total Product – Marginal Product – Average Product – Production Function – Law of Returns – Law of Returns to Scale – Economies and Diseconomies of Scale – Producer's Equilibrium.

Cost and Revenue Function: Cost of Production – Opportunity cost – Fixed and Variable Costs–Total Cost Curves – Average Cost Curves – Marginal Cost – Long run and Short run Cost Curves – Total Revenue – Average Revenue – Marginal Revenue – Break Even Point Analysis.

UNIT III

Market Competition and Price Structures : Forms of Market – Basis of Classification–Perfect - Competition – Features – Short Run and Long Run Equilibrium – Price Determination – Monopoly Market – Features – Short Run and Long Run Equilibrium – Predatory pricing - Price Discrimination – Degrees of Price Discrimination- Pricing objectives and Pricing Methods. Oligopoly Market Competition– Features – Price Leadership–Price Rigidity–Cartel– Collusive and Non-Collusive oligopoly – Oligopsony – Features – Monopolistic Competition – Features–Product Differentiation–Selling Cost–Short Run and LongRun Equilibrium–Monopsony- Duopoly Market – Features.

UNIT IV

Macro-Economic Indicators: Production Method – Income Method – Expenditure Method Phases of Business Cycle – Causes of cyclical movements – Price Movements: Inflation, Deflation, and Deflation – Types of Inflation – Effects of Inflation – Control of Inflation- Difference between Normal Residents and Non-Residents – Domestic territory – Gross and Net Concepts of Income and Product – Market price and Factor Cost – Factor Payments and Transfer Payments–National Income Aggregates–Private Income–Personal Income– Personal Disposable Income – National Disposable Income – Measurement of National Income.

UNIT V

Monetary Policy: Objectives of Monetary Policy – Types of Monetary Policy – Instruments of Monetary Policy – Objectives of Fiscal Policy – Types of Fiscal Policy – Instruments of Fiscal Policy – Budget Preparation – Deficit Budget.

Balance of Trade and Balance of Payments – Current Account and Capital Account of BOP – Disequilibrium in BOP.

Money : Meaning and Functions of Money – Demand and Supply of Money – Measurement of Money supply – Commercial Banks – Central Bank – Functions – Process of Credit Creation and Money Supply – High Powered Money – Money multiplier – Money and Interest Rate – Theories of Interest.

SUGGESTED READINGS:

1. Varshney and Maheshwari, Managerial Economics, Sultan Chand and Sons, New Delhi.
2. Mehta, P, Business Economics, Sultan Chand and Sons, New Delhi
3. Geetika and Piyali Ghosh (2017), *Managerial Economics*, 3rd edition , McGraw Hill Education, NewDelhi.
4. Christopher R.Thomas and S.Charles Maurice (2017), *Managerial Economics : foundation of business analysis and strategy*, 10th edition, McGraw Hill Education, NewDelhi.
5. Paul Samuelson, William D. Nordhaus (2017), *Micro Economics*, 19th edition, McGraw Hill Education, New Delhi
6. William F. Samuelson (Author), Stephen G. Marks (2013), *Managerial Economics*, 6th edition, Wiley, New Delhi,
7. https://swayam.gov.in/nd1_noc20_mg67/preview
8. https://swayam.gov.in/nd2_imb20_mg38/preview

COURSE OBJECTIVES:**To make the students**

1. To understand the Concept of management accounting, costing behavior, budgeting and enrich the lifelong learning.
2. To comprehend on the contemporary issues relevant to accounting concepts.
3. To analyze the alternatives using appropriate tools and techniques.
4. To solve the problems and take decisions based on the result.
5. To communicate orally and in written form the concepts and solutions.
6. To provide the students' knowledge about budgetary control.

COURSE OUTCOMES:**Learners should be able to**

1. Understand the Concept of management accounting, costing behavior, budgeting and enrich the lifelong learning.
2. Comprehend on the contemporary issues relevant to accounting concepts.
3. Analyse the alternatives using appropriate tools and techniques.
4. Solve the problems and take decisions based on the result.
5. Communicate orally and in written form the concepts and solutions.
6. Realize the preparation of Budget

UNIT I

Introduction - Meaning, Objectives, Nature and Scope of management accounting, Difference between cost accounting and management accounting, Cost control and Cost reduction, Cost management- Financial Statement Analysis - Objectives, Features, Horizontal and Vertical Analysis- Comparative and Common size Analysis.

UNIT II

Financial Statement Analysis -Ratio Analysis: Meaning, Advantages, Limitations, Classifications of ratios Fund Flow Statement: Meaning, Uses, Limitations, Sources and uses of funds Cash Flow Statement: Meaning, Uses, Limitations, Sources and uses of cash, AS3 Standard format.

UNIT III

Standard Costing - Standard Costing: Standard Costing and Variance Analysis: Meaning of Standard Cost and Standard Costing, Advantages, Limitations and Applications. Variance Analysis – Material, Labour, Overheads and Sales Variances. Disposition of Variances, Control Ratios.

UNIT IV

Marginal Costing and Decision Making-Absorption versus Variable Costing: Distinctive features and income determination - Cost-Volume, Profit/Volume ratio. Break-even analysis- algebraic and graphic methods. Angle of incidence, margin of safety, Key factor, determination of cost indifference point. **Decision Making:** Steps in Decision Making Process, Concept of Relevant Costs and Benefits, Various short-term decision-making situations – profitable product mix, Acceptance or Rejection of special/export offers, Make or buy, Addition or Elimination of a product line, sell or process further, operate or shut down.

UNIT V

Budgetary Control and Contemporary Issues -Budgeting and Budgetary Control: Concept of budget, types, objectives, merits and limitations. Budget administration. Functional budgets. Fixed and flexible budgets. Zero base budgeting. Programme and performance budgeting. Contemporary Issues: Responsibility Accounting: Concept, Significance, Different Responsibility Centres, Divisional Performance Measurement: Financial and Non-Financial measures. Transfer Pricing

Note: Distribution of marks - 30% theory and 70% problems

SUGGESTED READINGS:

1. M.Y. Khan, P.K. Jain (2018), Management Accounting, 7th Edition, McGraw Hill Education, NewDelhi.
2. Sharma , Shashi K Gupta ,Management Accounting , Kalyani Publishers, Chennai.
3. Dr SN Maheshwari, CA Sharad K Maheshwari & Dr Suneel K Maheshwari(2018),A Text book of Accounting for Management, 4th Edition S Chand Publishing, NewDelhi.
4. Alnoor Bhimani, CharlesT. Horngren, SrikantM. Datar, Madhav Rajan(2015)Management and Cost Accounting,6th edition, Pearson Education, New Delhi.
5. Narasimhan (2017), Management Accounting, Cengage Learning Publishing, New Delhi.
6. The Institute of Company Secretaries of India (2018), Corporate and Management Accounting, M P Printers
7. https://swayam.gov.in/nd1_noc20_mg65/preview
8. https://swayam.gov.in/nd2_imb20_mg31/preview

COURSE OBJECTIVES:

To make the students

1. To acquire knowledge in human resource management, HR audit, and HR analytics.
2. To gain knowledge of HR planning, Selection, Recruitment, job analysis and its interrelations.
3. To understand the concepts and practical implications of performance management, Training methods and career planning.
4. To know about compensation and reward management and its practice in industry.
5. To be familiar with Employee relations and its application for the development of Human resources.
6. To understand the Job analysis and Design

COURSE OUTCOMES:

Learners should be able to

1. Assess the job analysis for a profile and understand its linkage with HR planning
2. Evaluate the training needs and draft a training programme.
3. Understand the compensation and reward system applicable to the industry based and understand its linkage with performance management
4. Understand and apply the appropriate employee relations measures.
5. Understand the HR functions and latest developments in the field of HR and effectively communicate ideas, explain procedures and interpret results and solutions in written and oral forms to different audiences.
6. Understand the Job Analysis, Job Evaluation, Orientation, Performance Appraisal, Rewards, Punishment, Industrial Relations, Collective Bargaining and Grievances Handling

UNIT I

Human Resource Management and Latest Trends in HR - Human Resource Management - introduction to Human Resource Management – Functions and Importance of HRM – Globalization and Challenges to HR Manager – Diversity Management – Strategic Human Resource Management – HR Audit and Accounting - HR Analytics

UNIT II

HRP, Selection, Recruitment and Job Analysis - Human Resource Planning and Staffing - Human Resource Planning and Forecasting – Job Analysis – Recruitment – Employee Testing and Selection – Interviewing for selection – Employee Socialization – Employee termination and Exit interviews - Job analysis and Design – Process of Job Analysis - Job description, Job specification, Job rotation, Job enrichment - Job enlargement – Job enhancement - Recruitment and selection: Sources of recruitment, Recruitment process – Process of selection - Induction and Placement.

UNIT III

Training, Performance Management and Career Development - Training Need- Designing Training Programs – Methods and Techniques of Training and Development – Techniques - Training

evaluation – Management Development Programs - Talent Management –Management Development Programme- Techniques of Performance Appraisal – Orientation – Socialization – Process of Socialization – Strategies. Training – Training Process - Performance Appraisal- Process – Traditional and Modern Methods - 360^o - 720^o feedback - Ethics of Performance Appraisal - Challenges to Performance Appraisal – Career and Development Planning- Mentoring – Coaching – Succession Planning

UNIT IV

Compensation and Reward - Compensation and Reward Management - Factors Influencing pay rates – Components of Compensation – Types of Incentives and Rewards – Employee Benefits and Services - Executive Compensation – Employee Social Security – Employee Engagement

UNIT V

Employee Relations - Employee Relations - Managing Employee Relations – Grievance Management - Organizational Discipline – Dispute Settlement – Collective Bargaining–Employee Health and Safety – IHRM and Managing Expatriates - Quality of Work life – Balance Score Cards - Concepts – Methods to improve quality of work Life

SUGGESTED READINGS:

1. Dessler, G. and Bijju Varkkey (2017). Human Resource Management, 15th edition, Pearson Education, New Delhi.
2. Aswathappa, K. (2017). Human Resource Management, 68th edition, McGraw Hill Education, New Delhi.
3. David A. Decenzo, Stephen P. Robbins, Susan L. Verhulst (2015), Human Resource Management, 11th edition, Wiley, New Delhi.
4. George W Bohlander and Scott., Snell., (2016). Principles of Human Resource Management, 16th edition, Cengage India, New Delhi.
5. Scott Snell, George Bohlander, Veena Vohra (2010), Human Resources Management: A South Asian Perspective, 1st edition, Cengage India, New Delhi.
6. https://swayam.gov.in/nd1_noc20_mg15/preview

COURSE OBJECTIVES:**To make the students**

1. To understand the procedures for Redemption of Preference shares
2. To understand transactions to be carried out pertaining to Mergers & Acquisitions
3. To carry out accounting transaction on Internal Reconstruction and Liquidation of shares,
4. To Post the journal, ledger Prepare the balance sheet for corporate Accounting.
5. To comprehend on recent developments and accounting standards
6. To know the process of financial management in the realm of financial decision making.

COURSE OUTCOMES:**Learners should be able to**

1. Understand the procedures for Redemption of Preference shares
2. Understand transactions to be carried out pertaining to Mergers & Acquisitions
3. Carry out accounting transaction on Internal Reconstruction and Liquidation of shares,
4. Post the journal, ledger Prepare the balance sheet for corporate Accounting.
5. Comprehend on recent developments and accounting standards
6. Demonstrate capabilities of teamwork, problem-solving, critical thinking, and communication skills related to finance decisions.

UNIT I

Redemption of Preference Shares - Meaning – legal provisions – treatment regarding premium on redemption – creation of Capital Redemption Reserve Account– Fresh issue of shares – Arranging for cash balance for the purpose of redemption–minimum number of shares to be issued for redemption– issue of bonus shares – preparation of Balance sheet (vertical forms) after redemption.

UNIT II

Mergers and Acquisition of Companies - Meaning of Amalgamation and Acquisition – Types of Amalgamation – Amalgamation in the nature of Merger – Amalgamation in the nature of Purchase – Methods of Purchase Consideration–Calculation of Purchase Consideration (IndAS103) (OldAS14), Net asset Method - Net Payment Method, Accounting for Amalgamation (Problems on both the methods)-Entries and Ledger Accounts in the Books of Transfer or Company and Transferee Company Preparation of new Balance sheet. (Vertical Format) (Excluding External Reconstruction).

UNIT III

Internal Reconstruction-Meaning–Objective–Procedure–Form of Reduction – Passing of Journal Entries – Preparation of Reconstruction accounts – Preparation of Balance Sheet after Reconstruction. (Vertical Format) Problems.

UNIT IV

Liquidation of Companies - Meaning–Types of Liquidation – Order of Payment - Calculation of Liquidator's Remuneration – Preparation of Liquidators Final Statement of Account.

UNIT V

Recent Developments in Accounting & Accounting Standards (Theory Only) - Human Resource Accounting – Environmental Accounting – Social Responsibility Accounting – Valuation of Brand. Indian Accounting Standards- Meaning - Need for accounting standards in India – Accounting standards Board (ASB) process of setting accounting standards in India- A brief theoretical study of Indian accounting standards- International Accounting Standard (IAS) -IFRS.

Note: Theory :70 Marks and Problems: 30 Marks

SUGGESTED READINGS:

1. S C Gupta (2019), Shukla & Grewal's Advanced Corporate Accounting, S.Chand, New Delhi.
2. KI Narang Sp Jain (2017), Advanced Accountancy Corporate Accounting Vol 1 & 2, Kalyani Publishers, New Delhi.
3. M Hanif, A Mukherjee (2017), Corporate Accounting, 2nd edition, McGraw Hill, New Delhi
4. M C Shukla (Author), T S Grewal (2016), Advanced Accounts - Volume I & II, 19th edition, S. Chand, New Delhi.
5. G Sekar (2018), Padhuka's Students' Handbook on Advanced Accounting (FOR CA INTER-NEW SLY), Wolters Kluwer India Pvt Ltd
6. Ruqsana Anjum (2018), Advanced Corporate Accounting, 1st edition, McGraw Hill Education, New Delhi.
7. <https://www.coursera.org/learn/advanced-financial-reporting>

COURSE OBJECTIVES:**To make the students**

- 1.To understand the Concept of marketing, 4Ps of Marketing and Integrated Marketing
- 2.To understand the method of market segmentation and price fixation
- 3.To choose appropriate distribution channel for product distribution
- 4.To understand the concept of Integrated Marketing
- 5.To apply the marketing concepts and skills lifelong.
- 6.To Critically evaluate the appropriate alternatives and draw a solution.

COURSE OUTCOMES:**Learners should be able to**

- 1.To understand the Concept of marketing, 4Ps of Marketing and Integrated Marketing
- 2.To understand the method of market segmentation and price fixation
- 3.To choose appropriate distribution channel for product distribution
- 4.To understand the concept of Integrated Marketing
- 5.To apply the marketing concepts and skills lifelong.
- 6.Critically evaluate the appropriate alternatives and draw a solution.

UNIT I

Marketing Concepts and Tasks -Defining and Delivering Customer Value and Satisfaction - Value Chain - Delivery Network, Marketing Environment, Adapting Marketing to New Liberalized Economy - Digitalization, Customization, Changing Marketing Practices, e-business - Setting up Websites, Marketing Information System, Strategic Marketing Planning and Organization.

UNIT II

Consumer Behavior- Market Segmentation and Targeting, Positioning and differentiation strategies, Product life cycle strategies, New product development, Product Mix and Product line decisions, Branding and Packaging, Price setting - objectives, factors and methods, Price adapting policies, Initiating and responding to price changes- Labeling and Packaging-Market research – Objectives – Research Process – Advantages.

UNIT III

Marketing Channel System - Functions and Flows, Channel design, Channel management - Selection, Training, Motivation and evaluation of channel members – Channel dynamics-VMS, HMS – MMS - Market Logistics Decisions.

UNIT IV

Integrated Marketing - Communication Process and Mix, Advertising, Sales Promotion and Public Relation Decisions. Direct Marketing-Growth, Benefits and Channels, Telemarketing, Salesforce Objectives, Structure, Size and Compensation – Consumer Protection Act 2019 – Consumer Rights- Responsibilities – Consumer Grievances – RTP – UTP – Redressal Forum.

UNIT V

Identifying and Analyzing Competitors - Designing Competitive Strategies for Leaders, Challengers - Followers and nichers - Customer Relationship Marketing - Customer Database,

Data Warehousing and Mining - Attracting and Retaining Customers - Customerism in India, Controlling of Marketing Efforts - Global Target Market Selection- Standardization Vs Adaptation – Product- Pricing - Distribution and Promotional Policy.

SUGGESTED READINGS:

1. Philip T. Kotler, Gary Armstrong, Prafulla Agnihotri , (2018), *Principles of Marketing*, 17th edition, Pearson Education, NewDelhi
2. V. S. Ramaswamy , S. Ramkumar (2018), *Marketing Management: Indian Context Global Perspective*, 6th edition, , Sage Publications India (P) Ltd. NewDelhi
3. Philip Kotler, Kevin Lane Keller, (2017), *Marketing Management*, 15th edition, Pearson Education, NewDelhi
4. Rajan Saxena (2017), *Marketing Management*, 5th edition, McGraw Hill Education, NewDelhi.
5. Philip Kotler (2017), *Marketing 4.0: Moving from Traditional to Digital*, Wiley, NewDelhi
6. <https://www.coursera.org/learn/marketing-management>

COURSE OBJECTIVES:**To make the students**

1. To understand the basic concepts of organizational behavior.
2. To analyze the individual behavior traits required for performing as individual or group.
3. To obtain the knowledge and skills of perceiving, motivating using different learning styles.
4. To understand how to perform in group and team and how to manage the power, politics and conflict.
5. To recognize the importance of organizational culture and organizational change.
6. To understand the concept of group dynamics.

COURSE OUTCOMES:**Learners should be able to:**

1. Analyze behavior issues in the context of the organizational behavior theories and concepts.
2. Assess the behavior of the individuals and groups in organization by applying personality, motivation and learning theories.
3. Manage team and resolve conflict arising between the members.
4. Explain how organizational change and culture affect working relationships within organizations.
5. Exhibit the communication skills to convey the thoughts and ideas to the individuals and group.
6. Understand the concept of group dynamics.

UNIT I

Introduction to Organization Behavior - Meaning and Definition of OB - nature – goals – elements – Fundamental concepts – approaches to the study of Organizational Behaviour. Historical development of Organizational Behaviour- Model of Organizational Behaviour- Challenges and opportunities for OB – Responding to Globalization - Managing work force diversity-Improving Customer Service-Coping with “Temporariness”-Helping Employees Balance Work-Life Conflicts-Improving Ethical Behaviour- Meaning of stress – stress levels - sources of stress – consequences of stress – stress management techniques

UNIT II

Individual Behaviour and Personality - Factors Influencing Individual Behaviour - Environmental Factors - Personal Factors- Organizational Systems and Resources – Psychological-Meaning and Definition of personality – determinants of personality – personality traits-Authoritarianism- Locus of Control- Machiavellianism-Introversion and Extroversion-Achievement Orientation-Self-Esteem-Risk- taking- Self-Monitoring. Theories of Personality - Type Theory - Trait Theory-Psychoanalytic Theory - Social Learning Theory - The shaping of Personality - Freudian Stages -Neo-Freudian Stages - Cognitive Stages - Personality Job – fit theory.

UNIT III

Individual Dynamics - Perception-Meaning and Definition-Perceptual Process–factors influencing perception-The link between perception and Individual Decision Making–perceptual biases/errors–honing perceptual skills-Meaning of Learning–Theories of learning-Classical Conditioning- Operant Conditioning- and Social Learning. Principles of learning-Meaning of Motivation–Theories of motivation (Content theories: Maslow’s- Herzberg’s-

Alderfer's and McClelland's theories) Process theories: Equity theory of Stacy Adam's and Vrooms Expectancy theory.

UNIT IV

Group Dynamics - Meaning and definition of a Group-Classification of Groups-formal groups–informal groups – command group – task group – interest group – friendship group-Stages of group development. Group properties: roles – Norms – Status- Size and Cohesiveness-Group behavior – required and emergent behavior – Group Decision Making – group versus the individual - strengths and weaknesses of group decision making – Group think and Group shift-Group decision making techniques-Group effectiveness-Meaning and Definition of Conflict – The conflict process- Functional and Dysfunctional conflict – Levels of Conflict – Intra-individual conflict – Inter- personal conflict – inter group conflict-Conflict Resolution Strategies-Negotiation – Bargaining Strategies-The Negotiation process-Issues in Negotiation.

UNIT V

Organizational Dynamics - Organizational culture-Definition – Strong versus weak cultures – culture versus formalization- Culture's functions- Culture as a Liability-Creating and Sustaining Culture-Creating an Ethical Organizational Culture-Creating a Customer-Responsive Culture-Spirituality and Organizational Culture- Organizational change-Meaning of Change–forces for change-Managing planned change-Resistance to change – overcoming resistance to change-Approaches to Managing Organizational Change

SUGGESTED READINGS:

1. Fred Luthans. (2017). *Organizational Behavior: An Evidence - Based Approach*, 12th edition, Mc Graw Hill Education, NewDelhi.
2. Steven Mcshane and Mary Ann Von Glinow(2017),*OrganizationalBehavior*,6thedition, McGraw Hill Education, NewDelhi
3. Robbins,S.P.,andJudge,T.A.(2016).*OrganizationalBehaviour*.(16thPrentice edition). New Delhi: Hall of India.
4. LaurieJ.Mullins(2016),*Management and Organisational Behaviour 10th Edition* Pearson.
5. Robbins,S.P.,andJudge,T.A.(2016).*EssentialsOfOrganizationalBehavior*.13th edition, Pearson Education.
6. L.M. Prasad, *Organizational Behaviour*, Sultan Chand and Sons, New Delhi.
7. Francis Cherinulam, *Organizational Behaviour*, Sultan Chand and Sons, New Delhi
8. <https://www.coursera.org/learn/organisational-behaviour-know-your-people>

COURSE OBJECTIVES:**To make the students**

1. To understand the consumer behavior concepts, dimensions used in consumer behaviour research.
2. To recognize the Internal Influencing factors that affect the Consumer Behaviour
3. To identify the external Influencing factors that affect the Consumer Behaviour
4. To conceptualize on the consumer decision making process.
5. To know the application consumer behaviour concepts to access the changing behavior of the customers.
6. To appreciate the personal and environmental factors that influence consumer decisions

COURSEOUTCOMES:**Learners should be able to**

1. Understand the importance of Culture, Subculture, Social Class, Reference Groups and Family Influences in Consumer Behaviour.
2. Explore, analyze and compare the core theories of consumer behaviour and its application in both consumer and organizational markets
3. Appraise models of Consumer Behaviour and determine their relevance to particular marketing situations
4. Critique the theoretical perspectives associated with consumer decision making, including recognizing cognitive biases and heuristics
5. Demonstrate capabilities of teamwork, critical thinking, and communication skills related to investment decisions.
6. Demonstrate capabilities of External Influences on Consumer Behaviour

UNIT I

Introduction to Consumer Behaviour and Consumer Research - Introduction to Consumer Behaviour- Dimensions of Consumer Behaviour - Consumer Research - Consumer Behaviour and Marketing Strategy. **Internal Influences on Consumer Behaviour:** Motivation and Consumer Learning, Memory and Involvement: Motivation and Involvement - Consumer Motivation: Introduction - Needs and Goals - Motivational Conflict - Defense Mechanisms - Motive Arousal, Motivational Theories - Maslow's Hierarchy of Needs - Motivation Research.

UNIT II

Consumer Learning, Memory and Involvement - Introduction, Components of Learning, Behavioral Theory, Cognitive Learning Theory, Memory System, Memory Process, Concept of Involvement, Dimensions of Involvement, Involvement and Types of Consumer Behaviour, Cognitive Response Model, Elaboration Likelihood Model, Social Judgment Theory, Brand Loyalty and Brand Equity

UNIT III

Internal Influences on Consumer Behaviour - Personality, Self - Image - Life Style - Consumer Personality: Introduction - Self-concept - Personality Theories - Brand Personality - Emotions Consumer Perception - Sensation (Exposure to Stimuli), Perceptual Selection,

Perceptual Organization - Factors that Distort Individual Perception - Price Perceptions, Perceived Product and Service Quality - Consumer Risk Perceptions - Consumer Attitude Formation and Change. Introduction, Functions of Attitude, Attitude Models, Factors that Inhibit Relationship between Beliefs, Feelings and Behaviour, Learning Attitudes, Changing Attitudes, Attitude Change Strategies - Communication and Consumer Behaviour - Consumer Behaviour and Marketing Communications - Marketing Communication Flow - Communications Process - Interpersonal Communication - Persuasive Communications - Source – Message - Message Appeals - Communication Feedback

UNIT IV

External Influences on Consumer Behaviour - The Influences of Culture on Consumer Behaviour - Cultural Influences - Characteristics of Culture, Values, Sub-cultures, Cross-cultural Influences - Cultural Differences in Non-verbal Communications - Subcultures and Consumer Behaviour - Social Class and Group Influences on Consumer Behaviour - Nature of Social Class - Social Class Categories - Money and Other Status Symbols - Source of Group Influences - Types of Reference Groups - Nature of Reference Groups - Reference Group Influences - Applications of Reference Group Influences - Conformity to Group Norms and Behaviour - Family Life Cycle Stages - Nature of Family Purchases and Decision- Making, Husband-wife Influences - Parent-child Influences - Consumer Socialization of Children, word-of-Mouth Communications within Group - Opinion Leadership - Diffusion of Innovation – Culture - Communication and Diffusion - NCHL- SCHL.

UNIT V

Consumer Decision Making - Situational Influence on Consumer's Decision - Decision Models - Introduction, Nature of Situational Influence, Situational Variables, Types of Consumer Decisions, Nicosia Model of Consumer Decision – Making (Conflict Model), Howard - Sheth Model (also called Machine Model), Engel, Blackwell, Miniard Model (also called Open System) Consumer Decision-making Process – Problem Recognition, Information Search and Evaluation of Alternatives – Introduction - Problem Recognition - Information Search - Evaluation of Alternatives - Outlet Selection, Purchase and Post Purchase Behaviour – Introduction - Outlet Selection and Purchase - Post Purchase Behaviour - Organizational Buying Behaviour- Introduction - Organizational Buyer Characteristics - Purchase and Demand Patterns- Factors Influencing Organizational Buyer Behaviour- organizational Buyer Decision Process - Organizational Buying Roles.

SUGGESTED READINGS :

1. Schiffman L G, Kanuk LL, Ramesh Kumar S, (2015), Consumer Behaviour, 11th edition, Pearson Education, NewDelhi.
2. Hawkins, Motherbaugh, Mookerjee(2017), Consumer Behaviour-Building Marketing Strategy, 12th edition, McGraw Hill education, NewDelhi.
3. David Loudon , Albert Della Bitta (2017), Consumer Behavior: Concepts and Applications. 4th edition McGraw Hill Education , NewDelhi.
4. Michael R. Solomon, (2015), Consumer Behaviour-Buying Having and Being, 11th edition, Pearson Education, NewDelhi
5. Roger D. Blackwell , Paul W. Miniard, James F. Engel (2017), Consumer Behavior, 10th edition, Cengage India Private Limited; NewDelhi.
6. https://swayam.gov.in/nd1_noc20_mg14/preview

COURSE OBJECTIVES:**To make the students**

1. To understand the basic concepts of environmental forces for business decisions
2. To learn the economic environment influence on business
3. To understand the significance of industry analysis on business environment
4. To analyse the social factors affecting the business structure
5. To critically evaluate the technological factors influencing the business environment.
6. To learn the social responsibility of business

COURSEOUTCOMES:**Learners should be able to**

1. Understand the basic concepts of environmental forces for business decisions
2. Learn the economic environment influence on business
3. Understand the significance of industry analysis on business environment
4. Analyse the social factors affecting the business structure
5. Critically evaluate the technological factors influencing the business environment.
6. Learn the social responsibility of business

UNIT I

Business and Its Environment - Concept of Business Environment - Characteristics of Business - Environment - Significance - Environmental Scanning – Process - Techniques of Environmental Scanning - Practices of Environmental Scanning

UNIT II

Economic Environment - Economic Systems - Nature, Growth and Role of Public Sector - Privatization - Nature and Objectives - Privatisation Routes - Disinvestment - Globalization - Nature and Rationale - Multinational Corporations - India & WTO - Fiscal and Monetary Policy - Foreign Direct Investment - Mergers and Acquisitions - Business Process Outsourcing - Competition Policy

UNIT III

Industry Analysis - Industry Analysis - Economic Reforms and Competitive Environment - Business Environment and Current Issues - Airlines Industry, Mobile Services, Software Industry, Steel Industry, Cement Industry, Passenger Cars, Two-wheelers, Pharmaceutical Industry, Organised Retailing, Express Services Industry

UNIT IV

Political, Social and Cultural Environment - Political Institutions - Legislature, Executive, Judiciary and Judicial Activism - Culture and Business Ethics - Social Responsibility of Business - Nature, Models and Strategies - Corporate Governance & Corporate Social Responsibility - Social Audit - Ecology and Business - Nature of Physical Environment - Impact on Business.

UNIT V

Technological Environment - Technological Environment - Features and Impact on Technology - Technology and Society Restraints on Technological Growth - Status of Technology in India - Technology Policy.

SUGGESTED READINGS

1. Francis Cherunilam (2019), Business Environment Text & Cases, 28th edition, Himalaya Publishing House Pvt., Ltd., Mumbai
2. K. Aswathappa (2019), Essentials of Business Environment, 15th edition, Himalaya Publishing House Pvt., Ltd., Mumbai
3. Dr. V. C. Sinha, Dr Ritika Sinha (2020), Business Environment, sbpd publishing house, Uttar Pradesh
4. <https://www.coursera.org/learn/global-business-environment>

Semester-I 4H – 2C

Instruction Hours / week: L: 0 T: 0 P: 4

Marks: Internal: 40

External: 60

Total: 100

End Semester Exam: 3 Hours

COURSE OBJECTIVES:

To make the students

1. To understand the accounts heads, vouching, inventory valuations, TDS and Pay roll process available in the accounting software
2. To classify the items under items heads
3. To Generate the financial Reports, TDS and pay roll reports and evaluate the output.
4. To communicate the outputs in written form identifying the objective and outcome of each exercise.
5. To apply the utilization of computerized system as a lifelong learning.
6. To prepare the various types of reports

COURSE OUTCOMES:

Learners should be able to

1. Familiarize on the account's heads, vouching, inventory valuations, TDS and Pay roll process available in the accounting software
2. Classify the items under items heads
3. Generate the financial Reports, TDS and pay roll reports and evaluate the output.
4. Communicate the outputs in written form identifying the objective and outcome of each exercise.
5. To apply the utilization of computerized system as a lifelong learning.
6. Preparing the various types of reports

Ex 1 : User Interface and Company Management

Introduction to Tally ERP9 - Installing Tally ERP9 License Server - Creating a Company - Data Path for Tally ERP9 Companies - Altering and Deleting Company - Gateway of Tally and User Interface

Ex 2 : Masters – Ledgers

Creating Ledgers - Creating Multiple Ledgers - Altering and Deleting Ledgers - Practical Example

Ex 3 : Masters – Bill wise Debtors and Creditors Ledgers

Using Practice Files - Configuring Bill wise Details - Examples on Creating Bill wise Ledgers

Ex.4 : Payment Voucher , Receipt Voucher, Contra and Journal Voucher

Default Vouchers - Payment in Single Entry Mode (Examples) - Payment in Double Entry Mode (Examples)

Receipt Vouchers - Practical Examples

Contra for Banking - Practical Examples on Contra Vouchers - Practical Examples on Journal Vouchers

Ex. 5 : Masters - Billwise Debtors and Creditors Ledgers

Using Practice Files - Configuring Billwise Details - Examples on Creating Billwise Ledgers

Ex. 6 : Day Book

Day Book Reports - Altering and Deleting Transactions, Pre-Allocation of Bills - Pre-Allocation of Bills - Practical Examples

Ex.7 : Cheque Printing

CTS Cheque Printing System - Practical Examples

Ex.8 Inventory

Integrating Accounts and Inventory - Practical on Stock Group - Practical on Godown and Locations - Practical on Stock Category - Practical on Units of Measure - Stock Items Manual Stock Valuation without Inventory

Ex.9 Sales Voucher with GST

Practical on Sales Voucher - Tax Invoice - Practical on Tax Invoice - Printing Sales Invoice - E-Way Bill

Ex.10 Purchase Order Processing, Sales Order Processing

Purchase Order Process - Purchase Order Voucher with Examples - Receipt Note (Inventory) with Examples - Rejection-Out Voucher with Examples - Sales Order Process - Sales Order Voucher with Examples - Delivery Note (Inventory) with Examples - Rejection- IN Voucher with Examples

Ex.11 Debit and Credit Notes, Bank Reconciliation

Debit Note Returns with Examples - Credit Note Returns with Examples- Understandings Process- Practical Examples

Ex.12 Interest Calculations (Auto Mode)

Activating Interest Calculations - Practical Examples

Ex.13 Party Ledger Analysis

Customer and Supplier Balance Checking - Customer and Supplier Bill Wise Checking - Overdue Payables and Receivables - Outstanding Reports and Printing - Confirmation of Accounts - Negative Ledgers Report

Ex.14 Cash and Bank Reports

Cash Book and Bank Book - Stock Transfer Report - Negative Stock Report

Ex.15 Financial Reports Export, Import, Backup and Restore

Trial Balance - Profit and Loss Account - Balance Sheet - Working Capital - Cash Flow and Fund Flow Statements Export and Import Formats - Practical Examples - Data Backup and Restore

SUGGESTED READINGS:

1. Tally education, (2018), Official Guide to Financial Accounting Using Tally. ERP9 with GST(Release 6.4), 4th revised and updated edition, BPB Publications; NewDelhi
2. Asok K. Nadhani (2018), Tally ERP Training Guide – 4th edition, BPB Publications; NewDelhi
3. Sajee Kurian, (2017) Learning Tally ERP 9 with GST, 1st edition, Blessings Inc, Mumbai.
4. Ajay Maheshwari and Shubham Maheshwari(2017), Implementing GST in Tally.ERP9,
5. Shraddha Singh (Author), Navneet Mehra (2014), Tally ERP 9 (Power of Simplicity): Software for Business and Accounts, V&S Publishers, NewDelhi

COURSE OBJECTIVES:**To make the students**

1. To Understand the Concept of financial management, objective of financial management, the major four decisions taken by finance manager and its impact and enrich the lifelong learning.
2. To analyze the alternatives using appropriate tools and techniques.
3. To solve the problems and take decisions based on the result.
4. To communicate orally and in written form the concepts and solutions.
5. To analyse cases in a team and exhibit leadership skills.
6. To plan and manage the cash flows.

COURSE OUTCOMES:**Learners should be able to**

1. Understand the Concept of financial management, objective of financial management, the major four decisions taken by finance manager and its impact and enrich the lifelong learning.
2. Analyze the alternatives using appropriate tools and techniques.
3. Solve the problems and take decisions based on the result.
4. Communicate orally and in written form the concepts and solutions.
5. Analyze cases in a team and exhibit leadership skills.
6. Plan and Manage the cash flows in companies.

UNIT I

Financial Management: Meaning, nature and scope of finance; financial goal - profit Vs. Wealth Maximization; Finance functions – investment, financing and dividend decisions. Capital Budgeting: Nature of investment decisions; Investment evaluation criteria – net present value. Internal rate of return, Profitability index, payback period, accounting rate of return; NPV and IRR comparison; Capital rationing; Risk analysis in capital budgeting.

UNIT II

Cost of Capital: Meaning and significance of cost of capital: Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted); Cost of equity and CAPM. Operating and Financial Leverage: Measurement of Leverages; Effects of operating and financial leverage on profit; Analysing alternate financial plans; Combined financial and operating leverage.

UNIT III

Capital Structure Theories: Traditional and M.M. Hypotheses – without taxes and with taxes; Determining capital structure in practice.

UNIT IV

Dividend Policies: Issues in dividend decisions, Walter's model, Gordon's model, MM

Hypothesis, dividend and uncertainty, relevance of dividend; Dividend policy in practice; Forms of dividends; Stability in dividend policy; Corporate dividend behaviour.

UNIT V

Management of Working Capital: Meaning, significance and types of working capital; Calculating of operating cycle period and estimation of working capital requirements; Financing of working capital; Sources of working capital; Factoring services; Dimensions of working capital management. Management of cash, receivables and inventory.

SUGGESTED READINGS:

1. Pandey. I.M. (2016). *Financial Management*, 11th edition, Vikas Publishing House, New Delhi.
2. Khan, M.K. and Jain, P.K.(2017). *Financial Management*, 7th edition, McGrawHill, New Delhi
3. Chandra, P. (2017). *Financial Management Theory and Practice*, 9th edition, McGraw Hill, New Delhi:
4. C.Paramasivan ,T.Subramanian (2018), *Financial Management*, 1st Edition, New Age International Pvt Limited, New Delhi.
5. Eugene F. Brigham Michael C. Ehrhardt (2017), *Financial Management Theory and Practice*, 15th Edition Cengage Publication, New Delhi.
6. Vanhorne, J. C and Wachowicz, J .M Jr . (2015). *Fundamentals of Financial Management*. 13th edition. Pearson Education, New Delhi.
7. Lawrence J. Gitman , Chad J. Zutter, (2017). *Principles of Managerial Finance*, 13th edition, Pearson Education, New Delhi.
8. https://swayam.gov.in/nd2_cec20_mg05/preview
9. https://swayam.gov.in/nd1_noc20_mg31/preview
10. https://swayam.gov.in/nd2_cec20_mg10/preview

Course Objectives**This course enables the students**

1. To provide essential knowledge on Linear programming
2. To offer practical exposure to transportation and assignment problems
3. To gain the knowledge on Assignment and Queuing Theory Problems
4. To train students on Inventory Control
5. To helps to facilitates the learning of network analysis

Course Outcomes**On successful completion of this course, the students will be able to**

1. Students may gather relevant knowledge for minimizing Operation Cost
2. Students are equipped to cut total cost and able to minimize time required for completing assigned task
3. Students could learn to maintain optimal level of inventory
4. Understand various mathematical applications in industries.
5. Decision making for real time environment.

UNIT – I

Introduction to Operations Research – Application in Management Decision Making – Linear Programming: Formulation of LPP – Graphical Solution to LPP –Simplex Method (using slack variables only).

UNIT - II

Transportation Model - Introduction – Mathematical Formulation –Finding Initial Basic Feasible Solutions – Optimum Solution for Nondegeneracy and Degeneracy Model - Unbalanced Transportation Problems and Maximization case in Transportation Problem.

UNIT- III

The Assignment problem - Mathematical Formulation of the Problem – Hungarian Method – Unbalanced Assignment Problem- Maximization Case in Assignment Problem - Travelling Salesman Problem.

Queuing Theory - Introduction – Characteristics of Queuing System. Problems in (M/M/1):(∞/FIFO) and (M/M/1):(N/FIFO) models

UNIT - IV

Inventory Control - Introduction – Costs involved in Inventory – Deterministic EOQ Models – Purchasing Model without and with Shortage, Manufacturing Model without and with Shortage - Price Break.

UNIT – V

PERT and CPM - Network Representation – Calculation of Earliest expected time, latest allowable occurrence time. CPM - Various Floats for Activities – Critical Path- PERT –Time Estimates in PERT- Probability of Meeting scheduled date of Completion of Projects.

SUGGESTED READINGS

1. KanthiSwarup, Gupta P.K., Man Mohan., (2011) Operations Research, Sultan Chand and Sons, New Delhi.
2. Sharma J.K., (2011), Operations Research Theory and Applications, Macmillan India Ltd, New Delhi.
3. Sundaresan V., Ganapathy Subramanian K.S., and Ganesan K., (2017), Resource Management Techniques, A. R. Publications, Nagapatinam.
4. Shanthi Sophia Bharathi D.,(1999),Operations Research/ Resource management techniques, Charulatha Publications.
5. HamdyA.Taha., Operations Research, (2011),Pearson Education, Prentice Hall.
6. <https://youtu.be/vUMGvpsb8dc>
7. <https://youtu.be/ItOuvM2KmD4>

COURSE OBJECTIVES:**To make the students**

1. To understand the concept of cost control and cost reduction
2. To understand various inventory control techniques
3. To apply process costing techniques
4. To understand costing techniques on job and service costing
5. To reconcile financial and cost accounting

COURSE OUTCOMES:**Learners should be able to**

1. Understand the concept of cost control and cost reduction
2. Understand various inventory control techniques
3. Apply process costing techniques
4. Understand costing techniques on job and service costing
5. Reconcile financial and cost accounting

UNIT I

Introduction-Meaning, Objectives and Advantages of Cost Accounting - Difference between Cost Accounting and Financial Accounting - Cost Concepts and Classifications - Elements of Cost - Installation of a Costing System - Role of a Cost Accountant in an Organization - **Cost Control and Cost Reduction**-Meaning, Elements, Scheme and techniques of Cost control, Essentials for success of cost control, meaning of cost reduction, areas of cost reduction, tools and techniques of cost reduction, distinction between cost control and Cost reduction
Preparation of Cost sheet.

UNIT II

Material and Process Costing - Materials: Material/inventory control techniques - Accounting and Control of Purchases - storage and issue of materials. Methods of Pricing of materials issues – FIFO, LIFO, Weighted and Simple average - Weighted - Materials Issued at Various Stages-

Unit III

Process Costing - Process Costing with Multiple Departments; Journal Entries for Process Costing; Impact of Flexible Manufacturing and JIT on Process Costing. Process Costing - Addition of Materials, Spoilage and Defective Units - Addition of Materials; Accounting for Spoilage; Abnormal Gain; Accounting for Rework; Reworked in a Separate Process; Accounting for Scrap Material and Waste.

UNIT IV

Job, Batch and Service Costing - Nature, Purpose and Procedure of Job Costing, Recording and Controlling Costs in Job order Costing, Forms used in Job order Costing, Tenders and Quotations, Nature and use of Batch Costing, Determination of Economic batch quantity. **Service Costing** - Meaning of Service Costing; Transport Costing; Power Costing; Canteen Costing; Hospital Costing; Educational Institute.

UNIT V

Reconciliation and Integral Accounting-Need for reconciliation, reasons for disagreements in Profit, procedure for reconciliation. Integral Accounting – Meaning, Need, Method of Integrating Financial and Cost Accounting.

SUGGESTED READINGS:

1. Khan, M. Y. & P.K. Jain (2017), Cost Accounting, 2nd edition, McGraw Hill, NewDelhi
2. Jain S. P, K.L. Narang and Simmi Agarawal (2016), Cost Accounting Principles and Practice, Kalyani Publishers
3. TulsianP.C.,TulsianBharat(2016),CostAccountingforCA-IPC(Group-I)9thedition,S.Chand, NewDelhi.
4. Banerjee H (2014), Cost Accounting Theory and Practice, 13th edition, Prentice Hall India Learning Private Limited, NewDelhi.
5. M N Arora (2012), Cost Accounting: Principles & Practice, Vikas Publishing, 12th edition, New Delhi.
6. https://swayam.gov.in/nd1_noc20_mg53/preview

COURSE OBJECTIVES:**To make the students**

1. To understand the financial system and institutional regulatory framework
2. To understand the functions and significance of Money Market
3. To learn the significance of capital and foreign market
4. To understand the role and functions of secondary market
5. To understand about Non-Banking Financial Institutions and Financial instruments

COURSE OUTCOMES:**Learners should be able to**

1. Understand the financial system and institutional regulatory framework
2. Understand the functions and significance of Money Market
3. Realize significance of capital and foreign market
4. Ascertain the role and functions of secondary market
5. Understand about Non-Banking Financial Institutions and Financial instruments

UNIT-I:

Nature and Role of Financial System and Institutional Regulatory Framework - An overview of the Indian Financial System – Financial Sector Reforms – . Role of Financial System in Economic Development. Institutional Regulatory Framework – Introduction – Importance -Functions of RBI – RBI and Monetary Policy - Promotional Role of RBI- SEBI- Organization Structure - Objectives – Powers and Functions – SEBI Regulations relating to Capital Markets – Investors Education and Protection -NSIM.

UNIT-II

Money Market –Concept – Features - Functions and Significance of Money Market - Money Market Instruments - Segments of Money Market – Call / Notice Money Market - Commercial Bills Market - Treasury Bills Market – Discount and Acceptance Markets - Commercial Papers – Certificates of Deposit –Repo Instruments - Role and Challenges of Money Market in India.

UNIT- III

Capital Market and Foreign Capital –Concept - Features- Functions and Significance of Capital Market; Structure and Recent Developments of Capital Market in India - Primary Market / New Issues Market: Initial Public Offer (IPO) – Follow on Public Offer (FPO) – Rights Issue – Private Placements –Preferential Issues – Bonus Issues - Book-Building–American Depository Receipts(ADRs)–Global Depository Receipts (GDRs) – Foreign Currency Convertible Bonds (FCCBs); Players in New Issue Market; Role and Importance of Primary Market in Economic Development.

Foreign Capital: Foreign Capital as a Source of Finance, Place of Foreign Capital in the Over all Framework of Indian Financial System, The Regulatory Framework and NRI Investments - HNI- QIP- QIB

UNIT-IV

Secondary Market - Stock Exchanges – Organisation – Functions - Players - Management and Membership; Listing of Securities; Trading and Settlement Systems; Stock Market Indices; Bond Market: Significance – Functions – Participants; Depositories and Custodians – National Securities Depository Limited (NSDL) – Central Depository Services Limited (CDSL) – The Stock Holding Corporation of India Limited (SHCIL) - Recent Developments in Stock Market.

UNIT-V

Non-Banking Financial Institutions and Financial instruments - Concept and role of non-banking financial Institutions; source of finance; Functions of non-banking financial institutions; Investment policies of non-banking financial institutions in India.

Financial Instruments: Equity Shares, New Issue Market and Secondary Market- The Allocative and Operational Efficiency, Preference Shares, Private Placement-Channels, Debentures and Other Fixed Income Securities, Engineered Financial and Monetary Instruments.

SUGGESTED READINGS:

1. Bhole and Jitendra Mahakud,(2017), Financial Institutions and Markets, McGraw Hill, NewDelhi
2. Frederic S. Mishkin (2017), Financial Markets and Institutions, 8th edition, Pearson education, NewDelhi.
3. Gurusamy , S (2015), Financial Markets and Institutions, 4th edition, McGraw Hill, NewDelhi
4. Kohn, (2013), Financial Institutions and Markets, Oxford University Press, NewDelhi.
5. N. K. Gupta , Monika Chopra (2010), Financial Markets, Institutions and Services, , 2nd edition, Ane Books Pvt. Ltd
6. <https://www.coursera.org/learn/finansovye-rynki>

COURSE OBJECTIVES:**To make the students**

1. To Understand the Concept of assessment, assessee, Income heads and the Income Tax laws.
2. To learn the tools and techniques to compute the tax for the various income heads.
3. To select the best ways to compute the income tax based on the income heads for various assessee and to gain a lifelong learning for applying the IT calculation for various income heads based on each case of assessee.
4. To communicate orally and in written form the income tax concepts and computations.
5. To be familiar with the laws pertaining to the Income Tax and apply it lifelong.

COURSE OUTCOMES:**Learners should be able to**

1. Comprehend on the concepts related to assessment, assessee, Income heads and the Income Tax laws.
2. Compute Income Tax Returns.
3. Formulate the Income Tax calculations by critically analyzing the assessee's situation under various income heads and deductions and acquire a Lifelong practice for computation of Tax under various income heads and deductions for any assessee
4. Communicate orally and in written the Income tax computation under various income heads and deductions.
5. Familiar with the laws pertaining to the Income Tax and its apply it lifelong.

UNIT I

Basic Concepts - An Overview of Income Tax Act, 1961 : Background, Important definitions- Income -Agricultural Income-Assessee-Previous year-Assessment year, Residential Status, Basis of Charge, Scope of Total Income, Tax Rates in accordance with the applicable Finance Act for the relevant assessment year. Exempted income u/s 10

UNIT II

Computation of Income under the head of Salary and Computation of Income under the Head of House Property -Salary – Coverage, Employer and Employee Relationship, Allowances, fully taxable, partially taxable allowances and Monetary and Non-Monetary Perquisites –taxable for all employees, taxable for specified employees and exempted perquisites and profits in lieu of salary.

Computation of Income from House Property: Chargeability, Owner of house property, Determination of Annual Value, Deduction from Net Annual Value, Treatment of Unrealized Rent, Arrears of Rent, Exemptions, Computation of Income from a let out House Property, Self-Occupied Property.

UNIT III

Computation of Income – Profits and Gains from Business and Profession - Profits and Gains from Business and Profession: Business and Profession – An overview, Chargeability, Profits and Losses of Speculation Business, Deductions Allowable, Expenses Disallowed, Deemed Profits u/s 41, Maintenance of Accounts, Tax Audit, Presumptive Base Taxation.

Chargeability, Capital Gains, Capital Assets & Transfer, Types of Capital Gains, Mode of Computation of Capital Gains, Exemptions and Deduction, Special Provision–Slump Sale, Compulsory Acquisition, Fair Market Value, Reference to valuation officer.

UNIT IV

Computation of Income from Other Sources - Taxation of Dividend u/s 2(22)(a) to (e), Provisions relating to Gifts, Deductions, Other Miscellaneous Provisions. Exemptions/Deduction, Clubbing provisions, Set Off and/or Carry Forward of Losses, Rebate and Relief - Income's not included in Total Income, Tax holidays, Clubbing of Income, Aggregation of Income, Set off and/or Carry forward of losses, Deductions (General and Specific), Rebates and Reliefs. Computation of total income and tax liability

UNIT V

Collection and Recovery of Taxes and Tax Planning - TDS/TCS, Returns, Refund & Recovery : Tax Deduction at Source 'TDS' & Tax Collection at Source 'TCS', Advance Tax & Self-Assessment Tax 'SAT', Returns, Signatures, E-Filing, Interest for default in furnishing return of Income, Collection, Recovery of Tax, & Refunds, Assessment, Appeals, Revisions, Settlement of Cases, Penalties etc., Assessment, Appeals & Revisions, Settlement of Cases, Penalties, Offences & Prosecution. Tax Planning & Tax Management: Tax Planning, Tax Management and Tax avoidance through legitimate tax provisions, Various Avenues. GAAR - Double Taxation Avoidance Agreement 'DTAA' Controlled Foreign Corporation (CFC)- Tax Evasion.

Note: Distribution of marks - 30% theory and 70% problems

SUGGESTED READINGS

1. VP Gaur and Narang, , Puja Ghai, Rajeev Puri, Income tax Law and Practice (2020), Kalyani Publishers, 46 th Edition, New Delhi.
2. Dr.H.C Malhotra, Dr.SP Goyal (2019), Income Tax Law and Practice, 60th edition, Sathya Bawan Publication, New Delhi.
3. Dr. Girish Ahuja, Dr. Ravi Gupta (2018), Direct Taxes Law and Practices, 10th Edition Wolters Kluwer India Pvt Ltd, New Delhi.
4. CA Atin Harbhajanka (Agarwal) (2018), Income Tax Law and Practice, 2nd Edition Bharat Law House Pvt Ltd, New Delhi.
5. Dr. Vinod .K. Singhania, Dr Kapil Singhania (2018), Direct Taxes Law and Practice, Taxman Publication Pvt Limited, New Delhi.
6. Monica Singhania Vinod K Singhania (2019), Students Guide To Income Tax including GST, 61st edition, Taxmann Publication Pvt Limited, New Delhi.
7. Direct Tax Law and Practice (2018), The Institute of Company Secretaries of India, MP Printers.
8. <https://www.coursera.org/learn/international-taxation>

COURSE OBJECTIVES:**To make the students**

1. To understand of investment concepts and investment avenues available.
2. To calculate the intrinsic value of securities and understand risk-return relationship.
3. To know about the fundamental analysis and technical analysis and its application.
4. To comprehend the investment theory and its relevance in the current context.
5. To recognize different performance measures and evaluate the performance of the portfolio.

COURSE OUTCOMES:**Learners should be able to**

1. Choose the appropriate investment avenues based on the individual risk return profile.
2. Calculate the intrinsic value and evaluate the performance based on risk-return.
3. Select the security based on the fundamental and technical analytical tools.
4. Evaluate the performance of the portfolio using the different measures.
5. Demonstrate capabilities of teamwork, problem-solving, critical thinking, and communication skills related to investment decisions.

UNIT – I

Investment - Nature and scope of Investment Management – Importance of Investment management – Factors influencing Investment Management – Fundamental and technical analysis – Economic analysis – Industry analysis – Company analysis – Efficient market hypothesis- Time Value of Money – Risk Return Analysis.

UNIT – II

Concept of Portfolio Management – Objective of Portfolio Management- Alternative Investment Funds – Portfolio – Management process, targeting, designing, auditing and revising portfolios. Securities Market and Capital Market - Portfolio Theory: Capital Asset Pricing Model (CAPM). Arbitrage Pricing Theory (APT) – Reconciling CAPM and APT.

UNIT – III

Portfolio analysis: Evaluation of Securities - Choice of Securities for Inclusion in the Portfolio – Measuring return and risk – Attainable set of Portfolio. Portfolio Selection - Ascertaining Efficient Portfolio – Locating Efficient Frontier – Markowitz Approach. Single Index Model – Portfolio Choice - Utility Theory and Indifference Curve.

UNIT – IV

Portfolio Performance Evaluation: Dimensions of Evaluation – Sharpe Measure – Treynore Measure – Jensen Measure – Comparison of the Three Measure of Portfolio Performance – Portfolio Insurance.

UNIT – V

Portfolio revision: Needs and Problems – Methods of Revision Formula Plan for Revision Constant value, Constant Ratio and Variables plans- Private Equity.

Note: This Paper consisting of 80% Theory and 20% Problem.

SUGGESTED READINGS :

1. ZviBodie, Alex Kane, Alan Marcus, Pitabas Mohanty, (2017), Investments, 10th edition, McGraw-Hill.
2. Prasanna Chandra, (2017), Investment Analysis andPortfolioManagement,5thedition, McGraw Hill
3. S. Kevin (2015), Security Analysis and Portfolio Management, 2nd edition, PHI, NewDelhi.
4. Dhanesh Kumar Khatri, (2010), Investment management and Security analysis – Text and cases, 2ndedition, Laxmi Publications,NewDeli.
5. M. Ranganathan, R. Madhumathi, (2011), Security Analysis and Portfolio Management, 2nd edition, Pearson Education.
6. <https://www.coursera.org/learn/portfolio-management>

COURSE OBJECTIVES:**To make the students**

1. To understand the concept and functions of logistics management.
2. To understand the concept and functions of Supply Chain Management
3. To learn elements of logistics and supply chain management
4. To understand the types and functions of warehouses
5. To understand about logistics administration

COURSE OUTCOMES:**Learners should be able to**

1. Understand the concept and functions of logistics management.
2. Understand the concept and functions of Supply Chain Management
3. Learn elements of logistics and supply chain management
4. Understand the types and functions of warehouses
5. Understand about logistics administration

UNIT – I

Overview of Logistics: Nature and concepts– Evolution of the Logistics Concept– Logistical Mission and Strategic Issues – Logistics in India – Growing Importance of Logistics Management – Logistical Competitive Advantage – Strategic Logistics Planning Process – Components of Logistics Management – Functions of Logistics Management

UNIT - II

Supply Chain Management: Introduction – Value Chain – Functions and Contributions – Supply Chain Effectiveness and Indian Infrastructure – Framework for Supply Chain Solution - Outsourcing and 3PLs – Fourth-party Logistics (4PLs) –Supply Chain Relationships – Conflict Resolution Strategies for Harmonious Relationships.

UNIT – III

Elements of Logistics & Supply Chain Management: Introduction – Positioning of Information in Logistics and Supply Chain Management–Logistics Information System (LIS) – OperationalLogisticalInformationSystem–EmergingTechnologiesinLogisticsandSupply Chain Management.

UNIT – IV

Warehousing and Distribution Centres: Introduction– Concepts of Warehousing–Types of Warehouse– Functions of Warehousing– Warehousing Strategy– Warehouse Design– Operational Mechanism of Warehouse.

UNIT - V

Logistics Administration: Introduction– Evolutionary Trends of Logistics and Supply Chain Organization– Basic Organization Principles– Factors Influencing Organizational Structure.

SUGGESTED READINGS:

1. Mr. Ishanka Saikia Mr.V.Anandaraj, Dr.S.Ramachandran, S.Kumaran, (2018) Supply Chain & Logistics Management Airwalk Publications; First Edition
2. Sunil Chopra , Peter Meindl , Dharam Vir Kalra (2018) Supply Chain Management, Pearson Education; Seventh edition
3. K. Shridharan Bhat, (2018) Logistics and Supply Chain Management, , Himalaya Publishing House Pvt., Ltd. Mumbai
4. <https://www.coursera.org/specializations/supply-chain-management>

COURSE OBJECTIVES:**To make the students**

1. To understand the concept and functions enterprise resource planning.
2. To learn the basics of ERP Modules.
3. To understand the ERP implementation strategies
4. To understand ERP Market place and dynamics
5. To understand ERP and e-business

COURSEOUTCOMES:**Learners should be able to**

1. Understand the concept and functions enterprise resource planning.
2. Learn the basics of ERP Modules.
3. Understand the ERP implementation strategies
4. Ascertain ERP Market place and dynamics
5. Learn on ERP and e-business

UNIT I

Enterprise –An overview – Basic Concepts of ERP-Risks - Benefits of ERP - Related Technologies such as Business Process Reengineering - Data Warehousing - Data Mining-Online Analytical Processing - Product Life Cycle Management - Supply Chain Management and Customer Relationship Management.

UNIT II

ERP Modules – Manufacturing – Plant Maintenance – Materials Management - Quality Management – Operations and Maintenance – Human Resources Finance – Marketing –Sales Distribution and Services.

UNIT III

ERP Implementation basics – Life Cycle- Package Selection- Implementation Strategies – Implementation Process - Project Team - Success and Failure Factors of an ERP Implementation - Maximizing ERP System.

UNIT IV

ERP Market place and Dynamics – SAP AG – People soft – Baan – JD Edwards – Oracle – SSA , MS Dynamics and others.

UNIT V

ERP and e-business – ERP, Internet and WWW – ERP II – Future direction and trends in ERP. Case studies in Indian and Global scenario.

SUGGESTED READINGS:

1. Alexis Leon (2019), Enterprise Resource Planning, Mc Graw Hill Education, Bengaluru
2. Gangandeeep S. Makkar (2012), Enterprise Resource Planning, VEI Publishers
3. <https://www.coursera.org/learn/enterprise-systems>

COURSE OBJECTIVES:

To make the students

1. To prepare template to present the financial data for supporting analysis.
2. To use advanced formula in financial calculations
3. To use visualization tools to represent the financial data graphically
4. To forecast the financial data using the in build tools
5. To Understand and apply Sensitivity analysis on models like Goal Seek , Scenarios; for financial decision-making

COURSE OUTCOMES:

Learners should be able to

1. Apply advanced formulas to lay data in readiness for financial analysis
2. Use advanced techniques for financial report visualizations
3. Leverage on various methodologies of summarizing financial data
4. Understand and apply Sensitivity (“What-if”) analysis models like Goal Seek , Scenarios; Excel models for financial decision-making
5. Exhibit communication skills to communicate the output derived from the program.

EXERCISES

1. **Corporate Financial Statements**-Organizing .and. creating spreadsheets; entering and formatting data values; entering expressions for calculating values; linking worksheets; splitting screens to facilitate working between several worksheets
2. **Analysis of Financial Statements** - Using logical IF statements; using conditional formatting to call attention to conditions that need correcting; pasting an Excel document into a Word document
3. **Forecasting Annual Revenues** - Creating, validating, and using linear, quadratic, cubic, and exponential regression models to fit the trends of historical data; creating various types of charts (e.g. scatter diagrams, forecast charts, error patterns and downside risk curves);estimating the accuracy of forecasts; expressing forecast accuracy in terms of confidence limits and downside risk curves.
4. **Forecasting Financial Statements** - Using forecasts of revenues to forecast financial statements; using Excel’s Scenario Manager to do sensitivity analysis
5. **Forecasting Seasonal Revenues**-Creating a seasonally-adjusted forecasting model by joining seasonal adjustments to an annual trend line or a moving average trend line; using error feedback to correct a model so that the average error is zero; using period values to update annual forecasts and revise the model
6. **Time Value of Money** - Using Excel’s financial functions for calculating the present value of a future amount, the future value of a present amount, the net present value of a series of cash flows periodic payments for mortgages and loans,etc.;linking an Excel work sheet to a Word document.
7. **Cash Budgeting**-Organizing spreadsheetintomodulesfordifferentpartsofacompanyand linking results; using a one-variable input table for sensitivity analysis to evaluate alternate operating tactics.
8. **Cost of Capital** - Calculating the weighted average cost of capital (WACC); using Excel’s Goal Seekand Solver toolstofindthevalueofanindependentvariable(e.g.,returnonequity)tosatisfy arelatedgoal(e.g.,aspecifiedWACC);evaluatingtheWACCfordifferentamountsofcapital raised and creating charts to display the results.

9. **Profit, Break Even, and Leverage** - Calculating profits from a firm's cash flows; using Excel's Solver tool to determine the sales volume needed to break even; evaluating a firm's operating, financial, and combined leverages
10. **Capital Budgeting:** - Organizing spreadsheets to move from sales revenues to after-tax cash flows; using Excel's financial functions to calculate depreciation schedules; calculating financial measures of success, such as net present value and internal rate of return; using nested IF statements to determine the discounted years to break even; creating two-variable input tables for sensitivity analysis; using Excel's Solver tool to determine changes that must be made to achieve specified goals, such as a specified net present value or discounted years to break even.
11. **Applications of Capital Budgeting** - Creating spreadsheets that evaluate the financial payments from various types of capital investments; using one- and two-variable input tables to analyze the sensitivity of financial payoffs to changes in conditions
12. **Capital Budgeting: Risk Analysis with Scenarios** - Using Excel's Scenario Manager to analyze the effects of various combinations of conditions (e.g. best-on- best, most probable, and worst-on- worst) on future payoffs.
13. **Capital Budgeting: Risk Analysis with Monte Carlo Simulation** - Using Excel's tools for Monte Carlo simulation; using Excel's random number generator to generate and om numbers that follow different probability distributions (e.g., uniform, normal, and triangular distributions) and use the results.
14. **Valuation of Common Stocks**-Determining the value of shares of common stocks from their expected future cash flows and an investor's expected rate of return - performing sensitivity and risk analysis related to the value of stocks.
15. **Valuation of Bonds** - Determining the value of bonds from their fixed future cash flows and an investor's expected rate of return

SUGGESTED READINGS:

1. Wayne L. Winston, (2017), Microsoft Excel 2016 - Data Analysis and Business Modeling, Prentice Hall India Learning Private Limited, NewDelhi
2. JohnWalkenbach(2015),MicrosoftExcel2016Bible:TheComprehensiveTutorialResource, Wiley India, NewDelhi.
3. Manohar Hansa Lysander (2016), Data Analysis and Business Modeling Using Microsoft Excel , PHI, NewDelhi.
4. K. Scott Proctor (2010), Building Financial Models with Microsoft Excel: A Guide for Business Professionals, 2nd edition, Wiley, NewDelhi.
5. Chandan Sengupta (2011), Financial Analysis and Modeling using Excel and VBA, 2nd edition, Wiley, NewDelhi.
6. <https://www.coursera.org/learn/excel-data-analysis>

COURSE OBJECTIVES:**To make the students**

1. To understand the Concept of Financial reporting standards, difference between IFRS and IAS and the users of the financial statements for the decision making.
2. To understand and apply tools and techniques to analyse the financial statement analysis.
3. To critically evaluate the results of the tools applied, interpret the result.
4. To communicate orally and in written form the financial statement analysis, and results interpretation of the results.
5. To utilize the knowledge of financial statement analysis for lifelong practice.

COURSE OUTCOMES:**Learners should be able to**

1. Understand the Concept of Financial reporting standards, difference between IFRS and IAS and the users of the financial statements for the decision making.
2. Understand and apply tools and techniques to analyse the financial statement analysis.
3. Critically evaluate the results of the tools applied, interpret the result.
4. Communicate orally and in written form the financial statement analysis, and results interpretation of the results.
5. Utilize the knowledge of financial statement analysis for lifelong practice

UNIT I:**FINANCIAL ANALYSIS – 1**

Common-Size Analysis (Vertical and Horizontal), Year-to-Year Change Analysis Ratio Analysis
 - Liquidity of Short-Term Assets **Current Assets, Current Liabilities, and the Operating Cycle**
 Cash - Marketable Securities - Receivables - Inventories - Prepayments - Other Current Assets -
 Current Liabilities **Current Assets Compared with Current Liabilities** - Working Capital - Current
 Ratio - Acid-Test Ratio (Quick Ratio) -Cash Ratio - Income Statement Consideration when
 Determining Long-Term Debt-Paying Ability- **Times Interest Earned** Balance Sheet Consideration
 when Determining Long-Term - **Debt-Paying Ability** Debt Ratio - Debt/Equity Ratio

UNIT II**FINANCIAL ANALYSIS - 2****Profitability Measures**

NetProfitMargin-TotalAssetTurnover-ReturnonAssets-DuPontReturnonAssets-Interpretation Through
 DuPont Analysis - Variation in Computation of DuPont Ratios Considering Only Operating
 Accounts-OperatingIncomeMargin-OperatingAssetTurnover-ReturnonOperatingAssets -Sales to
 Fixed Assets - Return on Investment (ROI) - Return on Total Equity - Return on Common Equity -
 The Relationship Between Profitability Ratios - Gross Profit Margin

For the Investors Financial Markets and Investments

Basic Elements of the Statement of Cash Flows Financial Ratios and the Statement of Cash Flows

Operating Cash Flow/Current Maturities of Long-Term Debt and Current Notes - Payable - Operating Cash Flow/Total Debt - Operating Cash Flow per Share - Operating Cash Flow/Cash Dividends

UNIT III

THE USERS OF FINANCIAL STATEMENTS

Financial Ratios as Perceived by Commercial Loan Departments - Most Significant Ratios and Their Primary Measure • Ratios Appearing Most Frequently in Loan Agreements. - Financial Ratios as Perceived by Corporate Controllers - Most Significant Ratios and Their Primary Measure • Key Financial Ratios Included as Corporate Objectives - Financial Ratios as Perceived by Certified Public Accountants Financial Ratios as Perceived by Chartered Financial Analysts Financial Ratios Used in Annual Reports

UNIT IV

FINANCIAL REPORTING

Accounting Standards, Accounting Standards Interpretations and Guidance Notes on various accounting aspects issued by the ICAI and their applications.

Overview of International Accounting Standards (IAS)/International Financial Reporting Standards (IFRS)- Interpretations by International Financial Reporting Interpretation Committee (IFRIC), Significant difference vis-a-vis IAS and IFRS. Corporate Financial Reporting – Issues and problems with special reference to published financial statements

UNIT V

FINANCIAL STATEMENTS - AN INTRODUCTION

Traditional Assumptions of the Accounting Model - Business Entity -Going Concern or Continuity - TimePeriod-MonetaryUnit-HistoricalCost-Conservatism-Realization-Matching-Consistency - FullDisclosure-Materiality-IndustryPractices-TransactionApproach-CashBasis-AccrualBasis **The Financial Statements** :Balance Sheet (Statement of Financial Position) - Statement of Stockholders' Equity (Reconciliation of Stockholders' Equity Accounts) - Income Statement (Statement of Earnings) - Statement of Cash Flows (Statement of Inflows and Outflows of Cash) **Auditor's Opinion** :Auditor's Report on the Firm's Internal Controls - Report of Management on Internal Control over Financial Reporting **Basic Elements of the Balance Sheet : Basic Elements of the IncomeStatement**

Note: Distribution of marks - 40% theory and 60% problems

SUGGESTED READINGS:

1. Subramanyam,K.R.andJohn,J.W.(2017),“FinancialStatementAnalysis”,10thEdition,Tata McGraw Hill, NewDelhi.
2. Stephen H. Penman (2014) “Financial Statement Analysis and Security Valuation”, 4th Edition, Tata McGraw Hill, NewDelhi.
3. M.S Narasimhan (2016), Financial Statement Analysis, 1st Edition, Cengage Learning India Private Limited, NewDelhi.

4. CharlesH.Gibson(2013),FinancialStatementAnalysis,13thedition,CengageLearningIndia Private Limited, NewDelhi.
5. LawrenceRevsine,DanielCollins,BruceJohnson,FredMittelstaedt,LeonardSoffer(2015), Financial Reporting and Analysis, 6th Edition, McGraw-Hill Education, NewDelhi.
6. Deepa Agarwal (2017), Financial Reporting and Auditors Responsibility, 2nd edition, Bloomsbury Professional India, NewDelhi.
7. Deepa Agarwal (2018), The Law & Practice of Financial Reporting and Auditor's Responsibilities under Companies Act, 2013,1st edition, Bloomsbury Professional India, New Delhi.
8. <https://www.coursera.org/specializations/financial-reporting>
9. <https://www.coursera.org/learn/uva-darden-financial-accounting>

COURSE OBJECTIVES:

To make the students

1. To understand the basic framework of research and research process and its important in business decision.
2. To develop an understanding of various research designs and sampling techniques and its application.
3. To identify appropriate sources of information and methods of data collection for solving a business issue.
4. To understand the selection of appropriate tools to analyse the quantitative and qualitative data.
5. To understand the ethical norms for research and select the best type of research report and be familiar with the content to be included in the report.

COURSE OUTCOMES :

Learners should be able to

1. Assess the best suitable research type and formulate the research objective for the business problem.
2. Formulate the suitable research designs and select appropriate sampling techniques for the research.
3. Select the appropriate data collection method for solving the business issue and decide the appropriate measurement scale for designing the instrument for data collection.
4. Apply appropriate analytical tools for the data collected and formulate a suitable suggestion for the business problem.
5. Demonstrate capabilities of team work, problem-solving, critical thinking, and communication skills and design a suitable research report based on the ethical norms of research.

UNIT-I

Research - Introduction to Research: Meaning – Purpose – Types of Research – Significance – Qualities of a good research – Steps in Research - Identification, Selection and Formulation of Research Problem. Research Design: Components of Research Design – Methods of Research Design - Ethics in Research.

UNIT-II

Sampling Design – Census and Sample Survey – Characteristics of a Good Sample Plan – Steps in Sampling – Types of Sampling – Advantages and Limitations of Sampling. Data Collection: Primary Data - Meaning – Significance – Methods of Collecting Data: Observation – Interview Schedule – Questionnaire. Secondary Data – Meaning - Sources of Secondary Data – Precautions while using Secondary Data.

UNIT-III

Scaling Techniques and Report Writing: Meaning of Scale–Measurement of Scale – Important Scaling Techniques – Processing of Data – Editing – Purpose–Analysis and Interpretation of Data - Meaning–Need for Interpretation – Techniques of Interpretation.- Report Writing: Types of Research Reports - Layout of the Report – Steps in Writing the Report – Contents of Research Reports – Ethics in Publication – Plagiarism check – Publication Misconduct.

UNIT-IV

Hypothesis: Characteristics of a good Hypothesis – Formulation of Hypothesis – Procedure for Testing of Hypothesis – T test, F test and Chi Square Test, Analysis of Variance - Business Forecasting – Exponential Smoothing

UNIT-V

Descriptive Statistics - Measures of Central Tendency: - Mean, Median and Mode -Standard deviation – Karl Pearson Correlation – Spearman Rank Correlation - Regression Analysis – Inferential Statistics – Multivariate Analysis - Factor Analysis – Kruskal Wallis Test

SUGGESTED READINGS:

1. Uma Sekaran, Roger Bougie (2018), *Research Methods for Business: A Skill-Building Approach*, 7th edition, Wiley, New Delhi.
2. C.R. Kothari , Gaurav Garg (2018), *Research Methodology*, Fourth Edition, New Age International Publishers, New Delhi.
3. Donald Cooper and Pamela Schindler (2017), *Business Research Methods*, 11th edition, McGraw Hill education, New Delhi.
4. Zikmund William G. et.al (2016), *Business Research Methods*, Cengage India ,New Delhi.
5. Mark N.K.Saunders, Philip Lewis, Adrian Thornhill (2015), *Research Methods for Business Students*, 7th edition, Pearson Education, New Delhi.
6. https://swayam.gov.in/nd2_arp19_ap72/preview
7. https://swayam.gov.in/nd2_cec20_hs17/preview

COURSE OBJECTIVES:**To make the students**

1. To Understand the Concept of indirect taxes emphasizing GST, CGST/IGST/SGST/UTGST and customs law.
2. To learn and compute the GST liabilities.
3. To know how to register GST and apply the GST provisions.
4. To communicate orally and in written form the indirect taxations concepts and provisions.
5. To be familiar with the standards and laws pertaining to the GST and customs and utilize for lifelong practical application.

COURSE OUTCOMES:**Learners should be able to**

1. Comprehend on the Concept of indirect taxes emphasizing GST, CGST/IGST/SGST/UTGST and customs law.
2. Comprehend and compute GST liabilities.
3. Know the procedure to register GST and apply GST provisions to business situations.
4. Communicate orally and in written form the indirect taxations concepts and provisions.
5. Familiar with the standards and laws pertaining GST and customs and utilize for lifelong practical application.

UNIT I

Concept of Indirect Taxes - Concept of indirect Taxes at a glance: Back ground – Constitutional powers of taxation; Indirect taxes in India – An overview; Pre-GST tax structure and deficiencies; Administration of Indirect Taxation in India; Existing tax structure.

UNIT II

Basics of Goods and Services Tax ‘GST’ - Basics concept and overview of GST; Constitutional Framework of GST; GST Model – CGST / IGST / SGST / UTGST; Taxable Event; Concept of supply including composite and mixed supply; Levy and collection of CGST and IGST; Composition scheme & Reverse Charge; Exemptions under GST.

UNIT III

Concept of Time, Value & Place of Taxable Supply - Basic concepts of Time and Value of Taxable Supply – Basics concept to Place of Taxable Supply. Input Tax Credit & Computation of GST Liability- Overview.

UNIT IV

Procedural Compliance under GST - Registration; Tax Invoice, Debit & Credit Note, Account and Record, Electronic way Bill; Return, Payment of Tax, Refund Procedures; Audit.

Basic overview on Integrated Goods and Service Tax (IGST), Union Territory Goods and Service tax (UTGST), and GST Compensation to States.

UNIT V

Overview of Customs Act-Overview of Customs Law – Levy and collection of customs duties - Types of Custom duties - Classification and valuation of Import and Export Goods – Exemption - Officers of customs - Administration of Customs Law - Import and Export Procedures - Transportation, and Warehousing - Duty Drawback - Demand and Recovery - Confiscation of Goods and Conveyances- Refund.

Note: Distribution of marks - 30% theory and 70% problems

SUGGESTED READINGS :

1. V S Datey, Indirect taxes Law and Practice (2019), 42nd Edition, Taxmann Publication, New Delhi.
2. Dr. H.C. Mehrotra, Prof. V.P. Agarwal (2017), Indirect Taxes, 18th Revised Edition, Sahitya Bhawan Publications, New Delhi.
3. Dr Girish Ahuja , Dr Ravi Gupta (2018), Practical Approach to Direct and Indirect Taxes: Containing Income Tax and GST, 37th edition, Wolters Kluwer India Private Limited, New Delhi.
4. Pawan Dhiman (2018), Direct and Indirect Tax Manual, 1st Edition, KSK Publisher and Distributors, New Delhi.
5. The Institute of Cost Accountants of India (2018), Indirect Taxation, Directorate of Studies/
<https://icmai.in/TaxationPortal/GST/index.php>
6. <https://www.coursera.org/learn/taxation-business-entities-part-1>

COURSE OBJECTIVES:**To make the students**

1. To understand the concept of corporate strategic planning
2. To carry out environmental and firm internal analysis
3. To learn on strategic formulation
4. To understand the tools for strategic planning
5. To understand the method of strategic implementation and control

COURSE OUTCOMES:**Learners should be able to**

1. Understand the concept of corporate strategic planning
2. Carry out environmental and firm internal analysis
3. Learn on strategic formulation
4. Understand the tools for strategic planning
5. Understand the method of strategic implementation and control

UNIT I

Corporate strategic planning - Mission - Vision of the firm - Development, maintenance and the role of leader - Hierarchical levels of planning - strategic planning process. Strategic management Practice in India, Family run corporates.

UNIT II

Environmental Analysis & Internal Analysis of Firm: General environment scanning, competitive & environmental analysis - to identify opportunities & threat - Assessing internal environment through functional approach and value chain - identifying critical success factors - to identify the strength & weakness - SWOT audit – core competence -Stakeholders' expectations, Scenario-planning - industryanalysis.

UNIT III

Strategy formulation Generic strategies - Grand strategies - Strategies of leading Indian companies - The role of diversification -limit - means and forms. Strategic management for small organisations, non- profit organizations and large multi-product and multiple market organisations.

UNIT IV

Tools of Strategy Planning and evaluation Competitive cost dynamics - experience curve - BCG approach - cash flow implication. IA -BS matrix - A.D Little's Life -cycle approach to strategic planning - Business portfolio balancing - Assessment of economic contribution of strategy - Strategic funds programming.

Unit V

Strategy implement & Control: Various approach to implementation of strategy - Matching organization structure with strategy - 7Smodel - Strategic control process - Du Pont's control model and other Quantitative and Qualitative tools - Balanced scorecard - M. Porter's approach for Globalization - Future of Strategic Management.

Suggested Readings

1. M.Jeyarathnam, (2019) Strategic Management, 6th edition, Himalaya Publishing House Pvt., Ltd., Mumbai
2. John Pearce, Richard Robinson , Amita Mital (2017) Strategic Management: Formulation, Implementation and Control, 12th edition, McGraw Hill Education;
3. CA. Meeta Mangal, (2019) Strategic Management, 9th Edition, Commercial Law Publishers;
4. https://swayam.gov.in/nd2_imb20_mg33/preview

COURSE OBJECTIVES:**To make the students**

1. To understand various type of business and personal risks
2. To learn insurance pricing and marketing mechanism
3. To understand the concepts on life and non-life insurance
4. To know about method of product design, underwriting and claims settlement
5. To understand reforms at Indian Insurance Industry

COURSE OUTCOMES:**Learners should be able to**

1. Understand various type of business and personal risks
2. Learn insurance pricing and marketing mechanism
3. Understand the concepts on life and non-life insurance
4. Know about method of product design, underwriting and claims settlement
5. Understand reforms at Indian Insurance Industry

UNIT I

Risk : Introduction, interpretations of the term 'risk', types of business and personal risks, significance of risk management function within business organizations Insurance and Risk - significance of insurance and risk, general structure of the insurance market, significant aspects of this industry

UNIT II

Insurance Pricing and Marketing: Principles of insurance pricing and marketing, tools and techniques used in pricing individual life and health insurance - Financial Management in Insurance Companies and Insurance Ombudsman: importance of financial management in insurance companies, tools of managing expenses in the insurance companies, modes used by the insurance companies in channelizing their funds - **Reinsurance:** reinsurance in the insurance sector. Areas of the application of reinsurance. Information Technology in Insurance - application of information technology in the insurance sector, role of insurance companies in insurance security, contours of the future of insurance in rural areas.

UNIT III

Life Insurance & Non-life Insurance: Factors influencing the key functioning of insurance organizations insurable interest, role of riders in insurance policies - Non-life Insurance - elements of fire insurance contract and its ancillary features. Significance of marine insurance and its various policies, the role of rural insurance in making people's lives better in rural India -Non-life Insurance - II - types of motor insurance policies, critical aspects of aviation industry in the country, significance of liability insurance in India – Nomination – Assignment .Functions and Organization of Insurers - components of the distribution system of life insurance companies in the country, role of agents in the life insurance sector in India, important activities carried out in a life insurance organization

UNIT IV

Product Design and Development: Product development in the life and non-life insurance sectors in India, role of risk evaluation in the process of insurance product formation, future trends in the domain of insurance product design and development - **Insurance Underwriting** - need for insurance underwriting, factors that affect the activities performed by the underwriter, steps involved in the process of insurance underwriting - **Claims Management:** factors affecting the insurance claim management system, types of documents needed in various types of claims, meaning of 'Causa Proxima' in insurance claim settlement.

UNIT V

Reforms in Indian Insurance Industry: Importance of the privatization of insurance industry, problems associated with public insurance enterprises, relation between insurance and economic growth. Regulations Relating to Insurance Accounting and Management - framework for IRDA rules and regulations regarding general insurance investment in the country, role of financial reporting in managing insurance operations, significance of determining solvency margins-Recent Guidelines of IRDA.

SUGGESTED READINGS:

1. George E. Rejda , Michael McNamara (2017), Principles of Risk Management and Insurance, 13th edition, Pearson Education, New Delhi.
2. Scott Harrington (Author), Gregory Niehaus (2017), Risk Management and Insurance, 2nd edition, McGraw Hill, NewDelhi.
3. Dorfman (2013), Introduction to Risk Management & Insurance, Prentice Hall, NewDelhi.
4. Indian Institute of Banking & Finance(2017), Risk Analysis, Insurance and Retirement Planning, Taxman Publications Pvt.Ltd
5. Kanjula Spandana (2015), Risk Management And Life Insurance Human Life Value (Hlv) Approach,Atlantic,
6. <https://www.coursera.org/learn/portfolio-risk-management>

COURSE OBJECTIVES:**To make the students**

1. To understand about various aspects of Factories Act
2. To gather knowledge on Industrial Dispute Act
3. To learn about Employee State Insurance Act
4. To understand various aspects of Employee Provident Fund
5. To know about protections available to workers under Trade Union Act

COURSE OUTCOMES:**Learners should be able to**

1. Understand about various aspects of Factories Act
2. Gather knowledge on Industrial Dispute Act
3. Learn about Employee State Insurance Act
4. Understand various aspects of Employee Provident Fund
5. Know about protections available to workers under Trade Union Act

UNIT-I

Factories Act 1948 - Object – Definition – Health, Safety and Welfare Provision – Occupier – Certifying Surgeon Working Hours – Employment of Child – young person, and women – annual leave With Wage.

Unit II

Industrial Dispute Act 1947 - Object – Definitions Procedure and settlement of industrial dispute – voluntary reference of dispute to Arbitration – Award and settlement Strikes and Lockouts – Layoff and Retrenchment – Transfer and closing down of undertakings – Unfair labour Practice.

Unit III

Employees State Insurance Act 1948 - Object Definitions – ESI Corporation, functions – Contribution and recovery – Benefits – Penalties for false claims

Unit IV

Employees Provident Fund and Miscellaneous Provision Act 1952 - Object – Definition – Provident Fund Schemes – Contribution and recovery – Offences and Penalties
Payment of Wages Act 1936 – Objects – Definition – Rules or payment of Wages – Maintenance of registers and records. Payment of Bonus Act 1965.

Unit V

Trade union Act, 1926 - Object – Definitions – Registration of trade union – Rights and privileges of a registered trade union – duties and liabilities – Dissolution.

Workmen's compensation Act 1923 – Definition – rules regarding compensation – Distribution of

compensation – Notice and claim.

SUGGESTED READINGS

Kapoor N.D , Hand book on industrial Law Sulthan Chand & Sons
Shukla M.C., Mercandile Law S.Chand & Co.Ltd.

COURSE OBJECTIVES:**To make the students**

1. To learn ethical practices followed at Management
2. To understand the concept on culture and individual ethics
3. To understand the relationship between law and ethics
4. To learn about Corporate Governance
5. To understand the concept of Corporate Social Responsibility

COURSE OUTCOMES:**Learners should be able to**

1. To learn ethical practices followed at Management
2. To understand the concept on culture and individual ethics
3. To understand the relationship between law and ethics
4. To learn about Corporate Governance
5. To understand the concept of Corporate Social Responsibility

UNIT-I:

Values – Importance, Sources of Value Systems, Types, Values, Loyalty and Ethical Behaviour, Values across Cultures; Business Ethics – Nature, Characteristics and Needs, Ethical Practices in Management.

UNIT-II:

The Ethical Value System – Universalism, Utilitarianism, Distributive Justice, Social Contracts, Individual Freedom of Choice, Professional Codes; Culture and Ethics – Ethical Values in different Cultures, Culture and Individual Ethics.

UNIT-III:

Law and Ethics – Relationship between Law and Ethics, Other Bodies in enforcing Ethical Business Behavior, Impact of Laws on Business Ethics; Social Responsibilities of Business – Environmental Protection, Fair Trade Practices, Fulfilling all National obligations under various Laws, Safeguarding Health and well being of Customers.

UNIT-IV:

Corporate Governance: Issues, need, corporate governance code, transparency & disclosure, role of auditors, board of directors and share holders; Global issues of governance, accounting and regulatory frame work, corporate scams, committees in India and abroad, corporate socialresponsibility

Unit – V

Corporate Social Responsibility – Introduction – System Concept of Business Society – Business and Society Relationship – Business Environment – Business in a Social World

– Social Responsibility – Corporate Social Responsibility – Corporate Social Accountability – Social Responsibility Tools.

SUGGESTED READINGS

1. Balachandran (2011). Corporate Governance, Ethics and Social Responsibility. Prentice Hall of India, Bangaluru
2. Kitson Alan- Ethical Organisation, Palgrave, L. T. Hosmer : The Ethics of Management, Universal Book.
3. D. Murray : Ethics in Organizational, Kogan Page.
4. S. K. Chakraborty : Values and Ethics in Organisation, OUP
5. https://swayam.gov.in/nd2_ntr19_ge06/preview

COURSE OBJECTIVES:**To make the students**

1. To understand the concept of Personal selling
2. To learn theories on personal selling
3. To understand theories of motivation
4. To learn the process of selling
5. To ascertain about sales planning and control

COURSE OUTCOMES:**Learners should be able to**

1. Understand the concept of Personal selling
2. Learn theories on personal selling
3. Understand theories of motivation
4. Learn the process of selling
5. Ascertain about sales planning and control

UNIT I

Introduction to Personal Selling - Nature and importance of personal selling, Difference between Personal Selling, Salesmanship and Sales Management, Myths of selling, Relationship Marketing and Role of Personal Selling. Characteristics of a good salesman, Types of selling situations, Types of salespersons; Career opportunities in selling, Measures for making selling an attractive career.

UNIT II

Theories of Selling - Traditional and Modern: AIDAS Model of Selling, Problem Solving Approach, Right Set of Circumstances Theory and Modern Sales Approaches.

UNIT III

Buying Motives-Concept of motivation, Maslow's theory of need hierarchy; Dynamic nature of motivation; Buying motives and their uses in personal selling.

UNIT IV

Selling Process - Prospecting and qualifying; Pre-approach; Approach; Presentation and demonstration; handling of objections and complaints; Closing the sale; techniques for closing the sale; Customer Relations, Follow up and Dealing customer concerns and complaints.

UNIT V

Sales Planning and Control -

Sales Forecasting, Sales Budget, Sales Territories, Sales quota, Ethical aspects of Selling

SUGGESTED READINGS:

1. Neeru Kapoor (2018), Personal Selling and Salesmanship, Pinnacle Learning
2. Richard R. Still, Edward W. Cundiff, Norman A. P. Govoni, Sandeep Puri, (2017), Sales and Distribution Management, 6th edition, Pearson Education, New Delhi.
3. Mark W. Johnston, Greg W. Marshall (2008), Sales Force Management, 9th edition, McGraw Hill, New Delhi.
4. Spiro, Rich, and Stanton (2007), Management of the Sales force, 12th edition, McGraw Hill.
5. Ralph R. Roberts (2011), Advanced Selling For Dummies, Wiley Publishing Inc.

COURSE OBJECTIVES:**To make the students**

1. To understand the Importance of SPSS and the features for entering the data according to the variable type.
2. To understand and apply the descriptive analytical tools
3. To know the univariate tools and its application
4. To comprehend the application of Bivariate analysis
5. To understand and compute the multivariate analysis using the package.

COURSE OUTCOMES:**Learners should be able to**

1. Create datasheet and enter the data
2. Compute descriptive statistics using the package and graphically represent the data.
3. Perform univariate and bivariate analysis in the software package.
4. Perform multivariate analysis in the software package.
5. Demonstrate capabilities of problem-solving, critical thinking, and communication skills to infer the output.

SPSS EXERCISES

1. Simple Frequency
2. Descriptive Statistics
3. Test of Reliability
4. Test of Normality
5. Independent 't' Test
6. Analysis of Variance (ANOVA)
7. Paired 't' Test
8. Chi-square
9. Mann Whitney U Test
10. Kruskal Wallis H Test
11. Wilcoxon Test
12. Correlation
13. Regression
14. Factor Analysis
15. Garrett Ranking

SUGGESTED READINGS:

1. Darren George, Paul Mallery (2016), *IBM SPSS Statistics 23 Step by Step*, Routledge, New Delhi.
2. Asthana & Braj Bhushan (2017), *Statistics for Social Sciences (With SPSS Applications)*, PHI, New Delhi.
3. Keith McCormick, Jesus Salcedo, Aaron Poh, *SPSS Statistics for Dummies*, 3rd edition, Wiley, New Delhi.
4. Keith McCormick, Jesus Salcedo, Jon Peck, Andrew Wheeler, Jason Verlen (2017), *SPSS Statistics for Data Analysis and Visualization*, Wiley, New Delhi.
5. Brian C. Cronk (2016), *How to Use SPSS®: A Step-By-Step Guide to Analysis and Interpretation*, 9th edition, Routledge, New Delhi.

COURSE OBJECTIVES:**To make the students**

1. To understand the concept of entrepreneurship
2. To learn various types of business entities
3. To understand on public and private system support towards entrepreneurship sustainability
4. To learn method of carrying out feasibility study
5. To understand the various sources available for Startups

COURSE OUTCOMES:**Learners should be able to**

1. Understand the concept of entrepreneurship
2. Learn various types of business entities
3. Understand on public and private system support towards entrepreneurship sustainability
4. Learn method of carrying out feasibility study
5. Understand the various sources available for Startups

UNIT I

Entrepreneurship-Meaning, scope and importance of Entrepreneurship - Evolution of entrepreneurial thought - Entrepreneurship as a career option - Functions of Entrepreneurs - Entrepreneurial Characteristics and Skills - Entrepreneur vs. Manager - Creativity & Creative Process - Types of Entrepreneurs (Clarence Danhoff's Classification) - Intrapreneurship – Concept and Types (Hans Schollhammer's Classification) - Entrepreneurship in different contexts: technopreneurship, cultural entrepreneurship, international entrepreneurship, netpreneurship, ecopreneurship, and social entrepreneurship

UNIT II

Types of Business Entities - Micro, Small and Medium Enterprises. Concept of business groups and role of business houses and family business in India. Values, business philosophy and behavioral orientations of important family business in India. Managerial roles and functions in a small business. Entrepreneur as the manager of his business-MSMEs.

UNIT III

Public and Private System of Stimulation, Support and Sustainability of Entrepreneurship - Public and private system of stimulation, support and sustainability of entrepreneurship. Requirement, availability and access to finance, marketing assistance, technology, and industrial accommodation, Role of industries/entrepreneur's associations and self-help groups. The concept, role and functions of business incubators, angel investors, venture capital and private equity funds

UNIT IV

Sources of Business ideas and Feasibility Studies - Sources of business ideas and tests of feasibility. Significance of writing the business plan/project proposal. Contents of business plan/project proposal. Designing business processes, location, layout, operation, planning & control; preparation of project report. Project submission/ presentation and appraisal thereof by external agencies, such as financial/non-financial institutions.

UNIT V

Mobilizing Resources for START-UP - Mobilizing resources for start-up. Accommodation and utilities. Preliminary contracts with the vendors, suppliers, bankers, principal customers; Contract management: Basic start-up problems. Funding opportunities for start-ups- Mudra - ASPIRE. Marketing and organizational plans-an overview. Nature of planning in small business. Organizational structure suitable for small business. Financial: preparation of budgets, integrated ratio analysis, assessing business risks (leverage analysis). Marketing: product planning & development, creating and protecting market niche, sales promotion, advertising and product costing and pricing policies. HR issues in small business.

SUGGESTED READINGS:

1. Robert Hisrich and Michael Peters and Dean Shepherd (2018), Entrepreneurship, 10th Edition, McGraw Hill, New Delhi.
2. David H. Holt (2016), Entrepreneurship, 1st Edition, Pearson Education, New Delhi.
3. Sangeetha Sharma (2017), Entrepreneurship Development, PHI Learning Pvt Ltd., New Delhi.
4. Poornima M., Charantimath (2018), Entrepreneurship Development and Small Business Enterprises, 3rd edition, Pearson Education, New Delhi
5. S.S.Khanka (2012), Entrepreneurial Development, S.Chand, New Delhi.
6. <https://www.coursera.org/specializations/wharton-entrepreneurship>

COURSE OBJECTIVES:**To make the students**

1. To understand the Concept of Digital marketing and digital marketing tools.
2. To learn tools and utilize the tools of digital marketing
3. To understand about Online Reputation Management
4. To understand the linkage of digital marketing and analytics
5. To communicate orally and in written form the Concept of Digital marketing and digital marketing tools

COURSE OUTCOMES:**Learners should be able to**

1. Understand the Concept of Digital marketing and digital marketing tools.
2. Learn tools and utilize the tools of digital marketing
3. Understand about Online Reputation Management
4. Understand the linkage of digital marketing and analytics
5. Communicate orally and in written form the Concept of Digital marketing and digital marketing tools

UNIT I

Introduction of the digital marketing - Meaning - Digital Vs. Real Marketing - Digital Marketing Channel, Creating Initial Digital Marketing Plan - Content Management - Swot Analysis - Target Group Analysis - Benefits of Digital Marketing - Digital Marketing Platforms and Strategies- Comparing Digital with Traditional Marketing - Issues Arise When Digital Marketing Goes Wrong - Role of Digital Marketing In Developing Brands - Drive Sales - Encourage Product and Service Development and Innovation- Aid Recruitment and Training.

UNIT II

Website:Website -Domain name - Types of domain - Register a Domain Name. Webhosting concepts - Types of Websites – HTML, CSS and Java Script. Popular CMS.

Website designing with WordPress: WordPress - Benefits of using WP. Admin Interface Basics. Theme settings and Customization. Content Management in WP. Categories, Tags and Posts. Pages and Subpages. Custom content types. Adding a menu to the website. Plugins and widgets. Using Plugins in site. Adding Widgets to the Website. Best Plugins in WP.

UNIT III**Online Marketing Tools**

Creating a Facebook page - Visual identity of a Facebook page - Types of publications - Facebook Ads -Creating Facebook Ads - Ads Visibility . Business opportunities and Instagram options - Optimization of Instagram profiles - Integrating Instagram with a Web Site and other social networks - Keeping up with posts. Business tools on LinkedIn - Creating campaigns on LinkedIn -

Analyzing visitation on LinkedIn Creating business accounts on YouTube - YouTube Advertising - YouTube Analytics.

E-mail Marketing - E-mail Marketing Plan - E-mail Marketing Campaign Analysis - Keeping up with Conversions- Digital Marketing Budgeting - Resource Planning - Cost Estimating - Cost Budgeting - Cost Control- Google AdWords- creating accounts - Google AdWords- Types.

Introduction to Search Engine Optimization: How the search engine works - SEO Optimization - Writing the SEO content. Mobile marketing - Growth in mobile industry - Benefits of mobile marketing and its goals. Creating a Mobile Website. App Creation Strategy. Video Marketing: Importance of Video Marketing. Create a Video Campaign. Location Targeting and Bidding Strategies. Measuring the Results of Campaign. Best practices of Video Ads.

UNIT IV

Online Reputation Management: ORM - Need ORM - Examples of ORM. Areas to analyze in ORM. Generate ORM report. Things to do in ORM – Monitor search results, complaint sites, reviews, sites and blogs, and social media.

UNIT V

Merging Digital Marketing and Data Analytics: Analytics and its Importance for Business. Key Performance Metrics in Analytics - Audience Reports - Traffic reports - Behavior reports - Conversion Tracking.

SUGGESTED READINGS:

1. Ryan, D. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.
2. Puneet Singh Bhatia(2017), Fundamentals of Digital Marketing, Pearson Education, New Delhi.
3. Abhishek Das(2018), Applications of Digital Marketing for Success in Business, 1st edition, BPB Publications, New Delhi
4. Dishek J. J. Mankad(2018), Understanding digital marketing, BPB Publications
5. Vandana Ahuja (2015), Digital Marketing, Oxford University Press, New Delhi.
6. Sarah McHarry(2013), Word press To Go, Createspace Independent Pub
7. Karol Krol(2017),Word Press Complete - Sixth Edition, Packt Publishing Limited

COURSE OBJECTIVES:**To make the students**

1. To identify an issue to be analysed and to be solved in a business setup or real time scenario using primary or secondary data collection.
2. To understand the application of Research process in the area of accounting/Finance/Marketing/HR/International business etc.
3. To analyse the data and critically evaluate the result and formulate the suggestion for the problem identified.
4. To apply the theoretical and practical learning of doing research into lifelong practice.
5. To Communicate in oral and written form and prepare report
6. To Work in team and exhibit leadership skills
7. To utilize the IT application for analysis and preparation of report.

COURSE OUTCOMES:**Learners should be able to**

1. Identify an issue to be analysed and to be solved in a business setup or real time scenario using primary or secondary data collection.
2. Understand the application of Research process in the area of accounting/Finance/Marketing/HR/International business etc.
3. Analyse the data and critically evaluate the result and formulate the suggestion for the problem identified.
4. Apply the theoretical and practical learning of doing research into life long practice.
5. Communicate in oral and written form and prepare report
6. Work in team and exhibit leadership skills
7. Utilize the IT application for analysis and preparation of report.

The students should select a problem in Accounting, Finance, Marketing or any other areas related to commerce.

Report should contain

- Introduction
 - Introduction about the industry
 - Introduction about the Company
 - Review of literature – Minimum 10 papers from referred journal
 - Need for the Study
 - Objectives
- Research Methodology
 - Research Design
 - Sampling Design

- Sources of Data Collection
 - Tools used for analysis
 - Limitation
- Data analysis and interpretation
- Findings and Suggestions
- Conclusion
- Bibliography (APA format)

LIST OF VALUE ADDED COURSES

1. Business analytics
2. Business process services in Insurance
3. Business process services in Banking
4. Business process services in Finance and Accounting
5. Retail environment and market research
6. Digital marketing
7. Capital market and financial instruments
8. Logistics and supply chain management
9. Office 360
10. E-Commerce
11. Six Sigma
12. Risk analysis and portfolio management
13. Soft skill Development