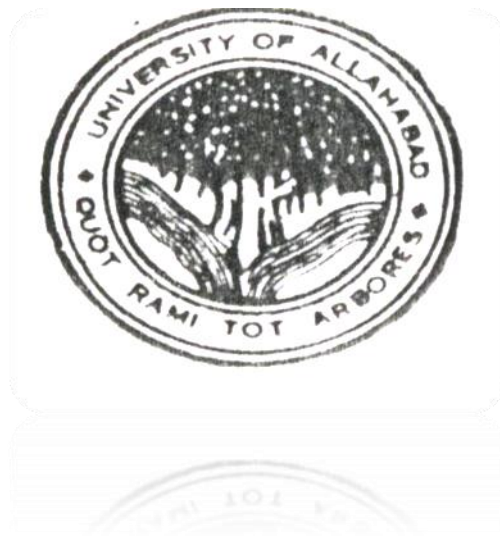


**Department of Commerce and Business Administration  
University of Allahabad**

**SYLLABUS**



**M. Com.**

**Full Time Four Semesters**

**(CHOICE BASED CREDIT SYSTEM)**

**W.E.F. JULY, 2018**

## M.Com. Course Structure and Syllabus

The Programme: It is a regular full time four semesters Master Degree Programme in Commerce, redesigned and updated under the Regulations on Choice based Credit System. The programme requirements include 80 credits (64 credits from core courses, 16 credits from elective courses).

**The M.Com. Programme has the following salient features:**

- i. Five Core Courses in the First Semester with 20 Credits in total;
- ii. Five Core Courses in the Second Semester with 20 Credits in total;
- iii. Three Core Courses and Two Elective Courses comprising of one Group, in the Third Semester with 20 Credits in total;
- iv. Three Core Courses and Two Elective Courses comprising of one Group, in the Fourth Semester with 20 Credits in total.

**The M.Com. – First Semester shall comprise of the following Five Core Courses:**

|           |                                 |           |
|-----------|---------------------------------|-----------|
| COM – 501 | Accounting Theory and Practices | 4 Credits |
| COM – 502 | Advanced Business Economics     | 4 Credits |
| COM – 503 | Business Management             | 4 Credits |
| COM – 504 | Economic Environment            | 4 Credits |
| COM – 505 | Business Statistics             | 4 Credits |

**The M.Com. – Second Semester shall comprise of the following Five Core Courses:**

|           |                       |           |
|-----------|-----------------------|-----------|
| COM – 506 | Management Accounting | 4 Credits |
| COM – 507 | Managerial Finance    | 4 Credits |
| COM – 508 | Business Taxation     | 4 Credits |
| COM – 509 | Research Methodology  | 4 Credits |
| COM – 510 | e-Business            | 4 Credits |

**The M.Com. – Third Semester shall comprise of the following Three Core Courses and the Elective Groups. Two Courses of One Elective Group shall be elected by the student:**

|           |  |           |
|-----------|--|-----------|
| COM – 601 | Insurance Management                       | 4 Credits |
| COM – 602 | Security Analysis and Portfolio Management | 4 Credits |
| COM – 603 | Banking Reforms and Procedures             | 4 Credits |

**Elective Courses: All Courses from any ONE Group.**

**Finance (F) Group Courses:**

|           |  |           |
|-----------|--|-----------|
| COM – 651 | Monetary Policy and Reforms                      | 4 Credits |
| COM – 652 | Financing of Micro, Small and Medium Enterprises | 4 Credits |

**Human Resource Management (H) Group Courses:**

|           |   |           |
|-----------|---|-----------|
| COM – 653 | Skill and Competency Management         | 4 Credits |
| COM – 654 | Human Resource Planning and Development | 4 Credits |

**Marketing (M) Group Courses:**

|           |                                  |           |
|-----------|----------------------------------|-----------|
| COM – 655 | Theory and Practice of Marketing | 4 Credits |
| COM – 656 | Rural and Agricultural Marketing | 4 Credits |

**The M.Com. – Fourth Semester shall comprise of the following Three Core Courses and the Elective Group. Two Courses of One Elective Group shall be elected by the student:**

|           |                                     |           |
|-----------|-------------------------------------|-----------|
| COM – 604 | Entrepreneurship and Small Business | 4 Credits |
|-----------|-------------------------------------|-----------|

|           |                                    |           |
|-----------|------------------------------------|-----------|
| COM – 605 | Fundamentals of Project Management | 4 Credits |
| COM – 606 | Government and Business            | 4 Credits |

**Elective Courses: All Courses from the same Group to be opted as in the 3<sup>rd</sup> Semester.**

**Finance (F) Group Courses:**

|           |                         |           |
|-----------|-------------------------|-----------|
| COM – 657 | Mutual Fund Investments | 4 Credits |
| COM – 658 | International Finance   | 4 Credits |

**Human Resource Management (H) Group Courses:**

|           |                                     |           |
|-----------|-------------------------------------|-----------|
| COM – 659 | Human Resource Policy and Practices | 4 Credits |
| COM – 660 | Industrial Relations                | 4 Credits |

**Marketing (M) Group Courses:**

|           |                        |           |
|-----------|------------------------|-----------|
| COM – 661 | Sales Management       | 4 Credits |
| COM – 662 | Advertising Management | 4 Credits |

**Student Evaluation and Examination**  
**(Abridged adaptation from the Regulations on CBCS framed under Clauses 1(a) (i) and 3(a) (x) of Ordinance LX: The Organisation and Conduct of Examinations)**

**Note:** These are meant for the general guidance of students. The students are advised to read the aforementioned Regulations duly approved by the Hon'ble Vice-Chancellor on 22<sup>nd</sup> August, 2016 and notified by the Controller of Examination vide his notification No. COE/456/2016 dated 23<sup>rd</sup> August, 2016. All decisions in the matter shall be governed by these Regulations.

**A. Scheme of Examination**

The scheme of Examination shall be divided into two parts: Internal assessment and Semester end examination. Internal Assessment includes Assignments, Seminars, Case Studies, Quiz, Unit Tests etc. The Internal Assessment will contribute 40% and the semester end examination will contribute 60% to the total marks.

**B. Continuous Assessment**

- i. Evaluation and continuous assessment for each course shall be made on the basis of the student's performance in the best of the two tests/ assignments/ presentations/ group discussion / quiz (carrying 20% marks of the course) organized by the course Instructor and one Mid Semester Examination (carrying 20% marks of the course).
- ii. The schedule for the continuous assessment and the grading system shall be made known to the students at the beginning of the semester. The tests/ assignments/ quiz / group discussions / presentations shall be evenly spaced out throughout the semester.
- iii. The marks awarded for continuous assessment shall be made known to the students ordinarily within ten days of the conduct of the test etc. Students may seek clarifications, if any, about their performance from the teacher concerned within a week of the declaration of marks/grades. If there is any problem, then the student can request the Head / Coordinator to refer the matter to the Departmental Examination Committee.

**C. End-Semester Examination:**

- i. A student shall be eligible to appear in end-semester examination only if s/he has at least 75% of attendance in respect of classes delivered in each course separately. In case if a student failed to fulfill this condition due to some unavoidable circumstances beyond control like illness etc., attendance up to 20% can be condoned by the Dean/HOD on production of medical certificate/supporting documents on justified grounds.
- ii. If a student represents his/ her institution, University, State or Nation in Sports, NCC, NSS or Cultural or any other officially sponsored activities, he/ she shall be eligible for relaxation of attendance up to 20% in a course based on the specific recommendations of the Dean/Head of the Department.
- iii. Duration of end-semester examination for each course will be 3 Hours. The End-Semester examination paper will be divided into Five Units having equal marks. From each Unit there will be one question with internal choice. The students will be required to attempt one question from each Unit.
- iv. The marks will be given for all examinations and they will be converted into grade (quality) points based on grading system. The semester-end, final grade sheets and

transcripts will have only Credits, Grades, Grade Points, SGPA and CGPA. A multiplication factor of 9.5 for conversion of CGPA into percentage of marks as required by certain employers / service commissions will be used.

#### **D. Departmental Examination Committee:**

- i. Each Departmental Committee / Course Advisory Committee of the Department / Centre shall constitute a Departmental Examination Committee of three members to oversee all work connected with evaluation of Sessional work and end semester examination. The senior most member of the Committee shall be the Ex-officio Chairman of this Committee.
- ii. The evaluation/grades approved by the Departmental Examination Committee will be final.

#### **E. Grades and Grade Points for Absolute Scale:**

| Percentage of Marks | Grade Point | Letter Grade | Classification       |
|---------------------|-------------|--------------|----------------------|
| Marks above 80      | <b>10</b>   | <b>O</b>     | <b>Outstanding</b>   |
| Marks > 73 & ≤ 80   | <b>9</b>    | <b>A+</b>    | <b>Excellent</b>     |
| Marks > 66 & ≤ 73   | <b>8</b>    | <b>A</b>     | <b>Very good</b>     |
| Marks > 59 & ≤ 66   | <b>7</b>    | <b>B+</b>    | <b>Good</b>          |
| Marks > 52 & ≤ 59   | <b>6</b>    | <b>B</b>     | <b>Above Average</b> |
| Marks > 45 & ≤ 52   | <b>5</b>    | <b>C</b>     | <b>Average</b>       |
| Marks > 40 & ≤ 45   | <b>4</b>    | <b>P</b>     | <b>Pass</b>          |
| Marks < 40          | <b>0</b>    | <b>F</b>     | <b>Fail</b>          |
| ABSENT              | <b>0</b>    | <b>Ab</b>    | <b>Absent</b>        |

#### **F. PROMOTION TO NEXT SEMESTER AND ADDITIONAL EXAMINATION:**

- i. A Student shall be declared as 'Passed' and promoted to the next semester when s/he earns 'C' Grade or above in the last concluded semester examination and has not got below 'P' grade in more than two courses in the previous semester.
- ii. A student who has earned an average of 'C' grade or above in the last concluded semester examination but has got below 'P' grade in not more than two courses in the previous semester shall be promoted to the next semester with the condition that the student shall appear in the additional examination for the courses in which the student has got below 'P' grade.
- iii. A Student shall be deemed as 'Failed' in a semester when s/he gets below 'P' Grade in more than two courses offered in the previous semester, or does not appear in the examination in more than two courses. Such students will repeat the semester on payment of semester fees.
- iv. Additional examination (except for the last two semesters of the programme) for the courses in which students have failed or were absent will be held along with the corresponding semester examination for those courses of the succeeding academic

years, provided that the student does not carry more than four papers of the previous semesters at any time during the course of study.

- v. In case, a student has failed in less than three courses in the final semester, the student will be permitted to appear in the additional examination in those courses that would be conducted around forty days after the declaration of the final semester result. In case, a student fails in the thesis/project, the student has to complete the thesis/project and appear in the examination in the corresponding semester of the succeeding academic year.
- vi. A student who has passed all the papers in a semester but has failed to get an overall grade of 'C' shall be promoted to the next semester and shall appear in the additional examination for two of the courses of his/her choice from the previous semester.
- vii. The backlog course(s) additional examination shall be held for the semester end examination course only. The points scored by the candidate in the Continuous Assessment shall be carried forward.
- viii. The (provisional) results of the additional examination shall be announced within two weeks (subject to the ratification by the Departmental Examination Committee when it meets next).
- ix. A student who fails to pass in any semester or carries over more than four papers would not be allowed to be **Promoted** to the subsequent semester and has to repeat the semester in which he fails or accumulates fail grade in more than four papers.
- x. A candidate may get chance to clear all the courses within the duration of the course of study plus 2 years, i.e. for 2 year course within four years. However, the student shall be allowed only once to repeat the first semester. If s/he fails again in the first semester, s/he be required to withdraw from the programme.

#### **G. RESULTS PREPARATION:**

a) Grade Card / Mark sheet: The Grade card issued at the end of each semester to each student will contain the following: i) Name, ii) Roll Number, iii) Enrolment Number, (iv) Course code, (v) Course title, (vi) Grade point in each course ( $G_i$ ) (10 point scale), (vii) Credits earned for each course( $C_i$ ), (viii) SGPA for a semester and CGPA after final semester which will resemble consolidated results. The following procedure shall be used to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

- i. The SGPA is the ratio of sum of the product of the number of credits with the grade points scored by a student in all the courses taken by a student and the sum of the number of credits of all the courses undergone by a student, i.e.  $SGPA (S_i) = \frac{\sum(C_i \times G_i)}{\sum C_i}$  where  $C_i$  is the number of credits of the  $i$ th course and  $G_i$  is the grade point scored by the student in the  $i$ th course.
- ii. The CGPA is also calculated in the same manner taking into account all the courses undergone by a student over all the semesters of a programme, i.e.  $CGPA = \frac{\sum(C_i \times S_i)}{\sum C_i}$  where  $S_i$  is the SGPA of the  $i$ th semester and  $C_i$  is the total number of credits in that semester.

## Illustration for SGPA (M. Com. Sem. I)

| 1           | 2           | 3            | 4           | 5                       |
|-------------|-------------|--------------|-------------|-------------------------|
| Course Code | Credit      | Grade Letter | Grade Point | Credit Point<br>(2 X 4) |
| COM 501     | 4           | O            | 10          | 40                      |
| COM 502     | 4           | B+           | 7           | 28                      |
| COM 503     | 4           | A            | 8           | 22                      |
| COM 504     | 4           | B            | 6           | 24                      |
| COM 505     | 4           | A+           | 9           | 36                      |
|             | $\Sigma$ 20 |              |             | $\Sigma$ 160            |

**Thus,**  
**SGPA = 160 / 20 = 8.0**

## Autumn Semester

Course Code: COM – 501 Accounting Theory and Practices

First Term – 20 Lectures

4-0-0-4

### Objectives

The course aims at providing to the students the conceptual knowledge of accounting theory and understanding of various Indian Accounting Standards.

### Unit – I (12 Lectures)

**Accounting:** Historical Perspectives; Approaches to Accounting Theory; Generally Accepted Accounting Principles – Indian and U.S. Perspective; Ethical issues in accounting; Financial Reporting, Internal Control Procedure in Accounting

### Unit – II (8 Lectures)

**Accounting Standards:** Need, relevance and Applicability, Setting Procedure, Overview of Standards; IFRSs – Need; Arguments for Global Convergence; Ind-AS: An overview and compliance status

## Second Term – 20 Lectures

### Unit – III (8 Lectures)

Disclosure of Accounting Policies; Valuation of Inventories; Cash Flow Statements; Revenue Recognition;

### Unit – IV (6 Lectures)

Property, Plant and Equipment; Accounting for Amalgamations; Leases.

### Unit – V (6 Lectures)

Earnings per Share; Consolidated Financial Statements of Holding Companies; Provisions, Contingent Liabilities and Contingent Assets.

### Suggested Readings:

1. Ravi Kant Miriyala: Accounting Standards Made Easy - Bharat Law House Pvt. Ltd.
2. D.S. Rawat: Students Guide to Accounting Standards-Taxmann, New Delhi
3. D.G. Sharma: Accounting Standards -Taxmann, New Delhi
4. L.S. Porwal: Accounting Theory- TMH, New Delhi
5. Jawahar Lal: Accounting Theory and Practice -Himalaya Publishing House, New Delhi



## Autumn Semester

### Course Code: COM –502 - Advanced Business Economics First Term – 20 Lectures

4-0-0-4

#### Objective:

The objective of this course is to develop ability to apply the concepts, tools, and techniques of Economics in analyzing and interpreting business decisions.

#### Unit – I (12 Lectures)

**Introduction:** Concept, Nature, and Scope of Business Economics; Role and Responsibilities of Business Economist; Significance of Business Economics in Decision Making. (6 Lectures)

**Principles of Business Economics:** Opportunity Cost Principle, Incremental Principle, Time Perspective Principle, Discounting Principle, Equi Marginal Principle. (4 Lectures)

**Demand Analysis:** Law of demand and Elasticity of demand. (2 Lectures)

#### Unit - II (8 Lectures)

**Consumption Analysis:** Consumer's Equilibrium; Traditional and Modern Approaches.

(3 Lectures)

**Production Analysis:** Production Function, Production Laws: Law of Variable proportions and Laws of returns to scale. (5 Lectures)

### Second Term – 20 Lectures

#### Unit - III (10 Lectures)

**Cost Analysis:** Cost-Output Relationship, Cost Control and Cost Reduction, Significance of Cost Analysis. (5 Lectures)

**Pricing Analysis:** Pricing of Output under Perfect competition, Monopoly, Discriminating Monopoly, Oligopoly, and Monopolistic Competition. (5 Lectures)

#### Unit - IV

**Factor Pricing:** Theories of Distribution, Rent, Wages, Interest, and Profit. (5 Lectures)

#### Unit - V

**Business Cycle:** Concept, Types, Phases, Impacts, and Control Measures of Business Cycle.

**Inflation-Deflation:** In Relation to Employment, GDP and General Economic Conditions, Control Measures. (5 Lectures)

#### Suggested Readings:

1. G. S. Gupta, Managerial Economics, TMH
2. Joel Dean, Managerial Economics, PHI
3. Baumol, Economic Analysis and Business Decisions.
4. R. L. Varshney and K. L. Maheshwari: Managerial Economics, S. Chand & Sons, Delhi
5. Sharma & Kejrival: Prabhandh Arthshastra

**Autumn Semester**

**Course Code: COM - 503 - Business Management**

**First Term – 20 Lectures**

**4-0-0-4**

**Objective**

The objective is to impart a basic understanding of Management; its functions and process; as applicable to business organizations.

**Unit – I**

(10 Lectures)

Introduction to Management and Organisations  
Critical Analysis of Management Theories  
Management and Society  
Ethical Issues in Management  
Social Responsibilities of Business and Corporate Governance

**Unit – II**

(10 Lectures)

Essentials of Planning  
Types of Managerial Plans  
Management by Objectives  
Decision Making – Its Importance, Process and Types

**Second Term – 20 Lectures**

**Unit – III**

(7 Lectures)

Nature of Organising  
Different Types of Organisational Structures  
Authority – Responsibility Relationship  
Organizational Climate and Culture  
Reinventing Organizations

**Unit – IV**

(7 Lectures)

Directing and Motivating  
Leadership, Approaches and Leadership Styles  
Communication Process; Organizational Communication Channels, Barriers and Masseur

**Unit – V**

(4 Lectures)

Process of Control and Control Types  
Essentials of Effective Control  
Co-ordination  
Recent Trends and Issues in Management

**Suggested Readings:**

1. Weihrich, Cannice and Koontz: Management – A Global Entrepreneurial Perspective
2. Robbins, S. P. and Mary Coulter: Management
3. Stoner, Freeman and Gilbert, Jr.: Management
4. Jain, J. K.: Principles and Functions of Management (English & Hindi)
5. Saxena, S. C: Prabandh Ke Siddhant (Hindi)

**Autumn Semester**

**Course Code: COM – 504 – Economic Environment**

**First Term – 20 Lectures**

**4-0-0-4**

**Objective**

The purpose is to provide an awareness of various economic issues and challenges being faced by India in the globalised economy.

**Unit – I**

(6 Lectures)

Meaning of Environment, Eco-system and Environment; Significance and Elements of Economic Environment; Environmental Protection and Sustainable Development, Factors Affecting Economic Development, Sunrise Sector of India.

**Unit - II**

**Economic Environment of Business:**

(7 Lectures)

Economic System; Economic Reforms and Current Government Policies – New Industrial Policy, Fiscal Policy, Monetary Policy and EXIM Policy; Demonetization, Amalgamation and Merger of Banks; Recapitalization Plan.

**Unit – III**

(7 Lectures)

**Competition** – Meaning of Competition, Salient Features of Competition Act 2002, CCI-Competition Commission of India, CAT- Competition Appellate Tribunal.

Consumerism, Salient features of Consumer Protection Act 1986. Companies Act 2013 and its amendments.

**Second Term – 20 Lectures**

**Unit – IV**

(12 Lectures)

**Institutional Economic Environment**

International Collaborative Arrangements and Strategic Alliances; GATT, WTO, TRIPS, TRIMS

**Regional Economic Groupings in Practice**

Levels of Regional Economic Integration; Regionalism vs. Multilateralism, Structure and Functions of EU, NAFTA, ASEAN and SAARC.

**Unit – V**

(8 Lectures)

FDI- Meaning and Need, Methods, Policies with regard to FDI, Recent Trends.

FEMA- Current Account Transaction, Capital Account Transaction.

Money Laundering – Meaning, Process, Impact and Prevention; fraud and Risk Analytics.

**Suggested Readings:**

1. Ghosh: Economic Environment of Business
2. Morrison J.: The International Business Environment
3. Mishra & Puri: Economic Environment
4. Ruddra Dutt & Sundaram: Indian Economy
5. Francis Cherunilam: Business Environment

## Autumn Semester

Course Code: COM – 505 – Business Statistics

First Term – 20 Lectures

4-0-0-4

### Objective:

The objective of this paper is to acquaint students with the principles of business statistics so that they should be able to use various statistical tools for the analysis of economic and business data.

### Unit – I

(10 Lectures)

- a. **Regression Analysis:** Regression Equations, Regression Coefficients.
- b. **Multiple Correlation and Multiple Regression Analysis:** Partial Correlation, Coefficient of Multiple Correlation, Multiple Regression Analysis.

### Unit – II

(10 Lectures)

- a. **Theoretical Frequency Distributions:** Binomial, Normal and Poisson Distribution.
- b. **Probability Theory:** Addition and Multiplication Theorems of Probability, Application of Addition Theorem, Multiplication Theorem, Bayes' Theorem.

## Second Term – 20 Lectures

### Unit – III

(6 Lectures)

- a. **Association of Attributes:** Theory of Association, Criterion of Independence, Coefficient of Association, Partial Association, Illusory Association, Consistency of Data, Contingency.
- b. **Chi-square Test:** Methods and Uses.

### Unit -IV

(6 Lectures)

- a. **Business Forecasting:** Elements, Importance, Limitations and Theories of Business Forecasting.
- b. **Vital Statistics:** Meaning, Definition, Importance, Utility, Measurements of Mortality, Life Table, Measurement of Fertility, Population Growth.

### Unit – V

(8 Lectures)

- a. **Sampling:** Hypothesis Testing, Standard Error, Sampling of Attributes, Sampling of Variables – Large and Small Sample, t-test, Partial Comparison Test.
- b. **Statistical Quality Control:** Meaning, Definition, Origin, Control Charts.

### Suggested Readings:

1. Goode and Hatt: Methodology of Social Sciences Research,
2. Roy, Ramendu, Principle of Statistics, Prayag Pustak, Allahabad
3. Gupta, S. P.: Statistical Methods, Sultan Chand
4. Kothari, C. R.: Research Methodology, New Age Publication, New Delhi
5. Roy, Ramendu: Sankhiki Ke Siddhant , Prayag Pustak Bhawan, Allahabad
6. Shukla & Sahai: Sankhiki Ke Siddhant , Sahitya Bhawan

## Spring Semester

Course Code: COM – 506 - Management Accounting

First Term – 20 Lectures

4-0-0-4

### Objective

To equip the students with the knowledge Management Accounting and enable them to take managerial decisions and control by using Financial Information in various Business Situations

### Unit - I (3 Lectures)

**Introduction:** Management accounting: Definition, differences with Financial Accounting and Cost Accounting, Role of Management Accounting, Measurement of cost behavior.

### Unit - II (9 Lectures)

**Analysis and Interpretation of Financial Statements:** Ratio Analysis, Comparative Statements, Common Size Statements, trend analysis, Du Pont Control Chart, Mechanism of Cash Flow and Uses of Cash Flow Data in Decision Making.

### Unit - III (8 Lectures)

**Marginal Costing Vs. Absorption Costing:** Cost Volume Profit (CVP) Analysis, Relevant information and short-term decision making: Make or Buy decisions, deciding the Product Mix, deletion of product and services, pricing decisions. Activity Based Costing

## Second Term – 20 Lectures

### Unit - IV (10 Lectures)

**Budget and Budgetary Control:** Preparing the Master Budget and Functional Budgets, Cash Budget, Flexible budgets, Preparing the Master Budget and Functional Budget, Zero Base Budgeting; Performance Budgeting.

### Unit – V (10 Lectures)

Variance Analysis, Responsibility Accounting- Concept; Responsibility Centers, Transfer Pricing - Market-based Price and Cost-based Price, Reporting to Management, Management Control System

### Suggested Readings:

1. Khan and Jain: Management Accounting, THM Horngren, C. J.: Accounting for Management Control
2. Ashish, K. Bhattacharya: Introduction to Financial Statement Analysis, Elsevier
3. Anthony, R. N.: Management Accounting
4. Sharma, R. K. and Gupta, Shashi, K.: Management Accounting, Kalyani.
5. Jawahar Lal: Advanced Management Accounting, HPH
6. Gupta, S. P.: Management Accounting, Sahitya Bhawan
7. Prakash, J. & Rao, N.: Prabandhkiya Lekhankan, Prayag Pustak Bhawan
8. Gupta, S. P.: Prabandhkiya Lekha Vidhi, Sahitya Bhawan.
9. Singhal, A. K.: Cost Accounting – A Multidimensional Approach, Prayag Pustak Bhawan, Allahabad

## Spring Semester

Course Code: COM – 507 – Managerial Finance

First Term – 20 Lectures

4-0-0-4

### Objective

The objective is to provide conceptual knowledge of the tools of financial analysis and management. It aims at helping the students develop skills to make financial decisions in business situations.

### Unit - I

(6 Lectures)

Managerial Finance, Evolution of Managerial Finance, and Financial Goal of the Firm: Profit maximization vs. Wealth Maximization, Emerging role of Finance Manager. Valuation of Bonds, Preference Share and Equity Shares.

### Unit - II

(8 Lectures)

#### Capital Budgeting: Features and Techniques:

Valuation of Projects under conditions of certainty: Accounting Rate of return, Pay Back Period Method, Net Present Value Method, Benefit – Cost Method, Internal Rate of Return Method, and Comparative Analysis of various Methods.

### UNIT – III

(6 Lectures)

**Evaluation of Projects under Conditions of Uncertainty:** Methods of incorporating risk: Conventional techniques and statistical techniques: Risk Adjusted Discount Rates, Certainty Equivalents, Sensitivity Analysis, Probabilistic, Decision Tree Method, Capital Rationing.

## Second Term – 20 Lectures

### Unit – IV

(10 Lectures)

**Cost of Capital:** Cost of Debt and preference, Cost of Equity, Cost of Retained Earnings, WACC, Factors affecting WACC.

Capital Structure Theories: Net Income Approach, Net Operating Income Approach and MM Approach; Capital Structure Decisions: EBIT-EPS analysis; Leverage- Operating, Financial and Combined.

### Unit - V

(10 Lectures)

#### a. Dividend Decisions and Theories:

irrelevance of Dividends: Modigliani and Miller Hypothesis, Relevance of Dividends: Walter's Model, Gordon's Model, Determinants of Dividend Policy

#### b. Working Capital Management: Concepts: Net working Capital and Gross Working Capital, Permanent working capital and variable working capital, managing working capital through Operating cycle, Issues in WCM.

### Suggested Readings:

1. Khan & Jain: Financial Management, Tata McGraw Hill, New Delhi
2. I.M. Pandey: Financial Management, Vikas Publishing House, New Delhi
3. Prasanna Chandra: Financial Management, TMH, New Delhi
4. S. C. Kuchhal: Financial Management, Chaitanya Publishing House.
5. V. K. Bhalla: Financial Management and Policy, Anmol Publications.
7. R. P. Rustagi: Financial Analysis and Financial Management, Sultan Chand & Sons

## Spring Semester

Course Code: COM – 508 – Business Taxation

First Term – 20 Lectures

4-0-0-4

### Objective

The objective of this course is to provide working knowledge of Direct and Indirect Taxes concerning the business.

### Unit - I

(8 Lectures)

**Profit and Gains from Business and Profession and Tax Planning:** Expenses, Depreciation and Deductions under the Income Tax Act, 1961.

**Capital Gains and Tax Planning:** Transfer, Timing, Investment, Sale of Depreciable Asset under the Income Tax Act, 1961.

### Unit - II

(12 Lectures)

**Tax implication under the Income Tax Act, 1961:**

Special Tax Provisions Relating to Backward Areas

Tax Issues Relating Demerger

Tax Planning and Amalgamation

Conversion of Firm into Company – Tax Considerations

Conversion of Firm into Limited Liability Partnership – Tax considerations.

## Second Term – 20 Lectures

### UNIT – III

(5 Lectures)

**GST Act, 2017: Basic Concepts:**

Meaning of Goods and Services, Input Tax Credit, Place of Business, Place of Supply, Reserve Charge, exempted Goods, Various Rate of Taxes, Benefits of GST.

### Unit – IV

(7 Lectures)

**GST Act, 2017: Composition Levy and Registration:**

Composition Levy: Meaning of Composition Levy, Rates of Levy, Payment of Tax, Return, Penalty and Fines.

Registration: Procedure, Compulsory Registration, Cancellation and Revocation of Registration.

### Unit - V

(8 Lectures)

**GST Act, 2017: Returns and Assessment:**

Payment of Tax, Interest on Delayed Payment of Tax, refund of Tax, filling of Returns, Various Forms for Filing of Returns, Assessment: Self Assessment, Provisional Assessment, Scrutiny of Returns, Summary Assessment.

**Note:** The Course contents shall be modified by the Head of the Department as applicable on 1<sup>st</sup> July of each academic year according to the prevailing Tax Laws.

### Suggested Readings:

1. Dr. Girish Ahuja & Dr. Ravi Gupta: Practical Approach to Income Tax, Bharat Law House Pvt. Ltd., New Delhi.
2. V. S. Datey: Indirect Tax, Taxman.
3. Dr. S. P. Goyal: Direct Tax – Planning and Management, Sahitya Bhawan Agra.

## Spring Semester

Course Code: COM – 509 - Research Methodology

First Term – 20 Lectures

4-0-0-4

### Objective

The objective is to equip the students with the basic understanding of research methodology and to provide an insight into the application of modern tools of analysis and interpretation.

### Unit – I (5 Lectures)

**Introduction:** Meaning, Objectives and Types of Research, Theory and Facts and their Relationship,

#### Stages in Research Process:

- (a) Problem Identification, Definition and Formulation,
- (b) Hypothesis: Concept, Purpose, Types, Formulation
- (c) Review of Literature

### Unit – II (7 Lectures)

**Research Design:** Components and Types of Research Design, Qualities of a Good Research Design.

**Research Methods** – Case Study Method, Experimental Method, Observation Method, Survey Methods.

### Unit – III (8 Lectures)

**Primary and Secondary Data:** Primary Data - Nature, Sources, Advantages and Limitations.

**Methods of Data Collection:** Means and Issues in obtaining Primary Data – Census Method, Sampling method – Advantages and Limitation, Types and Size; Schedules, Questionnaires: Types and Design Interview and Observation.

## Second Term – 20 Lectures

### Unit – IV (10 Lectures)

#### Measurement and Scaling:

- a. Measurement: Concept, Need, Process
- b. Reliability
- c. Validity
- d. Scaling: Procedures and Techniques

**Sampling Design:** Sampling Theory, Designs and Issues; Sampling Size; Sample Method – Probability and Non-probability Sampling.

### Unit – V (10 Lectures)

**Hypothesis Testing:** Concepts and Procedures, Parametric and non-parametric test.

**Reporting of Research Findings:** Report Formats, Report Writing, Significance of a Research Report, Types of Reports, Pre-requisites of a good report; References; Bibliography; Appendices

#### Suggested Readings:

1. Goode and Hatt, Methods in Social Research
2. Tanushree Roy & Ramendu Roy: Shodh Karyapranali, Pravalika publications, Allahabad (Hindi)
3. Ramendu Roy & S. Banerjee: Fundamental of Research Methodology, Kitab Mahal, Allahabad
4. Kothari, C. R., Research Methodology, New Age Publication, New Delhi



## Spring Semester

Course Code: COM – 510 – e-Business

First Term – 20 Lectures

4-0-0-4

### Objective

To develop awareness of application of the technology in today's business world.

### Unit – I (4 Lectures)

Digital technology and business, business process management, competitive advantage through digital technology, Career in digital age, IT architecture, data management and governance, cloud computing, data centers and cloud computing, cloud service delivery models.

### Unit – II (8 Lectures)

Data management leading to business intelligence, DBMS, big data analytics, data and text mining, business intelligence, digital Networks and Ethical Issues – Data Networks, IP Addresses, and APIs, Wireless Networks and Mobile Infrastructure, Collaboration and Communication Technologies, Sustainability and triple bottom line.

### Unit – III (8 Lectures)

Internet technologies - Using Search Technology for Business Success, Organic Search and Search Engine Optimization, Pay-Per-Click and Paid Search Strategies, A Search for Meaning—Semantic Technology, Recommendation Engines, Social Media – strategies and communities, engagement, monitoring, media failures and lessons learned.

## Second Term – 20 Lectures

### Unit – IV (10 Lectures)

Tactical and Operational Support Systems - Solving Business Challenges at All Management Levels, Manufacturing, Production, and Transportation Management Systems, Sales and Marketing Systems, Accounting and Finance Systems, Human Resources Systems and Ethics, Strategic Technology and Enterprise Systems - Enterprise Systems, Enterprise Social Platforms, Enterprise Resource Planning Systems, Supply Chain Management Systems, Customer Relationship Management Systems.

### Unit – V (10 Lectures)

Data Visualization and Geographic Systems - Data Visualization, Enterprise Data Mashups, Digital Dashboards, Geographic Information Systems, IT Strategy and Balanced Scorecard - IT Strategy and the Strategic Planning Process, Aligning IT with Business Strategy, Balanced Scorecard, IT Sourcing and Cloud Strategy

### Suggested Readings:

1. Turban, Efraim, McLean, Ephraim, Wetherbe, James, Information Technology for Management, Wiley.
2. Rainer, Rex Kelly, Turban, Efraim, Potter, & Richard E., Introduction to Information Systems: Supporting and Transforming Business, Wiley.
3. Laudon, Kenneth C., & Laudon, Jane Price, Essentials of Business Information Systems, Pearson Prentice Hall.
4. Morgan, Tony, Business Rules and Information Systems: Aligning IT with Business Goals, Pearson.
5. Nickerson, Robert C., Business and Information Systems, Prentice Hall.
6. Post, Gerald V., & Anderson, David L., Management Information Systems: Solving Business Problems with Information Technology, Tata McGraw Hill.

## Autumn Semester

### Course Code: COM – 601 – Insurance Management

#### First Term – 20 Lectures

4-0-0-4

#### Objective

The Course objective is to familiarize students with the operations and methodology followed by Insurance Companies in India. Importantly to propagate recently launched Insurance Schemes, particularly the schemes launched by the Hon'ble Prime Minister.

#### Unit – I: The Insurance Policy

(7 Lectures)

Components of the Policy, The Heading, The Preamble, Schedule, The Insuring Clause, Exclusions, Excluded Perils, Un-insurable Perils; Policy Conditions: Express and Implied Conditions, Notice, Proof and Appraisal of Loss, Cancellation of Policy, Pro-rata Clause, Renewals, Non-payment of Premiums, Issue of Policy, Lost Policies, Insurance lapses.

#### Unit – II: Underwriting the Risk

(6 Lectures)

Factors considered for Selection of Risk, Insurance of Sub-Standard (DIVYANG) Lives, Factors Contributing to Sub-Standard Lives, Methods of Treating Sub-Standard Risks.

#### Unit – III: Schemes of Insurance : Hon'ble Prime Minister's Initiative

(7 Lectures)

A Detailed Study of:

Pradhan Mantri Suraksha Bima Yojana

Pradhan Mantri Fasal Bima Yojana

Pradhan Mantri Jeevan Jyoti Bima Yojana

#### Second Term – 20 Lectures

#### Unit – IV: Health Insurance

(10 Lectures)

Hon'ble Prime Minister's Perspective – Health Insurance – Jeevan Arogya, Functioning of Third Party Administrators, IRDA Regulations for TPAs, Mediclaim – Terms and Conditions.

#### Unit – V: Motor Insurance

(10 Lectures)

Principles of Motor Insurance, Types of Motor Insurance Policies, Conditions of Motor Insurance Policies, Procedure of Motor Insurance, Settlement of Claims under Motor Insurance, The Motor Vehicles (Amendment) Bill, 2015 .

#### Suggested Readings:

1. Huebner, S. S.: Life Insurance, Appleton – Century-Crofts, Inc (NY)
2. Khan, Arif M.: Theory and Practices of Insurance, Educational Book House, Aligarh
3. Motihar, M.: Principle and Practices of Insurance, Sharda Pustak Bhawan, Allahabad

## Autumn Semester

### Course Code: COM – 602 - Security Analysis and Portfolio Management

#### First Term – 20 Lectures

4-0-0-4

#### Objective

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and to give the students an in-depth knowledge of theory and practice of Portfolio management.

#### Unit – I (8 Lectures)

**Introduction:** Concept, Meaning, Nature and Scope of Security Analysis, overview of Security Market, Various Approaches to Investment Decisions; Investment Process.

#### Unit – II (12 Lectures)

**Fundamental Analysis:** Meaning and Scope of Fundamental Analysis; Features and Impact of Economic Indicators and Industry Level Factors; Company Analysis.

**Technical Analysis:** Meaning and Significance of Technical Analysis; Technical Analysis vs. Fundamental Analysis; Tools & Techniques of Technical Analysis.

#### Second Term – 20 Lectures

#### Unit – III (9 Lectures)

**Efficient Market Hypothesis:** Weak, Semi-strong and Strong Market; Testing of Different Forms of Market Efficiency and their Significance.

**Portfolio Analysis:** Portfolio Risk and Return, Effects of combining securities Markowitz Model- Return optimization.

#### Unit – IV (6 Lectures)

**Single Index Model - Sharpe's Optimization Solution, Capital Asset Pricing Model (CAPM) - Capital market line, Security market line; Risk free lending and borrowing,**

#### Unit – V (5 Lectures)

**Portfolio Performance Evaluation & Revision – Risk Adjusted measures of Performance Evaluation, Market Timing, and Evaluation Criteria & Procedures.**

#### Suggested Readings:

1. Fischer, Donald E. and Jordan, Ronald J.: Security Analysis and Portfolio Management, PHI, New Delhi.
2. Bhalla, V. K.: Investment Management – Security Analysis and Portfolio Management, S. Chand, New Delhi
3. Alexander, Gordon J. and Sharpe, William F.: Fundamentals of Investments: Englewood Cliffs, Prentice Hall Inc, New Jersey.
4. Pandian, Punithavathy, Security Analysis and Portfolio Management, Vikas Publication.
5. Chandra, P. : Investment Analysis & Portfolio management, Himalaya Publication New Delhi.
6. Khatri, Dhanesh., Security Analysis and Portfolio Management, Macmillan, New Delhi

## Autumn Semester

Course Code: COM – 603 – Banking Reforms and Procedures

First Term – 20 Lectures

4-0-0-4

### Objective:

To develop knowledge pertaining to banking system, its procedural and regulatory framework and recent reforms.

### Unit – I (5 Lectures)

**Introduction:** Concept of Banking & Bank, Emergence and Development of Banking System, Function of Banks, Importance of banks in the economy, Barriers to well-developed banking system, NPA- concept and Management, Ethics and Corporate Governance in Banks.

### Unit – II (7 Lectures)

**Indian Banking System:** Structure, History, Organization, objectives, functions and working, Nationalized Banks, Co-operative Banks, RRB'S, Private Sector Banks, Schedule Vs Non-scheduled Banks; Priority Sector Lending.

### Unit – III (8 Lectures)

**Banking Procedure:** Preparation of voucher, Cash Receipt and Payment Entries, Clearing Inward and outward entries, transfer debit and credit entries, KYC – Concept and documentation, scrutiny of loan application/ documents, operation aspect of Core banking solution environment, Risk Management in Bank -Credit Risk, Liquidity Risk, Market Risk, Operational Risk

## Second Term – 20 Lectures

### Unit – IV (10 Lectures)

**Regulatory Frameworks Related to Banking:** Amalgamation of Banking Companies, Special Provision related to Money Laundering under FEMA Act -1999, Debts Recovery Tribunal- Authorities, Procedure and power, SARFAESI, Special Provision of RERA Act, IT Act related to cyber security in digital transaction. Insolvency and Bankruptcy Code – 2016, Banking Ombudsman.

### Unit – V (10 Lectures)

**New Dimensions and Transitional Reforms in Banking Sector:** Traditional Vs Modern Banking, Digital Banking-ATMs, Mobile Banking, Internet Banking, Shadow Banking, Bank Correspondents, Payment Bank, Collection Bank, Various New Government Schemes (PMJDY, MUDRA, PMAY and Sukanya Samridhi Yojana), Banking and Sustainability, Micro Banking, Inclusive Banking

### Suggested Readings:

1. Hajela, T.N., Money and Banking- Theory with Indian Banking, Ane Books Pvt. Ltd., New Delhi
2. Principles and Practices of Banking, Indian Institute of Banking and Finance
3. Desai, B., Fundamentals of the Indian Financial System, HPH
4. Verma, A., Indian Monetary System and Banking Reforms, Unistar Books
5. Digital Banking, Indian Institute of Banking and Finance, Taxmann

## Autumn Semester

Course Code: COM – 651 Monetary Policy and Reforms

First Term – 20 Lectures

4-0-0-4

### Objective

It aims to provide comprehensive knowledge about monetary policy in India and major monetary reforms.

### Unit – I

(6 Lectures)

**Money and Monetary Policy:** Money: Concept, Evolution, Functions; Monetary Policy: Objectives, Role; Monetary Policy Vs. Fiscal Policy; Keynes Theory of Monetary Policy- Investment Multiplier, Marginal Efficiency of Capital and Interest Rate.

### Unit – II

(6 Lectures)

**Mechanism of Monetary Policy:** Monetary Policy Handlers, - RBI, Government; Impact of Monetary Policy on Securities Market and Currency Market; Demand for Money; Supply of Money; Monetary Policy and Bond Market.

### Unit – III

(8 Lectures)

**Tools of Monetary Policy:** Currency Issue Mechanism; Credit Creation; Credit Control; Measures of Credit Control -Quantitative measures- Bank Rate, Open Market Operation, Various Reserve Requirements; Qualitative Measures- Credit Rationing, RBI Guidelines, Moral Suasion, Direct Action; Qualitative v/s Quantitative; Repo Rate and Reverse Repo Rate.

## Second Term – 20 Lectures

### Unit – IV

(10 Lectures)

**Monetary Policy and Other Dimensions:** Monetary policy & inflation, Monetary policy & Recession, Monetary Policy & Exchange Rate, Monetary Policy and Unemployment, Monetary Policy and Digital Currency, Monetary Policy and Crypto Currencies

### Unit – V

(10 Lectures)

**Monetary Policy Reforms:** Monetary Policy reforms in India- Pre-reform era (1948-1991), Post- Reform Era (Since 1991); Monetary Policy Committee- Urjit Patel Committee, Objectives, Members, major Recommendations and implementation; Major Reforms and its Impact.

### Suggested Readings:

1. Tomar, T.S.: Indian Monetary Policy and Economic Reforms, Radha Publication,
2. Venugopal, K.R.: Fiscal and Monetary Reforms in India, I.K. International Pvt. Ltd.
3. Singhai, G.C., Singh, S.K.: Money and Banking, Sahitya Bhavan Publication, Agra.

## Autumn Semester

Course Code: COM – 652 – Financing of Micro, Small and Medium Enterprises

First Term – 20 Lectures

4-0-0-4

### Objective:

The objective is to give an understanding of micro, small and medium sized enterprises (MSMEs) as important contributors to economic growth and also to guide the students to have in depth knowledge in the field of MSME finance.

### Unit – I

(8 Lectures)

**Introduction and Role of MSMEs in Indian Economy:** Problems of MSMEs; Regulatory Framework – MSME Act 2006; LLP Act; Present policy Framework.

Institutional Framework: Central and State Government (NIMSME, MIESBUD, SIDO, SISI, NSIC, DICs etc) - Financial Institutions & Banks: SIDBI, Commercial Banks, RRBs and Co-op. Banks.

### Unit – II

(12 Lectures)

**Sources and Methods of Financing MSMEs:** Quasi capital, Own money and its relevance in business, Venture Capital, Hybrid Capital; Existing MSME Loan Products and their nature, Common Guidelines/Instructions for Lending to MSME Sector, Factoring.

Credit Risk Management of MSMEs: The credit assessment, Costs and Risks specific to MSME Lending, Risk rating, Follow up, Monitoring and Review of Lending; Role of Credit Guarantee Fund Trust for Micro and Small Enterprises (CGTMSE), Small and Medium Enterprises Rating Agency (SMERA).

## Second Term – 20 Lectures

### Unit – III

(6 Lectures)

**Business Development Service Providers:** Role & Responsibilities, Sectoral developments, technological Development in MSMEs; Environmental Impact Assessment, Modernization issues (technological and quality up-gradation), R&D, ICT, Technology adoption.

### Unit – IV

(7 Lectures)

**Clusters & Cluster Development:** Concept, Cluster Development Strategy: Strengthening of Linkages, Innovative Product Development, Institutional Capacity Building, UNIDO Cluster Development Programme; Importance of MSME Clusters in India, Cluster Development in India.

### Unit – V

(7 Lectures)

**Micro Finance Approach to SMEs:** Linkages with Agriculture and Industry IT and MSMEs; Relationship Banking and its impact in MSMEs Development; WTO issues, impact on MSMEs –Globalization issues, impact, intermediation opportunities and Emerging issues affecting MSMEs.

### Suggested Readings:

1. Micro, Small and Medium Enterprises in India, IIBF, Taxman.
2. Vasant Desai: Dynamics of Entrepreneurial Development and Management, HPH.
3. M.B. Shukla: Entrepreneurship and Small Business Management.

## Autumn Semester

### Course Code: COM – 653 – Skill and Competency Management

#### First Term – 20 Lectures

4-0-0-4

#### Objective:

The objective of the course is to equip the students with the necessary skills and knowledge required for talent recognition, management, retention and development. It also enables them to learn to identify and develop competencies in employees.

#### Unit: I (8 Lectures)

**Skill Management:** Concept of skill; Concept of talent; Difference between Talent, Skill, and Knowledge; Objectives of Skill and Talent Management; Types of Skills: Hard skills and Soft skills.

#### Unit: II (12 Lectures)

**Developing Talent and Skills:** Need for Skill and Talent Development; Training for skill and talent development: Identification of training needs, training methods, Evaluating training programmes; Mentoring; Skill obsolescence and Retraining

#### Second Term – 20 Lectures

#### Unit: III (6 Lectures)

**Skills and Talent Integration:** Designing Reward Policy and Strategies; Succession Planning; Career Planning: Process, Career anchors, Career paths

#### Unit: IV (8 Lectures)

**Managing Competencies:** Concept of Competence, Need for Competencies, Competence and performance: competency-based performance management; Developing competencies in employees

#### Unit: V (6 Lectures)

**Competency Mapping:** Meaning, objectives and need for competency mapping; Process and tools of competency mapping; Uses of competency mapping

#### Suggested Readings:

1. Rao, T.V. (2011). *Hurconomics for Talent Management: Making the HRD Missionary Business-Driven*, New Delhi: Pearson Education.
2. Berger, L. A. and Berger, D. R. (2010). *The Talent Management Handbook*, New Delhi: McGraw-Hill Education.
3. Shukla, R.(2009). *Talent Management: Process of Developing and Integrating Skilled Worker*, New Delhi : Global India Publications.
4. Sanghi, S. (2007). *The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations*, New Delhi: Sage Response.
5. Kandula, Srinivas R. (2013). *Competency-Based Human Resource Management*, New Delhi: Prentice Hall of India

## Autumn Semester

Course Code: COM – 654 – Human Resource Planning and Development

First Term – 20 Lectures

4-0-0-4

### Objective:

The objective of this course is to develop a conceptual clarity as well as practical understanding of Human Resource Planning and Development in the organizations. The aim is to give students the insights into various dimensions of evolving effective strategies for human resource planning and development.

### Unit- I: Human Resource Planning (6 Lectures)

Objectives; Process; Significance; Human Resource Forecasting techniques; Skills Inventory; Challenges in Human Resource Planning; Downsizing Plan; Retrenchment; Layoff.

### Unit-II: Human Resource Recruitment and Selection (8 Lectures)

Meaning, Process, Methods; Factors affecting Recruitment; Employer Branding; Selection Process; Selection tests; Interviews.

### Unit- III: Measurement Tools in Human Resource Planning (6 Lectures)

Human Resource Information System; Human Resource Accounting - Concept and Methods; Human Resource Audit.

## Second Term – 20 Lectures

### Unit-IV: Human Resource Development (10 Lectures)

Concept; Objectives; Significance; Difference between HRM and HRD; Performance Appraisal; Coaching, Employee Engagement.

### Unit-V: Human Resource Development Strategies (10 Lectures)

Employee Retention strategies; Counseling; Quality of Work-life; Work-life Balance; Strategies for Managing Workforce Diversity.

### Suggested Readings:

1. Werner, J.M. and DeSimone, R.L.: Human Resource Development: Cengage Learning India Private Limited
2. Bhattacharya, D.K.: Human Resource Planning. Excel Books, New Delhi.
3. Sen, AK: Human Resource: Development, Planning & Deployment. New Delhi: Asian Books Private Limited. South-Western; International Edition
4. Mcbey, K: Strategic Human Resources Planning. Nelson Canada
5. K'Sagar and V. B. Patil: *Manav Sansadhan Vikas (Human Resource Development)*. K'Sagar Publications
6. Malviya, A. K.: Human Resource Management (Hindi). PPB, Allahabad



## Autumn Semester

Course Code: COM – 655 – Theory and Practice of Marketing

First Term – 20 Lectures

4-0-0-4

### Objective:

The objective of this course is to provide a conceptual understanding of the subject and to make the student aware about the latest development in the field of Marketing so as to enable them to face the upcoming challenges.

**Unit: I** (4 Lectures)

**Introduction:** Concepts, Functions and Importance of Marketing, Approaches to Study Marketing.

**Marketing Mix:** Meaning and Elements.

**Unit: II** (8 Lectures)

**Market Segmentation and Marketing Strategies:** Concept, Objectives, Bases and Essentials for Effective Segmentation; Advantages of Segmentation, Segmentation and Marketing Strategies.

**Product and Product Development**

a. **Product:** Factor Affecting PLC; Marketing Strategies during PLC.

b. **Product Development:** Stages and Factors Affecting Development of New Product; Failure of New Product.

**Unit: III** (8 Lectures)

**Product Identification:** Branding, Packaging, Labeling.

**Marketing Research:** Objectives and Scope; Procedure and Limitation of Marketing Research.

**Marketing Cost:** Meaning and Classification; Elements Affecting Marketing Cost; Methods of Reducing Marketing Cost.

Second Term – 20 Lectures

**Unit: IV** (10 Lectures)

**Pricing Policies and Decisions:** Meaning; Importance of Pricing in Marketing; Factors Affecting Pricing Decisions.

**Marketing Organization:** Meaning and Importance; Principles of Marketing Organization.

**Unit: V** (10 Lectures)

**Marketing Control:** Concept, Objectives, Need and Techniques of Marketing Control.

**Issue and Developments in Marketing:** Social, Ethical and Legal Aspects of Marketing; Marketing of Services; International Marketing; Green Marketing; Cyber Marketing.

### Suggested Readings:

1. Philip Kotler: Marketing Management
2. Philip & Duncan: Marketing Principles and Methods
3. Ramaswamy, V.S. and Namkumari: Marketing Management – Planning Control
4. Johri, Lalit, M.: International Marketing – Strategies for Success
5. Malviya, A.K.: Marketing Management (Hindi), PPB, Allahabad
6. Sharma, D.C. & Bajjal, V.M.: Marketing Management (Hindi)

## Autumn Semester

Course Code: COM – 656 – Rural and Agricultural Marketing

First Term – 20 Lectures

4-0-0-4

### Objective:

The objective of this course is to provide Conceptual knowledge of Rural and Agriculture Marketing among the students and to make them aware about recent trends in Agri-marketing.

**Unit: I** (4 Lectures)

**Rural Marketing:** Concept; Features; Significance; Strategies to Approach Rural Markets of India; Difficulties in Rural Marketing.

**Unit: II** (7 Lectures)

**Rural Market:** Meaning; **Rural Market Segmentation** – Demographical, Occupational and Sociological, Rural Marketing Initiatives taken by Corporate Sectors in India: HUL, ITC, DABAR and PATANJALI.

**Unit: III** (9 Lectures)

**Agricultural Marketing:** Concept; Classification of Agricultural Goods; Characteristics and Marketing Methods of Agricultural Products in India; Defects of Agricultural Marketing in India, Steps for Improvement.

**Cooperative Marketing:** Meaning; Need; Objectives; Features of Agricultural Marketing Co-operatives; Structure; Functions; Advantages and Limitations.

## Second Term – 20 Lectures

**Unit: IV** (10 Lectures)

**Marketing of Agricultural Inputs:** Concept, Classification of Agricultural Inputs, Marketing of Seeds, Marketing of Fertilizer, Marketing of Pesticides.

**Marketing of Agricultural Produce:** Wheat & Paddy Marketing, Sugarcane Marketing.

**Unit: V** (10 Lectures)

**Agricultural Marketing Institutions in India:** **NAFED:** Membership, Objectives, Activities; **NCDC:** Objectives and Activities; **TRIFED:** Objectives and Activities, **FCI:** Objectives Functions and Working.

### Suggested Readings:

1. Kolkarni: Agriculture Marketing in India.
2. Hussain: Agriculture Marketing in India.
3. Rura Ashok: Indian Agricultural Economics; Myth and Reality.
4. Gopala Swamy, T.P.: Rural Marketing Environment.
5. Kohls: Marketing of Agriculture Produce.
6. C.B. Mamoria & Dr. B.B. Tripathi – Agricultural Problems of India.
7. Acharya & Agarwal - Agricultural Marketing in India.

## Spring Semester

Course Code: COM - 604 - Entrepreneurship and Small Business

First Term – 20 Lectures

4-0-0-4

### Objective

The objective of the paper is to acquaint students with the principles of Entrepreneurship and its role in industrial development of a country and to impart knowledge of the basic problems of management of small business units with special reference to India.

**Unit – I** (5 Lectures)

#### Entrepreneurship:

Concept of Entrepreneurship; Functions of an Entrepreneur; Quality of a successful Entrepreneur; Emergence of Entrepreneurial Class; Theories of Entrepreneurship.

**Unit – II** (8 Lectures)

#### Entrepreneurship Development:

Environmental factors affecting Entrepreneurial Development; Entrepreneurial Development Programmes and their Critical Evaluation; Government Policies and their Effect; Role of Government and other Institutions.

**Unit – III** (7 Lectures)

#### Management of Small & Medium Enterprises (SMEs):

Role of SMEs in Indian Economy; Problems of SMEs in India; Institutional support; Various Issues related to Production, Marketing and Finance of SMEs.

Second Term – 20 Lectures

**Unit – IV**

**Management of Small & Medium Enterprises (SMEs):** (8 Lectures)

Human Resource Management of SMEs – Recruitment, Training and Wage Administration; Sickness and Turnaround – Meaning, Causes, Prevention and Remedies, Role of BIFR.

**Unit – V**

**Creativity and Innovation:** (12 Lectures)

Creativity – Nature, Constituents, Types; Techniques of Creative thinking – Focus Groups, Brainstorming, Attitude Analysis; Synectic's; Innovation – Types and Phases. Knowledge Management and its Role in Innovation.

Rural Entrepreneurship - Definition, Meaning, Need, Approaches, Opportunities and Challenges; Rural Entrepreneurship and Rural Development; Growth of Rural Entrepreneurship in India.

### Suggested Readings:

1. Vasant Desai: Dynamics of Entrepreneurial Development and Management, HPH
2. Zimmerver & Scarborough: Essential of Entrepreneurship and Small Business Management, PHI
3. S. S. Khanka: Entrepreneurship and Small Business Management, S. Chand & Sons
4. Nandan: Fundamentals of Entrepreneurship Management, PHI
5. M. B. Shukla: Entrepreneurship and Small Business Management, Kitab Mahal
6. S. B. Srivastava: A Practical Guide to Industrial Entrepreneurs, S. Chand & Sons

## Spring Semester

### Course Code: COM – 605 – Fundamentals of Project Management

#### First Term – 20 Lectures

4-0-0-4

#### Objective

To equip the students with understanding of project fundamentals, formulation, evaluation and implementation.

#### Unit – I

(5 Lectures)

##### Basic Concept:

Concept of a Project, Categories of Projects, Project Development Cycle. The Concept of Project Management, Tools & Techniques of Project Management. Forms of Project Organizations.

#### Unit – II

(8 Lectures)

##### Project Formulation:

Project Identification, Project Formulation and Preparation: Market and Demand Estimation, Market Survey, Demand Forecasting, Technical Factors – Material Inputs, Technology, Production, Plant Capacity, Location and Site, Civil Works, Charts Layouts, Work Schedule.

#### Unit – III

(7 Lectures)

##### Financing and Project Appraisal Criteria:

Means of Financing, Estimates of Cost, Financial Projections; Project Appraisal - Payback Period, ARR, NPVI, IRR and Social Cost-benefit Analysis, and Risk Analysis.

#### Second Term – 20 Lectures

#### Unit – IV

(12 Lectures)

##### Process of Project Appraisal:

Technical, Economic, Financial, Legal and Social Appraisal of the Industrial Projects, Problems Arising due to Rate of Discount, Wage-rates, Exchange rates, Treatment of Taxes, Social Cost-benefits, Treatment of Risk and Uncertainty, Sensitivity Analysis and Probability Approach

#### Unit – V

(8 Lectures)

##### Implementation, Monitoring and Control of Projects:

Project Scheduling, Network Techniques for Resource and Cost Budgeting and Scheduling, Project Management Teams and Coordination. Monitoring and Post Implementation, Evaluation of the Projects.

#### Suggested Reading:

1. Prasanna Chandra, Project : Preparation, Appraisal, Budgeting and Implementation
2. P.K. Matto, Project Formulation in Developing Countries
3. Chitale, Project Viability in Inflationary Condition
4. Dass Gupta & Sen, Guidelines for Project Evaluation
5. Nagendra P. Singh, Emerging Trends in Entrepreneurship Development
6. D.K. Jain, Project Planning and Appraisal in Planned Economy
7. M. Mohsin, Project Planning and Control

## Spring Semester

Course Code: COM – 606 – Government and Business

First Term – 20 Lectures

4-0-0-4

### Objective:

To acquaint the students with current Economic and Social Reforms undertaken by the Government to lift trade and industry.

**Unit – I** (5 Lectures)

#### Make in India:

Program, policies, Process, Plan, Progress, Key Sectors, Opportunities, Key Reforms, Ease of doing business, Key Examples.

**Unit – II** (8 Lectures)

#### Start Up India:

Definition: Start Up, Central and State Policy and Tax Incentives, Registering a Company in India, Service and Benefits, Start Up India Action Plan, Incubators, Initiatives by Banking and Financial Institution, MUDRA Bank Scheme, Start Up India Hub, Innovation and Business, Success Stories.

**Unit – III** (7 Lectures)

#### Stand Up India:

Scheme and Guidelines: Bankers, Applicant and Handholding Agencies, Subsidy Schemes for SC, ST and Women, Stand Up India Ecosystem, Deen Dayal Upadhyaya Gram Jyoti Yojna, Saubhagya Yojana, Ujjawala Yojana.

## Second Term – 20 Lectures

**Unit – IV** (10 Lectures)

#### Skill India:

Skill Development and Entrepreneurship, Government Initiatives and Policies, National Policy on Skill Development and Entrepreneurship, Pradhan Mantri Kaushal Vikas Yojana (PMKVY), Directorate General of Training (DGT), National Skill Development Corporation (NSDC), National Institute of Entrepreneurship and Small Business development (NIESBUD).

**Unit – V** (10 Lectures)

#### Sustainable Development:

**Hospitality and Tourism** – Incredible India, Swatch Bharat Abhiyan

**Infrastructure: Roads** – Bharat Mala; **Power** – Solar Power, Wind Energy;

**Housing** – Pradhan Mantri Grameen Awas Yojana (PMGAY)

**Financial Inclusion:** Jan Dan Yojana

### Suggested Reading:

1. Status Report Start Up India
2. Annual Report by Ministry of Skill Development and Entrepreneurship (English and Hindi)
3. <http://www.makeinindia.com>
4. <http://www.standupmitra.in>
5. <http://www.skilldevelopment.gov.in>

## Spring Semester

Course Code: COM – 657 – Mutual Fund Investments

First Term – 20 Lectures

4-0-0-4

### Objective

To provide elementary and working knowledge to the students about various aspects of mutual funds, so as to empower them to make career in the fast expanding mutual fund industry.

### Unit – I (6 Lectures)

**An Overview:** Concept, Nature and Features of Mutual Funds; Advantages and Disadvantages of Mutual Fund Investments; Open –Ended Funds and Close-Ended Funds.

### Unit – II (7 Lectures)

**Growth / Equity Funds:** Diversified Equity Funds, Growth Funds, Index Funds, Sectoral Funds, Dividend Yield Funds; Tax Planning Scheme: ELSS Funds.

### Unit – III (7 Lectures)

**Debt / Income Funds:** Diversified Debt Funds, High Yield Debt Funds, Assured Return Funds, Gilt Funds, Monthly Income Plan (MIP), Fixed Maturity Plans (FMP).

## Second Term – 20 Lectures

### Unit – IV (8 Lectures)

**Other Funds:** Balanced Funds, Money Market / Liquid Funds, Large Cap Funds, Mid Cap Funds, Small Cap Funds; Exchange Traded Funds (ETFs).

### Unit – V (12 Lectures)

**Types of Mutual Funds Investments:** Lump-Sum Investment, Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP), Systematic Transfer Plan (STP).

**Comparison of Mutual Fund Investments with other Investment Options:** Bank Fixed Deposits, PPF, LIC, Post Office Schemes.

### Suggested Readings:

1. Jitendra Gala, A. Gala: Guide to Indian Mutual Fund, Buzzing Stock Pub. House, Mumbai
2. Rachna Baid: Mutual Funds and Services, Taxman Pub., New Delhi
3. Mabiun Mank: Mutual Funds: An Introduction to the Core Concepts, John Wiley & Sons (Asia) Pvt. Ltd.
4. Mrudula E., Raju Priya: Mutual Fund Industry in India, ICFAI University Press, Hyderabad
5. Sakaram Sunder: Indian mutual Fund Handbook – A Guide for Industry Professionals and Intelligent Investors, Vision Books Pvt. Ltd. New Delhi

## Spring Semester

Course Code: COM – 658 - International Finance

First Term – 20 Lectures

4-0-0-4

### Objective

To give the students an overall view of the International Financial System – Instruments and Markets.

### Unit – I

(6 Lectures)

International Financial System: Introduction; Elements; Financial Market- Structure, Role, Participants; International Financial Institutions – IMF, World Bank.

### Unit – II

(6 Lectures)

International Financial Market Instruments: ADR, GDR, IDR, FCCB; FCEB; External Commercial Borrowing – Concept, Procedure, Documentation; Loan Syndication; Euro Bond; Foreign Bond; Euro Loan;

### Unit- III

(8 Lectures)

Balance of Payments and Foreign Exchange Market: BOP – Components; Disequilibrium of BOP – Concept and Significance; Correction of Disequilibrium – Devaluation, Deflation, Exchange Control, Trade Control; Foreign Exchange Market – Features, Participants; Management of Foreign Exchange in India

## Second Term – 20 Lectures

### Unit – IV

(12 Lectures)

Foreign Exchange Rate: Fixed and Floating; Exchange Rate Quotes; Spot and Forward Exchange Rate; Factors affecting Exchange Rate; Determination of Exchange Rate – Balance of Payment Theory and Purchasing Power Parity Theory.

### Unit – V

(8 Lectures)

Foreign Exchange Exposure and Management: Transaction Exposure, Translation Exposure and Economic Exposure; Management of Exposure.

### Suggested Reading:

1. Shaprio, Alan. C.: Multinational Financial Management, Prentice Hall, New Delhi
2. Apte, P. G.: International Financial Management, Tata McGraw Hill, New Delhi
3. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi
4. Yadav, Surendra S, P. K. Jain and Max Peyrard: Foreign Exchange Markets, MacMillan, NewDelhi
5. Sharan, V.: International Financial Management, PHI, New Delhi
6. Jeevanandam, C.: Foreign Exchange- Practices, Concepts & Control, Sultan Chand & Sons, New Delhi

## Spring Semester

Course Code: COM – 659 - Human Resource Policy and Practices

First Term – 20 Lectures

4-0-0-4

### Objective

The contents of this paper are designed in such a way that the students who man the HRM Department in the Corporate World can effectively plan HRM policies and implement them.

### Unit – I

(5 Lectures)

HRM in India: HRM environment in India, Human Resource Strategies, Challenges faced by Human Resource Management, Changing Role of HRM in India, Human Resource Information System (HRIS), HR Policies.

### Unit – II

(8 Lectures)

Managing Careers: Concept of Career, Career Anchors, Elements and Process of Career Planning, Benefits to an Organisation and Industrial Issues in Career Planning, Career Development Cycle, Career Objectives and the Career Path: Promotion, Transfer; Succession Planning.

### Unit – III

(7 Lectures)

Employee Retention: Policy regarding Retention of Employees, Rewards and Incentives: Types of Incentives, Impact of Incentives, Wage Differentials; Fringe Benefits and Social Assistance Schemes: Meaning, Need, Objectives, Components, Recent Trends, Exit Policy.

## Second Term – 20 Lectures

### Unit – IV

(12 Lectures)

Quality of Work Life: Concept, Methods to Improve Quality of Work Life: Flexi Time, Flexi Place, Alternative Work Schedules, Part Time Employment, Compressed Work Week, Job Rotation, Job Enlargement, Autonomous Work Groups, Social – Technical System; Benefit of QWL Programms, Challenges in Implementing QWL Programme.

Quality Circles: Concept, Objectives, Development and Working of a Quality Circle, Problem Solving Techniques in Quality Circles; Brainstorming Sessions, Cause and Effect or Fish Bone Diagrams; Implementing Quality Circle: Issues and Challenges.

### Unit – V

(8 Lectures)

International HRM: Concept; Approaches to IHRM: Ethnocentric, Polycentric, Geocentri; Features of IHRM, Importance of IHRM, Factors Affecting IHRM, Different IHRM Activities, Implementing a Global HR System, Off-shoring, Expatriates and Repatriation.

### Suggested Readings:

1. Gary Dessler & Biju Varkkey: Human Resource Management , Prentice Hall, Delhi
2. Mamoria, C. B. & Ganker, S. V.: Personnel Management: Text & Cases, HPH, Mumbai
3. Singhal, A. K.: Human Resource Management, Sharda Pustak Bhawan, Allahabad (Hindi & English)
4. Malviya, A. K.: Human Resource Management, PPB, Allahabad (Hindi)



## Spring Semester

Course Code: COM – 660 – Industrial Relations

First Term – 20 Lectures

4-0-0-4

### Objective:

The objective of the course is to help the students comprehend various dimensions of industrial relations in India. It familiarizes the students with the current scenario and various issues in industrial relations. The course aims at developing skills in students in managing these issues in general and in the Indian context in particular.

### Unit: I

(10 Lectures)

Concept of Industrial Relations; Organization of IR in India; Trade Union: Meaning and Functions, Types and Structures of Trade Unions, Problems; Trade Union Act, 1926 - Salient Features

### Unit: II

(10 Lectures)

Industrial Discipline; Industrial Conflicts: Nature, Manifestation; Industrial disputes- Nature, Causes of Disputes, Dispute Settlement Machinery; Strikes and Lockouts; Lay-off and Retrenchment

## Second Term – 20 Lectures

### Unit: III

(8 Lectures)

Collective Bargaining: Nature and Process, Grievance Handling- Nature of Grievances, Grievance Handling Procedure; Workers Participation in Management- Forms and Methods

### Unit: IV

(6 Lectures)

Labour Welfare - Statutory and Non-statutory Measures; Social Security- Basic Features, Objectives and Need; Factories Act, 1948 - Salient Features

### Unit: V

(6 Lectures)

Workers' Education and Training; Industrial Health and Safety- Need, Accidents, Occupational hazards; Role of International Labor Organization in Industrial Relations in India

### Suggested Readings:

1. Piyali Ghosh and Shefali Nandan: Industrial Relations and Labour Laws. McGraw Hill India
2. Arun Monappa: Industrial Relations. McGraw Hill India
3. SN Mishra: Labour Laws. Kitab Mahal, Allahabad
4. CS Venkataratnam: Industrial Relations, Oxford University Press, New Delhi
5. PRN Sinha, Indubala Sinha, Seema and P. Shekhar: Industrial Relations, Trade Unions, and Labour Legislation, Pearson Education India
6. EA Ramaswamy: The Rayon Spinners-The Strategic Management of Industrial Relations, Oxford University Press, New Delhi

## Spring Semester

Course Code: COM – 661 – Sales Management

First Term – 20 Lectures

4-0-0-4

### Objective:

The objective of this course is to provide a conceptual understanding of the subject and familiarize the students with process of management of sales.

### Unit: I

(7 Lectures)

#### Introduction

**Sales Management:** Meaning, objectives, Characteristics, Functions and Importance.

**Salesmanship:** Meaning, Features and Significance. Qualities of a Good Salesman.

**Selling Process:** Meaning, Stages in Selling Process- Prospecting, Pre-approach, the Approach, Presentation and Demonstration, Handling the Objections, Closing the Sale.

### Unit: II

(7 Lectures)

#### Sales Forecasting and Planning:

**Sales Forecasting:** Meaning, Factors Governing Sales Forecasting, Steps in Sale Forecasting; Limitations of Sales Forecasting.

**Sales Planning:** Meaning, Importance and Process.

**Sales Territories:** Meaning, Objectives, Advantages and Reasons for Revising Sale Territories; Factors Determining size of Sales Territories;

### Unit: III

(6 Lectures)

**Sales Quota:** Meaning and Concepts, Reasons to Fix Sales Quota; Factors Considered while setting sales Quota; Types of Sales Quota, Methods of Setting Sales Quota.

**Sales Organization:** Meaning, Objectives and Importance; Types of Sales Organization.

**Sales Manager:** Functions, Duties and Qualities.

## Second Term – 20 Lectures

### Unit: IV

(12 Lectures)

#### Sales Force Management:

**Recruitment and Selection:** Meaning, Importance, Process, Sources and Methods.

**Training and Placement:** Meaning, Importance, Objectives and Limitations of Sales Force Training, Contents of a Sound Training Programme, Methods of Sales Training; Sales Force Placement.

**Motivation:** Meaning and Need for Motivation of Sales Force; Principles and Methods of Motivation of Sales Force.

### Unit: V

(8 Lectures)

**Compensation to Sales Force:** Meaning, Needs and Methods, Essentials of Sound Compensation Plan.

**Sales Force Control:** Meaning, Importance and Process of Sales Force Control; Sales Force Performance Appraisal.

### Suggested Readings:

1. Bolling, C.R.: Sales Management
2. Chunawala: Sales Management
3. Khan, Matin: Sales and Distribution Management
4. Sales Management: Pradip Kumar Mallik

## Spring Semester

Course Code: COM – 662 – Advertising Management

First Term – 20 Lectures

4-0-0-4

### Objective:

The objective of this course is to acquaint students with the theory and practice of Advertising and Media Planning in order to enable them to take up the challenges in the World of Advertising and Media.

### Unit: I

(6 Lectures)

**Advertising:** Meaning, Functions, Importance and Features; Social and Economic Aspects; Types; Advertising Objectives; Advertising V/s Personal Selling, Advertising V/s Sales promotion, Advertising V/s Publicity.

### Unit: II

(7 Lectures)

#### Advertising Copy & Layout:

**Advertising Copy:** Meaning and Objectives; Attributes of an Effective Advertising Copy; Types of Advertising Copy.

**Copy Layout:** Meaning, Elements and Types of Layout; Principles of Good Layout.

### Unit: III

(7 Lectures)

**Advertising Effectiveness:** Meaning and Objective; Techniques of Testing Advertising Effectiveness.

**Advertising Budget:** Meaning, Advertising Budget Procedure, Factors Influencing Advertising Budget, Advertising Budget Allocation.

### Unit: IV

(10 Lectures)

**Advertising Agencies:** Meaning, Features, Need and Functions of Advertising Agencies; Selection of Advertising Agency; Modes of Paying the Agency.

**Rural Advertising in India; Legal Aspect of Advertising in India; Advertising Standards Council of India (ASCI).**

### Unit: V

(10 Lectures)

**Advertising Media:** Meaning and Role of Media; Types of Media- Print Media, Electronic Media, Out Door Media, Other Media.

**Media Planning:** Importance, Steps and Problems.

**Selection of Advertising Media:** Factors Affecting Selection of Advertising Media.

### Suggested Readings:

1. Aaker, David A., Batra, Rajiv Mayers, John G.; Advertising Management.
2. Chunawala, S.A.: Foundation of Advertising – Theory & Practice.
3. Sandage & Fryburger: Advertising Theory and Practice.
4. Hall, S. Rolland: Theory & Practice of Advertising.