UNIVERSITY OF DELHI

MASTER OF COMMERCE (M.COM.)

Syllabus

M.Com. Syllabus as per revised course structure to be effective from Academic Year 2009-10 and onwards
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I : M.Com. Programme Structure

AFFILIATION

The programme shall be governed by the Department of Commerce, Faculty of Commerce and Business, University of Delhi, Delhi – 110007

Programme Structure

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

<table>
<thead>
<tr>
<th>Part</th>
<th>First Year</th>
<th>Semester I</th>
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<td>Part - I</td>
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<td>Semester I</td>
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The schedule of papers prescribed for various semesters shall be as follows;

<table>
<thead>
<tr>
<th>Papers</th>
<th>Marks</th>
<th>Total</th>
<th>Duration (Hrs.)</th>
<th>Credit (Hrs.)</th>
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<tbody>
<tr>
<td></td>
<td>Written</td>
<td>Internal Assmnt.</td>
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<tr>
<td>Part I : Semester I</td>
<td></td>
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<tr>
<td>Paper 6101 : Organisation Theory and Behaviour</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
</tr>
<tr>
<td>Paper 6102 : Statistical Analysis</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
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<tr>
<td>Paper 6103 : Economic Analysis</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
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<tr>
<td>Paper 6104 : Financial Management and Policy</td>
<td>70</td>
<td>30</td>
<td>100</td>
<td>3</td>
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<tr>
<td>Total</td>
<td>400</td>
<td></td>
<td>16</td>
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</table>

| Part I : Semester II                        |             |       |                 |               |
| Paper 6201 : Managerial Accounting          | 70          | 30    | 100             | 3             |
| Paper 6202 : Business Environment           | 70          | 30    | 100             | 3             |
| Paper 6203 : Quantitative Techniques for Business Decisions | 70 | 30 | 100 | 3 |
| Paper 6204 : Marketing Management           | 70          | 30    | 100             | 3             |
| Total                                       | 400         |       | 16              |

Note : In place of one of the compulsory papers mentioned above (namely paper 6201, 6202, 6203 and 204) for this semester, the student may opt for any one of the interdisciplinary courses specified in the syllabus.

| Part II : Semester III                      |             |       |                 |               |
| Paper 6301 : Strategic Management           | 70          | 30    | 100             | 3             |
| Paper 6302 : Accounting Theory and Practice | 70          | 30    | 100             | 3             |
| Paper ---- : Elective I (Paper 1)           | 70          | 30    | 100             | 3             |
| Paper ---- : Elective II (Paper 1)          | 70          | 30    | 100             | 3             |
| Total                                       | 400         |       | 16              |

| Part II : Semester IV                       |             |       |                 |               |
| Paper 6401 : International Business        | 70          | 30    | 100             | 3             |
| Paper 6402 : Human Resource Management      | 70          | 30    | 100             | 3             |
| Paper ---- : Elective I (Paper 2)           | 70          | 30    | 100             | 3             |
| Paper ---- : Elective II (Paper 2)          | 70          | 30    | 100             | 3             |
| Total                                       | 400         |       | 16              |

Note : In place of one of the two compulsory papers (namely Paper 6401 and Paper 6402), the student may opt for any one of the interdisciplinary courses specified in the syllabus.

Grand Total | 1600 | 64
**Elective Groups:**

Any *two* groups from the available electives to be selected at the commencement of M. Com. Part II - Semester III.

**Notes:**

1. The elective groups in the Semester IV will remain the same as the ones selected in Semester III.

2. Once a group has been selected, no change in selected groups will be allowed later.

3. While the first paper of each of the selected groups will be taught in Semester III, the second paper of each of the selected groups will be taught in Semester IV.

**List of Elective Groups**

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

**Group A: Finance – I**
- Paper 7101 Financial Market and Institutions
- Paper 7102 Security Analysis and Portfolio Management

**Group B: Finance - II**
- Paper 7111 Project Management and Financial Services
- Paper 7112 International Financial Management

**Group C: Marketing - I**
- Paper 7121 International Marketing
- Paper 7122 Marketing Research

**Group D: Marketing - II**
- Paper 7131 Advertising and Sales Management
- Paper 7132 Consumer Behaviour

**Group E: Taxation Management**
- Paper 7141 Corporate Tax Planning
- Paper 7142 Principles and Practice of Taxation and Indian Tax System

**Group F: Corporate and Industrial Laws**
- Paper 7151 Corporate Law
- Paper 7152 Industrial Law

**Group G: Human Resource Management - I**
- Paper 7161 Human Resource Development
- Paper 7162 Training and Development

**Group H: Human Resource Management – II**
- Paper 7171 Industrial Relations
- Paper 7172 Management of Transformation
Group I: International Business
Paper 7181 India’s Foreign Trade and Investment
Paper 7182 Management of International Business Operations

Group J: Accounting
Paper 7191 Management Control and Information System
Paper 7192 International Accounting

Group K: Applied Economics
Paper 7201 Industrial Economics
Paper 7202 Applied Econometrics

Group L: Computer Application and Information Technology
Paper 7211 Computer Applications in Business
Paper 7212 E-Commerce

Group M: Insurance
Paper 7221 Insurance Management
Paper 7222 Actuarial Practice

Interdisciplinary Course
Interdisciplinary Paper A (Part I: Semester II)
Interdisciplinary Paper B (Part II: Semester IV)
The list of specific interdisciplinary papers will be announced at the commencement of the academic session.
II: SCHEME OF EXAMINATIONS

1. English shall be the medium of instruction and examination.

2. Examinations shall be conducted at the end of each Semester as per the Academic Calendar notified by the University of Delhi.

3. The system of evaluation shall be as follows:

   3.1 Each course will carry 100 marks, of which 30 marks shall be reserved for internal assessment based on a combination of tutorials, classroom participation, project work, seminar, term papers, tests, and attendance. The weightage given to each of these components in a combination shall be decided and announced at the beginning of the semester by the Department in consultation with the teachers. The system so decided will be communicated by the Department to respective colleges.

   3.2 The remaining 70 marks in each paper shall be awarded on the basis of a written examination at the end of each semester. The duration of written examination for each paper shall be three hours.

4. Examinations for courses shall be conducted only in the respective odd and even Semesters as per the Scheme of Examinations. Regular as well as ex-students shall be permitted to appear/reappear/improve in courses of Odd Semesters only at the end of Odd Semester and courses of Even Semesters only at the end of Even Semesters.

PASS PERCENTAGE

Minimum marks for passing the examination in each semester shall be 40% in each paper and 45% in aggregate of a semester.

However, a candidate who has secured the minimum marks to pass in each paper but has not secured the minimum marks to pass in aggregate may reappear in any of the paper/s of his choice in the concerned semester in order to be able to secure the minimum marks prescribed to pass the semester in aggregate.

No student would be allowed to avail of more than 3 chances to pass any paper inclusive of the first attempt.
DIVISION CRITERIA

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

- Candidates securing 60% and above: I Division
- Candidates securing 50% and above, up to 60%: II Division
- Candidates securing 40% and above, up to 50%: III Division

SPAN PERIOD

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

ATTENDANCE REQUIREMENT

The students are required to attend tutorials, seminars etc, arranged by the Department/College from time to time. The minimum percentage of attendance required will be notified by the Department at the commencement of the session.
III : COURSE CONTENTS AND READING LISTS OF M.COM. PROGRAMME

Course 6101: ORGANIZATIONAL THEORY AND BEHAVIOUR

Time: 3 Hrs.  Max. Marks: 100

Objective:
The objective of the course is to develop a theoretical understanding among students about the structure and behaviour of organization as it develops over time. The course will also make them capable of realizing the competitiveness for firms.

Course Outline:

2. Group Decision making and Communication: Concept and nature of decision making process, Individual versus group decision making, Nominal group technique and Delphi technique, models of communication, communication effectiveness in organizations. Feedback, TA, Johari Window.


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

Suggested Readings:


6
Objective:
The objective of the course is to acquaint students with some of the important statistical techniques for managerial decision making. The emphasis will be on their applications to business and economic situations.

Course Outline:
1. Probability and Expectation: Approaches to probability. Addition, multiplication and Bayes Theorem, Mathematical Expectation.
2. Probability Distribution: Binomial, Poisson, Exponential, Beta and Normal Distributions.
7. Regression Analysis: Simple and multiple linear regression analysis up to three variables.
8. Statistical Quality Control: Control charts for variables and attributes, Acceptance sampling.
9. Case Studies: Application of statistics to some cases of business enterprise are required to be discussed.

Suggested Readings:
Course 6103: ECONOMIC ANALYSIS

Time: 3 Hrs.  Max. Marks: 100

Objective:
The objective of the course is to acquaint students with the concepts of micro-economic theory and their use in business decision making. The effort is to make them capable of using various concepts to deal with business problems in a globalised economic environment.

Course Outline:
1. Firm and its objectives: Theories of the firm, managerial theories, behavioural approaches, growth theories, satisficing theory etc. Relevance of profit maximization in the modern context.


7. Factor pricing: Elements of factor pricing, labour pricing, Demand and supply of factors of production. Profit theories and profit management.


9. Technological change and the global market economy: Impact of technological change on productivity, labour and market structure. Industrial innovation and technology and technological environmental forecasting.
10. Cases: Some cases involving the use of concepts of the micro-economics are required to be discussed.

**Suggested Readings:**


Objective:
The objective of the course is to acquaint the students with the basic analytical techniques and methods of financial management of business firms. The course also provides students the exposure to certain sophisticated and analytical techniques that are used for taking financial policy decisions.

Course Outline:
3. Capital Structure: Concept; financial leverage and its impact on the valuation of firm; theories of capital structure, optimal capital structure; determinants of capital structure.
4. Dividend Policy: Dividend and its form; cash dividend, right and bonus shares, and buy-back of shares; theories of dividend policy and their impact on the value of a firm; types of dividend policy-constant pay-out ratio and constant dividend amount policies; determinants of dividend policy and some case studies.
5. Working Capital Planning and Management: Basics of working capital planning and management; estimation of working capital requirement; working capital policy and its management of cash, accounts receivables and inventories; Mathematical and Simulation Models for Working Capital Decisions; financing working capital.
6. Corporate re-structuring: Mergers and Acquisitions-types; sources of takeover gains; valuation and financing of acquisitions; Analysis of some case studies.
7. The empirical evidences on theories and the case studies relevant for above topics are required to be discussed.

Suggested Readings:
Course 6201: MANAGERIAL ACCOUNTING

Time: 3 Hrs.                          Max. Marks: 100

Objective:
The objective of the course is to enable students to acquire sound knowledge of concepts, methods and techniques of management accounting and to make the students develop competence with their usage in managerial decision making and control.

Course Outline:

1. Management Accounting – Nature and Functions; Financial vs. Management Accounting; Cost vs. Management Accounting; Role of Management Accountant.


3. Activity Based Product Costing – Concept and uses; Emerging Costing Approaches.

4. Variable and Absorption Costing – Concept, Comparison, Applications of Variable Costing; Preparation of Income Statements.

5. Cost-Volume-Profit (CVP) Analysis – Contribution Margin; Break – Even Analysis; Profit Volume (P/V) Analysis; Multiple-Product Analysis; Optimal use of Limited Resources.


8. Standard Costing – Concept, Advantages; Types of Standards; Variance Analysis; Materials, Labour, Overhead; Managerial Uses of Variances.


Suggested Readings:


Objective:
The objective of the course is to acquaint students with the concepts of macro-economics and the macro environment in which a business organisation operates. The course would also make the student capable of analysing and understanding the macro economic policies of the government implemented from time to time and assess their impact on business.

Course Outline:

1. Basic IS-LM frame-work, Asset markets, the demand for and the supply of real balances and their interest elasticities. Implications of modified IS and LM functions on relative efficacy of fiscal and monetary policies. Short and long run aggregate supply and shifts in aggregate supply. Aggregate demand, aggregate supply and the price level. Interaction of aggregate demand and aggregate supply and the determination of real income. Shifts in aggregate demand, demand management policies.


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

The basic reading have been provided below and additional readings will be provided on year to year basis.


Course 6203: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

Time: 3 Hrs. Max. Marks: 100

Objective:
The objective of the course is to acquaint the students with the use of quantitative models in decision making.

Course Outline:

1. Introduction: Quantitative approach to management decision making.
4. Assignment: Solving the problem. Cases of unbalanced problems, multiple optimum solutions, maximisation objective and unacceptable assignments.
5. Integer Programming: Problem Formulation and solution.
6. Inventory Control: Techniques of selective control, Economic order quantity (EOQ) models- classical, gradual replenishment without shortages, price breaks and planned stockouts. Deciding optimum safety stock and reorder level.
10. Queuing Theory: Elements of a queuing system. Models with Poisson arrival and services rates, single server and infinite and finite population.
11. Sequencing: n-jobs to be processed on two machines in the same order of machines. n-jobs to be processed on m machines in the same order of machines – by converting it into a two – n machine case. Two jobs to be processed on m machines in the different orders of machines.
12. Replacement Analysis: Replacement of capital assets – discrete cases when time value of money is not considered and when time value of money is considered. Replacement of items that fail suddenly.
13. Simulation

(The emphasis should be on concepts and application of concepts)
Suggested Readings:


Course 6204 : MARKETING MANAGEMENT

Time: 3 Hrs. Max. Marks: 100

Objective:
The objective of the course is to familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.

Course Outline:

1. Introduction: Traditional view of marketing; Evolution of marketing concept; Modern concept of marketing; Marketing functions and role; Marketing management process - a strategic perspective.

2. Marketing Environment: Significance of scanning marketing environment; Economic, demographic, socio-cultural, technical, political and legal environment of marketing in India.

3. Buyer behavior- Consumer vs. business buying behaviour; Consumer buying decision process and influences; Industrial buying process.

4. Market Segmentation, Targeting and Positioning: Bases and procedure for segmenting a consumer market; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process.

5. Product Decision: Product concept and classification; Major product decisions; New product development; Consumer adoption and innovation diffusion. Product life cycle – concept and appropriate strategies to be adopted at different stages.

6. Pricing Decisions: Objectives of pricing; Factors affecting price of a product; Procedure for setting price; Pricing policies and strategies.

7. Distribution Decisions: Channels of distribution – concept and importance; Different types of distributions, middlemen and their functions; Channel management, Selection, motivation and performance appraisal of distribution middlemen; Retailing and wholesaling – Developments and Indian perspective; Distribution logistics – concept, importance and major logistics decisions.

8. Promotion Decisions: Meaning and importance of promotion; Communication process; Promotion tools- their effectiveness; Determining optimal promotion mix; Developing and implementing a promotional campaign; Promoting through internet; Promotion scene in India.

9. Marketing Planning, Organizing and Control: Marketing planning process; Different ways of organizing the marketing department; Sales, cost and profit analysis.

10. Social, Ethical and Legal Aspects of Marketing: Consumer Protection in India; Services marketing, rural marketing, direct marketing, internet marketing and other marketing developments – Issues, salient features and their applications in India.
Suggested Readings:


Course 6301: STRATEGIC MANAGEMENT

Time: 3 Hrs.                      Max. Marks: 100

Objective:
The objective of the course is to help the students develop an understanding of the basic inputs in making and implementing corporate strategic decisions and also familiarise them with the issues and practices involved.

Course Outline:


Suggested Readings:


Course 6302: ACCOUNTING THEORY AND PRACTICE

Time: 3 Hrs.                                           Max. Marks: 100

Objective:
The course aims at acquainting the students with a coherent set of logical principles and a general frame of reference for evaluation and development of sound accounting practices.

Course Outline:

5. Depreciation policy. Valuation of asset and liabilities. Revaluation of fixed assets and income measurement.
6. Adjustments for changing prices and financial reporting.
7. Analysis and interpretation of statements of changes in financial position—cash, working capital and total resource bases.
10. Recent developments in financial accounting and reporting.

Suggested Readings:

Course 6401: INTERNATIONAL BUSINESS

Time: 3 Hrs.  Max. Marks: 100

Objective:
The purpose of this course is to acquaint the students with nature, scope, structure and operations of international business and familiarise them with trends and developments in India’s foreign trade and investments and policy framework.

Course Outline:

1. International Business: Its Importance, nature and scope; Modes of entry into international business; Management of international business operations – complexities and issues; IT and international business, India’s involvement in International Business.

2. Theoretical Foundations of International Trade: Reasons for international trade; theories of international trade; Gains from trade; Foreign trade multiplier; Terms of trade.

3. Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects; World trade and protectionism.


5. International Business Environment: Framework for analysing international business environment; Domestic and foreign environments and their impact on international business decisions; World trading environment – Pattern and structure of world trade in goods and services; Counter trade.


7. International Economic Institutions and Agreements: WTO, IMF, World bank, UNCTAD, Agreement on Textiles and Clothing, GSP, GSTP and other international agreements and treaties; International commodity trading and agreements- India’s involvement and consequences.

8. Regional Economic Integration: Free trade area, customs union and common market; Theory of customs union; Trade creation and diversion effects; Regionalism vs. multilateralism; Structure and functioning of EC and NAFTA; Regional Economic Cooperation.

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

Suggested Readings:


Course 6402: HUMAN RESOURCE MANAGEMENT

Time: 3 Hrs.  Max. Marks: 100

Objective:
The objective of the course is to acquaint students with the techniques and principles to manage human resource of an organisation. This knowledge would make the students capable of employing these techniques to harness the best of each individual working in the organisation.

Course Outline:


2. HRM, Job Analysis and Job Design: Role of HR manager, Human resource planning and HR effectiveness. Job analysis techniques, job evaluation techniques, job description, job specification, job design approaches, job characteristics, approach to job design.


8. Career planning and succession concepts, approaches and issues.

9. Human Resource information system: Developing HR information system.

10. Employees relations: Shifting forms from industrial relation to employees relations. Handling employees grievances.

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


Objective:
The purpose of the course is to provide a sound information and knowledge of broad framework of Financial System and its constituents. The course will provide the students an understanding of the inter-linkages and regulatory frame-work within which the system operates in India.

Course Outline:


Suggested Readings:

Objective:
The objective of the course is to establish a conceptual framework for the study of security analysis and portfolio management. This course will provide the student the ability to understand and utilise the skill of optimising returns. The focus at different places is to build models and discuss their validity and application to practical situations.

Course Outline:

1. Nature, process and scope of financial assets investment decisions; Structure of Indian Securities market-An overview; Sources of Financial Information.

2. Securities Analysis: two-parameters framework; understanding of return and risk of a security; types of return and risk; sources of risk


4. Analysis of Variable Income Securities (Equity): Approaches to security (equity) analysis-Fundamental Analysis along with valuation models of equity and Technical Analysis, Efficient market hypothesis.

5. Portfolio Theories and Management: Traditional and Modern Portfolio Theories; Single and multi-index models. Markowitz Model; Sharpe’s Single Index Model; Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Model (APT): performance evaluation of portfolios; problems associated with revision of portfolio. Active and Passive portfolio management.


7. Case Studies in security analysis, portfolio construction and performance evaluation are required to be discussed.

Suggested Readings:


Course 7111: PROJECT MANAGEMENT AND FINANCIAL SERVICES

Time: 3 Hrs.  Max. Marks: 100

Objective:
The aim of the course is to enable the student to evolve a suitable framework for the preparation, appraisal, monitoring and control and hedge risk of industrial project. The course would also help to understand the role of financial services in project management and would make its student understand how to mobilise finance for domestic and international projects.

Course Outline:
2. Project Preparation: Technical feasibility, estimation of costs, demand analysis and commercial viability, risk analysis, collaboration arrangements; financial planning; Estimation of fund requirements, sources of funds. Loan syndication for the projects. Tax considerations in project preparation and the legal aspects.
4. Project review/control-Evaluation of project. PERT/CPM.
5. Cost and Time Management issues in Project planning and management.
8. Non-Depository institutions: finance companies and mutual funds and pension funds: a financial services and their role.

Suggested Readings:
Course 7112: INTERNATIONAL FINANCIAL MANAGEMENT

Time: 3 Hrs. Max. Marks: 100

Objective:
The objective of the course is to acquaint the students with financial management problems of multinational corporations and prepare them to tackle these problems.

Course Outline:

1. International Monetary System: Developments in the international monetary system, gold standard, Bretton Woods system of exchange rate, exchange rate regime since mid-1970s. IMF and international Liquidity. System of exchanging currencies

2. Exchange rate quotation and determination: direct and indirect quotes, bid and ask quote, spot and forward quote, cross rates. Determination of exchange rate in spot and forward market. PPP theory, IRP theory, Monetary theories of exchange rate determination, Overshooting models.


4. Exchange rate risk: translation, transaction and real operating exposure – their measurement and management.

5. Investment decisions of multinational corporations (MNCs): International capital budgeting – estimation of cash flows, the cost of capital. Portfolio consideration of a multinational corporation.


7. Market for derivatives, currency futures, options and synthetics, currency risk management, financial swaps and interest – rate risk management.

8. Assessment and management of political risk.


12. Case Studies: Some case studies involving the conceptual learning from the course are required to be discussed.
Suggested Readings:


Course 7121: INTERNATIONAL MARKETING

Time: 3 Hrs. Max. Marks: 100

Objective:
The course intends to familiarise the students with the concept and issues of international marketing and enable them to be able to analyse the foreign market environment and develop international marketing strategies for a business firm.

Course Outline:

1. International Marketing: Nature and scope; International Market orientation and involvement; International marketing management process – an overview; International marketing information system.

2. Analysing International Marketing Environment: Framework for analysing international marketing environment; Geographic, demographic, economic, socio-cultural, political and legal environment and their impact on international marketing decisions; Global trading environment and developments.


4. International Product Policy: Planning and development of products for foreign markets; Product standardisation vs. adaptation; International trade product life cycle and implications.

5. Pricing in International Markets: Pricing objectives; Determination of International Price; Delivery terms and price quotations; International pricing policies, Strategies; Transfer pricing; Pricing in the context of counter trade.

6. International Distribution: Distribution Channels and intermediaries for international markets; Selection, motivation and control of foreign middlemen; Global logistics issues and planning.

7. International Promotion: Complexities and issues in international promotion; Promotion tool for international markets; Developing the promotion campaign for foreign markets; Role of image.

8. International Marketing Planning, Organisation and Control; Contemporary developments and issues in international marketing.

Suggested Readings:

Course 7122: MARKETING RESEARCH

Time: 3 Hrs.  Max. Marks: 100

Objective:
The course aims at exposing the students to the concept, tools and techniques of marketing research and developing their skills to be able to apply research techniques to aid marketing decision making.

Course Outline:

1. Introduction: Meaning, nature and importance of marketing research; Marketing research and scientific method; Research reliability and validity; Problems in conducting marketing research; Marketing information system (MIS); Ways of conducting marketing research; Syndicated research.

2. Marketing Research Process: Steps involved in conducting marketing research; Problem identification; Determining information needs; Developing marketing research proposal.

3. Research Design: Meaning and importance; Types of research designs – explorative, descriptive and conclusive researches; Secondary data – sources, uses and limitations; Primary data collection methods – questioning techniques and observation methods; Online data sources and research; Questionnaire preparation.

4. Sample Design and Field Work: Defining universe and sampling unit; Determining sampling frame; Probability and non-probability sampling methods; Sample size determination; Field work and data collection – sampling and non-sampling errors.

5. Data Analysis and Report Preparation: Data editing, coding tabulation and graphical presentation; Univariate and multivariate data analyses techniques and their applications in marketing research; Report preparation, presentation and follow-up.

6. Marketing Research Applications: Consumer research – behaviour and motivation research, attitude measurement and scaling techniques; Product research; Advertising research; Marketing and sales forecasting; Sales analysis.

7. Marketing Research in India: Status, organization and developments; Ethical issues in marketing research.

Suggested Readings:

Course 7131 : ADVERTISING AND SALES MANAGEMENT

Time : 3Hrs                                           Max. Marks : 100

Objective :
The course aims at enabling the students to develop an in-depth understanding of the modern concepts and latest techniques of advertising and personal selling and sales force management which constitute a fast-growing area of marketing.

Course Outline :

1. Section A

Advertising :

1. Communication Basics : Role of communication; Communication process and flows; Planning the promotion mix; Advertising : Nature and importance; Advertising and the economy; Advertising and publicity; Advertising management process – an overview; Determining target audience; Advertising objectives and positioning decisions; Advertising budget decisions.

2. Message Decision : Determining advertising message; Developing advertising copy – Headline main copy, logo, illustration, appeal, layout, creativity in advertising.

3. Media Planning : Types of media and their merits and limitations; Advertising through the internet; Media selection; Media scheduling.

4. Organisation of Advertising Operations : In-house vs. advertising agency arrangements; Managing advertising agency relations; Evaluation of advertisement and campaign effectiveness – Before - and – after advertising tests and techniques.

5. Advertising in India; Social and regulatory aspects of advertising. Recent developments and issues in advertising.

2. Section B

Sales Management :

1. Fundamentals of Personal Selling : Nature and importance of selling; Types of selling; Personal selling, salesmanship and sales management; Process of effective selling; Strategic Sales management.

2. Sales Planning : Setting personal selling objective; Market analysis and sales forecasting; Sales budget; Sales territory; Sales quota.

3. Sales Organisation : Organisation structure; relationship of sales department with other departments; Distribution networks relationship.

4. Sales Force Management : Recruitment and selection; training and development; motivating, supervising and compensating sales personnel; Controlling the sales effort; Evaluation of sales personnel; Sales and cost analysis.

5. Ethical and legal aspects of selling.
Suggested Readings:


Course 7132: CONSUMER BEHAVIOUR

Objective:
Knowledge of consumer behaviour is a prerequisite for developing effective marketing strategy. The purpose of the course is to provide an in-depth understanding of the consumer and industrial buying processes and their determinants as relevant for marketing decision making.

Course Outline:

1. Consumer Behaviour: Importance and nature of consumer behaviour; Types of consumers and their role; Consumer buying process and determinants; Changing profile of Indian consumers.

2. Individual Differences in Consumers: Needs and motivation; Perception; Attitude and attitude change; Learning and learning theories; Personality and life style analysis.

3. External determinants of Consumer Behaviour: Family and its influence on consumer buying behaviour; Group and their influences; Social class; Culture and sub-culture.

4. Models of consumer behaviour; Business buying behaviour.

5. Cross-cultural dimensions of consumer behaviour; Consumer research – complexities and issues.

Suggested Readings:


Course 7141 : CORPORATE TAX PLANNING

Objective:
The aim of this course is to familiarize the student with major latest provisions of the Indian tax laws and related judicial pronouncements pertaining to corporate enterprises having implications for various aspects of Corporate planning with a view to derive maximum possible tax benefits admissible under the law.

Course Outline:

1. Meaning of tax planning and management, tax evasion and tax avoidance; Nature and scope of tax planning and management in the corporate sector; Justification of corporate tax planning and management.

2. Computation of corporate tax: Carry forward and set off of losses in the case of certain companies under Sec. 79 of Income-tax Act, 1961; Computation of taxable income of companies; Computation of the amount of corporate tax liability; Minimum Alternate Tax; Tax on distributed profits of domestic companies; Tax on income distributed to unit holders.

3. Implications of Tax concessions and incentives for corporate decisions in respect of setting up a new business, location of business and nature of business.

4. Tax planning with reference to financial management decisions: Capital structure decisions; Dividend Policy; Bonus Share; Investments and Capital Gains.

5. Tax planning with reference to managerial decisions: Owning or leasing of an asset; purchasing of assets by instalment system or Hire System; Purchasing of an asset out of own funds or out of borrowed capital; manufacturing or buying; Repairing, replacing, renewing or renovating an asset; Sale of assets used for scientific research; Shutting down or continuing operations.

6. Tax Planning in respect of amalgamation or de-merger of companies or Slump sale or conversion of a firm into a company.

7. Foreign collaborations and incidence of taxation on domestic companies; provisions for relief in respect of double taxation; important Double Taxation Avoidance Agreements with different countries like USA, UK, Germany, France, etc.

8. Case Studies: Some case studies involving the learning are required to be discussed.

Suggested Readings:

2. Vinod K. Singhania, Taxmann’s Direct Taxes Planning and Management.

Max. Marks. : 100
Course 7142: PRINCIPLES AND PRACTICE OF TAXATION AND INDIAN TAX SYSTEM

Time: 3 Hrs.  Max. Marks.: 100

Objective:
The purpose of this course is to familiarize and update the students with the basic principles of taxation and the actual operation of income tax in the Indian economy.

Course Outline:

1. International comparison of taxes; Tax-GDP ratios; Direct and indirect taxes – inflation adjustment schemes in selected countries.

2. The problems of international double taxation – The assignment rules: source versus residence – methods to alleviate international tax duplication: Tax credit relief; Double tax treaties: OECD Models; United Nations Model – International tax avoidance and evasion; transfer pricing; Tax havens – Anti-avoidance measures.

3. Tax bases and tax policy – Determinants of tax yield – Classification of taxes: Direct and indirect taxes; OECD classification; Progressive, proportional and regressive taxes; Ad-valorem and specific taxes.

4. Taxes and inflation; Taxes and savings; Taxes and Labour supply – Tax equity: Benefit principle of Taxation; Ability-to-pay principle of taxation.

5. Incidence of Taxation: Factors determining extent of tax shifting – Taxation and efficiency: Excess burden of taxation; Administrative costs; Compliance costs – Tax incentives: Various forms; Rationale; Problems created by tax incentives. Tax avoidance and tax evasion – Tax ratio, taxable capacity and tax effort.

6. Distribution of taxation powers between the Center and the States in the constitution of India; Restrictions on the taxation powers of the States; sharing of Central taxes; Rationale for constitutional arrangements.


10. Case Studies: Some case studies involving the learning from the course.

Suggested Readings:


Objectives:
The objective of the course is to familiarize the students with the nature of legal regulatory environment of corporate enterprises in India.

Course Outline:


2. Industries (Development and Regulation) Act, 1951.


7. Foreign Exchange Management Act (FEMA).

8. Emerging issues in Corporate Laws and Governance.

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

Suggested Readings:


4. The Institute of Company Secretaries of India, *Company Law, Course Study Material*, 2009


Course 7152 : INDUSTRIAL LAW

Time : 3 Hrs.  Max. Marks : 100

Objective:
The course is designed to provide an understanding of certain industrial legislations in the context of the Indian Socio-economic conditions.

Course Outline:

1. The factories Act, 1948 : Objects, provisions relating to hazardous process, health, safety, welfare, working hours, leave etc. of workers, approval, licensing and registration of factories, manager and occupier – their obligations, power of the authorities under the Act, penal provisions.

2. The payment of Bonus Act, 1965: Object, Scope and Application, Definitions, Calculation of amount payable as Bonus, Eligibility for Bonus, Disqualification for Bonus; Minimum & maximum Bonus, Set on & Set off of Allocable Surplus, Application of Act in Establishment in Public Sector, Bonus linked with Production or Productivity.


4. The Industrial Disputes Act, 1947: Objects, authorities for settlement of industrial disputes, reference of industrial disputes, procedure, powers and duties of authorities, settlements and awards, strikes, lock-outs, lay-off, retrenchment, transfer and closure, unfair labour practices, miscellaneous provision.

5. The Trade Unions Act, 1926: Objects, registration of trade unions, rights and liabilities of registered trade unions—procedure, penalties.

6. The Workmen’s compensation Act, 1923: Objects, Employer’s liability for compensation, amount of compensation, distribution of compensation, notice and claims, remedies, of employers against stranger, commissioners for workmen’s compensation.

7. The Employees’ Provident Funds & Miscellaneous provision Act, 1952: Objects, Schemes under the Act. Employees’ Provident Fund Scheme, Employees’ pension Scheme, 1995, Employees’ Deposit linked Insurance Scheme, Determination and Recovery of Moneys due from and by employers, protection against attachment.

8. The payment of Wage Act, 1936: Objects, Application, responsibility for payment of wages, wage periods, time-limits, Deduction from wages remedy available to worker for delay or unauthorized education.


**Suggested Readings:**


Course 7161: HUMAN RESOURCE DEVELOPMENT

Time: 3 Hrs.  Max. Marks: 100

Objective:
The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals in organisations they work for.

Course Outline:

1. Human resource development: Concept and evolution, human resource mobilizations, HRD Conceptual base, strategic interventions in HRD sector and target groups, HRD mechanisms, processes and outcomes, HRD instruments, HRD.

2. HRD and Management: Attitude of top management towards HRD, Motivational aspects of HRD, Trends and Practices, Line manager and HRD.

3. HRD Activities: HRD culture and climate, Elements of HRD climate, measurement of HRD climate, factors to HRD climate, Determinant needs, developmental supervisor, HRD for Workers: HRD mechanisms for workers, Role of trade unions.

4. HRD in Organisations: Government organisations, educational institutions, armed forces, police and industry, private sectors and public sectors units. Emerging Issues in HRD: Creating awareness and commitment to HRD, Industrial relations and HRD, Utilization of HRD efforts, Future of HRD, International comparison of HRD (Commonalities and differences.)

5. Case Studies: Some Studies involving the learning from the course are required to be discussed.

Suggested Readings:


Course 7162 : TRAINING AND DEVELOPMENT

Time: 3 Hrs. 

Max. Marks: 100

Objective:
The objective of the course is to familiarize the students with basic concepts and principles of Training and Development of Human Resource and train them to understand the learning environment of a firm. The knowledge so obtained will make them capable of providing training to Human Resource of a business firm.

Course Outline:


2. Training and Learning: The learning process, learning curve, principles of learning, training guidelines, experience versus training, kinds of training, system approach to training, programmed instruction, transfer of training.

3. Training Needs Assessment and Curriculum Development: Identification of Training and Development needs, training needs assessment- various approaches (the job and the Individual), Advantages and disadvantages of basic needs assessment techniques, Assessing curriculum needs, curriculum standards, matching organisational training needs, Developing training materials.

4. Training Methods: Three Stages of training (Preparatory, implementation and follow-up stage), On the job and off-the job methods, experiential versus non-experiential methods.

5. Evaluation of Training and Development, and Emerging Pattern: Reasons of evaluating training, Criteria for evaluation, problems of evaluation, steps involved in evaluation, methods for training evaluation, analysis and costing of training. Emerging Pattern of Training and development in India. Two Indian case studies to be discussed in the class.

6. Case Studies: Some cases to be discussed in the class relating to the learning from the course to business world are required to be discussed.

Suggested Readings:


Course 7171: INDUSTRIAL RELATIONIS

Time: 3 Hrs.  Max. Marks: 100

Objective:
The objective of the course is to make student aware of the concept of industrial relations. The course will make them understand the importance of industrial relations for an organisation and how these relations provide dynamics to organisations.

Course Outline:

1. Industrial Relations: Concepts and scope, Historical development, Unilatarist, Pluralist and Marxist perspective of IR. Trade Unionism: role of trade unions, trade union in India, national level Federations, Goals and objectives of unions and union leadership, weaknesses in trade unions, trade unions, politics and government. Theories of trade unionism. Cross cultural aspects of union management relations. Trade Union Act 1926: an overview. Union recognition; de-unionisation strategies.

2. Union Management Relations: conceptual framework, union management perspectives, organisational factors affecting union management relations. Public policies and union management relations, role of state, constitution and labour policies, ILO, Major events and international issues, changes affecting HR/IR perspectives, perspectives in India.


4. Methods of industrial relation machinery in India; Statutory and non-statutory methods of industrial dispute resolution; Conciliation, mediation, arbitration and adjudication.

5. Comparative Industrial Relations: principles of comparative analysis, variables of comparative analysis (culture, values, ideologies, politico-economic structure) Experience of UK, Yugoslavia, West Germany, Scandinavian countries and Japan.


7. Labour Welfare: Rationale need and requirements.

8. Case Studies: Some Cases are required to be discussed involving learning from the course.

Suggested Readings:


Objective:
The objective of the course is to make the students develop the art or unlearning for thinking afresh to provide new solutions to the problems which can act as benchmarks for others to follow.

Course Outline:


2. Leadership from Within: Concept, need and importance of developing leadership from within. Distinction between leadership from without and leadership from within. Steps for developing leadership from within.

3. Turnaround Management: Definition of sickness. Causes and Symptoms of Sickness. Prediction of sickness. Revival of sick unit – Role of BIFR, SICA, Financial Institutions. Behavioural, economic and technical issues in Turnaround Management Learning from the success stories of organisations where turnaround management strategies have been adopted and sick or potentially sick companies have been turned around.

4. Business Process Reengineering as a tool of managing transformation: BPR – An imperative for survival. The reengineering imperative in USA, the re-engineering scenario in Europe, the re-engineering imperative in India, Instances of re-engineering in Indian organisations (Case studies). Five steps methodology to implement BPR.


Suggested Readings:

2. Bender, Peter Urs, Leadership from Within, Macmillan India Ltd., Delhi, 1997.
4. Khandwalla Pradip, Turnaround excellence: In sights from 120 cases, Response Book (A Division of Sage Publication, New, 2001
Course 7181: INDIA’S FOREIGN TRADE AND INVESTMENT

Time: 3 Hrs.  Max. Marks: 100

Objective:

The objective of this course is to acquaint the students with structure and policy framework of India’s foreign trade and investments.

Course Outline:

1. India’s Foreign Trade: Pattern and Structure of India’s foreign trade; India’s trade in service; Terms of trade; India on the world trading map; Analysis of thrust export products and markets.

2. Foreign Trade Policy and Economic Relations: Policy making body and regulatory framework; Trends and developments in India’s foreign trade policy; Bilateralism and multilateralism in India’s trade relations; India and WTO, WTO and emerging trading environment, India’s trade and economic relations with EU and other regional groupings; India and regional economic cooperation in South Asia.

3. Export Promotion Measures and Facilities: Export promotion measures and schemes; Export and trading houses, Import facilities for exports; Export processing/special economic zones (EPZs/SEZs) and 100% EOUs – Policy framework and operational aspect.

4. Institutional Arrangements and Infrastructure Support: Export promotion councils, Commodity boards/export development authorities; Other service organisations; Infrastructure Support – Transportation and warehousing infrastructure, Indian ports and shipping system.

5. Procedural and Documentary Framework – An Overview: Trade operations and documentation; Procedure for getting started in export – import business. Trade contract and INCO terms; Export payment terms and UCDPC; quality inspection; Excise and customs clearance.

6. Foreign Trade Finance and Insurance: Pre-shipment and post-shipment finance; Sources and schemes of foreign trade finance; Exim Bank and foreign trade finance; Coverage of Credit, transit, commercial and political risks; ECGC and risk coverage.

7. Foreign Exchange facilities and Regulations: Foreign exchange facilities and exchange rate mechanism; Regulatory framework – FEMA and its objectives and provisions; Other acts and regulations.

8. Foreign Investments: India’s foreign investment policy and flows: India’s investments abroad – pattern and structure; Indian Joint ventures in foreign countries and their operations.

9. Balance of Payment Account: India’s Balance of Payment account and adjustment policies; foreign reserves and debt situation.
Suggested Readings:


Course 7182: MANAGEMENT OF INTERNATIONAL BUSINESS OPERATIONS

Time: 3 Hrs. Max. Marks: 100

Objective:

The course intends to acquaint the students with the management of international business operations of a business firm.

Course Outline:

1. International Business Management: Complexities and issues; Approaches to international management; Cross-cultural values and business management; Foreign market entry mode decisions and level of international involvement; International management orientation; International business management - A strategic perspective.

2. International Planning: Environmental scanning and monitoring; Resource allocation and portfolio compositions of a global firm; Linkages and synergies among business units across borders; Locus of decision making; Headquarter – subsidiary relationships in international business enterprises; International management information system.

3. Organisational and Control Aspects of International Operations: Organisational design and structure of international companies; Managing communication across cultures; Co-ordinating and controlling international business operations.

4. International Production and Procurement: International production and location decisions; Procurement for international operations – International sourcing World class manufacturing and international quality standards; Supply chain management and global business operations.

5. International Marketing Management: International Market segmentation, targeting and positioning; International marketing mix planning – Product, price, promotion and distribution decisions.


7. International Human Resource Management: Selection, training and development of people in international firms; Compensation and reward systems among international firms; Motivation and leadership in international firms.


Suggested Readings:


Course 7191: MANAGEMENT CONTROL AND INFORMATION SYSTEM

Time: 3 Hrs.                              Max. Marks: 100

Objective:
The objective of this course is to acquaint the students about the concept and application of management control system in large organizations and to make them familiar with modern control techniques.

Course Outline:


4. Uses of variance analysis in cost control. Developments in the area of costing for control purposes such as Activity Based Costing – Concept and uses of ABC in management control. Activity Based Management.


7. Recent Developments.

Suggested Readings:


Course 7192: INTERNATIONAL ACCOUNTING

Time: 3 Hrs.  Max. Marks: 100

Objective:
The objective of this course is to develop some conceptual knowledge and understanding of international accounting issues among students. In addition, this course makes students capable of tackling issues in prevailing regulatory environments.

Course Outline:

2. Foreign currency translations, methods and practices.


5. International Standards and Organisation: Advantages, supporting and deterring forces; International and Regional Efforts in Standard Setting; International Standards setting process, Harmonisation; International Accounting Standards Board; Accounting and Auditing Standards.


7. Transfer pricing, methods, objectives, strategies.

8. Emerging issues in International Accounting.

Suggested Readings:


5. Frederick D.S. Choi and Gary K. Meek, International Accounting, Pearson Education, 2005

Course 7201: INDUSTRIAL ECONOMICS

Time: 3 Hrs.                      Max. Marks: 100

Objective:
The objective of the course is to acquaint students of economic concepts as applied to industrial behaviour. The course makes student capable to analyse and take decisions in respect of a firm’s or industry’s operations.

Course Outline:


3. Economies of size: Economies of size, vertical and horizontal integration, diversification, economies of scale and scope. Merger, acquisition and take over, innovation, export led industrialisation.

4. Economies of location and spatial structure. Economics of ownership structure.


8. Case Studies: Some case studies involving the learning of the course are required to be discussed.

Suggested Readings:


Objective:
The objective of the course is to acquaint students of the methodology of econometrics and make them capable of applying it to business problems. The emphasis will be on application aspects with theoretical understanding.

Course Outline:

1. Basic Concepts: Definition and scope of econometrics; model specification; desirable qualities of models; evaluating an econometric model; Random variables, stochastic variables and the stochastic error term; probability distributions (review); estimators, desirable qualities of a good estimator; maximum likelihood estimators (definition).

2. The multiple regression model; The 3 variable model; partial regression and correlation coefficients; assumptions of the classical linear model; Derivation of Ordinary Least Squares Estimators; Properties of OLS estimators, OLS AS BLUE; Variances and Standard deviations; Goodness of fit: R-squared and adjusted R-squared; Tests of significance t and F tests; Hypothesis testing involving more than one parameter; Forecasting; Evaluation of Forecasts; Mean Squared error, RMS error.

3. Extensions of the basic linear model: 1) Model transformable to linear form: Estimation of elasticity by log-linear models; Growth rates by semi-log models; lin-log models; polynomial regression models (esp quadratic). 2) Qualitative variables: Qualitative independent variables and dependent variables (into only); applications of dummy variables; Time dummy, intercept dummy and structural change.

4. Relaxing the assumptions of the basic linear model: 1) Multicollinearity: Perfect and imperfect multicollinearity; consequences of multicollinearity, detection and solution. 2) Heteroscedasticity: Nature and Causes; Consequences; Detection by graphical analysis of residuals and Parks test; Solution of Heteroscedasticity: Weighted Least Squares. 3) Autocorrelation: nature and causes; Consequences; Detection by graphical analysis and D-W Test, Solution for AR (1) scheme. 4) Error in measurement. 5) Specification bias. 6) Simultaneous Equation Bias.

5. Estimation and specifications: Demand, Sales, Cost, Production and Consumption functions.

6. Simultaneous equation system: Identification and Estimation of the model.

7. Case Studies: Case Studies involving estimation single and simultaneous equation system are required to be discussed.
Suggested Readings:


Course 7211: COMPUTER APPLICATIONS IN BUSINESSS

Time: 3 Hrs.  Max. Marks: 100

Objective:
The purpose of this course is to equip the students with fundamental aspects of computers and communication and their application in Commerce.

Course Outline:

1. Introduction to Data Information, and knowledge and IT. Changing decision making scenario; Quality of information role of IT in information generation and value addition.


7. Management information system: Transaction processing system (TPS) Traditional v/s contemporary TPS. Decision support system (DSS). Expert system.

8. Recent developments in Computer Application.

Suggested Readings:

Objective:
The purpose of this course is to develop understanding of Web-based Commerce and equip them to assess e-commerce requirements of a business and develop e-business plans and to interact with various IT professionals who may be developing e-commerce applications.

Course Outline:


2. Web-site Design: Web sites as market place; Role of web site in B2C e-commerce; Web site strategies; Web site design principles; push and pull approaches; Alternative methods of customer communication such as e-mail, BBA; E-mail etiquette and e-mail security.

3. Business Models of E-Commerce; B2B, B2C, B2G and other models of e-commerce; Applications of e-commerce to supply chain management; Product and service digitisation; Remote servicing, procurement and online marketing and advertising; Applications to Customer Relationship Management.

4. Business to Consumer E-Commerce Applications: Cataloging, Order planning and order generation; Cost estimation ad pricing; Order receipt and accounting; Order selection and prioritisation; Order scheduling, fulfilling and delivery, Order billing, Post sales services.

5. Business to Business E-Commerce: Need and alternative models of B2B e-commerce; Using public and private computer networks for B2B trading; EDI and paperless trading; characteristic features of EDI service arrangement; Internet based EDI; EDI architecture and standards; Vans; Costs of EDI infrastructure; Reasons for slow acceptability of EDI for trading; E-marketing-Traditional web promotion; Web counters; Web advertisements. XML, XML-EDI and its application.


7. Security Issues in E-Commerce: Risks of e-commerce –Types and sources of threats, Protecting electronic commerce assets and intellectual property; Firewalls; Client server network security; Data and message security; Security tools; Digital identity and electronic signature; Encryption and concepts of public and private key infrastructure; Risk management approach to e-commerce security.

8. Environment of E-Commerce: Issues regarding language, culture and infrastructure, Legal environment-borders and jurisdiction, contracting and contract enforcement;
International cyber laws – cyber laws – Aims and salient Provisions; Cyber laws in India and their limitations; Taxation and e-commerce, Ethical Issues in e-commerce.

9. Statistical Packages: Use of specific packages in areas like Multiple Regression, ANOVA, Factor Analysis, Discriminant Analysis, Con-joint analysis. Small sample tests such as, F-test and Chi-Square test.

Suggested Readings:


4. Smith, P.R. and Dave Chaffey (2005), eMarketing eXcellence; The Heart of eBusiness (UK : Elsevier Ltd.)
Course 7221 : INSURANCE MANAGEMENT

Time: 3 Hrs. Max. Marks: 100

Objective:
This course aims at a familiarising the participants with the concept of insurance, the risk and its management, various insurance policies and their structure along with the legal dimensions involved. This course also aims at providing the knowledge of Insurance Company’s Management.

Course Outline:


5. Organisation and Administration of Insurance: Management Organisation: Departmentalisation, marketing. Claims, and loss control, underwriting and pricing of insurance, retention and re-insurance; Financial Structure, reserves of property and liabilities of insurer, earned surplus and profitability, Insurer’s Investments, Financial reporting.

Suggested Readings:


Course 7222: ACTUARIAL PRACTICE

Time: 3 Hrs.  Max. Marks: 100

Objective:
The purpose of this course is to equip the student with the principles and techniques of actuarial practice. The paper requires at least a prior general knowledge of mathematics and statistics.

Course Outline:

1. Basic Mathematics: Basic functions, Annuities-certain, Loans repayable by instalments, Simple methods of determining the rate of interest in a transaction, Capital redemption assurance, Valuation of simple loans and debentures.

2. Life Contingencies: Mortality tables, Elementary functions, the central death rate, Single life annuities and assurances, Commutation columns, Temporary and deferred annuities and assurances, Conversion tables, Special annuities and assurances, Periodical payments, Complete annuities, Policy value, Select and other tables.


Suggested readings:


### M.Com. Course: Comparative Statement of Existing and Revised M.Com. Programmes

<table>
<thead>
<tr>
<th>M.Com. Course (Existing Programme)</th>
<th>M.Com. Course (Revised Programme)</th>
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<tbody>
<tr>
<td><strong>Part – I</strong></td>
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<tr>
<td><strong>Compulsory Courses</strong></td>
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<td>412  Business Environment</td>
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<td>413  Economics Analysis</td>
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<td>415  Quantitative Techniques for Business Decisions</td>
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<td>417  Financial Management and Policy</td>
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<td>418  Marketing Management</td>
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<td><strong>Part – II</strong></td>
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<td>422  Accounting Theory and Practice</td>
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<td>423  Human Resource Management</td>
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<td><strong>Optional Courses</strong></td>
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Each student shall be required to choose any two groups from the following:

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<tr>
<th>Optional Papers</th>
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**Group EA - Accounting**

|          |       |                  |                                        |      |          |       |                  |
| 425      | Management Control and Information System | 75 | 3 | 7191 Management Control and Information System | II | III | 100 | 3 |
| 426      | International Accounting                   | 75 | 3 | 7192 International Accounting               | II | IV | 100 | 3 |

**Group EE - Applied Economics**

|          |       |                  |                                        |      |          |       |                  |
| 427      | Industrial Economics                       | 75 | 3 | 7201 Industrial Economics                  | II | III | 100 | 3 |
| 428      | Applied Econometrics                       | 75 | 3 | 7202 Applied Econometrics                  | II | IV | 100 | 3 |

**Group EC - Computer Application and Information Technology**

|          |       |                  |                                        |      |          |       |                  |
| 429      | Computer Application in Business           | 75 | 3 | 7211 Computer Applications in Business     | II | III | 100 | 3 |
| 430      | E-Commerce                                | 75 | 3 | 7212 E-Commerce                            | II | IV | 100 | 3 |

**Group EF1 – Finance - I**

|          |       |                  |                                        |      |          |       |                  |
| 431      | Financial Market and Institutions         | 75 | 3 | 7101 Financial Market and Institutions     | II | III | 100 | 3 |
| 432      | Security Analysis and Portfolio Management| 75 | 3 | 7102 Security Analysis and Portfolio       | II | IV | 100 | 3 |

**Group EF2 – Finance - II**

|          |       |                  |                                        |      |          |       |                  |
| 433      | Project Management and Financial Services | 75 | 3 | 7111 Project Management and Financial      | II | III | 100 | 3 |
| 434      | International Financial Management        | 75 | 3 | 7112 International Financial Management    | II | IV | 100 | 3 |

**Group EH1 - Human Resource Management – I**

<p>| | | | | | | | |
|          |       |                  |                                        |      |          |       |                  |
| 435      | Human Resource Development                | 75 | 3 | 7161 Human Resource Development            | II | III | 100 | 3 |
| 436      | Training and Development                 | 75 | 3 | 7162 Training and Development              | II | IV | 100 | 3 |</p>
<table>
<thead>
<tr>
<th>Group EI - Insurance</th>
<th>Group M: Insurance</th>
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<td>439 Insurance Management</td>
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