

CENTRAL UNIVERSITY OF SOUTH BIHAR



ORDINANCE AND REGULATIONS GOVERNING

Master of Commerce (M. Com.) Degree Programme

(Effective from the Academic Session 2018-2019)

Department of Commerce & Business Studies

School of Management

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ORDINANCE AND REGULATIONS GOVERNING

MASTER OF COMMERCE (M. COM.) DEGREE PROGRAMME OF CENTRAL UNIVERSITY OF SOUTH BIHAR UNDER CHOICE BASED CREDIT SYSTEM

(Effective from Academic Session 2018-19)

Under the powers conferred by The Central Universities Act, 2009- section 28(1) (b)], as amended, Central University of South Bihar, hereby, institutes the four semester Post Graduate Degree Programme for the Award of **Master of Commerce (M.Com.)** Degree by the **Department of Commerce & Business Studies under the School of Management** of the University under the choice based credit system. The following ordinance for governing admission, course of study, examinations and other matters relating to **M. Com. Degree under Department of Commerce & Business Studies** of the Central University of South Bihar are hereby laid to come in force w.e.f. the Academic Session 2018-19 onwards till further amended.

1. Definitions of Key Words:

- 1.1 **‘Choice-Based Credit System (CBCS)’:** The CBCS provides choice for the students to select course from the prescribed courses (Elective or Soft-skill courses). It provides a ‘cafeteria’ approach in which the students can take courses of their choice, learn at their own pace, study additional courses and acquire more than the minimum required credits, and adopt an inter-disciplinary approach to learning.
- 1.2 **‘Academic Year’:** Two consecutive (one odd + one even) semesters shall constitute one academic year.
- 1.3 **‘Course’:** Course, usually referred to as paper having specific title and code number, is a component of a Programme. It consists of a list of topics/points/concepts/theories/principles etc. which a student has to learn and master during the Programme of study. Each Course generally shall be of 04 credits. Each course should define the learning objectives/ learning outcomes. A course may be designed to be delivered through lectures/tutorials/laboratory work/fieldwork/outreach activities/project work/vocational training/viva/seminars/term papers / assignments / presentations /self-study work etc., or a combination of some of these.
- 1.4 **‘Course Teacher’:** The course teacher generally will be the teacher who has primarily conceived the course, developed its contents, taken up the responsibility of teaching it and evaluating the performance of the students in that course.

- 1.5 **‘Credit’**: A unit by which the course work is measured. It determines the number of hours of instructions required per week. One credit is equivalent to one hour of teaching (lecture or tutorial) or two hours of practical work/field work per week.
- 1.6 **‘Credit Point’**: It is the product of the grade point and the number of credits for a course.
- 1.7 **‘Grade Point’**: It is a numerical weight allotted to each letter grade on a 10-point scale.
- 1.8 **‘Letter Grade’**: It is an index of the performance of students in a said course. Grades are denoted by letters O, A+, A, B+, B, C, P and F. A letter grade is assigned to a student on the basis of evaluation of her/his performance in a course on a ten point scale.
- 1.9 **‘Programme’**: An educational Programme leading to the award of a Degree, Diploma or Certificate.
- 1.10 **‘Credit-Based Semester System (CBSS)’**: Under the CBSS, the requirement for awarding a degree or diploma or certificate is prescribed in terms of number of credits to be completed by the students.
- 1.11 **‘Semester’**: Each Semester shall consist of 15-18 weeks of academic work equivalent to 90 actual teaching days. The odd semester may be scheduled from July to December and even semester from January to June. The credit-based semester system provides flexibility in designing curriculum and assigning credits based on the course content and hours of teaching.
- 1.12 **‘Semester Grade- Point Average (SGPA)’**: It is a measure of performance of the work done in a semester. It is ratio of total credit points secured by a student in various courses registered in a semester and the total course credits taken during that semester. It shall be expressed up to two decimal places.
- 1.13 **‘Cumulative Grade Point Average (CGPA)’**: It is a measure of overall cumulative performance of a student over all semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all the semesters. It shall be expressed up to two decimal places.
- 1.14 **‘Transcript’/ ‘Grade Card’ ‘or Certificate’**: Based on the grades earned, a grade certificate shall be issued to all the registered students after every semester. The grade certificate will display the course details (code, title, number of credits, grade and/or marks secured) along with SGPA of that semester.

1.15 **‘The University’**: ‘The University’ in this Ordinance means the Central University of South Bihar.

2. Admission and Other General Provisions:

- 2.1 The Programme of study leading to **Master of Commerce (M.Com.)** Degree of Central University of South Bihar shall be of two year (Four Semesters) duration which may be completed in a maximum duration of four years (Eight Semesters).
- 2.2 The intake to the **M.Com. Programme** shall be as decided by the UATEC/Academic Council of the University from time to time.
- 2.3 The admission to the **M.Com. Programme** shall be governed by the provisions as laid down by the UATEC/Academic Council of the University from time to time.
- 2.4 Reservation of seats for admission in **M. Com. Programme** shall be as per reservation policy of Government of India and as notified by GoI/UGC from time to time.
- 2.5 In accordance with the Reservation Rules as per the GoI for admission in Central Higher Educational Institutions, reservations of seats in **M. Com. Programme** are as follows:

S. No.	Category	Reservation
1	SC Candidates	15 % of the intake
2	ST Candidates	7.5% of the intake
3	OBC Candidates	27% of the intake
4	Divyang Candidates	5% of the intake <i>(on horizontal reservation basis)</i>
5	Dependents/Wards of Defence Personnel and Kashmiri Migrants/NCC Cadets	As per the GOI rules

- (a) The candidates seeking admission under the above categories shall be required to fulfill the prescribed eligibility condition of admission of the programme and shall submit requisite documents in support of their claim, as prescribed by the GOI from time to time.
- (b) The SC/ ST/OBC candidates must enclose attested copy of the latest caste certificate as per GOI norms along with their Admission Form/Enrolment form stating that the candidate belongs to SC/ST/OBC Category.

The following are empowered to issue SC/ST/OBC Certificates:

- (i) District magistrate/ Additional District Magistrate/ Collector/ Deputy Commissioner/ Addl. Deputy Commissioner/Deputy Collector /Ist Class Stipendiary Magistrate/City Magistrate/Sub Divisional magistrate/ Taluka Magistrate/ Executive Magistrate /Extra Assistant Commissioner.
 - (ii) Chief Presidency Magistrate/ Addl. Chief Presidency Magistrate/ Presidency Magistrate.
 - (iii) Revenue Officer not below the rank of Tehsildar.
 - (iv) Sub-Divisional Officer of the area where the candidate and/or his family normally resides.
 - (v) Administrator/Secretary to the Administrator/ Development Officer (Lakshadweep Islands).
 - (vi) Candidate must note that certificate from any other person/authority shall not be accepted generally.
- (c) 5% seats on horizontal reservation basis shall be reserved for Divyang Candidates (Benchmark Category) and shall be further sub-divided into different categories of Divyangs as per the GOI rules.

A candidate applying under Divyang category must attach a certificate by CMO, District Hospital. However, she/he shall be considered under Divyang category only after verification from the University Medical Board, if necessary.

- (d) Vacant seats reserved for SC/ST/OBC candidates, if any, may be filled up as per the GOI/UGC rules. In case in any one of the two categories of candidates viz., SC/ST, the required number of candidates for admission is not available (i.e., the list of respective category has been exhausted), then candidates belonging to the other category (SC or ST as the case may be, if available), shall be called for admission in order of merit so as to make up the deficiency in the required number in any of the aforesaid two categories. This provision shall be applicable to candidates belonging to SC & ST categories only.
- (e) If sufficient number of candidates are not available in OBC category (i.e., OBC category list has been exhausted), such vacant seats shall be transferred to the general category.

2.6 Mere appearance in the admission test shall not entitle a candidate to be considered for admission to the Programme unless she/he fulfills the eligibility

conditions. Applicants must fully satisfy themselves about their eligibility before filling the application form.

2.7 Provisional admission shall be offered to the candidates in order of merit list and the availability of seat in the Programme on the date of admission.

2.8 In case there is more than one candidate securing equal ranks as obtained by the last candidate in order of merit in the list of candidates to be called for admission, the following *inter-se* ranking rules of the University shall be applicable.

In case the candidates have equal/tie ranks then the marks obtained in the qualifying examination shall be the deciding factor and if, that is also same or result of both the candidates is not declared, then a senior candidate on the basis of date of birth shall be given preference. However, in a case of tie rank, if the result of qualifying examination of one candidate is declared then she/he will be given preference, provided she/he fulfills other eligibility conditions. In case of any dispute the decision of the Chairman, UATEC shall be final.

2.9 If the result of the qualifying examination is not declared by a university/board till the date of admission, the mark-sheet of the qualifying examination by a candidate can be submitted on or before 30th September of the admission year. In exceptional cases, further extension may be given by the Competent Authority on cogent reason(s). However, it may be noted that this clause cannot be extended to the candidate(s) whose result is being withheld or not declared by the university/board due to some specific reasons particularly related to the candidate(s). Furthermore, if the result of qualifying examination is not declared by a university/board in general then the aggregate percentage of marks/grades of the completed semesters/years of the qualifying examination (e.g. **three years/four semesters of M. Com. in case of admission in M. Com.**) must be not less than the required percentage of marks/grades in the qualifying examination.

2.10 At the time of reporting for admission, the candidates are required to be present in person and bring the documents in original as well as a set of photocopy duly attested as notified by the Admission Committee/Controller of Examinations (CoE) from time to time.

2.11 A candidate provisionally selected for admission shall be required to fill the prescribed form, submit the required documents, collect her/his admit card or any other equivalent document for admission to the Programme from the office of the Department/School/University after paying the fees on or before a date fixed for the purpose, otherwise the offer made to her/him will automatically stand cancelled.

2.12 In case any provisionally selected candidate fails to deposit the fee by the date prescribed, her/his provisional admission shall be cancelled and the seat thus

falling vacant shall be offered to the next candidate in order of merit under the specified category.

- 2.13 Notwithstanding anything contained in this ordinance, a candidate who is qualified under the foregoing ordinance for admission to the University, and who is a student of some other Indian University/Institution, shall not be admitted to the University without the production of a Leaving or Transfer Certificate and/or Migration Certificate (as the case may be) issued by the last college/university attended and certifying to the satisfactory conduct of the student mentioning the highest examination she/he has passed. However, in certain cases if the candidates are not in position to submit the Transfer Certificate and/or Migration Certificate and the character certificate at the time of admission, they should submit the same as early as possible, but not later than 30th September of the year of admission in **M.Com.** failing which the University reserves the right to cancel their admission. In exceptional cases, further extension may be given by the Competent Authority on cogent reason(s). However, it may be noted that this clause cannot be extended to the candidate(s) whose result is being withheld or not declared by the university/board due to some specific reasons particularly related to the candidate(s).
- 2.14 A waitlisted candidate shall be offered admission strictly on the basis of ranking, provided there is a vacancy in the Programme. Such waitlisted candidates shall have to deposit their fees latest by the date fixed by the Admission Committee/Competent Authority.
- 2.15 The candidates enjoying employed status and selected for admission to **M. Com.** Programme in the University, are required to produce Leave Sanction /Relieving Order at the time of Admission/Registration from their employer for the duration of the Programme permitting them to pursue their studies at the University, failing which the offer of admission may stand withdrawn. In case of any dispute the decision of the competent authority shall be final.
- 2.16 The admission of any candidate is liable to be cancelled without giving any further notice forthwith or at any time during the period of the concerned Programme of Study, if it is detected that the candidate has /had produced fake / forged certificate(s) /document(s) or indulged in any act of misconduct/indiscipline or has /had concealed any other relevant information at the time of seeking admission.
- 2.17 The admission of the candidate to the **M.Com.** Programme shall be subject to such ordinances, rules and regulations as may be framed from time to time by the University.
- 2.18 Foreign students shall be admitted as per the rules of the University.

2.18 Only the High Court of Patna shall have jurisdiction in case of any dispute relating to the provisional admission in the Programme.

3. Eligibility Conditions

The eligibility conditions for admission into the **M.Com. Degree** Programme shall be as follows:

“Bachelor’s Degree in Commerce from any recognized University with a minimum 50% marks for General / OBC candidates and 45% marks for SC /ST candidates”.

However, the eligibility conditions for admission into **M.Com. Programme** and intake of the Programme shall be decided by the University Admission, Teaching and Evaluation Committee (UATEC) from time to time.

4. Medium of Instruction of the Programme:

The medium of instruction and examination shall be **English for M.Com.** Programme.

5. Programme Fee:

5.1 The semester-wise fee structure of M.Com. Programme is given below:

Sl. No.	Particular Head	Amount
One Time Fee		
1	Admission	500
2	Enrolment	1000
3	Identity Card	100
4	Development Fee	1000
5	Security Deposit (Refundable)	1000
Semester Fee		
6	Tuition Fee	2500
7	Computer Lab	500
8	Evaluation Fee	500
9	Library / Magazine / News Letter	500
10	Cultural Activities	500
11	Games / Athletics	500
Total Fee		8600
12	Vidyarthi Medi-Claim (Annual Fee)	618
13	Total Fee (with VMC)	9218
Hostel Fee (Per Semester), if provided		9000/-
Transport Fee		As per actual, if provided

5.2 The mode and schedule of payment of fees shall be decided by the university from time to time.

- 5.3 The fee structure of **M. Com.** Programme under **Department of Commerce & Business Studies** may be changed by the University prospectively. Such changed fee structure shall be declared in the admission prospectus of the concerned academic session.

6. Conduct of the Programme:

- 6.1 To qualify for the **M.Com.** Degree, a candidate must earn 100 credits as contained in the Programme structure/Syllabus of **M.Com.** Degree as annexed with this ordinance. This Programme structure/Syllabus is subject to update/change/modify from time to time as prescribed by the Board of Studies (BoS) of the Department and need not to follow the procedure prescribed for updating the ordinances.
- 6.2 A student of the **M.Com.** Programme shall not be permitted to seek admission concurrently to any other equivalent or higher degree or diploma examination in this University or any other University, subject to rules/regulations of UGC or equivalent body in this regard and adoption of the same by the University.
- 6.3 The maximum period allowed to complete the **M.Com. Programme** will be four years (Eight Semesters).
- 6.4 The Department shall offer courses as per its schedule and available resources and can decide to offer or not to offer a particular course in a particular semester. To earn additional or lesser credits in a semester from the Department than the prescribed in the syllabus and to earn credits from other Departments/Schools shall be the sole responsibility of the student. S/he has to choose the courses in such a way that it becomes feasible for her/him to earn the credits.

7. Type of Courses:

The **M. Com.** Programme of the University has three types of courses, viz., Core courses, Elective courses, and Self-study/Skill-based courses.

7.1 Core courses:

- 7.1.1 The core courses are those courses whose knowledge is deemed essential for the students registered for the **M.Com.** Programme. Where feasible and necessary, two or more Programmes (like, degree, diploma and certificate etc.) may prescribe one or more common core courses.
- 7.1.2 All the core courses prescribed for **M.Com.** Degree Programme offered by the **Department of Commerce & Business Studies under the School of Business Management** shall be mandatory for all the students registered in the **M.Com.** Programme.
- 7.1.3 A core course of the Programme may be an elective course for any other Programme.

7.2 Elective courses:

7.2.1 The elective courses can be chosen from a pool of courses (papers). These courses are intended to:

- allow the student to specialize in one or more branches of the broad subject area;
- help the student to acquire knowledge and skills in a related area that may have applications in the broad subject area;
- help the student to bridge any gap in the curriculum and enable acquisition of essential skills (e.g. statistical, computational, language or communication skills etc.); and
- help the student to pursue an area of interest.

7.2.2 Along with the elective courses prescribed for the **M.Com.** Degree Programme offered by the **Department of Commerce & Business Studies**, a student has to register herself/himself in different elective courses in such a way that she/he ensures earning of minimum eight credits as elective from the other Departments/Schools.

7.2.3 The student may also choose additional elective courses offered by the University to enable her/him to acquire extra credits from the discipline, or across the disciplines. However, up to only 16 credit courses with best grades completed from the other Departments/Schools shall be considered for calculating CGPA of the Programme of study.

7.3 Self-study/Skill-based Courses:

The self-study/skill-based courses are optional, not mandatory. Being non-credit courses, the performance of students in these courses shall be indicated either as “satisfactory” or as “unsatisfactory”, instead of the Letter Grade and this shall not be counted for the computation of SGPA/CGPA. These courses may also be taken by a student from other Departments/Schools.

Moreover, if the BoS of the Department feels that the Programme of study of **M. Com.** requires certain academic backgrounds to pursue the Programme effectively, it may recommend some course(s) without credit(s) to meet the purpose as compulsory part of the syllabus.

Note: A course (Core/Elective/Self-study/Skill-based) may also be offered by the department in the form of a Dissertation, Project work, Practical training, Field work or Internship/Seminar etc.

8. Mobility Options and Credit Transfers:

The students shall be permitted to opt inter-disciplinary and horizontal mobility and can take courses of their choice, learn at their paces, enroll for additional courses, acquire more than the required credits, and adopt an interdisciplinary approach to learning, subject to the provisions made in this ordinance.

- 8.1. A student may be allowed to take course/courses of any other University/Organization/Institution, the courses of whom are duly accredited by the Department of Commerce & Business Studies/School of Management under MoU or otherwise and approved by the Academic Council. (Note: The Department of Commerce & Business Studies/School of Management shall try to ensure accreditation of relevant courses of other Universities/Organizations/Institutions including MOOCs and increase the choice basket of M. Com. Programme).
- 8.2. A student availing inter-university mobility shall continue to be a bonafide-student of the University where she/he initially got admission and in case she/he earns credits from a different university, the credits so earned shall be transferred to her/his parent University.
- 8.3. It shall be the responsibility of the student to assess the feasibility and practicality of vertical mobility (across universities), as it doesn't entitle a student to be exempted or relaxed from any of the requisites (sessional, attendance, assignments, end-semester examinations and Programme duration etc.) for the completion of the Programme.
- 8.4. The mobility option should not be interpreted as inter-university migration.
- 8.5. The mobility across the disciplines is also subject to availability of desired elective course, faculty, infrastructure and number of students (as fixed by the University/Department from time to time) opting for that elective course.
- 8.6. The mobility shall be permissible from the Regular Mode Programme to the Regular Mode Programme of learning only, and cannot be replaced by Open/Distance/Online Programme.
- 8.7. A student of some other University shall in any case be admitted only at the beginning of the particular Programme/Course which she/he proposes to take in the University subject to the fulfillment of other conditions.

9. Credits:

A credit defines the quantum of contents/syllabus prescribed for a course and determines the number of hours of instruction required per week. Thus, in each course, credits are assigned on the basis of the number of lectures/tutorials/laboratory work/field work and other forms of learning required for completing the contents in 15-18 week schedule. 2 hours of laboratory work/field work is generally considered equivalent to 1 hour of lecture.

- (i) 1 credit = 1 hour of instruction per week (1 credit course = 15 contact hours of instruction per semester)
- (ii) 4 credits = 4 hours of instruction per week (4 credit course = 60 contact hours of instruction per Semester)
- (iii) 1 credit = 1 hour of tutorial per week (1 credit course = 15 contact hours of instruction per semester)
- (iv) 1 credit = 2 hours of laboratory work/field work per week (1 credit course = 30 hours of laboratory work/field)

Number(s) of credit(s) assigned to a particular course are mentioned in the detailed syllabus of the courses.

10. Course Coding:

Each course offered by the Department of Commerce & Business Studies is identified by a unique course code comprising of twelve letters/numbers indicating Programme/level of Programme (first two letters in uppercase), Discipline/Subject (Next three letters in uppercase), Semester (next digit ranging from 1 to 4), Course Number (next three digits starting from 001 for each semester), Nature of Course for the Programme (next letter in uppercase i.e. C = Core Course; E = Elective Course, S = Self-study/Skill course), total number of credits for the course (next two digits starting from 00), respectively.

For example, the course code for second core course of the M. Com. Programme in the Third semester in the Department carrying 4 credits shall be MCCOM3002C04.

Every time when a new course is prepared by the BoS of the Department (merely changing minor content and not the course title shall also be considered as a new course) it shall be assigned a new course code.

However, the University may decide a different course codification pattern for any Programme in future as per the demand of the situation.

11. Duration of the Programme:

The minimum duration for completion of M. Com. Programme shall be four consecutive semesters (two odd and two even semesters). *The maximum period for completion shall be eight semesters.*

Provided that (i) a semester or a year may be declared by the Controller of Examinations as a zero semester or a zero year for a student if she/he could not continue with the academic work during that period due to terminal illness and hospitalization of longer duration, or due to accepting a scholarship/fellowship, with due permission of the University, subject to the fulfillment of requirements laid down in this respect by the rules or regulations of the University. Such a zero semester/year shall not be counted for

calculation of the duration of the Programme in the case of such a student.

(ii) Hostel and other related facilities shall not be given to a student after completion of minimum duration, i.e., four semesters required for **M.Com.** Programme.

12. Student Mentor:

The Department shall appoint a Mentor for each student from amongst the faculty members of the Department. All faculty members of the Department shall function as Student Mentors and shall generally have more or less equal number of students. The Student Mentor shall advise the student in choosing courses and render all possible support and guidance to her/him.

13. Course Registration:

13.1. The registration for courses shall be the sole responsibility of the student. No student shall be allowed to do a course without registration, and no student shall be entitled to any credits in the course, unless she/he has been registered for the course by the scheduled date fixed by the Department/School/University.

13.2. Every student has to register in each semester (in consultation with her/his Student Mentor) for the courses she/he intends to undergo in that semester by applying in the prescribed proforma in triplicate (one copy each for student, for the student's file to be maintained in the departmental office and for the office of the Controller of Examinations), duly signed by her/him, the Student Mentor, the concerned Course Teacher and finally approved by the Head/In charge of the **Department of Commerce & Business Studies**, within the deadline notified for the purpose by the Department/School/University.

13.3. Registration done in different courses within the stipulated period of time by a student shall not ordinarily be permitted to be changed. However, in exceptional cases, a student may be allowed by the Head/In charge of the **Department of Commerce & Business Studies** to add a course, substitute a course for another course of the same type (elective or self-study/skill-based) or withdraw from a course, for valid reasons by applying on prescribed proforma (in triplicate as mentioned above in 13.2) with the consent of the Student Mentor not later than one week from the last date of course registration in a particular semester. Further, withdrawal from a course shall be permitted only if the courses registered after the withdrawal shall enable the student to earn a minimum of 20 credits. This duly approved change/withdrawal shall be notified by the office of the **Department of Commerce & Business Studies** to all concerns like Controller of Examinations, both the Course Teachers etc.

13.4. A student shall register for a minimum of 20 credits and can register for a maximum of 32 credits in a semester unless specified otherwise by the University for a Programme of study.

13.5. If a student registers herself/himself for more elective courses than the prescribed in the Programme, while calculating the Cumulative Grade Point Average

(CGPA), only the prescribed number of elective courses for the Programme of study shall be included in the descending order of the grades obtained by her/him ensuring the presence of minimum 8 and maximum 16 credits from the electives of other Departments/Schools.

- 13.6. A student shall have the option to choose an elective course from other Departments/Schools irrespective of the semester in which the course is offered remaining other conditions same subject to the condition that the course is being offered by the particular Department in that semester. For example; a student of third Semester can opt a course of other Department offered in the first/third semester provided the course is being offered by the particular Department.

14. Examination and Promotion:

- (A) The examination of all the courses required for the **M. Com.** degree shall be internal in nature and generally consisting of Continuous Internal Assessment and End-Semester Examination. For the preparation of final grade in a particular course, the Continuous Internal Assessment (Formative in nature) and the End-Semester Examination (Summative in nature) shall have the weightage of 30% and 70%, respectively.
- (B) Each course, irrespective of credits assigned to it, shall be evaluated out of 100 points. These points should not be confused with traditional system of marks. The points obtained by a student in a course are indicator of percentage of marks and not the raw marks. Since, the University has adopted the system of grading, hence, the marks shall not be reflected in a grade sheet of a student. However, for wider uses, and if required, the students or the prospective employer or end user may take the following reference for calculating maximum marks and obtained marks for a Programme/Course:

For Maximum Marks–

1 Credit Course = 25 marks course

2 Credit Course= 50 marks course

3 Credit Course= 75 marks course

4 Credit Course= 100 marks course

and so on.

For obtained marks –

The obtained points may be converted into marks by taking them as percentage of marks. For example:

- (i) If a student has obtained 80 points in a 4 Credit Course, then it may be converted as: *80 marks out of 100.*
- (ii) If a student has obtained 80 points in a 2 Credit Course, then it may be converted as: *40 marks out of 50.*
- (iii) If a student has obtained 80 points in a 1 Credit Course, then it may be converted as: *20 marks out of 25.*

In such course(s), where direct numerical grades are awarded in place of points, these numerical grades shall be converted into marks by using the following formula:

$$\text{Points in the Course} = \text{Numerical grade in the Course} \times 10$$

However, any change may be recommended in this pattern by the UATEC, from time to time.

14.1. Continuous Internal Assessment:

- 14.1.1 The Continuous Internal Assessment of the students' learning and performance shall be carried out by the Course Teacher(s). Considering the nature of the course, the teacher(s) shall decide the mode of Continuous Internal Assessment, which may include one or more assessment tools, such as student's class performance, assignments, class tests, take-home tests, term paper(s), presentations, oral-quizzes, case studies and laboratory work etc.
- 14.1.2 Each Course Teacher shall design the Continuous Internal Assessment system for the course she/he offers with the approval of the Departmental Committee (DC). This approved design of Continuous Internal Assessment shall be announced to the students of the respective courses at the beginning of each semester by the concerned teacher.
- 14.1.3 Generally, each course shall be taught by one teacher only, who shall maintain all the records related to attendance, teaching and assessment in a systematic

manner. In an exceptionally rare case, if a teacher is assisted in teaching by other teacher, the teacher (in-charge of the course) shall be responsible for coordinating teaching and assessment, including award of final grade.

- 14.1.4 In case a student fails to appear in any Continuous Internal Assessment, it will be taken care by the concerned Course Teacher at her/his level.

14.2. End-Semester Examination:

- 14.2.1 Generally, End-Semester theory question paper shall include a limited number of very short answer type questions followed by short and long questions covering the entire syllabus in such a way that the question paper ensures assessing students' knowledge, understanding, application and analysis-synthesis/reflection of the subject. Thus, a standard model format of the End-Semester Examination paper consisting of 70 points shall be as under –

Section-A: 15 very short questions of 02 points each = 30 points
(Short specific questions covering the entire syllabus to be given which should be answered in approximately 50 words by the examinee).

Section-B: 04 short questions of 05 points each = 20 points
(05 short questions to be given out of which 04 questions are to be attempted in approximately 200 words by the examinee).

Section-C: 02 long questions of 10 points each = 20 points
(03 long questions to be given out of which 02 questions are to be attempted in approximately 500 words by the examinee).

However, a different format of the End-Semester question paper for some particular course (e.g., project, dissertation or laboratory/fieldwork etc.) may be prescribed by the Board of Studies (BoS) of the Department which shall come into force only after the approval of the competent authority of the University.

- 14.2.2 The duration of the End-Semester theory examination generally shall be of three hours.

14.2.3 The DC shall appoint one or more team(s), as per the need, of preferably three faculty members in each team for moderation of question papers of End-Semester Examinations and communicate the same to the Controller of Examinations. The task of moderation shall be organized by the Controller of Examinations.

The paper setter and the moderator(s) shall ensure and certify that question paper is comprehensive to cover all important topics/themes/course and fit for assessing the mastery of the entire course. They shall also ensure and certify that not more than 10% questions from the previous year question paper have been repeated.

14.3 In exceptional cases, depending upon the nature of a particular course, a totally different mode of assessment and evaluation may be prescribed by the BoS of the Department for the course, which shall come into force only after the approval of the competent authority of the University. However, it must be reflected in the detailed syllabus of the course and be available to the students at the beginning of the semester.

14.4 Any partial or complete change in the system of examination (Assessment & Evaluation) may be recommended by the UATEC which shall be implemented only after the approval of the competent authority.

14.5 A student is required to secure a minimum of 'P' grade in the Continuous Internal Assessment and in the End-Semester Examination, taking together, in a course.

14.6 Making Evaluated Answer-scripts Available to the Students:

14.6.1 All the examination answer-scripts shall be made available to the students after evaluation by the respective teachers as per the schedule decided by the concerned teachers or the University. In case of the End-Semester Examination, the evaluated answer scripts shall be made available to the students within 7 days of the last examination for the semester. Thereafter, within a week, all the answer books along with the statement of marks shall be sent by the concerned teacher through her/his Department to the Office of the Controller of Examinations for declaration of the results.

- 14.6.2 If a student is not satisfied with the evaluation of her/his answer script, s/he must submit a written objection to the concerned Head of the Department (offering the course) within 8 days from the last examination for the semester. Such complaint shall be looked after by a panel of three faculty members, including the concerned teacher, to be nominated by the concerned Head of the Department, whose decision shall be final. The revised points, if any, shall be submitted by the panel to the concerned Head of Department who shall further submit it to the Controller of Examinations. This complete process of grievance redressal by the panel and the further submission of marks by the Head of Department, generally, should not take more than 7 days from the date of receipt of the grievance. However, in case of any controversy, the matter shall be referred to the Vice-Chancellor for final decision and action.
- 14.6.3 Once evaluated answer books are submitted to the Controller of Examinations, there shall be no re-evaluation/re-totaling thereafter.

14.7 Letter Grades and Grade Points:

An absolute grading system shall be adopted to grade the students.

- 14.7.1. Under the absolute grading system, points shall be converted to grades based on pre-determined class intervals.
- 14.7.2. In the End-Semester theory or practical examinations, the examiner shall award the points and these points after adding the points of Continuous Internal Assessment shall be further converted into Grades/Grade points in accordance with the provisions of this ordinance.
- 14.7.3. Detail Grade Sheet issued by the Controller of Examinations office at the end of the semester shall carry points/percentage and equivalent grades (numerical and letter) both.
- 14.7.4. The 10-point Grading System, with the Letter Grades as given under shall be followed:

Letter Grade	Numerical Grade Point	Class Interval (in %)
O (Outstanding)	10	Above 90 and \leq 100
A+ (Excellent)	9	Above 80 and \leq 90
A (Very Good)	8	Above 70 and \leq 80
B+ (Good)	7	Above 60 and \leq 70
B (Above Average)	6	Above 50 and \leq 60

C (Average)	5	Above 45 and \leq 50
P (Pass)	4.5	40 to 45
F (Fail)	0	< 40
Ab (Absent)	0	Absent

Note:

- (i) F= Fail, and the students graded with 'F' in a Programme or Course shall be required to re-appear in the examination.
- (ii) The minimum qualifying points for a course shall be 40% (i.e., Letter Grade 'P'/Numerical Grade 4.5).
- (iii) The students shall have to qualify in the Continuous Internal Assessment and the End-Semester examinations taking together.
- (iv) Before awarding numerical grade to the points obtained in a course, only the total of Continuous Internal Assessment and End-Semester Examination shall be rounded off to remove the decimal point. Thus, no separate rounding off shall be done of the points obtained in different components of Continuous Internal Assessment and End-Semester Examination.
- (v) There shall be rounding off of SGPA/CGPA up to two decimal points.
- (vi) The SGPA/CGPA obtained by a student shall be out of a maximum of 10 points.
- (vii) In order to be eligible for the award of the **M. Com.** Degree of the University, a student must obtain CGPA of **4.50** at the end of the Programme.
- (viii) Provided that the student who is otherwise eligible for the award of the **M.Com.** Degree but has secured a CGPA of less than 4.50 at the end of the minimum permissible period of semesters may be allowed by the Department to reappear or repeat as the case may be the same course(s) or other courses of the same type in lieu thereof in the extra semesters provided in Clause 11 related to the duration of Programme.

- (ix) The Cumulative Grade Point Average (CGPA) obtained by a student shall be classified into the following division/Class:

CGPA	Class/ Division
Above 9	Outstanding
Above 8 to 9	First Class (With Distinction)
6 to 8	First Class
5.5 to < 6	High-Second Class
5 to < 5.5	Second Class
4.5 to < 5	Third Class

14.8. Re-appear in the End-Semester Examination:

- 14.8.1 Once a student has fulfilled the attendance requirements in a course as per the provisions mentioned in this ordinance but has failed to score minimum grade required to qualify the Course or failed to appear in the End-Semester Examination of the course, may be allowed to re-appear in the End-Semester Examination, in such course, in the extra semesters provided under the Clause 11 on duration of Programme.
- 14.8.2. Such student may avail the chance to re-appear only within the maximum duration of the Programme. The re-appearance shall be permitted only in the End-Semester Examination of the concerned course(s) and the marks obtained by the student in the Continuous Internal Assessment conducted earlier for the particular course(s) shall be carried forward to be added with the marks obtained by her/him in the latest End-Semester Examination of the respective course(s).
- 14.8.3. The re-appear examination of even semesters shall be conducted along with the End-Semester Examinations of even semesters. Similarly, the re-appear examinations of odd semesters shall be conducted along with the End-Semester Examinations of odd semesters.
- 14.8.4. The re-appear examination shall be based on the syllabi of the course in force at the time of initial registration to the course.
- 14.8.5 A student who is re-appearing for the End-Semester Examination as per the clause 14.8.1 above; can re-appear in the subsequent semester(s), whenever the examination of a particular course is held, on payment of Rs. 2000/- (may be revised time to time by the University) per course in addition to the prescribed semester fee of the semester in which she/he has been promoted/provisionally promoted, if applicable, within the maximum permissible duration for the Programme.

14.8.6 A student who has got the Migration/Transfer Certificate issued from the University shall not be allowed to re-appear in the End-Semester Examination.

14.9 Re-appear in the End-Semester Examination for Improvement of Grade(s):

14.9.1 If a student wishes to improve her/his grade(s) in any course (s), s/he can re-appear in the End-Semester Examination in the subsequent odd/even semester(s), whenever the examination of the particular course(s) is held, on payment of Rs. 2000/- (may be revised time to time by the University) per course in addition to the prescribed semester fee of the semester in which she/he has been promoted/provisionally promoted, if applicable, within the maximum permissible duration for the Programme of study of the student.

14.9.2 A student may improve her/his points/grade by reappearing in the End-Semester Examination of a course as per the provisions of reappearing mentioned above. In such cases points obtained by the student in the Continuous Internal Assessment of the particular course shall be carried forward to the subsequent End-Semester Examination of the course. However, in such case, the points/grades obtained on the basis of latest appeared End-Semester Examination shall be considered for calculation of final CGPA of the Programme.

14.9.3 The re-appear examination of a course for improvement of grade shall be based on the syllabi of the course in force at the time of initial registration to the course.

14.9.4 A student who has got the Migration/Transfer Certificate issued from the University shall not be allowed to re-appear in any examination for improvement of grade.

14.10 Repeating course(s):

14.10.1 A student having attendance shortage in any course may repeat the course by taking re-admission in that course in subsequent odd/even semester(s), whenever the course is being offered, within the maximum permissible duration of the Programme.

14.10.2 If a student repeats a course she/he has to fulfill all the desired requirements afresh including attendance, Continuous Internal Assessment and the End-Semester Examination. In such case the course content shall be based on the syllabi of the course in force at the time of repeat of the course. However, at the time of repeating, if the same course is not being offered by the Department due to any reason, the student may choose any other course of similar nature and credits from the available courses on recommendation of the Mentor and approval of the concerned Head of Department.

14.10.3 If a student repeats a course, she/he has to submit a fee of Rs. 3000/- (may be revised time to time by the University) per course in addition to the prescribed semester fee of the semester in which she/he has been promoted/provisionally promoted, if applicable.

14.11 Promotion Rules:

14.11.1 A student shall be declared as **'Promoted'** to the next semester when s/he earns 'P' Grade or above in the last concluded semester examination, maintaining the spirit and pattern of semester system and covering the mandatory components, such as Continuous Internal Assessment and End-Semester Examinations in all the courses for which s/he was registered till date.

14.11.2 A student shall be **'Provisionally Promoted'** to the next semester if she/he secures less than 'P' grade in **maximum three courses** out of the total courses registered by her/him till date.

14.11.3 A student shall be deemed as **'Failed'** in a semester when she/he gets below 'P' Grade in **more than three courses** or does not appear in the End-Semester Examination of **more than three courses**, after fulfilling the attendance requirements as per this ordinance, out of the total courses registered by her/him till date. In such case(s), a student has to re-appear in the End-Semester Examination of the course(s) in subsequent odd/even semester(s) within the maximum permissible duration of the Programme on payment of Rs. 2000/- (may be revised time to time by the University) per course. Since, such student does not need to attend the classes of the course(s) again; the marks of Continuous Internal Assessment obtained by her/him in the course(s) earlier shall be carried forward to be added with the marks obtained by her/him in the latest End-Semester Examination of the respective course(s).

14.11.4 A student shall also be deemed as **'Failed'** in a semester when she/he failed to appear in the End-Semester Examinations of more than three courses due to the attendance criteria mentioned in 18.4 of this ordinance. Such student has to repeat the courses in the subsequent odd/even semester(s), whenever the courses are being offered, within the maximum permissible duration of the Programme, on payment of the prescribed fees as per the clause 14.10.3.

14.11.5 Under no circumstances, any student shall be permitted to register in a new course if she/he is having less than 'P' Grade in more than three courses.

14.11.6 A student shall be declared to have passed the Programme of study and award of the degree if she/he has secured the required credits with at least 'P' grade.

14.11.7 The re-examination of End-Semester Examination of the failed or provisionally promoted students shall be as per the clauses/sub-clauses under 14.8 above. However, only in a case where a student of final semester (within the minimum prescribed duration of the Programme) fails to appear or to achieve 'P' grade in maximum three courses including all backlogs after the result declaration of final semester, the Department may ask the concerned course Teacher(s) to conduct re-examination of End-Semester Examinations of such course(s) within a month from commencement of the next semester relaxing the condition of odd/even semester as given in 14.8.3 the student shall have to pay a fee of Rs. 2000/- per course.

14.11.8 If a candidate is repeating a course in an academic session, whatever may be the reason, it shall not be counted in the total number of seats and shall not affect the fresh intake of the **M. Com.** Programme in that academic session.

14.12 **Minimum Credit Requirements:**

For a two-year **M. Com.** Degree Programme, the credit requirements shall be 100 credits, including core and elective courses as prescribed in the detailed syllabus attached with this ordinance and regulations. A minimum of 8 credits and maximum of 16 credits shall be in the form of elective courses from the core/elective courses offered by other Department(s).

15. Computation of SGPA and CGPA:

The University shall follow the following procedure to compute the Semester Grade Point Average (SGPA) and Cumulative Grade Point Average (CGPA):

15.1. 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 in a particular semester and sum of the number of credits of all the courses undergone by a student in that semester, 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.

15.2. The CGPA is also calculated in the same manner taking into account all the considerable courses as per the provision laid down in this ordinance out of the total courses undergone by a student over all the semesters of a Programme, i.e.,

$$CGPA = \frac{\sum (C_i \times G_i)}{\sum C_i}$$

Where, C_i is the number of credits of the i^{th} course (which is to be considered for the award of the PG Degree) and G_i is the grade point scored by the student in the i^{th} course.

- 15.3. The SGPA and CGPA shall be rounded off to 2 decimal points.
- 15.4. Since, the calculation of CGPA is not based on all the courses undergone by the student, rather it is governed by other provisions laid down in this ordinance like, clause 7.2.3, 13.5 etc., the CGPA may differ from the corresponding calculations based on SGPA only.

16. Illustration of Computation of SGPA and CGPA:

16.1. Illustration for computing SGPA:

Course	Credit	Grade Letter	Grade Point	Credit Point
Course I	3	A	8	3 x 8 = 24
Course II	4	B+	7	4 x 7 = 28
Course III	3	B	6	3 x 6 = 18
Course IV	3	O	10	3 x 10 =30
	Total credits for the semester = 13			Total Credit points Earned= 100

Thus, SGPA= $100/13= 7.69$

16.2 Illustrations for computing CGPA:

Courses Considered for the Award of the Degree	Completed in the month (Year)	Credit	Grade Letter	Grade Point	Credit Point
Course I	Dec 2018	4	A	8	4 x 8 = 32
Course II	Dec 2018	4	B+	7	4 x 7 = 28
Course III	June 2019	4	B	6	4 x 6 = 24
Course IV	June 2020	4	O	10	4 x 10 = 40
		Total credits for the Semester = 16			Total Credit points Earned = 124

Thus, CGPA= $124/16= 7.75$

Note: Formula to calculate percentage from CGPA/SGPA= CGPA or SGPA x 10; and formula to calculate percentage to CGPA or SGPA = Percentage/10,

e.g., In case of example mentioned in Table 16.2, the percentage of CGPA = $7.75 \times 10 = 77.50\%$

16.3. Transcript (Format): Based on the above, letter grades, grade points, and the SGPA, the Transcripts/Detail Grades Certificates (DGCs) shall be issued to the candidates for each semester and a consolidated transcript on completion of the Programme indicating the performance in all the courses considered for calculating the CGPA. Along with the CGPA, the percentage of marks obtained in the Programme shall be reflected in this consolidated transcript on the basis of the CGPA. However, this system may be changed by the University at any point of time without prior notice to the stakeholders as per the need.

17. Removal of Student Name from the Programme:

The name of a student falling under any one of the following categories shall automatically stand removed from the rolls of the University:

- (a) A student who has failed to fulfill the minimum grade point requirements prescribed for the Programme during the maximum duration of the Programme.
- (b) A student who has already exhausted the maximum duration allowed for completion of the Programme and has not fulfilled the requirements for the award of the degree.
- (c) A student who is found to be involved in misconduct, forgery, indiscipline or any other objectionable conduct, upon recommendation of the Disciplinary Committee/ Proctorial Board or any other procedure deemed fit by the University.
- (d) A student who has failed to attend the classes as stipulated under the clause of attendance requirements in this ordinance.

18. Attendance Rules:

18.1. A student is required to attend 100% of the classes held in a course in the specific semester in order to be eligible to appear in the End-semester examination of that particular course.

18.2. Waiving of attendance-deficit up to a maximum of 25% is permissible to accommodate following situations:

(a) Representing the University in any inter-collegiate, inter-University, local, national or international events; (b) Participating in an activity of the University with prior permission of the Competent Authority; (c) Participation in NCC/NSC/NSS Camps duly supported by certificate. (d) Participation in Educational Excursions, which form a part of teaching in any subject, conducted on working days duly certified by the concern Course Teacher/Head of Department/Dean; and (e) to cover all unforeseen reasons like illness, hospitalization, personal engagements elsewhere or other personal reasons which compel a student to absent herself/himself from attending the classes.

- 18.3 Hence, it shall be mandatory/compulsory to every student to have attendance in 75% classes held in particular course. No waiver, for whatsoever reason, shall be given. Accordingly, no application requesting waiver below 75% attendance shall be entertained by the University. However, a further relaxation up to 10% or the days spent (whichever is lesser) on the basis of situations mentioned under a, b, c & d of Clause 18.2 above (not on the basis of e of Clause 18.2) may be considered by the Vice-Chancellor on the recommendation of the Head/In charge of the Department. In any other situation no appeal can be made for this purpose even to the Vice-Chancellor.
- 18.4 A student, however, shall not be allowed to appear in the End-Semester Examination of the courses which are not covered under above mentioned clauses 18.1, 18.2 and 18.3. Such a student shall be permitted to repeat the courses in the subsequent odd/even semester(s), whenever the courses are being offered, within the maximum permissible duration of the Programme, on payment of the prescribed fees as per the clause 14.10.3. However, in the first semester, for repeating the courses, it shall be mandatory for a student to have minimum 40% attendance in aggregate (taken together all the courses registered by her/him in the semester). If a student does not put in at least 40% of aggregate attendance in the first semester, she/he shall have to leave the Programme without claiming refund of any fees, and her/his admission shall be treated as cancelled.
- 18.5 The attendance of a newly admitted candidate shall be counted from the date of her/his admission/registration or date of beginning of classes, whichever is later. In the case of promoted candidates, attendance shall be counted from the date on which respective class begins. However, if a new student is admitted late after the commencement of the classes, s/he must get herself/himself registered in the desired courses following the due procedure within 5 working days after the admission failing which her/his attendance shall be counted after 5 working days from the date of admission.
- 18.6 In a case of changed registration as per the clause 13.3 of this ordinance the total classes held for calculating percentage of attendance in the newly

registered course for a particular student shall be counted from the fresh registration in that particular course.

- 18.7 Monthly records of attendance of students in each of the courses taught by a teacher is to be prepared and submitted by the concerned teacher to the Office of the Head/In charge of the Department (HoD) and the Controller of Examinations' (CoE) office by the 10th day of the next month after displaying it to the students in the course and taking their signatures. The teacher will keep the original record of attendance with her/him and submit it finally to both the offices with her/his remarks regarding the eligibility of a student for appearing in the end semester examination within three working days after the last class or teaching day in the semester, whichever is later. Any failure in compliance in this matter must be informed by the concerned teacher to the Head of Department and the Controller of Examinations with justification.
- 18.8 There shall be an Attendance Monitoring Committee in the Department under the Chairmanship of the Head or her/his nominee for proper monitoring of attendance records and taking suitable action(s) as per the requirements.

19. Programme Structure:

The M. Com. Programme shall be of two year duration divided into four semesters. A student is required to earn at least 100 credits within the stipulated time as per the details given in Annexure-1.

(ANNEXURE WILL CONTAIN THE FOLLOWING ALONG WITH THE DETAILED SYLLABUS)

The Courses and Credit Load (In the provided format along with specific scheme of examination, if any):

Semester-wise Distribution of Courses:

20. Power to Relax and Amendments:

- 20.1 All the above clauses are subject to the amendments, as and when required, as per the decisions pertaining to rules, regulations and norms of the University Statutory Bodies and other Regulatory Bodies etc. from time to time.
- 20.1.1 Notwithstanding what is contained in the foregoing clauses of this ordinance, the Academic Council may, in exceptional circumstances consider at its discretion and for reasons to be recorded, relax any of the provisions except those prescribing CGPA requirements.

- 20.2 Notwithstanding anything stated in this ordinance, for any unforeseen issues arising, and not covered by this ordinance, or in the event of differences of interpretation, the Vice-Chancellor may take a decision, after obtaining the opinion/advice, if required, of UATEC. The decision of the Vice-Chancellor shall be final.

Annexure – I

CENTRAL UNIVERSITY OF SOUTH BIHAR



Master of Commerce (M. Com.) Programme

Syllabus

(Effective from Academic Session 2018-2019)

Department of Commerce & Business Studies

School of Management

Course Structure

<u>I-Semester</u>					
Course Code	Course Title	Credit	Sessional	Written	Full Marks
MCCOM1001C04	Organizational Theory	4	30	70	100
MCCOM1002C04	Business Environment	4	30	70	100
MCCOM1003C04	Managerial Economics	4	30	70	100
MCCOM1004C04	Managerial Accounting	4	30	70	100
MCCOM1005C04	Marketing Management	4	30	70	100
MCCOM1006C04	Human Resource Management	4	30	70	100
MCCOM1007E04	Or Leadership Development (For students other than studying in Department of Commerce)	4	30	70	100
	Total of 1st Semester	24			600
MCCOM1008S00	Managing Innovation Or Mind Education (SWAYAM Course No. 4617)	Non-Credit Add on Course Non-Credit Add on Course			
<u>II-Semester</u>					
MCCOM2001C04	Quantitative Techniques and Statistics	4	30	70	100
MCCOM2002C04	Financial Market and Operations	4	30	70	100
MCCOM2003C04	Business Research Methods	4	30	70	100
MCCOM2004C04	Organisational Behaviour	4	30	70	100
MCCOM2005C04	Financial Decision Making	4	30	70	100
MCCOM2006C04	Fundamentals of Banking & Insurance	4	30	70	100

	Total of 2nd Semester	24			600
MCCOM2007S00	Disaster Management Or Critical Thinking (SWAYAM Course No. 3912)	Non-Credit Add on Course Non-Credit Add on Course			
<u>III –Semester</u>					
MCCOM3001C04	Management Information System	4	30	70	100
MCCOM3002C04	Operations Research	4	30	70	100
Four Papers of Elective Group: Accounting and Finance					
MCCOM3201E04	Working Capital Management	4	30	70	100
MCCOM3202E04	Financial Services	4	30	70	100
MCCOM3203E04	Security Analysis and Portfolio Management	4	30	70	100
MCCOM3204E04	Strategic Financial Management	4	30	70	100
Four Papers of Elective Group: Marketing					
MCCOM3401E04	Consumer Behaviour	4	30	70	100
MCCOM3402E04	Marketing of Services	4	30	70	100
MCCOM3403E04	Sales Management	4	30	70	100
MCCOM3404E04	Marketing Research	4	30	70	100
Four Papers of Elective Group: Human Resource Management					
MCCOM3601E04	Talent and Performance Management	4	30	70	100
MCCOM3602E04	Industrial Relations in India	4	30	70	100
MCCOM3603E04	Labour Legislations in India	4	30	70	100
MCCOM3604E04	Personal and Professional Skills Development	4	30	70	100
Four Papers of Elective Group: Banking & Insurance					
MCCOM3801E04	Essentials of Bank Management	4	30	70	100

MCCOM3802E04	Banking Law and Practices in India	4	30	70	100
MCCOM3803E04	Essentials of Risk and Insurance Management	4	30	70	100
MCCOM3804E04	Insurance Legislation in India	4	30	70	100
	Total of 3rd Semester	24			600
MCCOM3003S00	Knowledge Management Or Environment Natural Resources and Sustainable Development (SWAYAM Course No. 3911)	Non-Credit Add on Course Non-Credit Add on Course			
<u>IV –Semester</u>					
MCCOM4001C04	Entrepreneurship and Small Business Management	4	30	70	100
MCCOM4002C04	Goods and Services Tax	4	30	70	100
Four Papers of Elective Group: Accounting and Finance					
MCCOM4201E04	Corporate Tax Planning & Management	4	30	70	100
MCCOM4202E04	Corporate Governance and Social Responsibility of Business	4	30	70	100
MCCOM4203E04	Financial Derivatives and Risk Management	4	30	70	100
MCCOM4204E04	International Financial Management	4	30	70	100
Four Papers of Elective Group: Marketing					
MCCOM4401E04	Advertising and Promotion Management	4	30	70	100
MCCOM4402E04	Agricultural Marketing	4	30	70	100
MCCOM4403E04	Industrial Marketing	4	30	70	100
MCCOM4404E04	International Marketing Management	4	30	70	100

Four Papers of Elective Group: Human Resource Management					
MCCOM4601E04	Strategic Human Resource Management	4	30	70	100
MCCOM4602E04	Labour Welfare and Social Security	4	30	70	100
MCCOM4603E04	Compensation Management	4	30	70	100
MCCOM4604E04	Developing Leadership Skills	4	30	70	100
Four Papers of Elective Group: Banking & Insurance					
MCCOM4801E04	Fund Management in Banking and Insurance Sector	4	30	70	100
MCCOM4802E04	Indian Banking System	4	30	70	100
MCCOM4803E04	Life Insurance Management	4	30	70	100
MCCOM4804E04	General Insurance Management	4	30	70	100
MCCOM4003C04	Dissertation**	4	30	70	100
	Total of 4th Semester	28			700
	Grand Total for M.Com.	100			2500
MCCOM4004S00	Social Entrepreneurship Or Cultural Studies (SWAYAM Course No. 4258)	Non-Credit Add on Course Non-Credit Add on Course			

Notes: * Out of 4 Electives Groups, subject to the availability of resources, candidate shall have to select One Elective Group in the beginning of III-Semester, and each Elective Group shall consist of FOUR Courses in the III-Semester and another FOUR Courses in the IV-Semester.

** The initiation of the process of Allotment of Mentor/Guide to the students shall be done in III Semester and the evaluation done in IV Semester.

M. Com.
Semester I
Detailed Syllabus

MCCOM1001C04: Organizational Theory

Semester	1	Nature of Course	Core
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

This course is framed to inculcate knowledge about the behavioural skills at individual, group and organizational level. It will facilitate competencies required to manage human behavior, understand organisational culture, and approaches to manage organisational conflicts.

Learning Outcomes:

- To provide understanding about the behavioural skills required in organizational context.
- To comprehend the factors affecting human behaviour at individual, group and at organizational level and organizational culture.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Basics of Organization:</u> Meaning, Features, Process, Significance, Principles and Types of Organisation; Organisational Goals Vs. Individual Goals and their Integration; Need for Positive Thinking in Organisations, Positive Thinker Vs. Negative Thinker, Developing Positive Thinking in Organisations; Span of Management-Meaning and Approaches; Departmentation- Bases and Factors Determining Departmentation	5
II	<u>Theories of Organisation and Organisational Structure:</u> Classical Theories-Scientific Management Theory, Process Management Theory and Bureaucratic Theory, Neo-Classical Theories-Human Relations Approach and Behavioural Science Approach, Modern Theories-Systems Theory and Contingency Theory etc.; Organisational Structure-Features, Significance, Process, Types and Factors Influencing organisational Structure, Impact of Organisational Structure on Employees and Management.	10
III	<u>Power, Authority and Transactional Analysis:</u> Meaning, Features, Importance and Bases of Power, Measures to Increase Power; Meaning, Sources and Limitations of Authority, Authority Vs. Power; Delegation of Authority-	10

	Advantages and Difficulties, Measures for Resolving Difficulties, Delegation of Authority Vs. Decentralisation, Suitability of Decentralisation; Concept and Significance of Transactional Analysis, Johari Window, Ego States, Transactions between Different Ego States, Life Scripts, Life Positions, Stroking, Psychological Games, Limitations of Transactional Analysis.	
IV	<u>Motivation, Morale and Organisational Culture:</u> Process, Significance and Problems in Motivation, Types of Incentives, Precautions while using Incentives, Important Theories of Motivation; Nature, Importance and Methods of Measuring Morale, Morale Vs. Motivation, Factors Influencing Morale, Improving Morale, Relationship between Morale and Productivity; Concept and Types of Organisational Culture, Organisational Culture vs. Organisational Climate, Process of Creating Organisational Culture, Means of Strengthening Organisational Culture, Impact of Organisational Culture, Measures for Changing Organisational Culture	10
V	<u>Leadership, Stress Management and Organisational Conflicts:</u> Meaning, Significance and Styles of Leadership, Types of Leaders, Difference between Leader and Manager, Traits of a Successful Leader, Important Theories of Leadership, Leaderless Leadership; Stress Management-Nature, Causes and Consequences of Stress, Coping Strategies for Stress Management; Features, Approaches, Impact, Types, Levels and Causes of Conflicts in Organisations, Conflicts Management.	10

References:

1. Griffin, Ricky W: Organisational Behaviour, Houghton Million Co., Boston.
2. Hellreigel, Don, John W. Slocum, Jr., and Richard W. Woodman; Organizational Behaviour, South Western College Publishing, Ohio.
3. Heresy, Paul, Kenneth H. Blanchard and Dewey E. Johnson: Management of Organisational Behaviour; Utilising Human Resources, Prentice Hall, New Delhi.
4. Ivancevich; John and Micheol T. Matheson: Organisational Behaviour and Management, Business Publication Inc., Texas.
5. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.

6. Newstrom, John W. and Keith Davis: organizational Behaviour; Human Behaviour at work, Tata McGraw-Hill, New Delhi.
7. Robbins, Stephen P: Organizational Behaviour, Prentice Hall, New Delhi.
8. Rai, O. P.: Fundamentals of Organisational Behaviour, Wisdom Books, Varanasi.
9. Steers, Richard M. And J. Stewart Black: Organizational Behaviour, Harper Collins College Publishers, New York.
10. Sukla, Madhukar: Understanding Organisations: Organisation Theory and Practice in India, Prentice Hall, New Delhi.

MCCOM1002C04: Business Environment

Semester	1	Nature of Course	Core
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

This course is intended to enlighten the knowledge of external environment in which businesses operate-legal & regulatory, macroeconomic, cultural, political, technological and natural.

Learning Outcomes:

- To explore the environment of a business from the legal & regulatory, macroeconomic, cultural, political, technological and natural perspectives.
- To assess the business environment of an organization using selected strategic tools.
- To analyse specific components of the business environment

Unit Nos:	Content	No. of Lectures (45)
I	<u>Conceptual Framework of Business Environment:</u> Concept, Significance and Nature of Business Environment; Components of Business Environment; Changing Dimensions of Business Environment; Techniques of Environmental Scanning.	8
II	<u>Economic Environment of Business:</u> Significance and Elements of Economic Environment; Economic Systems and Business Environment; Economic Planning in India; Industrial Policy, Fiscal Policy, Monetary Policy, EXIM Policy; Public Sector and Economic Development; Economic Reforms in India.	10
III	<u>Political and Legal Environment of Business:</u> Elements of Political Environment; Political System in India; Government and Business in India; Changing Dimensions of Legal Environment in India.	8
IV	<u>Socio-Cultural Environment:</u> Elements of Socio-cultural Environment; Social Institutions and Systems in India; Social Values and Attitudes; Social Groups; Dualism in Indian Society and Problems of Income Inequality; Emerging Rural Sector in India; Consumerism in India.	9
V	<u>International and Technological Environment:</u> Multinational Corporations; Foreign Collaborations and Indian business; International Economic Institutions: GATT, World Bank and	10

	IMF; Foreign Trade Policy; Technological Environment in India: Policy on Research and Development; Intellectual Property Rights; Technology Transfer.	
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References:

1. Adhikary, M: Economic Environment of Business, Sultan Chand & Sons, New Delhi.
2. Ahluwalia. I.J: Industrial Growth in India, Oxford University Press, Delhi.
3. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Publication, New Delhi.
4. Aswathappa, K. Legal Environment of Business, Himalaya Publication, New Delhi.
5. Chakravarty, S: Development Planning, Oxford University Press, Delhi.
6. Ghosh, Biswanath: Economic Environment of Business, Vicks Publication New Delhi Govt. of India: Survey, Various issues.
7. Raj Agrawal and ParagDiwan, Business Environment: Excel Books, New Delhi.
8. Ramaswamy, V.S. and NamaKumari: Strategic Planning for Corporate Success, Macmillian, New Delhi.
9. Sengupta, N. K: Government and Business in India, Vikas Publication, New Delhi.

MCCOM1003C04: Managerial Economics

Semester	1	Nature of Course	Core
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

The course is intended to introduce the relevance of economic theories and principles in business decision making. It also tend to inculcate skills to address managerial problems at macro and micro level.

Learning Outcomes:

- To understand about the use of economics in managerial decision making.
- To equip with the basic skills of unfolding market dynamics.

Unit Nos:	Content	No. of Lectures (45)
I	Introduction: Definition, Nature and Scope of Managerial Economics; Traditional Economics vs. Managerial Economics; Managerial Economist's Role and Responsibilities; Fundamental Economic Concepts-Incremental Principle, Opportunity Cost Principle, Discounting Principle and Equi-Marginal Principle.	5
II	Demand Analysis and Consumer Choice: Law and Determinants of Demand; Elasticity of Demand; Using Elasticity in Managerial Decisions; Cardinal Utility and Indifference Approach to Consumer's Choice; Demand Forecasting Techniques for Established and New Products.	10
III	Production and Cost Analysis: Production Function; Law of Variable Proportions; Law of Returns to Scale; Iso-Product Curves; Concept and Classification of Costs; Behaviour of Cost in Short-run and in Long-run.	10
IV	Market Structure and Pricing: Concept of Market; Market Competitive Situations-Perfect Competition, Monopoly and Imperfect Competition; Pricing Under Different Competitive Situations; Price Discrimination.	10
V	Profit Policies and Planning: Profit-Concept and Measurement; Profit Policy; Rationale for Profit Restraints; Profit Planning-CVP Analysis-Applications of CVP Analysis in Managerial Decisions (Attainment of Profit Targets,	10

	Management of Change in Price and Variable Cost, Product Mix, Capacity Expansion and Make/Buy).	
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References:

1. Baumol, William J: Economic Theory and Operations Analysis, Prentice Hall, London.
2. Baya, Michael R: Managerial Economics and Business Strategy, McGraw Hill Inc. New York.
3. Chopra, O.P: Managerial Economics, Tata McGraw Hill, Delhi.
4. Dean, Joel: Managerial Economics, Prentice Hall, Delhi.
5. Dholakia, R.H. and A.L. Oxa: Micro Economics for Management Students, Oxford University Press, New Delhi.
6. Eaton, B.Curtis and Dianne Faton: Micro Economics, Prentice Hall, New Jersey.
7. Gough, J. and S. Hills: Fundamentals of Managerial Economics, MacMillan London.
8. Haynes, W.W., V.L. Mote and S. Paul: Managerial Economic Analysis and Cases, Prentice Hall India, Delhi.
9. Petersen, H. Craig and W. Cris Lewis: Managerial Economics, Prentice Hall, Delhi.
10. Salvatore, Dominick: Managerial Economics in a Global Economy, McGraw Hill, New York.
11. Varian, H.R: International Microeconomics: A Modern Approach, East West Press, New Delhi.
12. Varshney R L and Maheshwari K L: Managerial Economics; Sultan Chand and Sons, New Delhi.
13. Dwivedi D N: Managerial Economics, Vikas Publishing House, New Delhi.
14. Adhikary M.: Business Economics, Excel Books, New Delhi.

MCCOM1004C04: Managerial Accounting

Semester	1	Nature of Course	Core
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

The course is aimed at providing knowledge pertaining to different tools of management accounting which facilitate decision making and policy formulation.

Learning Outcomes:

- To impart understanding of accounting tools used in synthesizing financial statement.
- To gain insight into techniques of forward planning and control.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Introduction:</u> Nature, Scope and Functions of Managerial Accounting; Difference between Managerial Accounting and Financial Accounting; Functions of Management Accountant.	5
II	<u>Analysis of Financial Statements:</u> Nature, Objectives and Viewpoints of Financial Statements Analysis; Horizontal and Vertical Analysis; Ratio Analysis; Funds Flow Analysis; Cash Flow Analysis	10
III	<u>Budgetary Control:</u> Concepts of Budget and Budgetary Control; Essentials for an Effective Budgeting; Types of Budget; Preparation of Sales Budget, Production Budget, Cash Budget and Flexible Budget	10
IV	<u>Standard Costing and Variance Analysis:</u> Concept of Standard Costing; Setting of Standards; Analysis of Material Variances, Labour Variances and Overhead Variances.	10
V	<u>Marginal Costing, Break-even Analysis and Reporting:</u> Break-even Analysis and its uses; Marginal Costing and its Applications; Reporting to Management-Objectives, Essentials and Types of Managerial Reports	10

References:

1. Homgren, C.T., Gary L. Sundem and Walliam O. stratton: Introduction to Management Accounting, Prentice Hall of India, Delhi.
2. Homgren, Charles T., George Foster and Srikant M. Datar: Cost Accounting - A Managerial Emphasis, Prentice Hall of India, Delhi.
3. Lall, B.M. and I.C. Jain: Cost Accounting - Principles and Practice, Prentice Hall of India, Delhi.
4. Welsch Glenn A., Ronald W. Hilton and Paul N. Gordon: Budgeting, Profit Planning and Control, Prentice hall of India, Delhi.
5. BaigNafees: Cost Accounting, Rajat Publications, New Delhi.
6. BaigNafees: Management Accounting & Control, Ashish Publishing Home, New Delhi.
7. Sharma R.K. and Gupta S.K.: Management Accounting, Kalyani Publishers, Ludhiyana.
8. LalJawahar: Managerial Accounting,Himalya Publishing House, New Delhi.

MCCOM1005C04: Marketing Management

Semester	1	Nature of Course	Core
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives

The course is drafted to encompass concepts and theories of marketing covering dynamics of market forces and application of the same.

Learning Outcomes:

- To infuse basic knowledge about the concept and approaches of marketing.
- To understand different variables and attributes influencing the functions of marketing.

Unit Nos:	Content	No. of Lectures (45)
I	Marketing Framework: Concept, Scope and Importance of Marketing; Different Marketing Concepts; Marketing Mix; Strategic Marketing Planning-An Overview; Marketing Environment-Macro and Micro Components and their Impact on Marketing Decisions; Market Segmentation; Buyer Behaviour-Concept, Types, Motives and Decision Making Process.	5
II	Product and Pricing Decisions: Concept and Classification of Products; Product Line and Product Mix; Branding, Packaging and Labeling; Product Life Cycle; New Product Planning and Development; Consumer Adoption Process; Factors Affecting Price Determination; Pricing Policies and Strategies	10
III	Distribution and Promotion Decisions: Concept, Functions and Flows; Channel Design Decisions; Channel Management Decisions; Channel Dynamics; Market Logistics; Retailing and Wholesaling; Communication Process; Promotion Mix-Advertising, Personal Selling and Sales Promotion etc.; Public Relations; Direct Marketing; Managing Sales Force.	10
IV	Marketing Research, Organisation and Control: Concept and Scope of Marketing Research; Marketing Research Process; Different Aspects of Marketing Organisation; Marketing Control	10
V	Issues and Development in Marketing: Marketing of Services; International Marketing; Relationship Marketing; Financial Services Marketing-Concept and Features; Financial Services Marketing	10

	Environment and Financial Services Marketing Mix; Social, Ethical and Legal Aspects of Marketing.	
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References:

1. Kotler, Philip and Gary Armstrong: Principles of Marketing, Prentice Hall, New Delhi.
2. Kotler, Philip: Marketing Management-Analysis, Planning, Implementation and Control, Prentice Hall, New Delhi.
3. Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
4. McCarthy, E. Jenome and William D PerreaultJr: Basic Marketing-Managerial Approach, Richard D, Irw'n, Homewood, Illinois,
5. Ramaswamy, V.S. and Namakumari, S: Marketing Management, Macmillan India, New Delhi.
6. Srinivasan, R: Case Studies in Marketing: The Indian Context, prentice Hall, New Delhi.
7. Stanton, William J., and Charles Futrell : Fundamentals of Marketing : McGraw Hill Publishing Co., New York.
8. Still, Richard R., Edward W., Cundiff and Norman A.P., Sales Management: Decisions, Strategies and Cases, Prentice Hall, New Delhi.

MCCOM1006C04: Human Resource Management

Semester	1	Nature of Course	Core
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives

This course is planned to educate about functional aspect of human resource. It intends to enrich skills regarding managing human resource and utilizing them as a core competency for promoting organizational strength.

Learning Outcomes:

- To impart knowledge about HR processes
- To develop understanding about employee welfare & ethical code of conduct.

Unit Nos:	Content	No. of Lectures (45)
I	Introduction: Concept, Scope, Objectives and Importance of Human Resource Management; Difference between Personnel Management, HRM and HRD; Broad Functions of HRM Department; Challenges Faced by a Modern Human Resource Manager; Sexual Harassment of Women in Workplaces.	5
II	HR Policies, Planning and Procurement: Need and Types of HR Policies; Indian Labour Policy; Steps in HR Planning; Determination of HR Requirements; Job Analysis; Recruitment and Selection Process; Placement and Induction.	10
III	Training and Developing the HR: Modern Concept of Training; Training Needs and Objectives; New Roles/Holds of Training; Types and Methods of Training; Evaluating Effectiveness of Training; Training and Development Facilities in India; Performance Appraisal-Concept and Methods; Exit of HRS, VRS/Golden Handshake.	10
IV	HR Compensation and Motivation: Significant Factors Affecting Compensation Policy; Monetary and Non-monetary Rewards; Incentive Systems of Payment; Wage Policy and Wage Fixation in India, Pre-requisites of a Sound Motivational Programme; Motivation Vs. Morale; Measures for Building Morale in Organisations.	10
V	Maintenance of Discipline, HR Records and HR Audit: Causes of Disciplinary Action; Model Grievance Procedure; Maintaining	10

	HR Records and Statistics; HR Audit- Importance, Scope and Approaches	
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References:

1. V.P. Michael.: Human Resource Management and Human Relations-Himalaya Publishing
2. M.N. Rudrabasavaraj: Cases in Human Resource Management-Himalaya Publishing House
3. H. John Bernardin and Richard W. Beatty: Performance Appraisal: Human Behavior at Work, Boston: Kent
4. T. Milkovich George and W. Boudream John: Personnel / Human Resources Management: A Diagnostic Approach, Business Publications
5. K. Ashwathapa: Text & Cases in Human Resource Management, Tata McGraw Hill
6. Arun Monappa: Managing Human Resources, McMillan
7. P. Subba Rao: Essentials of Human Resource Management & Industrial Relations, Himalya Publishing House

MCCOM1007E04: Leadership Development

Semester	1	Nature of Course	Core
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objective:

The objective of this subject is to make student familiar with different ways of exercising leadership, their own strengths and weaknesses, and how they can best work with others in a leadership context. They will learn and apply leadership skills in a hands-on practical way that encourages them to challenge their own beliefs and assumptions about what constitutes leadership. This course offers a comprehensive review of contemporary issues and perspectives on leadership, including multidisciplinary and systems-oriented approaches as well as classic theory, moving to the examination of evolving contemporary beliefs. This course is based on the premise that each student will face a variety of leadership challenges in life. Learning more about leadership will help every student meet their leadership challenges.

Learning Outcomes:

- Students will understand the history of leadership and current leadership theories. In addition, students will understand how leadership models are put into practice personally, locally, and globally.
- Students will develop critical thinking skills.
- Students will understand and be able to use a process for decision making.
- Students will gain knowledge of diverse cultures, cross-cultural communication, the dynamics of privilege and oppression, and the uses of power between groups.
- Students will understand how ethics, morals, and values relate to their leadership dilemmas.
- Students will be able to integrate their lived experiences into their leadership development process.

Unit Nos:	Content	No. of Lectures (45)
I	Introduction: Features of Leadership, Importance of Leadership, Leader Vs. Manager, Difference Between Leader & Boss, Types of Leaders, Qualities of a Successful Leader, Styles of Leadership, Leaderless Leadership. Ethical Dilemma in Leadership, Successful Leadership Vs. Effective Leadership, Leading Modern Human Resource-Challenges & Opportunities, Creating Impressive Individual Identity, Copying Strategies for Stress Management.	10

II	Motivation & Morale: Concept and Features of Motivation, Motivation as an Effective Tool for a Leader, Types of Incentives, Precautions while using Incentives, Problems in Motivation, Essentials of a Sound Motivational Plan, Motivation Vs. Morale, Factors Influencing Morale, Measurement of Morale, Relationship between Morale & Productivity, Measures to Improve Morale.	10
III	Communication Skills: Role of Communication in Leadership, Meaning and Significance of Para Language, Different Postures of Body Language & its Meaning, Other Issues-Artifactics, Proxemics, Chronemics, Tactilics (Language of Touch) and Neuro-Linguistic Programming (NLP); Need & Tips for Careful Listening, Developing the Art of Rapid Reading, Preparation of an Effective Speech, Managing Press Release and Press Conference Successfully.	10
IV	Group Dynamics & Change Management: Meaning of Group Dynamics, Formal Vs. Informal Groups, Merits & Demerits of Committees, Ensuring Successful Functioning of a Committee, Managing a Task Force, Positive & Negative Impact of Remaining Near the Centre of Power & the Way out, Importance of Informal Groups, Problems due to Informal Groups, Effect of Informal Groups on Formal Organisation, Managing Informal Groups, Individual Vs. Group Decision-making, Guide-lines for Effective Group Decision-making, Change Management-Nature, Process and Causes; Reasons of Resistance to Change, Managing Resistance to Change, Role of Change Agents, Management of Downsizing by a Leader.	10
V	Revisiting Leaders: Case Studies of Some Important Successful Leaders from India in the Ancient, Medieval & Modern Periods. Reviewing the Important Traits of Some Global Leaders outside India.	5

References:

1. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.
2. Newstrom, John W. and Keith Davis: Organizational Behaviour; Human Behaviour at Work, Tata McGraw-Hill, New Delhi.
3. Robbins, Stephen P., and Marry Coulter: Management, Prentice Hall, New Delhi.

4. Sukla, Madhukar: Understanding Organisations Theory and Practice in India, Prentice Hall, New Delhi.
6. Sen, Leena Communication Skills, Prentice – Hall of India, New Delhi.
7. Pease, Allan: Body Language, Sudha Publication, New Delhi.
8. Pal, Rajendra & J. S. Korlahalli: Essentials of Business Communication, Sultan Chand & Sons, New Delhi.
9. Carnegie, Dale: How to Develop Self Confidence & Influence People by Public Speaking, Pocket Books, New Delhi.
11. Dale Carnegie: How to Stop Worrying & Start Living, Pocket Books, New Delhi.
12. Fonlana, David: Managing Time, Excel Books, New Delhi.
13. Nag, A.: The 100 Minute Manager, Vikas Publication House, New Delhi.
14. Fonlana, David: Managing Stress, Excel Books, New Delhi.
15. Heller, Robert: Effective Leadership, DK Publishing
16. Rai, O. P.: Fundamentals of Organisations Behaviour, Wisdom Books, Varanasi.

Add on Course: Non-Credit**MCCOM1008S00: MANAGING INNOVATION**

Semester	1	Nature of Course	Add on Course
Credits		Full Marks	
- Lectures		- Sessional	
- Tutorial		- Written	

Course Objective:

The course is designed to make students understand about innovation, its process and its different terminologies. It is framed to kindle the spirit of creativity and innovation among students. It will help them to face the challenges which occurs at professional and personal level.

Learning Outcome:

- To inculcate innovative skills and competencies among students.
- To help them design the framework to implement the innovative process at field level.
- To ensure that the students can manage the innovation process and the reward system related to it.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Conceptual Framework:</u> Concept of Innovation, Creativity and Innovation; Barriers to Creative Thinking; Dimensions of Innovation; How Innovation Stars Do Things Differently; How Our Mind Works.	10
II	<u>Lateral Thinking:</u> Concept of Lateral Thinking; Difference between Lateral and Vertical Thinking; Advantages of Lateral Thinking; Techniques to Develop Habit of Lateral Thinking–Generation of Alternatives, Challenging Assumptions Suspended Judgment, Crucial Factors, Fractionation, Analogy, Choice of Entry Point, and Random Stimulation	10
III	<u>Innovation Process:</u> An Overview of the Innovation Process; Problem Statement; Idea Generation; The Art of Brainstorming; Incubation; Analysis; Taking Good Ideas to Market; Blockers for Process Innovation; Levels of Process Innovation.	10
IV	<u>Managing Innovation:</u> How to Manage Innovation; Developing Innovative Skills: Going beyond Nine Dots; Art of Observation; Listening to your Depth Mind; Tolerating Ambiguity; Ideas Banking; The Culture of Innovation; Executing Innovation Initiatives.	10

V	<u>Innovative Reward Strategies:</u> Understanding Reward Systems; Customization of Rewards; Measuring Performance; Transformation from Entitlement to Achievement; Managing Performance versus Appraisal; Innovative Pay Design; Appropriate Rewards; Taking Workplace to Next Level.	5
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References:

1. Esward De Bono: New Thinking for the New Millennium, Viking
2. Thomas B. Wilson: Innovative Reward Systems for the Changing Workplace, McGraw Hill Publication
3. Tom Peters: Circle of innovation, Knoph
4. John Adair: Effective Innovation, Pan Books
5. Edward De Bono: Lateral Thinking, Harper & Row

M. Com.
Semester II
Detailed Syllabus

MCCOM2001C04: Quantitative Techniques and Statistics

Semester	II	Nature of Course	Core
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives

The course is intended to provide appropriate knowledge and skills required for successful practice of quantitative tools & techniques in taking managerial decisions.

Learning Outcomes -

- To inculcate basic understanding about statistics and their applications in managerial decision making.
- To make students able to apply mathematical concepts in solving problems related to probability, dispersion and central tendency.

Unit Nos:	Content	No. of Lectures (45)
I	Set Operations: Laws of Set Operations; Cartesian Product of two Sets; Business application of Arithmetic Progression and Geometric Progression; Addition, Subtraction and Multiplications of Matrices; Inverse of Matrix; Solution of Linear Simultaneous Equations with the help of Matrices	10
II	Mathematical Applications in Business: Functions used in Business and Shapes of their Curves; Limits and Differentiation of Single Variable (Excluding Trigonometric Functions); Simple Problems of Maxima and Minima for Functions of one Variable; Elementary Problems on Integration of Single Variable (Excluding Trigonometric Functions).	10
III	Measures of Central Tendency and Dispersion: Computation and Business Application of Mean, Median, Mode and Standard Deviation; Co-efficient of Variation; Correlation, Regression and Analysis of Time Series	10
IV	Probability: Addition and Multiplication Theorems; Bayes Theorem (Simple Problems); Binomial, Poisson and Normal Distributions.	10
V	Theory of Sampling: Tests of Significance for Large and Small Samples -T-Test, F-Test and Chi-Square Test	5

References:

1. Gupta S.P., Statistical Methods, Sultan Chand & Sons, New Delhi.
2. Patri Digamber, Statistical Methods, Kalyani Publishers, New Delhi.
3. Gupta B.N., Statistical Methods, Sahitya Bhawan, Agra.
4. Agrawal S. L, Business Statistics, Kalyani Publishers, New Delhi.
5. Bhardwaj S. L. & Agrawal S.P, Business Statistics, Kalyani Publishers, New Delhi.
6. Sancheti D.C., Kapoor V .K. & Mehta P. L., Business Methods, Sultan Chand & Sons, New Delhi
7. Singh D.N. and Agrawal S.P, Business Mathematics, Mishra Trading Corporation, Varanasi.
8. Patri Digamber and Patri D. N., Business Mathematics, Kalyani Publishers, New Delhi.

MCCOM2002C04: Financial Market and Operations

Semester	II	Nature of Course	Core
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

The purpose of this course is to craft students to gain knowledge and skills about financial markets and working of different segments of the market in pursuit of decisions and accommodating complex financial issues.

Learning Outcomes:

- To infuse essential understanding about financial markets and different segments.
- To make students capable of executing various investment activities in a rational manner.

Unit Nos:	Content	No. of Lectures (45)
I	Capital Market: Concept; Structure and Functions of Capital Market; Primary Market – Concept, Instruments of Issue and Methods of Floatation; Pricing of Issues; Secondary Market – Concept, Market Players, Types of Orders; Listing of Securities in Indian Stock Exchanges.	10
II	Money Market: Emerging Structure of Indian Money Market; Instruments of Money Market; Money Market Mutual Funds; An Overview and RBI's Regulatory Guidelines; Money Market – Edged (Govt.) Securities Market-An Overview.	10
III	Guidelines and Legal Framework for Securities Market Operations: SEBI Guidelines Relating to the Functioning of the New Issue Market; Stock Exchanges and Intermediaries; SEBI Act 1992; Securities Contract Regulation Act, 1956; RBI's Rules, Regulations and Guidelines for FIIs.	10
IV	Trading Mechanics and Settlement: Mechanics of Stock Market Trading-Different Types of Orders, Screen Based Trading and Internet Based Trading; Settlement Procedure; Trading on OTC; NSE-Functioning and Trading Pattern in NSE-Capital Market Segment and Wholesale Debt Market Segment.	10
V	Demat Trading: Meaning and Significance; SEBI Guidelines	5

	and other Regulations Relating to Demat Trading; Procedure of Demat Trading; Role of Depositories and Custodial Services.	
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References:

1. Dalton, John M, How the Stock Market Works, Prentice Hall, New Delhi.
2. Gupta, L.C.: Stock Exchange Trading in India; Society for Capital Market Research and Development, Delhi.
3. Machi Raju, H.R.: Merchant Banking; Wiley Eastern Ltd.; New Delhi.
4. Machi Raju, H.R.: Working of Stock Exchanges in India; Wiley Eastern Ltd.; New Delhi. Web site of bseindia.com.nse-india.com.
5. Chandratre K. R: et al: Capital Issue, SEBI& Listing; Bharat Publishing House, New Delhi.
6. Donald E. Fisher, Ronald J. Jordan: Security Analysis and Portfolio Management; Prentice Hall, New Delhi.
7. Raghunathan V: Stock Exchanges and Investments; Tata McGraw Hill, New Delhi.
8. Bhole, L. M. Financial Markets and Institutions, Tata McGraw Hill, Delhi.
9. Khan, M.Y.: Indian Financial System, Tata McGraw Hill, Delhi.

MCCOM2003C04: Business Research Methods

Semester	II	Nature of Course	Core
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

The course is designed to develop a research orientation and to acquaint with the fundamentals of research methods.

Learning Outcomes:

- To understand and apply research approaches, techniques and strategies in the appropriate manner for managerial decision making.
- To apply a range of quantitative and / or qualitative research techniques to business and management problems / issues.
- To demonstrate knowledge and understanding of data analysis and interpretation in relation to the research process.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Conceptual Framework of Research:</u> Meaning and Objectives of Research; Process of Research; Types of Research; Research Approaches; Selection and Formulation of a Research Problem; Criteria of a Good Research Problem.	10
II	<u>Hypothesis and Research Design:</u> Concept, Sources and Types of Hypotheses; Formulation of Hypothesis; Qualities of a Workable Hypothesis; Usefulness of Hypothesis in Business Research; Uses of Research Design; Steps in Preparing a Research Design; Exploratory or Formulative Design; Descriptive and Diagnostic Design; Experimental Research Design; Research Design for Business Studies.	10
III	<u>Unit-III: Sampling and Data Sources:</u> Characteristics of Good Sample; Sampling Process; Probability and Non-probability Sampling; Techniques of Data Collection; Process of Data Collection through Observation and Schedule; Construction of Questionnaire; Interview Technique in Business Research; Choice between Primary and Secondary Data.	10
IV	<u>Measurement and Scales:</u> Concept and Levels of Measurement; Tests of Sound Measurement-Test of Validity and Reliability;	10

	Concept of Scaling; Types of Rating Scales; Attitude's Scale-Likert Scale, Thurstone Scale and Guttman Scale.	
V	<u>Interpretation and Report Writing:</u> Meaning and Importance of Interpretation; Pre-requisites of Interpretation; Errors in Interpretation; Essentials of a Good Research Report; Types of Reports; Layout of a Research Report; Writing up of the Report; Evaluating a Research Report.	5

References:

1. Alan Bryman, Emma Bell: Business Research Methods
2. Uma Sekaran and Roger Bougie: Research Methods For Business: A Skill Building Approach
3. Foster Provost & Tom Fawcett: Data Science for Business
4. Daniel T. Larose & Chantal D. Larose: Data Mining and Predictive Analytics
5. Donald Cooper, Pamela Schindler & J K Sharma: Business Research Methods
6. William G. Zikmund: Business Research Methods
7. Adrian Thornhill, Philip Lewis and Mark NK Saunders: Research Methods for Business Students

MCCOM2004C04: Organisational Behaviour

Semester	II	Nature of Course	Core
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

This course intends to teach different dimensions of organizational behaviour and their roles in shaping human behaviour.

Learning Outcomes:

- To be able to evaluate organizational and human behaviour
- To unfold criticalities associated with different forces dictating behaviour.

To be able to understand concepts and tools of different financial decisions.

Unit Nos:	Content	No. of Lectures (45)
I	Introduction: Meaning, Features, Role, Foundations, Contributing Disciplines and Models of Organisational Behaviour, Challenges and Opportunities for Organisational Behaviour; Human Behaviour-Concept, Nature, Process and Determinants; Models of Man.	10
II	Personality and Perception: Meaning, Nature, Types and Factors Determining Personality, Important Theories of Personality, Impact of Personality Traits on Behaviour in Organisations, Personality and Performance; Perception-Concept, Process, Management Utility and Factors Influencing; Sensation Vs. Perception, Causes and Remedies of Distortion in Perception	10
III	Learning, Attitudes and Values: Nature, Process and Factors Affecting Learning, Important Theories of Learning, Reinforcement and Learning; OB Mod; Attitudes - Meaning, Importance and Methods of Measuring Attitudes; Sources of Attitudes; Value System of Indian Management.	10
IV	Group Dynamics and Change Management: Meaning of Group Dynamics, Features and Types of Groups, Formal Vs. Informal Groups, Relationship between Group and Organisation; Formal Groups- Features, Functions, Types and Problems, Positive and Negative Impact of Remaining Near	10

	the Centre of Power and the Way-out; Informal Groups-Features, Significance and Problems; Impact of Informal Groups on Formal Organisation, Managing Formal and Informal Groups, Individual Vs. Group Decision-making; Change Management- Process and Causes, Reasons of Resistance to Change, Managing Resistance to Change, Role of Change Agents.	
V	<u>Organisational Development and Organisational Effectiveness</u> : Concept, Features, Significance, Process and Limitations of Organisational Development, Organisational Development vs. Management Development, Managing OD Programmes Successfully, OD Interventions; Organisational Effectiveness (OE)- Meaning of OE, Relationship between Effectiveness and Efficiency, Approaches to Measure Effectiveness, Factors Causing Ineffectiveness in Organisations.	5

References:

1. Griffin, Ricky W: Organisational Behaviour, Houghton Million Co., Boston.
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3. Heresy, Paul, Kenneth H. Blanchard and Dewey E. Johnson: Management of Organisational Behaviour; Utilising Human Resources, Prentice Hall, New Delhi.
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5. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.
6. Newstrom, John W. and Keith Davis: Organizational Behaviour; Human Behaviour at Work, Tata McGraw-Hill, New Delhi.
7. Rai, O. P.: Fundamentals of Organisational Behaviour, Wisdom Books, Varanasi.
8. Robbins, Stephen P; Organizational Behaviour, Prentice Hall, New Delhi.
9. Steers, Richard M. And J. Stewart Black: Organizational Behaviour, Harper Collins College Publishers, New York.

MCCOM2005C04: Financial Decision Making

Semester	II	Nature of Course	Core
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

This course intends to teach fundamental financial decisions in the domain of corporate finance and their technicalities.

Learning Outcomes:

- To be able to evaluate the financial decisions and its implications for the shareholders and the company.
- To be able to understand concepts and tools of different financial decisions.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Investment Decision:</u> Nature and Significance of Capital Budgeting Decisions; Process of Capital Budgeting; Methods of Project Evaluation; Determining Cash Flows in a Single Proposal and in Replacement Situations; Selection of Investment Proposal using an Evaluation Method.	10
II	<u>Incorporating Risk in Investment Decision:</u> Payback and Risk Adjusted Discount Rate, Certainty-Equivalent and Probability Distribution Approaches of Incorporating Risk in Capital Budgeting Decisions	10
III	<u>Financing Decision:</u> Analysis of Leverage – Operating, Financial and Combined Leverages; Evaluation of Capital Structure through EBIT-EPS Relationship; Risk in Financial Leverage-Coefficient of Variation.	10
IV	<u>Cost of Capital:</u> Concept and Importance of Cost of Capital; Computation of Cost of Capital-Debt, Preference Capital, Equity Capital and Retained Earnings; Weighted Average Cost.	10
V	<u>Dividend Decision:</u> Dividend and Retained Earnings; Forms of Dividend; Practical Considerations in Dividend Policy; Dividend Models-Walter Model, Gordon Model and MM Hypothesis.	5

References:

1. Pandey, I. M., Financial Management; Vikash Publishing House Pvt. Ltd., New Delhi.
2. Khan M.Y., Jain P.K., Financial Management; Tata McGraw–Hill Publishing Company Ltd., New Delhi.
3. Chandra Prasanna, Financial Management; Tata Mcgraw–Hill Publishing Company Ltd., New Delhi.
4. Srivastava, R. M., Financial Management; Pragati Prakashan, Meerut, (U.P.)
5. Weston & Brigham, Financial Management; University of California, Los Angeles, University of Florida, Dryden Press, U.S.A.
6. J. Van Horne, Financial Management and Policy; Publisher Pearson Education, New Delhi.

MCCOM2006C04: Fundamentals of Banking and Insurance

Semester	II	Nature of Course	Core
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

This course is framed to inculcate understanding about systems and practices of banking & insurance sectors.

Learning Outcomes:

- To gain insight into banking activities and systems
- To understand concepts of insurance and technicalities insurance services.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Commercial Banking In India:</u> Indian Banking System; Functions and Problems of Commercial Banks; Different Types of Bank Customers; Different Types of Deposit Accounts and their Main Features; Bank Credit-its Creation and Pattern of Distribution; Credit-Deposit Ratio of Banks.	10
II	<u>Bank-Customer Relationship:</u> Banker as Debtor, Creditor, Trustee and Advisor; Rights and Obligations of a Banker; Nomination Facility; Termination of Banker-Customer Relationship; Innovative Customer Services-Debit and Credit Cards; Anywhere Banking; E-Banking.	10
III	<u>Central Banking Regulation and Recent Changes:</u> Salient Features of Banking Regulation Act, 1949; Recent Reforms in Banking Sector in India and its Impact; Credit Control	10
IV	<u>Life Insurance:</u> Principles of Life Insurance Contract; Insurance Policies and Annuities; Calculation of Premium; Reserve and Investment Pattern; Selection of Risk; Treatment of Sub-standard Risk	10
V	<u>General Insurance:</u> Marine Insurance – Subject Matter; Nature of Contract; Important Policy Clauses; Marine Perils and Losses; Fire Insurance-Scope; Nature of Contract; Hazards; Important Policy; Conditions; Motor Insurance-Concept; Nature of Contract; Types of Policies; Re-insurance-Concept, Methods, Advantages and Legal Position	5

References:

1. Bakerwelford, A.W. and WW Otter Barry: Law Relating to Fire Insurance, Butterworth & Co. Ltd., London.
2. Dinsdale, W.A.: Elements of Insurance, Pitman. Government of India, Insurance Act 1937 as amended. Jadhav, Narendra: Challenges to Indian Banking, ed., Macmillan, New Delhi.
3. Joet, Bessis: Risk Management in Banking, John Wiley,
4. Kotch, Timothy W: Bank Management, Dryden Press, Chicago.
5. Sharma, R.S: Insurance Principles and Practice, Vora, Delhi.
6. Sinkey, Joseph F. Jr: Commercial Banks Financial management, Prentice Hall, Delhi.
7. Smith, T. R: Fire Insurance Theory & Practice, Stone & Cox. Tannan, M. L: Banking Law and Practice, Indian Law House, Delhi.
8. Khan MY: Indian Financial System – Theory and Practice; Vikas Publishing House, New Delhi.
9. Mishkin Frederies S: The Economics of Money Banking and Financial Markets; Harper Collins, New York.

Add on Course: Non-Credit**MCCOM2007S00: Disaster Management**

Semester	II	Nature of Course	Add on Course
Credits		Full Marks	
- Lectures		- Sessional	
- Tutorial		- Written	

Course Objectives:

To impart the understanding of the roles of the various phases of disaster management and issues concerning planning and policies in those phases; and to develop an understanding of how the modern disaster manager is involved with pre-disaster and post-disaster activities. Respond to disaster risk reduction initiatives and disasters in an effective, humane and sustainable manner.

Learning Outcomes:

- To be capable of demonstrating emergency and disaster preparedness from planning to recovery.
- Knowledge of foundations of hazards, natural disasters and associated natural/social phenomena.
- Knowledge and capabilities to assess and manage these vulnerabilities through disaster planning and policy-making.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Introduction:</u> Meaning, Dimensions & Scope of Disaster Management; Types of Disaster: Natural and Man-Made Disasters; The Disaster Management Cycle; Disaster Profile of India. A Global View of Disaster Management.	10
II	<u>Disaster Risk Assessment, Vulnerability Analysis & Preparedness:</u> Elements of Risk, Requirements in Risk Assessment; Strategies of Risk Reduction; Risk Analysis Techniques; Process of Risk Assessment. Vulnerability: Observation and Perception of Vulnerability; Vulnerability	10

	Identification; Vulnerability Types and Dimensions; Social and Economic Factors Affecting Vulnerability; Strategic Development for Vulnerability Reduction. Preparedness for Facing Disaster: Plan, Policy and Programmes; Use and Application of Emerging Technologies; Media Management.	
III	Response Management: Role of Information, Education, Communication & Training in Disaster Management; Roles & Responsibilities of Central, State, District and Local Administration including Armed Forces, Police and Para-Military Forces; International Aid and Support. Psychological Response: Trauma, Stress, Rumour, & Panic Management. Medical & Health Response. Role of ICT in Response Management. Role of Agencies, NGO's and Community Based Organisations (CBO's). Disaster Response Plan.	10
IV	Disaster Mitigation, Reconstruction & Rehabilitation & Recovery-Disaster Mitigation: Concept, Disaster Mitigation Strategies, Emerging Trends in Disaster Mitigation, Role of Team and Coordination, Factors Affecting Mitigation Measures. Reconstruction: Speedy Reconstructions- Essential Services, Social Infrastructures, Immediate Shelters/Camps, Contingency Plans for Reconstructions, Development of Physical and Economic Infrastructure, Funding Arrangements. Rehabilitation: Socio - Economic Rehabilitation, Rehabilitation Process, Monitoring and Evaluation of Rehabilitation Work. Recovery- Role of Various Agencies in Recovery Work; Speedy Recovery, Linking Recovery with Safe Development, Creation of Long-term Job Opportunities.	10
V	Case Studies: Case Studies on Disaster Affected Areas in India and any Relevant Topic on Natural or Man- made Disaster.	5

References:

1. R K Bhandani: An Overview on Natural & Man-made Disasters and Their Reduction, CSIR, New Delhi.
2. Bryant Edwards: Natural Hazards, Cambridge University Press, U.K.
3. Carter, W. Nick: Disaster Management, Asian Development Bank, Manila
4. D P Coppola: Introduction to International Disaster Management, Elsevier Science (B/H), London.
5. Disaster Management Act 2005, Govt. of India Publication.
6. Disaster Mitigation in Asia & Pacific, Asian Development Bank.

7. Disaster Preparedness Kit, American Red Cross.
8. Anu Kapur & Others: Disasters in India Studies of Grim Reality, Rawat Publishers, Jaipur.
9. S L. Goyal: Encyclopedia of Disaster Management, Vol I, II and III Disaster Management Policy and Administration, Deep & Deep, New Delhi, 2006.
10. Encyclopedia of Disasters: Environmental Catastrophes and Human Tragedies, Vol. 1 & 2, Angus M. Gunn, Greenwood Press.
11. Vulnerability Atlas of India, Government of India, 1997, New Delhi.
12. Kasperson, J.X., R.E. Kasperson, and B.L. Turner III (Eds.), Regions at Risk: Comparisons of Threatened Environments, United Nations University Press, Tokyo.
13. H.N. Srivastava & G. D. Gupta: Management of Natural Disasters in Developing Countries Daya Publishers, Delhi.
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16. Publications of National Disaster Management Authority (NDMA) on Various Templates and Guidelines for Disaster Management, NIDM Publications.
17. Risk: Comparisons of Threatened Environments, United Nations University Press, Tokyo.
18. P. S. Roy: Space Technology for Disaster management: A Remote Sensing & GIS Perspective, Indian Institute of Remote Sensing (NRSA) Dehradun.
19. Pardeep Sahni et.al. (eds.): Disaster Mitigation Experiences and Reflections, Prentice, Hall of India, New Delhi.

M. Com.
Semester III
Detailed Syllabus

MCCOM3001C04: Management Information System

Semester	III	Nature of Course	Core
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

The course is intended to provide appropriate knowledge and skills required for successful implementation of information system to facilitate managerial decisions.

Learning Outcomes:

- To inculcate basic understanding about management information system & its application in managerial decision making.
- To make students able to use database management.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Introduction:</u> MIS-Concept, Characteristics, Role and Importance of MIS; Components of MIS; MIS Organization; Stages of Growth of MIS; Systems Approach to Problem Solving; Concept of Subsystem; Decision Making and MIS; Levels of Management and Information Needs of Management; Types of Information; Quality of Information; Planning for Computer Networking; Network Parameters and Technology of Data Communication.	10
II	<u>Prominent Information Systems:</u> Changing Concepts of Information System; Business Process vs. Information Systems; Information Systems for Management-Transaction Processing Systems, Enterprise Resource Planning Systems, Decision Support Systems and Knowledge Based Systems-Expert Systems and Artificial Intelligence; Office Automation Systems; Functional Information Systems; Information Analysis Tools-Data Warehousing and Data Mining; Threats to Information Systems and Control Measures.	10
III	<u>Database Management:</u> Database Definition; Objectives of Database; DBMS and its Components; Architecture for a	10

	Database System; Types of Database Structures or Data Models-Hierarchical Model, Network Model and Relational Model.	
IV	<u>Development of Management Information Systems:</u> System Development Stages; Objectives and Principles of System Design; Conceptual Design and its Steps; Detailed System Design and its Steps; Implementation and Evaluation of MIS (Product-Based MIS Evaluation and Cost/Benefit-Based Evaluation); System Maintenance.	10
V	<u>Applications of MIS:</u> MIS and Control System; Pitfalls in Developing MIS; Effectiveness of MIS; Implementation of ERP Package Solutions; MIS and Prevention of Industrial Sickness.	5

References:

1. Murdick Robert G., Joel E. Ross and James R. Clagget: Information System for Modern Management, Prentice Hall, New Delhi.
2. Laudon, Kenneth C and Jane P. Laudon: Management Information Systems: Organization and Technology, Prentice Hall, New Delhi.
3. Kumar, Munish: Business Information Systems, Vikas Publishing House, New Delhi.
4. O'Brien James: Management Information Systems, Tata-McGraw Hill, New Delhi.
5. Murthy, C. S.V: Management Information System, Himalaya Publishing House.
6. Jawadakar, W.S: Management Information Systems: Tata Mc-Graw Hill, New Delhi
7. Goyal, D.P: Management Information System, Deep and Deep Publication.
8. Arora Ashok, Bhatia Akshaya: Information Systems for Managers:Excell Books.
9. Paul Licher: Managing Information Systems: A Strategic approach, Dryden Press, Int. Ed. Illinois.
10. Charles S. Parker: Understanding Networking and Internet, Dryden Press.

MCCOM3002C04: Operations Research

Semester	III	Nature of Course	Core
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

This course is framed to inculcate understanding about tools and techniques of operations research and their applications in solving managerial problems.

Learning Outcomes:

- To gain insight into techniques of operations research
- To be able to apply different techniques in addressing functional difficulties.

Unit Nos:	Content	No. of Lectures (45)
I	Introduction: Origin, Nature, Definition, Characteristics, Purpose and Significance of Operations Research; Methodology of Operations Research; Models of Operations Research and Techniques of Operations Research.	10
II	Linear Programming: Introduction; Problem Formulation; Solution of LPP by Graphical Method and by Simplex Method Under the Condition of Maximization and Minimization.	10
III	Games Theory and Decision Theory: Games Theory- Introduction, Assumptions and Process; Concept of Two Person Zero Sum Game; Determination of Saddle Point (Pure and Mixed Strategy); Decision Theory-Introduction; Decisions Under Various Situations; Decision Under Uncertainty-La Place Model, Maximin, Minimax and Savage Model; Concept of Decision Tree Analysis.	10
IV	Network Analysis: Introduction, Assumptions, Terminology, Numbering of Events and Steps; Time Estimates in Network Analysis; PERT-Time Estimates and its Calculations; CPM-Concept and Time Calculations; Transportation and Assignment Problem (Elementary).	10
V	Queuing Theory and Replacement Theory: Queuing Theory- Introduction, Basic Components, Assumptions and Models Without Proof; Replacement Theory-Introduction, Assumptions and Problems Relating to Replacement of	5

	Equipment that Deteriorates with Time (With and Without Change in Money Value).	
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References:

1. Sharma J.K: Operations Research-Theory and Applications, Macmillan India Ltd., New Delhi.
2. Agarwal, J.D. and Sagarika Ghosh: Quantitative Techniques for Financial Analysis, Indian Institute of Finance, New Delhi.
3. Billy, E. Gillett: Introduction to Operations Research - A computer Oriented Algorithmic Approach, Tata McGraw Hill Publishing Ltd. New Delhi.
4. Lucey, T: Quantitative Techniques, D.P. Publications, London.
5. Sharma, M.R. Quantitative Techniques and Operations Research: Kalyani Publication, Ludhiana.
6. Taha, Hamdy A : Operations Research-An Introduction, Prentice Hall, Delhi.
7. Wagner, H.H.: Principles of Operations Research, Prentice Hall, Delhi.
8. Watsman, Terry J. and Parramor, Keith: Quantitative Methods in Finance, International Thompson Business Press.
9. Sharma S.C., SeenoyGV, SrivastavaV. K: Quantitative Techniques for Managerial Decision Making: Willey Western Ltd., New Delhi.

Elective Group A**Accounting and Finance****MCCOM3201E04: Working Capital Management**

Semester	III	Nature of Course	Elective (Accounting and Finance)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

The course is intended to offer knowledge and skills required for liquidity management and making rational decisions on financial issues.

Learning Outcomes:

- To inculcate understanding about cash receivable and inventory management.
- To make students able to apply different techniques of cash, receivable and inventory management.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Introduction:</u> Concepts of Workings Capital-Gross and Net Working Capital; Nature, Scope and Objectives of Working Capital Management; Factors Influencing Working Capital Requirements; Estimating Working Capital Needs.	10
II	<u>Financing Working Capital:</u> Determining Financing Mix-Matching, Conservative and Aggressive Approaches; Costs and Risks of Financing Working Capital; Sources of Working Capital Finance-Accruals, Trade Credit, Provisions, Short-term Bank Finance, Public Deposits, Commercial Paper and Factoring; Working Capital Analysis-Funds Flow Statement.	10
III	<u>Management of Cash:</u> Motives for Holding Cash; Need and Objectives of Cash Management; Cash Forecasting and Budgets; Cash Models; Marketable Securities-Concept and Need; Investment in Marketable Securities-Strategies.	10
IV	<u>Management of Receivables:</u> Concept of Receivables; Cost and Benefits of Receivables; Managing Accounts Receivable-Optimum-size Determination; Sound Credit Policy-Credit Standard, Credit Period, Cash Discounts and Collections.	10

V	<u>Management of Inventory:</u> Major Determinants of the Volume of Inventory; Objectives of Inventory Management; Costs and Benefits of Inventory; Inventory Control and Planning; Inventory Control Techniques.	5
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References:

1. Pandey I.M.: Financial Management, Vikas Publication, New Delhi.
2. PrasannaChandra: Financial Management-Theory and Practice, Tata Mcgraw Hill, New Delhi.
3. Sehall, Lawrence D and Charles W Haley: Introduction to Financial Management, Mcgraw Hill, New York.
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5. Parashar, S.P.: Liquidity Management-Principles and Practices of Managing Cash Flow-Vision Books, New Delhi.
6. Singh, S.P. and Singh S.: Financial Analysis for Credit Management in Banks, Vikas, New Delhi.
7. Mehta D.R.: Working Capital Management, Prentice Hall, N.J.
8. Van Horne, James C.: Financial Management and Policy, Printice Hall of India, New Delhi.
9. Kulkarni, P.V.: Financial Management, Himalaya, Bombay.
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11. Bhattacharya Hrishikesh: Working Capital Management, Prentice Hall of India, New Delhi.

MCCOM3202E04: Financial Services

Semester	III	Nature of Course	Elective (Accounting and Finance)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objective: The purpose is to give a clear understanding and knowledge of financial system in the present scenario and to provide the knowledge of various financial services.

Learning Outcomes:

- To develop the understanding of the operations and structure of different financial institutions.
- To make students well equipped with the functional aspects of the various types of financial products and services available in our country.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Financial Services:</u> Meaning and Importance; Constituents; Evolution of Financial Services in India; Regulatory Framework of Financial Services-Banking and Financing Services, Insurance Services, Investment Services, Merchant Banking and Other Intermediaries.	10
II	<u>Mutual Fund and Venture Capital:</u> Meaning, Types, Emergence of MFs in India and Abroad and Constitution of MFs; Functions and Working of Asset Management Company and Mutual Funds; Venture Capital-Meaning, Origin, Growth and Functions of Venture Capital Funds/Companies in India; Operation of VCFs; Organisation of Venture Capital Funds.	10
III	<u>Leasing and Factoring:</u> Concepts and Essential Features; Types of Lease Agreements; Lessor's Perspective; Factoring; Forfaiting and Bill Discounting-Concepts and Mechanism; Advantages and Performance in India.	10
IV	<u>Merchant Banking and Underwriting:</u> Origin and Growth in India; Services Rendered by Merchant Bankers; Code of Conduct for Merchant Bankers; Issue Management Services;	10

	Corporate Restructuring and Project Financing; Meaning and Recent Trends in Underwriting in India.	
V	<u>Credit Rating and Custodial Services:</u> Meaning, Scope and Importance; Credit Rating Process; Credit Rating-Indian Scenario; Symbols Adopted by Indian Credit Rating Agencies; Credit Rating of Economies; Debt Securitization - Meaning and Importance; Process and Mechanism; Role of Special Purpose Vehicle (SPV); Depositories and Custodial Services in India.	5

References:

1. Rose Peter S. and Donal R. Fraser: Financial Institutions, Business Publications, Texas.
2. Hamptan, J.J.: Financial Decision Making – Concepts, Problems and Cases, Prentice Hall, New Delhi.
3. Wellous, Philip: Banks and Specialised Financial Inter mediaries, in Development, OECD, Paris.
4. Lovelock, Chriotopher, H, Managng Services: Marketing Operations and Human Resources, Prentice Hall, New Delhi.
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9. Sadak, H.: Mutual Funds in India, Saga Publications, New Delhi.
10. Machiraju, H.R.: Merchant Banking-Principles and Practices, New Age International (P) Ltd., New Delhi.
11. Ramu, Shiva, S.: Global Financial Services Industry, South Asia Publication, Delhi.

MCCOM3203E04: Security Analysis and Portfolio Management

Semester	III	Nature of Course	Elective (Accounting and Finance)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course objectives:

This course is framed to inculcate understanding about investment dynamics and techniques of executing investment activities in rational manner.

Learning outcomes:

- To gain insight into investment, risk and returns.
- To understand concepts valuations of financial instruments and execution of investment activities.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Security Investment Decisions:</u> Nature and Scope of Investment Decisions; Investment vs. Speculation; Investment Process; Salient Features of Corporate Securities and Derivatives; Bank Deposits; Mutual Fund Schemes; Life Insurance Policies and other Investment Opportunities.	10
II	<u>Fundamental Analysis and Chemistry of Earnings:</u> Economic Analysis and Economic Forecasting; Industry Analysis-Industrial Classification, Analysis of Industry Life Cycle and Industrial Indicators; Company Analysis-Analysis of Financial Statements; Estimation of Intrinsic Value of Shares-Traditional and Modern Methods.	10
III	<u>Technical Analysis:</u> Meaning and its Components; Technical Analysis vs. Fundamental Analysis; Tools of Technical Analysis-Point and Figures, Bar and Line Charts, Moving Averages and other Modern Tools; Limitations of Technical Analysis; Meaning and Form of Efficient Market Hypothesis.	10
IV	<u>Risk Analysis:</u> Risk-Return Characteristics of Individual Asset and of a Portfolio; Various Components of Risks-Interest Rate Risk, Market Risk, Inflation Risk, Management Risk, Liquidity Risk;	10

	Diversification of Risks.	
V	<u>Portfolio Management</u> : Traditional and Modern Theory; Selection of Optimum Portfolio-Markowitz Model, Sharpe Model and Capital Asset Pricing Model (CAPM).Portfolio revision.	5

References:

1. Barua, Raghunathan and Verma: Portfolio management, Tata McGraw Hill, Delhi.
2. Clark, James Francis: Investment-Analysis and Management, McGraw Hill, International Edition, New York.
3. Fabozzi, Frank J: Investment Management, Prentice hall, International Edition, New York.
4. Fischer, D.E. and Jordan R.J.: Security Analysis and Portfolio Management, Prentice hall, Delhi.
5. Sharpe, William F, Fordon J Alexander and J. V Bailly: Investments, Prentice Hall, Delhi.
6. Strong, Robert: Portfolio Theory and Capital Markets, McGraw Hill, New York.
7. Elton Edwin J, Gumber Martin J: Modern Portfolio Theory and Investment Analysis; John Wiley, New York.

MCCOM3204E04: Strategic Financial Management

Semester	III	Nature of Course	Elective (Accounting and Finance)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objective

This course is framed to inculcate knowledge about strategic dimensions of financial management in the pursuit of plans and policies.

Learning Outcomes:

- To provide understanding about strategic planning process and corporate valuations.
- To comprehend business restructuring process and their implications.

Unit Nos:	Content	No. of Lectures (45)
I	Introduction: Strategic Management-Vision, Mission, Scope, Objectives, Strategies and Operating Plans; Process of Strategic Management; Strategic Financial Management; Changing Environment of Business Finance-Recent Trends and Financial Strategies; Fundamental Analysis-Economy Analysis, Industry and Competition Analysis and Company Analysis.	10
II	Corporate Valuation: Concept of Value; Value Creation through Required Rate of Return-NPV and IRR Approach; Book Value of the Corporate Entity-Intrinsic Value; Adjusted Book Value of the Corporate Unit; Current Market Valuation Model; Cost Theory of Valuation; Earnings Theory of Valuation; The Gordon Model of Valuation; Discounted Cash Flow Model.	10
III	Business Growth and Corporate Reorganisation: Reorganisation for Growth-A Brief Overview of Expansion, Diversification, Alliances and Cooperation, and Mergers and Acquisitions; Corporate Growth and Financial Structure Redesigning-Leveraged Recapitalisation, Leveraged Buy Outs and Share Buyback; Growth Companies- Dividend Policy and Cash Dividends Vs Share Buyback.	10

IV	Corporate Merger and Takeover: Mergers-Concept and Types; Reasons for Merger; Legal Aspects of Merger; Merger Exchange Ratio; Evaluating a Merger-Capital Budgeting Framework; Corporate Takeover-Concept of Friendly and Hostile Takeover; Takeover Regulations in India; Takeover Defence Mechanism.	10
V	Managing Corporate Sickness and Corporate Restructuring: Concept of Corporate Sickness; Sickness Scenario in India; Causes of Sickness; Symptoms of Sickness; Predicting Sickness-Financial Ratios and Altman Model; Reorganisation for Growth-Stifled Corporate Entity-Share Buyback, Divestiture, Sell-Offs, Spin-Offs and Equity Carve-Outs; Distressed Restructuring-Voluntary Settlements and DIP Financing for Reconstruction; Formulating Revival Plan.	5

References:

1. Allen D: An Introduction to Strategic Financial Management, CIMA/Kogan Page, London.
2. Chandra, Prasanna: Financial management, Tata McGraw Hill of India, Delhi.
3. Copeland, T. T.Koller and J Murrin: Valuation-Measuring and Managing the Value of Companies, John Wiley, International Edition, New York.
4. Copeland, T.E. and J.F. Weston: Financial Theory and Corporate Policy, Addison-Wesley, New York.
5. Hampton, Jone: Financial Decision Making, PHI, New Delhi.
6. Hull J.C.: Options, Futures and other Derivative Securities, Prentice-Hall of India, Delhi.
7. Mattoo, P.K.: Corporate Restructuring: An Indian Perspective, Macmillan, New Delhi.
8. Pandey, I.M: Financial Management, Vikas Publications, Delhi.
9. Smith, C.W., C.W. Smithson, and D.S. Wilford: Managing Financial Risk, Harper and Row, New York.
10. Stewart, G.B.: The Quest for Value, Harper Collins, London.
11. Sudarsanam, P.S.: The Essence of Mergers and Acquisitions, Prentice-Hall of India, Delhi.
12. Van Horne, James C: Financial Management and Policy, Prentice-Hall of India, New Delhi.
13. Van Horne J.C. and J.M. Wachowicz Jr.: Fundamentals of Financial Management, Prentice-Hall, Delhi.

Elective Group B
Marketing

MCCOM3401E04: Consumer Behaviour

Semester	III	Nature of Course	Elective (Marketing)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

The purpose of this course is to craft students to gain knowledge and skills about behavioral dynamics of consumer in order to develop effective marketing models.

Learning Outcomes:

- To infuse essential understanding about consumer behavior.
- To make students capable of executing various activities influencing perception and attitude of consumers.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Introduction</u> : Concept and Need for Study of Consumer Behaviour. Application of Consumer Behaviour; Factors Affecting Consumer Behavior; Individual Consumer-Features of Individual Consumers; Consumer Decision-making Process; Organizational Consumer-Concept, Characteristics and Types of Organisational Consumer; Organizational Consumer Decision - making Process.	10
II	<u>Consumer Behaviour Models</u> : Economic, Learning, Psychoanalytical and Sociological Models; Howard Sheth Model; Nicosia Model; Engel-Kollat-Blackwell Model; Sheth Model of Industrial Buying.	10
III	<u>Consumer Motivation and Personality</u> : Motivation-Concept of Motivation, Needs and Goals; Dynamic Nature of Motivation; Hierarchy of Needs; A Trio of Needs; Major Aspects of Motivation Research; Personality-Concept and Characteristics; Stages in the Development of Personality; Self and Self-image.	10
IV	<u>Consumer Perception, Learning and Attitude</u> : Concept and Elements of Perception; Factors Influencing Perception;	10

	Dynamics of Perception; Consumer Imagery; Concept, Process and Theories of Learning; Concept and Characteristics of Attitude; Factors Involved in Attitude Formation; Models of Attitude; Cognitive Dissonance and Attribution Theories.	
V	Consumer in Scio-Cultural Settings: Reference Groups; Family Influences and Life Cycle; Social Class and its Measurement; Cultural Influence on Consumer Behaviour; Subcultures and Consumer Behaviour; Diffusion Process; Adoption Process.	5

References:

1. Michael R Solomon: Consumer Behaviour
2. Jerry Corrie Olson & Peter Drucker: Consumer Behaviour-Marketing strategy Perspectives
3. Marieke K. de Mooij: Consumer Behaviour and Culture
4. Jim Blythe: Consumer Behaviour
5. Ramanuj Majumdar: Consumer Behaviour-Insights from Indian Market
6. Arjun Chaudhri : Emotion and reason in Consumer Behaviour
7. Ray Wright: Consumer Behaviour
8. Roger Best & Del I. Hawkins: Consumer Behaviour-Building Marketing Strategy
9. James Engel and Roger Blackwell: Consumer Behaviour
10. S. Ramesh Kumar: Consumer Behaviour: The Indian Context (Concepts and Cases)
11. Henry Assael: Consumer Behaviour and Marketing Action.

MCCOM3402E04: Marketing of Services

Semester	III	Nature of Course	Elective (Marketing)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

This course is framed to inculcate knowledge about marketing of services and their execution in dynamic market conditions.

Learning Outcomes:

- To provide understanding about services and its marketing plan.
- To comprehend the factors affecting marketing of services.

Unit Nos:	Content	No. of Lectures (45)
I	Introduction: Concept, Characteristics and Importance of Services; Development of Services Marketing; Concept of Services Marketing; Services Marketing Mix; Technological Developments in Services Marketing.	10
II	Services Market and Marketing: Application of Marketing Research in Services Marketing; Services Marketing Research Process; Collection of Services Marketing Information; Strategic Marketing Process for Services; Services Marketing Planning; Internal Marketing-Concept; Components; Marketing Planning and Implementation.	10
III	Services Product and Pricing: Service Product Concept; Service Attributes; Life Cycle Concept of Services; New Service Development; Positioning the Services; Service Pricing-Factors Influencing Service Pricing; Services Pricing Policies; Steps in Pricing Strategy for Services.	10
IV	Services Distribution and Promotion: Accessibility and Availability; Location-Factors Considered; Promotion-Goals of Internal and External Communication; Promotion Mix-Advertising, Personal Selling, Sales Promotion and Publicity; Media Choice and Selection; Managing Promotional Efforts; Role of Employees in Services Marketing.	10
V	Special Aspects of Services Marketing: Tourism Marketing; Financial Services Marketing; Not-for-Profit Services Marketing; Charities Marketing; Internationalisation of Services; Professional	5

	Services and Marketing; Importance of Aftersales Services.	
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References:

1. Christopher Lovelock & Paul Patterson: Services Marketing.
2. JochenWirtz: Service Marketing in Asia.
3. Christopher Lovelock: Principles of service marketing and management.
4. Christian Gronroos: Service Management and Marketing-Customer Management in Service Competition.
5. GovindApte: Services Marketing.
6. Valarie Zeithaml& Mary Bitner: Services Marketing.
7. Harsh V. Verma: Services Marketing: Text and Cases.
8. John E. Doerr and Mike Schultz: Professional Services Marketing.

MCCOM3403E04: Sales Management

Semester	III	Nature of Course	Elective (Marketing)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

This course intends to teach different dimensions of sales management in order to optimize sale and selling efforts.

Learning Outcomes:

- To be able to evaluate selling activities and managing it.
- To unfold criticalities associated with sales force and their management.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Introduction:</u> Concept and Significance of Sales Management; Setting Personal Selling Objectives; Determining Sales Related Marketing Policies; Formulating Personal Selling Strategy; Steps Involved in Effective Selling; Theories of Selling.	10
II	<u>Organising Sales Department:</u> Goals of Sales Organisation; Factors Influencing the Structure of Sales Organisation; Steps in Setting up Sales Organisation; Types of Sales Organisation Structure; Role and Functions of Sales Executives.	10
III	<u>Sales Force Management:</u> Recruitment, Selection and Training of Sales Personnel; Motivating Sales Personnel; Compensating Sales Personnel; Types of Salesman; Personal Qualities of a Successful Salesman; Sales Meetings and Sales Contests; Controlling Sales Personnel.	10
IV	<u>Controlling Sales Efforts:</u> Sales Budget-Purposes, Form and Contents of Sales Budget and Budgetary Procedure; Quotas and Sales Territories; Sales Control-Sales Audit, Sales Analysis and Marketing Cost Analysis.	10
V	<u>International Sales Management:</u> Need for International Sales Management; Head Office Influence on Overseas Selling Activities; Formulating Sales Strategies at International Level; Recruitment, Selection and Training of International Sales Personnel; Sales Compensation; Sales	5

	Presentation; Salesperson's Evaluation and Control.	
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References:

1. KujnishVashisht: A Practical Approach to Sales Management.
2. Thomas N. Ingram: Sales Management-Analysis and Decision Making.
3. M. Johnston & Greg Marshall: Sales Force Management.
4. Mark Roberge: The Sales Acceleration Formula.
5. Mike Weinberg: Sales Management Simplified-The Straight Truth About Getting Exceptional Results From Your Sales Team.
6. Jill konrath: More sales, Less Time.

MCCOM3404E04: Marketing Research

Semester	III	Nature of Course	Elective (Marketing)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

The course is aimed at providing knowledge pertaining to different means of marketing research which facilitate decision making and policy formulation.

Learning Outcomes:

- To impart understanding of research tools used in marketing.
- To gain insight into such techniques for forward planning and control.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Introduction:</u> Concept, Scope and Significance of Marketing Research; Classification of Marketing Research; Role of Research in Marketing Strategy Formulation; Complexity in Marketing Research.	10
II	<u>Marketing Research Process:</u> Steps Involved in Marketing Research; Problem Identification and Definition; Information Requirements for Marketing Decision; Data Collection-Concept, Nature and Sources of Secondary Data; Problems in Collecting Secondary Data; Nature and Sources of Primary Data; Problems in Collecting Primary Data; Qualitative and Observation Research; Survey Research.	10
III	<u>Scale Development and Sampling:</u> Measurement and Scaling; Measurement of Equivalence; Accuracy of Attitude Measurement; Sampling Process and Types; Determining the Sample Size; Questionnaire Development; Sampling and Non-Sampling Errors.	10
IV	<u>Data Analysis and Report Preparations:</u> Simple Data Analysis; Univariate and Multivariate Data Analysis Techniques; Issues in Multi-Country Data Analysis; Report Preparation and Presentation.	10
V	<u>Marketing Research Application:</u> Overseas Market Opportunity Analysis; Sales Analysis; Product and Advertising Research; Consumer Research; Ethical Issues.	5

References:

1. V. Kumar: International Marketing Research (Pearson Education)
2. Susan P. Douglass and Samuel Craig: International Marketing Research (Prentice-Hall)
3. OTC: Manual for Export Marketing Research, Geneva.
4. Naresh K. Malhotra: Marketing Research-An Applied Orientation.
5. Edward F. (Francis) &McQuarrie: The Market Research Toolbox- A Concise Guide for Beginners.
6. Paul Baines: Introducing Marketing Research.
7. Yvonne McGivern: The Practice of Market Research-An Introduction.
8. Carl McDaniel,Jr. : Contemporary Marketing Research.
9. TONY PROCTOR: Essential of Marketing Research.
10. Robin J.Birn: Effective Use of Market Research.
11. Jr., Joseph F.Hair, Robert P Bush & David J. Ortinau: Marketing Research within a Changing Information Environment.
12. RajendraNargundhar: Marketing Research Text and cases.
13. S. L. Gupta: Marketing Research.

Elective Group C
Human Resource Management

MCCOM3601E04: Talent & Performance Management

Semester	III	Nature of Course	Elective (Human Resource Management)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives

The purpose of this course is to craft students to gain knowledge and skills about competency and performance management with the task of optimizing HR effectiveness.

Learning Outcomes:

- To infuse essential understanding about talent and competency mapping.
- To make students capable of executing various performance management activities in a rational manner.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Introduction:</u> Meaning and Importance of Talent Management, Aligning HRM Goals to Business, Attracting Talent, Retaining Talent, Becoming the Best Employer by Employer Branding Activities, Inculcating Performance Culture, Right Sizing the Workforce, Work-Life Balance Initiatives.	10
II	<u>Competency Mapping:</u> Meaning and Approaches to Competency Mapping, Historical Development, Procedure of Competency Mapping, Features of Competency Mapping Methods, Mapping Future Jobs and Single Incumbent Jobs, Using Competency Profiles in HR Decisions, Methods of Data Collection for Competency Mapping.	10
III	<u>Introduction to Performance Management:</u> Meaning, Objectives, Principles and Process of Performance Management, Impact of Globalisation and Ethics on Performance Management; Elements of Effective Performance Management System; Need for Documenting Employees Performance.	10

IV	<u>Performance Planning and Appraisal:</u> Definition, Importance, Process and Methodologies of Performance Planning, Setting Performance Criteria, Barriers to Performance Planning, Competency and its Linkage to Performance Planning; Meaning, Characteristics, Process and Methods of Performance Appraisal, Performance Management Vs. Performance Appraisal, Common Rating Errors in Appraisal, Achieving Effective Performance Appraisal.	10
V	<u>Performance Monitoring & Performance Management Implementation:</u> Meaning, Objectives & Process of Performance Monitoring, DSMC/ATI Model, Ongoing Mentoring and Protege Development, Mentoring Benefits to Managers; Bottlenecks in the Performance Management Implementation, Strategies for Effective PM Implementation, Responsiveness of Performance Feedback; Performance Linked Reward Systems.	5

References:

1. Berger, Lance A. & Dorothy R. Berger: The Talent Management Hand Book, Tata McGraw Hill.
2. Naik, G.P.: Competency Mapping, Assessment & Growth, IIHRM.
3. Lyle, M. Spencer & Signe M. Spencer: Competence at Work, John Wilcy.
4. Kohli& Deb: Performance Management, Oxford.
5. Rao, T.V.: Appraising & Developing Managerial Performance, Excel Books.
6. Dixit, Varsha: Performance Management, TMH.
7. Armstrong, M.: A Handbook of Competency Mapping, Kogam Ltd.
8. Chadha, Prem: Performance Management, McMillan, India.

MCCOM3602E04: Industrial Relations in India

Semester	IV	Nature of Course	Elective (Human Resource Management)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives

The purpose of this course is to gain knowledge about industrial relations and their roles in managing disputes and conflicts.

Learning Outcomes -

- To infuse essential understanding about framework of industrial relations and unionism.
- To make students capable of handling conflicts and disputes by adopting contemporary approaches.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Introduction:</u> Meaning, Nature, Scope and Importance of Industrial Relations, Factors Influencing IR, Essential for Sound IR, Evolution of Industrial Relations; Contextual and Constitutional Framework; Role of State and ILO in Industrial Relations; Future of Industrial Relations in India; Emerging Trends in Industrial Relations in the Era of Globalization.	10
II	<u>Trade Unionism and Collective Bargaining:</u> Trade Unions- Nature, Functions, Role and Types; Growth and Development of Trade Unions; Problems of Trade Unions in India, Measures to Strengthen Trade Unions; National Level Federations; Main Features of Trade Unions Act, 1926 and Recent Amendments; Employer's Associations, Collective Bargaining-Features, Scope, Functions, Types, Process and Levels of Collective Bargaining, Factors Affecting CB, Essentials of Effective CB, Problems of CB & its Remedies.	10
III	<u>Discipline Mechanism and Grievance Redressal:</u> Discipline Mechanism-Judicial Approach to Discipline; Misconduct;	10

	Disciplinary Proceedings; Domestic Enquiries; Charge-sheets; Conduct of Enquiry and Award of Punishments; Grievance and Redressal-Concept , Nature, Causes and Symptoms of Grievances; Measures to Reduce Grievances & Grievance Resolution Machinery.	
IV	<u>Industrial Conflicts and Regulations of Industrial Disputes:</u> Industrial Conflicts-Nature of Conflicts and its Manifestations; Labour Administration Machinery; Instruments of Economic Coercion; Strikes; Lockouts; Inter Industry Propensity for Strikes; Strike Patterns; Arbitration; Conciliation; Adjudication; Regulations of Industrial Disputes-Contextual Framework, Object, Scheme, Industrial and Individual Disputes; Participants in Industrial Dispute; Settlement of Disputes.	10
V	<u>Workers Participation in Management:</u> Evolution and Nature of Workers Participation; Forms of Workers Participation; Impact of Workers Participation; Prerequisites for Successful Workers Participation; Limitations of Workers Participation; Measures to Strengthen Workers Participation; Current Trends in Participation of Workers in Management in Indian Industries.	5

References:

1. P.R.N. Sinha: Industrial Relations, Trade Unions and Labour Legislations.
2. Piyali Ghosh & Shefali Nandan: Industrial Relations and Labour Law.
3. C.S. Venkata Ratnam : Industrial Relations
4. M. V. Pylee & A. Simon George: Industrial Relations and Personnel Management.
5. S C Srivastava: Industrial Relations and Labour Laws.

MCCOM3603E04: Labour Legislation in India

Semester	III	Nature of Course	Elective (Human Resource Management)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

This course intends to teach different legal provisions addressing labour and their roles in shaping labour forces.

Learning Outcomes:

- To be able to evaluate organizational and human behaviour
- To unfold criticalities associated with different forces dictating behaviour.

Unit Nos:	Content	No. of Lectures (45)
I	Introduction: Objectives, Need and Principles of Labour Legislation; Historical Development of Labour Legislation in India; Labour Laws Awareness among Workers in India.	10
II	Factories Act, 1948 and Industrial Disputes Act, 1947: Object and Scope of the Act; Key Definitions; Rights of Workers; Provisions Regarding Health, Safety and Welfare of the Workers; Working Hours, Leave, Penalties and Procedures; Industrial Disputes Act, 1947: Object and Scope of the Act; Key Definitions; Authorities for Prevention and Settlement of Disputes; Strikes and Lock-outs; Unfair Labour Practices and Penalties.	10
III	Payment of Wages Act, 1936 & Minimum Wages Act, 1948.: Object of the Act; Key Definitions; Rules for Payment of Wages; Deductions from Wages; Enforcement of the Act; Minimum Wages Act, 1948 Object and Scope of the Act; Key Definitions; Fixation and Revision of Minimum Rates of Wages; Fixing Hours of Normal Working Day; Enforcement of the Act.	10

IV	Payment of Bonus Act, 1965 & The Apprentices Act, 1961: Key Definitions, Calculation of Bonus, Qualification & Disqualification for Bonus, Minimum and Maximum Bonus, Set-on and Set-off of Allocable Surplus, Administration of the Act, Penalty and Offences. The Apprentices Act, 1961- Salient Features and Main Provisions.	10
V	Other Legislations: Main Features of the Contract Labour (Regulation and Abolition) Act, 1970 and the Child Labour (Prohibition and Regulation) Act, 1986 . Salient Features and Main Provisions of Protection of Children from Sexual Offences Act, 2012 and Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2013.	5

References:

1. S. C. Srivastava: Industrial Relations and Labour Laws.
2. P. L. Malik: Industrial Law.
3. H. L. Kumar: Labour and Industrial Law.
4. S. Thothadri & M. Vijayalakshmi: Industrial and Labour Laws.
5. S N Tripathy: Law for Unorganized Labour in India.
6. N.D. Kapoor: Elements of Mercantile Law, Sultan Chand & Sons.
7. P. K. Padhi: Labour and Industrial Laws, PHI.
8. J P Sharma , “Simplified Approach to labour laws,” Bharat Law House Pvt Ltd

MCCOM3204E04: Personal and Professional Skills Development

Semester	III	Nature of Course	Elective (Human Resource Management)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

This course is set with the objective to optimize work life balance to and betterment of soft inter-personal skills. It also highlights on individual's passions, values and goals and the ways to bring them into everyday life.

Learning Outcomes:

- Better work life balance.
- Reflect on obstacles to achieving work life balance and overcoming them.
- Master time management and set practical goals.
- Groom as a confident manager to lead and face challenges.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Acquiring Job:</u> Identifying Career Opportunities, Self SWOT Analysis- Why and How, Preparation of Eye-Catching Application and Cover Letter, Difference between Resume, Curriculum Vitae (C.V.) and Bio-Data; Precautions to be taken while Applying for a Job; Expectations of Employers from a Prospective Employee; Guide-lines for the Preparation of Different Types of Selection Tests; Group Discussion-Purpose and Tips for GD; Interview-Management-Types of Interviews, Preparations before Interview, Precautions during Interview and Review after Interview, Salary Negotiation during Interview; Rejection Management.	10
II	<u>On the Job Issues:</u> Guide-lines for Effective Joining on a New Job; Scientific Time Management; Developing Co-ordial Relationship with Superiors, Peers and Subordinates; Creating Individual Identity; Management of Problematic Employees; Development of Leadership Qualities; Golden Rules for Stressful Days; Maintaining Work-life Balance; Individual Vs. Organisational Goals	10

	and its Integration; Steps for Timely Promotion.	
III	<u>Relationship Management:</u> Necessity for Maintaining Co-ordial Relationship; Levels of Self-Awareness (Johari Window); Ego States; Life Positions; Positive vs. Negative Strokes; Guide-lines for Maintaining Congenial Environment at the Work Place, the Living Place and the Society; Role of Power in Improving Mutual Relationships; Impact of Social Media on Relationships-The Ways to Minimise the Negative Impact; Measures for Avoiding Social Media Addiction.	10
IV	<u>Life Related Issues:</u> Identification of Goal(s) of Life/Career and Formation of Scientific Plan; Ancient Indian Traditions for Maintaining Sound Health/Habits; Significance of Yoga in Daily Life; The Power of Thoughts-Impact of Positive Thinking on Daily Life, Constructive Vs. Destructive Criticism; Relationship between Wealth Maximisation and Happiness; Anger Management; Techniques for Improving Memory Power, Common Memory Failures and Their Solutions; The Power of 'Now'.	10
V	<u>Revisiting Successful Personalities:</u> Review of Some Successful Personalities from Different Segments of the Society and the Lessons Learnt for Self-Development.	5

References:

1. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.
2. Sukla, Madhukar: Understanding Organisations: Organisation Theory and Practice in India, Prentice Hall, New Delhi.
3. Covey, Sean: Seven Habits of Highly Effective Teens, Fireside Publishers
4. Rogers, Jenny: Effective Interviews, Video Arts Marshal
5. Tracy, Brian and Christina Stein: Believe It to Achieve It
6. Alex, K.: Soft Skills- Know Yourself & Know the World, S. Chand & Company, New Delhi

7. Hindle, Tim: Reducing Stress, DK Publishing
8. Gawler, Lan: Meditation-An In-depth Guide
9. Mathur, D.: Mastering Interviews and Group Discussions
10. Carnegie, Dale: The Little Recognised Secrets of Success, Pocket Books, New Delhi.
11. Carnegie, Dale: How to Enjoy Your Life and Your Job, Pocket Books, New Delhi.
12. Carnegie, Dale: Little Known Facts about Well Known People, Pocket Books, New Delhi.
13. Carnegie, Dale: How to Stop Worrying & Start Living, Pocket Books, New Delhi.
14. Choudhary, B. R.: Dynamic Memory Methods, Fusion Books, New Delhi.
15. Tolle, Eckhart: The Power of Now, Yogi Impressions, New Delhi.
16. Vaswani, J.P.: Burn Anger Before Anger Burns You, Wisdom Trees, New Delhi.
17. Collin, John: Perfect Presentation, Video Arts Marshal
18. Khera, Shiv: You Can Win, Macmillan Books, New Delhi
19. Rai, O. P.: Fundamentals of Organisations Behaviour, Wisdom Books, Varanasi
20. Robbins, Stephen P.: Organizational Behaviour, Prentice Hall, New Delhi.

Elective Group D. Banking and Insurance**MCCOM3801E04: Essentials of Bank Management**

Semester	III	Nature of Course	Elective (Banking and Insurance)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives

The purpose of this course is to craft students to gain knowledge and skills about asset liability management by entrusting due weights to different components of activities.

Learning Outcomes -

- To infuse essential understanding about liquidity and capital management.
- To make students capable of managing deposits, reserves and lending activities.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Organisational Set up of Banks:</u> Board of Directors; Functions; Duties and Responsibilities; Statutory Provisions Regarding Board of Directors in Commercial Banks and Development Banks.	10
II	<u>Liquidity Management:</u> General Principles; Territories of Bank Liquidity; Properties in the use of Funds; Resource Allocations in Commercial Banks and Development Banks; Management of Cash.	10
III	<u>Management of Capital Funds:</u> Functions; Necessity; Adequacy; Present Positions of Capital Funds in Indian Banks; Problems and Prospects of Capital Management in Commercial and Development Banks.	10
IV	<u>Management of Deposits and Primary Reserves:</u> Factors Influencing the Level of Individual Bank's Deposits; Legal Reserves; Forces Influencing Level of Working Reserve; Nature of Secondary Reserves; Functions and Management of Secondary Reserves.	10
V	<u>Management of Loans:</u> Characteristics of Commercial Bank Loans in India; Cardinal Principles of Sound Bank Lending; Loan Policy; Evaluating Credit Worthiness of Applicants; Supervision and Organisation of Bank Lending.	5

References:

1. Neelam C. Gulati: Principle of Banking Management.
2. Deborah K. Dilley: Essentials of Banking.
3. Timothy W. Koch & S. Scott MacDonal: Bank Management.
4. Moorad Choudhry: Bank Asset and Liability Management: Strategy, Trading, Analysis.
5. Moorad Choudhry: An Introduction to Banking: Liquidity Risk and Asset- Liability Management.

MCCOM3802E04: Banking Law and Practices

Semester	III	Nature of Course	Elective (Banking and Insurance)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives

The purpose of this course is to craft students to gain knowledge about regulatory aspects of bank and implication of them on banking activities.

Learning Outcomes -

- To infuse essential understanding about banks and different legal provisions.
- To make students capable of handling various instruments used in banks.

Unit Nos:	Content	No. of Lectures (45)
I	Introduction: Concept, Nature and Functions of Banks; Genesis of Banking in India-Footprints of Banking in Ancient India; Commercial Banking Under the British Rule, Commercial Banking at the Dawn of Independence, Nationalisation of Banks, Economic Crisis and Banking Sector reforms; Entry of New Private Banks.	10
II	Banking Legislation in India: The Banking Regulation Act, RBI Act, SBI Act, The Banking Companies (Acquisition & Transfer Of undertakings) Acts 1970, 1980.	10
III	Special Sector Banking Legislation: RRB Act 1976; NABARD Act; Export Import Bank Act.	10
IV	Negotiable Instruments Act: Concepts and Features of Negotiable Instruments; Holder and Holder in due course; Promissory Note; Bills of Exchange and Cheques.	10
V	Law Relating to Negotiation and Discharge: Negotiation; Crossing of Cheques; Discharge of Negotiable Instruments; Dishonour of Negotiable Instruments; Discharge of Parties from Liabilities; Liability of Bank.	5

References:

1. K. P. Kandasami , S. Natarajan & R. Parameswaran: Banking Law and Practice.
2. M. L.Tannan: Banking Law and Praticice in India.
3. Clifford Gomez: Banking and Finance: Theory, Law and Practice.
4. Frank Tillyard: Banking and Negotiable Instruments: A Manual of Practical Law.

MCCOM3803E04: Essentials of Risk and Insurance Management

Semester	III	Nature of Course	Elective (Banking and Insurance)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

The course is designed to develop understanding about risk and management of risk by using different insurance products.

Learning Outcomes:

- To understand risk, its variants and risk management strategies.
- To make use of diversified insurance products in mitigating risk.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Introduction to Risk:</u> Concept of Risk; Risk vs. Perils and Hazards; Types of Risks-Financial and Non-financial, Static and Dynamic, Fundamental and Particular, Pure and Speculative; Essentials of Insurance Risks.	10
II	<u>Risk Management:</u> Risk Identification; Risk Analysis; Risk Assessment; Risk Retention and Transfer; Risk Management Strategies; Risk Reporting and Risk Profile.	10
III	<u>Introduction to Insurance:</u> Meaning, Nature and Scope of Insurance; Insurance vs. Assurance; Insurance vs. Gambling; Functions of Insurance; Importance of Insurance for Individuals, Business, Society and Nation; Limitations of Insurance; Origin and Growth of Insurance.	10
IV	<u>Kinds of Insurance:</u> On the Basis of Business-Life, General and Social Insurance; On the Basis of Risk Covered-Personal, Property, Liability and Guarantee Insurance; Types of Insurance Organisations; Insurance Organisations in India.	10
V	<u>Principles of Insurance Contract:</u> Essentials of General Contract, Insurable Interest, Utmost Good Faith, Warranties, Indemnity, Subrogation, Proximate Cause, Contribution, Return of Premium, Assignment of Interest; Conceptual Framework of Double Insurance, Over-insurance, Under-insurance and Reinsurance.	5

References:

1. John J. Hampton: Essentials of Risk Management and Insurance.
2. Emmett Vaughan and Therese M. Vaughan: Essential of Risk Management and Insurance.
3. Greg Niehaus and Scott E Harrington: Risk Management and Insurance.
4. Mark Dorfman: Introduction to Risk Management and Insurance.
5. George Rejda: Principles of Risk Management and Insurance.
6. Emmett Vaughan: Fundamentals of Risk and Insurance.
7. Dr. P.K. Gupta: Essentials of Insurance and Risk Management.

MCCOM3804E04: Insurance Legislation in India

Semester	III	Nature of Course	Elective (Banking and Insurance)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

The course is aimed at providing knowledge pertaining to legal framework of insurance and their role in shaping insurance industry.

Learning Outcomes:

- To impart understanding of regulatory provisions and Acts driving insurance business.
- To gain insight into role of apex authorities in safeguarding the interest of masses.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Introduction:</u> A Brief History of Insurance Legislation in India; Indian Contract Act, 1872 – Meaning of Contract, Classification of Contracts, Essentials of a Valid Contract, Discharge of a Contract, Contract of Agency; Public Liability Insurance Act, 1991 – Salient Features.	10
II	<u>Insurance Act, 1938 & E.S.I. Act, 1948:</u> Insurance Act, 1938- Scope, Registration, Accounts and Returns, Investments, Prohibition of Rebates, Licensing of Agents and Surveyors, Advance Payment of Premium, Duties and Powers of Controller of Insurance; Employees’ State Insurance Act, 1948 – Applicability, Administration of the Scheme, Employees State Insurance Fund, Benefits, Adjudication of Disputes and Claims.	10
III	<u>LIC Act, 1956 & G.I.B (N) Act, 1972:</u> Life Insurance Act, 1956 - Constitution, Functions and Management of Corporation, Finance; Accounts and Audit, Valuation; General Insurance Business (Nationalisation) Act, 1972 - Salient Features,	10

	Functions of GIC and Acquiring Companies and Their Management.	
IV	<u>Marine Insurance Act, 1963</u> : Insurable Interest, Insurable Value, Disclosure and Representation, The Policy, Double Insurance, Warranties, Assignment of Policy, Loss and Abandonment, Rights of Insurer on Payment, Return of Premium.	10
V	<u>IRDA Act, 1999</u> : Establishment and Incorporation of IRDA; Duties, Powers and Functions of IRDA; Insurance Regulatory and Development Authority (Protection of Policy - Holders' Interest) Regulations, 2002; Insurance Regulatory and Development Authority (Appointed Actuary) Regulations, 2000 & Insurance Regulatory and Development Authority (Licensing of Insurance Agents) Regulations, 2000.	5

References:

1. K.S.N. Murty: Modern Law of Insurance in India.
2. Avtar Singh: Law of Insurance.
3. M. N. Srinivasan & K. kannan: Principles of Insurance Law.

Add on Course: Non-Credit**MCCOM3003S00: Knowledge Management**

Semester	III	Nature of Course	Add on Course (Non-Credit)
Credits		Full Marks	
- Lectures		- Sessional	
- Tutorial		- Written	

Course Objective:

The objective of this course is to provide students an introduction to the field of knowledge management. The present course is about Knowledge: how to capture it, how to transfer it, how to share it and how to manage it.

Learning Outcomes:

- Apply complex theories and practice of knowledge and intellectual capital management.
- Formulate action plans for knowledge intensive organizations.
- Distinguish aspects of industrial era management that may be inappropriate for knowledge intensive organisations and provide alternatives.
- Formulate a framework for thinking about knowledge intensive organizations.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Knowledge Economy:</u> Concept of Knowledge; the Data-Information-Knowledge-Wisdom Relationship (Knowledge Hierarchy); Organizational Knowledge; Characteristics of Organizational Knowledge; Components of Organizational Knowledge (Tacit vs. Explicit Knowledge).	10
II	<u>Transformation of an Enterprise through Knowledge Management:</u> Concept of Knowledge Management; Characteristics of Knowledge Management; Enabling Knowledge Management through Information Technology -Role of Information Technology in Creating Knowledge-Management Systems.	10

III	<p><u>Creating Knowledge Management System in Organizations:</u> Need for a Knowledge Management System; the Knowledge Management Process Framework; Knowledge Management Process; Knowledge Life Cycle, The Knowledge Organization-Knowledge Organization; Characteristics of Knowledge Organization; Knowledge Management and Organizational Learning; Knowledge Management Strategy and its Development; the Knowledge Managers.</p>	10
IV	<p><u>Organizational Culture for Knowledge Management:</u> Need for Organizational Culture for Knowledge Management; Ways to Develop Knowledge-Sharing Culture.</p>	10
V	<p><u>Looking Ahead: Future of Knowledge Management:</u> Challenges to Knowledge Management; Future of Knowledge Management.</p>	5

References:

1. G. Natrajan & S. Shekhar: Knowledge Management (Enabling Business Growth, Tata McGraw-Hill Publishing Company Limited, New Delhi.
2. G. Schreiber, H. Akkermans, A. Anjewierden, R. de Hoog, N. Shadbolt, W. V. de Velde and B. Wielinga, :Knowledge Engineering and Management, Universities Press (India) Limited.
3. M. Rao: Leading with Knowledge (Knowledge Management Practices in Global InfoTech Companies), Tata McGraw-Hill Publishing Company Limited.
4. W. R. Bukowitz and R. L. Williams:The Knowledge Management Fieldbook, Pearson Education Limited.
5. Amrit Tiwana: The Knowledge Management Toolkit (Orchestrating IT, Strategy, and Knowledge Platforms), Pearson Education Limited
6. Elias M. Awad, Hassan M. Ghaziri,: Knowledge Management, Pearson Education Limited

M. Com.
Semester IV
Detailed Syllabus

MCCOM4001C04: Entrepreneurship and Small Business Management

Semester	IV	Nature of Course	Core
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

The course is intended to provide appropriate knowledge and skills required for initiation of small business and its management.

Learning Outcomes:

- To inculcate basic understanding about entrepreneurship and its contribution to business
- To make students able to apply the protocol of establishment and management of small business.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Conceptual Framework of Small Business:</u> Concept and Definition Business; Types of Business Activities; Size of Business- Micro, Small, Medium and Large Business Enterprises; Scope, Types and Rationale of Small Business; Small Business as the Seedbed of Entrepreneurship; Determining the Scale of Operation.	10
II	<u>Conceptual Framework of Entrepreneurship:</u> Concept of Entrepreneur and Entrepreneurship; Competencies, Functions and Types of Entrepreneurs; Economic System and Entrepreneurship; Role and Importance of Entrepreneurship in Economic Development; Entrepreneur Vs Manager; Entrepreneur Vs Intrapreneur.	10
III	<u>Establishing a Small Enterprise:</u> Entrepreneurial Decision Process; Identifying and Developing a New Business Idea-Sources of Idea, Idea Generating Techniques and Idea Screening; Developing a Business Plan; Project Formulation and Feasibility Analysis; Initial Problems in Setting up of a Business Enterprise.	10
IV	<u>Financing the New Venture:</u> Financial Planning; Determining the Size of Capital Investment; Financial Needs and Sources of	10

	Finance-Short Term, Medium Term and Long Term; Raising of Capital for Corporate Unit; Venture Capital.	
V	<u>Managing Growth of Business:</u> Business Lifecycle; Entrepreneur's Dilemma to Grow or Not to Grow; Change and the Why of Growth; Identifying Growth Possibility; Growth Options- Capacity Enhancement and Expansion, Alliances and Cooperation, and mergers and Acquisition.	5

References:

1. Vasant Desai: Fundamentals of Entrepreneurship and Small Business Management.
2. Norman M. Scarborough, Jeffrey R. Cornwell: Essential of Entrepreneurship and Small Business Management.
3. Steve Mariotti, Caroline Glackin: Entrepreneurship & Small Business Management.
4. Paul Burns: Entrepreneurship and Small Business.
5. David Stokes & Nicholas Wilson: Small Business Management and Entrepreneurship.
6. Robert A. Baron, Scott Shane: Entrepreneurship and Small Business Management Collection.

MCCOM4002C04: Goods and Services Tax

Semester	IV	Nature of Course	Core
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objective:

The course plans to give a comprehensive overview of the Goods & Services Tax (GST) in India. It further aims at grooming the students in the manner so as to make them capable of managing activities relating to GST in a business organization.

Learning Outcomes:

- To inculcate the basic understanding of GST.
- To facilitate students in understanding the tax structure and its relevance in the business perspective.
- To assist the students understanding the practical aspects of the provisions of GST.

Unit Nos	Contents	No. of Lectures (45)
I	Introduction: Indirect Taxes before GST; Value Added Tax: Meaning, Variants and Methods; Reasons behind introduction of GST; Objective of GST, Types of GST- Central GST (Governed by The Central Goods & Services Tax Act, 2017), State/UT GST (Governed by The State Goods & Services Tax Act 2017 of each State/ Union Territory) and Integrated GST (Governed by The Integrated Goods & Services Tax Act 2017); Structure of GST; GST Council, GST Network, State Compensation Mechanism, Critical Evaluation of GST.	10
II	Levy and Collection of GST: Levy of Tax on “Supply”; Definition of Supply; Intra-State and Inter-State Supply; Composite and Mixed Supply; Supplies of Goods and Services Liable to be Reverse Charged. Composition Levy, Time and Value of Supply of Goods and / or Services, Input Tax Credit, Transitional Provisions, Registration under CGST/SGST Act, Filing of Returns and Assessment, Payment of Tax including Payment of Tax on Reverse Charge Basis, Refunds under the Act.	10
III	Input Tax Credit: Eligible and Ineligible Input Tax Credit; Apportionments of Credit and Blocked Credits; Tax Credit in respect of Capital Goods; Recovery of Excess Tax Credit; Availability of Tax	10

	Credit in Special Circumstances; Transfer of Input Credit (Input Service Distribution); Payment of Taxes; Refund; Doctrine of Unjust Enrichment; TDS, TCS. Reverse Charge Mechanism, Job work.	
IV	Procedures: Transaction Value; Valuation Rules; Payment of GST; Process of GST Payment, Time of GST Payment ; Challan Generation & CPIN; Audit in GST; TDS & TCS.	5
V	Special Provisions: Taxability of E-Commerce, Anti-Profiteering, Avoidance of Dual Control, E-way Bills, Zero-rated Supply, Offences and Penalties, Appeals; Important Changes in the GST in the Recent Past.	10

References:

1. Gupta, S. S. , *GST- How to meet your obligations (April 2017)*, Taxmann Publications
2. Halakandhi, S., *G.S.T (Vastu and Sevakar) (Hindi) Vol-1*, 2017
3. Gupta, S.S., *Vastu and Sevakar*, Taxmann Publications, 2017
4. *Vastu and Sevakar Vidhan* by Government of India
5. The Central Goods and Services Tax, 2017
6. The Integrated Goods and Services Tax, 2017
7. The Union Territory Goods and Services Tax, 2017
8. The Goods and Services Tax (Compensation to States), 2017
9. The Constitution (One hundred and First Amendment) Act, 2016

Elective Group A**Accounting and Finance****MCCOM4201E04: Corporate Tax Planning and Management**

Semester	IV	Nature of Course	Elective (Accounting and Finance)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

The course is intended to provide knowledge and skills required to manage tax liabilities and different means of minimization of tax liabilities.

Learning Outcomes:

- To inculcate understanding about assessment of tax liabilities and policy issues.
- To make students able to know and apply various provisions of tax.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Introduction to Tax Management:</u> Concept of Tax Planning; Tax Avoidance and Tax Evasion; Corporate Taxation and Dividend Tax; Tax Planning with Reference to Location, Nature and Form of Organization.	10
II	<u>Tax Planning and Financial Management Decisions:</u> Tax Planning Relating to Capital Structure Decision, Dividend Policy, Inter-Corporate Dividends and Bonus Shares.	10
III	<u>Tax Planning and Managerial Decision:</u> Tax Planning in Respect of Own or Lease; Sale of Assets used for Scientific Research; Make or Buy Decisions, Repair, Replacement, Renewal or Renovation and Shutdown or Continue Decisions.	10
IV	<u>Special Tax Provisions:</u> Tax Provisions Relating to Free Trade Zones, Special Economic Zones, Infrastructure Sector and Backward Areas; Tax Incentives for Exporters; 100% Export Oriented Units; Carry Forward and Set Off of Losses and	10

	Depreciation.	
V	<u>Tax Payment and Issues Related to Amalgamation:</u> Tax Deductions and Collection at Source; Advance Payment of Tax; Tax Planning with reference to Merger, Demerger & Reverse merger.	5

References:

1. Ahuja G. K. and Ravi Gupta : Corporate Tax Planning & Management, Bharat Law House, New Delhi.
2. Circulars issued by C.B.D.T. Income Tax Act, 1961.
3. Income Tax Rules, 1962.
4. Lakhotia, R.N.: Corporate Tax Planning, Vision Publications, Delhi.
5. Singhanian, Vinod K.: Direct Taxes: Law and Practice, Taxmann Publication, Delhi.
6. Singhanian, Vinod K.: Direct Tax Planning and Management, Taxmann Publication, Delhi.

MCCOM4202E04: Corporate Governance and Social Responsibility of Business

Semester	IV	Nature of Course	Elective (Accounting and Finance)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

The purpose of this course is to craft students to gain knowledge and skills about corporate reporting accommodating both financial and non-financial issues with their policy implications.

Learning Outcomes:

- To infuse essential understanding about corporate governance and reporting.
- To make students capable of blending business policies in consonance with sustainability.

Unit No	Content	No. Of lectures (45)
I	Conceptual Framework: Theories and models of corporate governance; KMP; secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholder activism; whistle-blowing. Corporate Governance Framework in India: Corporate boards and its powers, responsibilities and disqualifications; board committees and their functions; regulatory framework of corporate governance; Clause 49; reforms in the Companies Act, 2013; corporate governance in PSUs and banks.	10
II	Codes & Standards on Corporate Governance: Sir Adrian Cadbury Committee (UK), 1992, OECD Principles of Corporate Governance, 1999; Sarbanes-Oxley (SOX) Act, 2002 (USA); Kumarmanglam Birla Committee, 2000; JJ Irani Committee recommendations, 2005 and corporate reforms introduced in the Companies Act, 2013.	10
III	Financial and Non-Financial Reporting – Concept, Objectives and Requirements of Financial Reporting, Qualitative characteristics. Non-Financial Reporting: Business Responsibility Reporting Practices. Corporate Governance Reporting – Concept, objectives and elements of good corporate governance, compliance requirements under listing	10

	agreements, SEBI's (LODR), 2015, Contemporary Issues in corporate Reporting practices in India.	
IV	Major Corporate Governance Failures: Reasons for corporate Governance failures, Notable governance failures: BCCI (UK), Maxwell communication corporation and Mirror group newspapers (UK); Enron (USA); World.com (USA); Andersen worldwide (USA); Vivendi (France); Satyam Computer Services Ltd (India); Kingfisher Airlines Ltd (India); PNB Scam, common governance problems noticed in various corporate failures and Policy actions.	5
V	Business Ethics and CSR: Concept of business ethics, ethical theories; ethical governance; code of ethics; globalization and business ethics, corporate governance and business ethics. Corporate philanthropy; corporate sustainability reporting; CSR through triple bottom line; relation between CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; major codes on CSR; initiatives in India including provisions on CSR spending and reporting.	10

References:

1. Sharma, J.P., *Corporate Governance, Business Ethics and CSR*, Ane Books Pvt Ltd, New Delhi.
2. Sharma, J.P., *Corporate Governance and Social Responsibility of Business*, Ane Books Pvt. Ltd, New Delhi.
3. A. C. Fernando, *Corporate Governance: Principles, Policies and Practices*, Pearson.
4. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
5. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
6. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility-A European Perspective*, Edward Elgar.
7. SEBI Circulars on Corporate Governance & suggested Reporting framework.
8. Accounting Standards Steering Committee. (1975). *The corporate report: ASSC*.

MCCOM4203E04: Risk Management and Derivatives

Semester	IV	Nature of Course	Elective (Accounting and Finance)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

This course is framed to inculcate understanding about risk and its management by using derivatives.

Learning Outcomes:

- To gain insight into financial derivatives and its variants.
- To apply financial derivatives as a means of risk containment.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Conceptual Framework of Risk:</u> Concept of Uncertainty and Risk; Operating Risk and Financial Risk; Systematic Vs. Non-Systematic Risks; Component of Risks-Market Risk, Foreign Exchange Risk, Interest Rate Risk, Liquidity Risk and Purchasing Risk.	10
II	<u>Conceptual Framework of Derivatives:</u> Concept and Types of Derivatives; Exchange Traded Markets; Over-The-Counter Markets; Types of Traders: Hedgers, Speculators and Arbitrageurs; Derivatives Market in India; Security Exchange Board of India Guideline on Derivatives Trading in India.	10
III	<u>Futures:</u> Mechanics of Futures Markets-Convergence of Futures Price to Spot Price; Settlement of Futures Contract; Types of Traders and Types of Orders; Forward Vs. Futures Contracts; Hedging Strategies Using Futures.	10
IV	<u>Options:</u> Types of Options; Option Positions; Underlying Assets-Stock Options, Foreign Currency Options & Index Options ; Factors Affecting Stock Option Prices; Put-Call Parity; Option Pricing Models; Options Trading Strategies .	10

V	Swaps: Concept of Swaps; Mechanics of Interest Rate Swaps; Valuation of Interest Rate Swaps; Currency Swaps; Valuation of Currency Swaps.	5
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References:

1. Chance, Don M: An Introduction to Derivatives, Dryden Press, International Edition.
2. Chew, Lilian: Managing Derivative Risk, John Wiley, New Jersey.
3. Das, Satyajit: Swap & Derivative Financing, Probus.
4. Hull, J., Options: Futures and other Derivatives, Prentice Hall, New Delhi.
5. Kolb, Robert W: Understanding Futures Markets, Prentice Hall Inc., New Delhi.
6. Kolb, Robert: Financial Derivatives, New York Institute of Finance, New York.
7. Marshall, John F and V.K. Bansal: Financial Engineering-A Complete Guide to Financial Innovation, PrenticeHc Inc., New Delhi.
8. Report of Prof. L.C. Gupta: Committee on Derivatives Trading.
9. Report of Prof. J.C. Verma: Committee Report on Derivatives Trading.

MCCOM4204E04: International Financial Management

Semester	IV	Nature of Course	Elective (Accounting and Finance)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course objectives:

This course intends to teach different dimensions of international finance in order to explore cross- border opportunities and threats.

Learning outcomes:

- To be able to understand dynamics of international monetary systems and forces influencing it.
- To unfold criticalities associated with managing exposure and access international capital market.

Unit Nos:	Content	No. of Lectures (45)
I	<u>International Monetary System:</u> Nature and Scope of International Financial Management; Evolution of International Monetary System; Bretton Wood Conference; International Monetary Fund; Role of IMF; Funding Facilities; European Monetary System (EMS); Mechanisms and European Monetary Union; International Bank for Reconstruction and Development.	10
II	<u>Foreign Exchange Market:</u> Structure and Participants; Types of Transactions; Arbitrage; Covered Interest Parity; Option Forwards; Forward Swaps; Computation of Foreign Exchange Rate-Exchange Rate Quotations; Methods of Forecasting Exchange Rate; Forward Quotations; Foreign Exchange Market in India; Inter Bank Forward Dealing.	10
III	<u>Exposure and Risk:</u> Nature of Exposure and Risk; Types of Foreign Exchange Exposure; Measuring Foreign Exchange Exposure-Transaction Exposure; Hedging of Transaction Exposure; Operating Exposure; Hedging of Real Operating Exposure.	10

IV	<u>International Capital Markets:</u> Development of International Capital Market; Euro Credit Markets; ADR and GDR Issues; Domestic vs. Foreign Equity Investment; Cross Border Diversification.	10
V	<u>International Projects and Multinational Groups:</u> Strategies and Objective of Multinational Groups; Criteria used in Evaluation of Multinational Projects; Different Types of Project; Importance and Participants of International Project Financing; Risk in International Projects.	5

References:

1. Apte, P.G.: International Financial Management, Tata McGraw Hill, New Delhi,
2. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi.
3. Eitman, D.K. and A.I. Stenehill: Multinational Business Cash Finance, Addison Wesley, New York.
4. Henning, C.N., W Piggot and W.H. Scott: International Financial Management, McGraw Hill, International Edition.
5. Levi, Maurice D: International Finance, McGraw-Hill, International Edition.
6. Rodriquefe, R.M. and E.E. Carter: International Financial Management, Prentice Hall, International Edition.
7. Shaprio, Alan. C: Multinational Financial Management, Prentice Hall, New Delhi.
8. Yadav, Surendra S., Jain P.K. and Max Peyrard: Foreign Exchange Markets, Macmillan, New Delhi.
9. Zeneff, D. and J.Zwick: International Financial Management, Prentice Hall, International Edition.
10. O Connor DJ, Bueso AT: International Dimensions of Financial Management; Macmillan, New Delhi.
11. Pilbeam Keith: International Finance; Macmillan Press, Hong Kong.

Elective Group B**Marketing****MCCOM4401E04: Advertising and Promotion Management**

Semester	IV	Nature of Course	Elective (Marketing)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives

The purpose of this course is to craft students to gain knowledge and skills about advertising and promotion in pursuit of marketing decisions and accommodating complex marketing issues.

Learning Outcomes -

- To infuse essential understanding about advertising strategy and planning.
- To make students capable of designing advertisement and execution of promotional activities.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Introduction:</u> Concept, Functions and Significance of Advertising; Advertising Communication System and Perception Process; Setting Advertising Objectives; The DAGMAR Approach.	10
II	<u>Advertising Strategy Planning:</u> Need for Advertising Strategy Planning; Steps Involved in Developing Advertising Strategy; Considerations in Developing Advertising Strategy; Advertising Organisation-Factors Considered and Organisational Approaches; Advertising Agency-Role and Functions; Organization of Agency; Advertiser and Agency Relationship; Agency Compensation.	10
III	<u>Creation of Advertisements:</u> Advertising Appeals-Concept, Classification and Essentials; Advertising Copy-Copywriting and Structure of Copy; Advertising Layout-Concept, Functions and Principles.	10

IV	<u>Advertising Media and Budget:</u> Advertising Media-Principal Media; Media Selection Problems; Considerations in Media Selection; Media Scheduling; Advertising Budget- Approaches to Advertising Budget and Factors Influencing Budget; Measuring Advertising Effectiveness-Rationale and Techniques of Measurement.	10
V	<u>Sales Promotion and Public Relations:</u> Concept and Types of Sales Promotion; Concept and Tools of Public Relations; Social and Economic Effects of Advertising; Advertising and Competition; Advertising Regulations in India.	5

References:

1. Johan A. Quelch: Sales promotion management.
2. S. Kazmi,& S. K. Batra: Advertising & Sales Promotion.
3. Sanjay Gupta: Advertising and sales Promotion.
4. Roddy Mullin: Sales Promotion.
5. Jayashree Dubey& Rajnikant Patel: Sales Promotion and Brand Loyalty-An Indian Perspective.

MCCOM4402E04: Agricultural Marketing

Semester	IV	Nature of Course	Elective (Marketing)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives

The course is drafted to encompass concepts agricultural of marketing covering dynamics of market forces and application of the same.

Learning Outcomes:

- To infuse basic knowledge about marketing of agricultural produce.
- To understand different variables and attributes influencing the functions of agricultural marketing.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Introduction:</u> Concept and Significance of Agricultural Marketing; Functions of Agricultural Marketing; Agricultural Marketing Planning Process; Agricultural Marketing Costs; Problems of Agricultural Marketing; Agricultural Marketing and Credit.	10
II	<u>Agricultural Consumers and Markets:</u> Nature and Types of Agricultural Consumers; Buying Behaviour of Agricultural Consumers; Types of Agricultural Markets; Classification of Agricultural Products.	10
III	<u>Pricing and Distribution of Agricultural Products:</u> Factors Affecting the Pricing of Agricultural Products; Problems Involved in Pricing of Agricultural Products; Retail Prices and Farm Prices; Prices in Competitive Markets; Channels of Distribution for Agricultural Products; Whole Selling and Retailing; Transportation and Storage.	10
IV	<u>Creating Demand for Agricultural Products:</u> The Role of Promotion in Increasing Demand; Advertising of Agricultural Products; Agricultural Cooperatives and their Problems; Government and Agricultural Marketing.	10
V	<u>Commodity Marketing:</u> Dairy Marketing; Grain Marketing; Herbs Marketing; Live Stock Marketing; Cotton Marketing;	5

	Marketing of Processed Food; Recent Developments in Agricultural Marketing in India.	
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References:

1. F. Bailey Norwood & Jayson Lusk: Agricultural Marketing and Price Analysis.
2. V. James Rhodes: The Agricultural Marketing System.
3. Partha Sarathi Senapati: Rural and Agricultural Marketing
4. N. L. Agarwal and S. S. Acharya: Agricultural Marketing in India.
5. Richard L Kohls: Marketing of Agricultural Products
6. Ramkishen Y. : New Perspectives on Rural Marketing: Includes Agricultural Marketing
7. John Barker : Agricultural Marketing
8. James Vercammen: Agricultural Marketing: Structural Models for Price Analysis

MCCOM4403E04: Industrial Marketing

Semester	IV	Nature of Course	Elective (Marketing)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

This course is planned to educate about industrial marketing. It intends to enrich skills regarding market segmentation and distribution channels for promoting organizational goals.

Learning Outcomes:

- To impart knowledge about industrial buyers and market segmentation.
- To develop understanding about product pricing, distribution and promotion of industrial products.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Introduction:</u> Nature, Scope, Characteristics and Significance of Industrial Marketing; Environmental Forces Affecting Industrial Marketing; Industrial Marketing vs. Consumer Marketing; Structure and Significance of Industrial Marketing Organisation.	10
II	<u>Industrial Buyer and Market Segmentation:</u> Types and Characteristics of Industrial Buyers; Major Types of Industrial Buying Decisions; Stages in Industrial Buying Process; Participants in Industrial Buying Process; Industrial Market Segmentation-Concept and Bases; Market Segmentation Strategy for New Industrial Products.	10
III	<u>Industrial Product and Pricing:</u> Concept and Types of Industrial Products; Product Life Cycle; Product Portfolio Analysis; New Product Development Process; Industrial Product Pricing-Objectives and Factors; Formulation of Pricing Strategy for Industrial Products; Pricing Methods.	10
IV	<u>Industrial Distribution Channels and Promotion :</u> Types of Industrial Distribution Channels; Push and Pull Strategy; Types of Industrial Middlemen; Developing Industrial Marketing	10

	Communication Programme; Industrial Marketing Promotion Mix- Personal Selling, Sales Promotion, Advertising and Publicity.	
V	<u>Marketing of Industrial Products in India:</u> Marketing of Natural Raw Materials; Marketing of Component Parts and Process Materials; Marketing of Installations; Marketing of Accessory/Equipment's; Marketing of Operating Supplies.	5

References:

1. Frederick Webster: Industrial Marketing Strategy.
2. Robert Haas: Industrial Marketing Management.
3. Betty H. Reeder, Edward G. Brierty, and Robert R. Reeder: Industrial Marketing: Analysis, Planning, and Control.
4. Krishna Havaladar: Industrial Marketing: Text and Cases.
5. E. Raymond Corey: Industrial Marketing: Cases and Concepts.
6. Michael D. Hutt and Thomas W. Speh: Industrial Marketing Management

MCCOM4404E04: International Marketing Management

Semester	IV	Nature of Course	Elective (Marketing)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

This course intends to teach different dimensions of international marketing in order to explore cross- border opportunities and threats.

Learning Outcomes:

- To be able to understand dynamics of international markets and forces influencing it.
- To unfold criticalities associated with managing and accessing international market.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Introduction:</u> Concept, Scope and Significance of International Marketing; International Marketing Vs. Domestic Marketing; Factors Affecting International Marketing Tasks; Stages of International Marketing Involvement; Multinational Corporations and their Role in International Marketing.	5
II	<u>Assessing International Market Opportunities:</u> International Marketing Information System-Concept, Scope and Significance; Establishing Information System; International Marketing Research-Concept, Scope and Significance; Process of International Marketing Research; Problems of Gathering Primary Data; International Marketing Research in Developing Countries.	10
III	<u>International Marketing Decisions:</u> Market Selection and Entry Decisions; Product Strategy for International Markets-Standardization Vs. Adoption; Branding Decisions; Developing New Products for International Market; International Pricing-Concept, Significance, Factors and Methods; Counter-trade as a Pricing Tool-Types of Counter-trade Problems Involved in Counter-trading; Dumping.	10
IV	<u>International Distribution System:</u> Channel of Distribution Structures; Distribution Patterns; International Channel of	10

	Distribution Alternatives; Factors Affecting Choice of Channels; Locating, Selecting and Motivating Channel Members; International Logistics; Foreign Freight Forwarder; International Advertising-Challenges Involved in International Advertising; International Communication Process; International Advertising and Internet.	
V	<u>International Organisation Structure and Control:</u> Structures and Alternatives of Organisation Structure; Financial Requirements for International Marketing; Coordination and Control of International Marketing Operations; Cooperative International Marketing-Main Features, Objectives, Advantages and Limitations.	10

References:

1. U.C. Mathur: International Marketing Management-Text and Cases.
2. Subhash C Jain: International Marketing Management.
3. Philip Rateora: International Marketing.
4. Winer,Best & Kotler Keegan G Green: International Marketing Management.
5. Donald L. Brady: Essentials of International Marketing.
6. Sak Onkvisit & John Shaw: International Marketing Management-Analysis And Strategy.
7. Warren Keegan: Global Marketing Management

Elective Group C**Human Resource Management****MCCOM4601E04: Strategic Human Resource Management**

Semester	IV	Nature of Course	Elective (Human Resource Management)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

The purpose of this course is to craft students to gain knowledge and skills about strategic aspects of human resource and making the most of human capital.

Learning Outcomes:

- To infuse essential understanding about human resource strategy.
- To make students capable of executing various plans to address future needs of human capital.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Introduction:</u> Meaning, Features, Scope and Importance of Strategic Human Resource Management (SHRM), Strategic HRM Vs. Traditional HRM, Approaches to Strategic HRM, Barriers to Strategic Human Resource Management; HRM as an Investment Perspective- Adopting an Investment Perspective, Understanding & Measuring Human Capital, Factors Influencing Strategic Approach of an Organisation; Challenges in SHRM-HR Issues & Challenges especially relating to Technology, The Problem of 'Human Behaviour tilting towards Robotic Behaviour and the Robotic Behaviour tilting towards Humanistic Behaviour' and its Probable Way-out.	5
II	<u>Formulation of HR Strategy & Strategic HR Planning:</u> Definition and Concept of HR Strategy, Types of HR Strategies, Criteria for	10

	Effective HR Strategies, Developing and Implementing Strategic HR Strategies, Improving Performance through Strategic HR Strategies; Concept, Objectives and Types of Strategic Human Resource Planning (SHRP), Integration of HR Plan and Business Plan, Techniques of SHRP, Activities related to SHRP.	
III	<u>Recruitment & Selection:</u> Concept and Sources of Recruitment, Internal and External Environment Analysis, E-Recruitment and Social Media Recruitment, Temporary Vs. Permanent Employees, Internal Vs. External Recruitment, Measures for Attracting Competent Applicants (Marketing Employment); Meaning and Process of Selection, Strategic Screening of Applications, Conduction of Scientific Selection Test & Interview; Reliability of Interview as a Scientific Tool of Selection.	10
IV	<u>Training & Performance Management:</u> Concept, Significance and Methods of Training, Training Vs. Development, Planning and Strategizing Training, Prevention of Skill Obsolescence, Current Practices in Training Investments; Need for Performance Management, Development of Strategic Performance Management System & Problems in its Implementation, Strategically Oriented Compensation Systems; Problems in Retention of Employees.	10
V	<u>Outsourcing & HR Implications:</u> Meaning of Outsourcing, Merits and Demerits of Outsourcing, Types of Outsourcing, Types of Employees on the Basis of Employment-Permanent, Temporary, Ad-hoc and Out-sourced; Outsourcing of HRM Services; Global HRM- Domestic Vs. International HR Practices, Strategic HR Issues in Global Assignments, Expatriation & Repatriation.	10

References:

1. A. Mellow Jeffery : Strategic Human Resource Management, Cengage Learning.
2. R. Greer Charles: Strategic Human Resource Management – A General Managerial Approach, Pearson.
3. Pulak Das: Strategic Human Resource Management – A Resource Driven Perspective, Cengage Learning.
4. Tanuja Agrawal: Strategic Human Resource Management, Oxford University Press.

MCCOM4602E04: Labour Welfare and Social Security

Semester	III	Nature of Course	Elective (Human Resource Management)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

The course is drafted to encompass concepts and principles of labour welfare and proliferation of means of social security.

Learning Outcomes:

- To infuse knowledge about labour welfare and regulatory provisions addressing it.
- To understand different international labour welfare practices leading to social security.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Labour Welfare:</u> Concept, Objectives, Scope and Principles of Labour Welfare; Types of Labour Welfare-Statutory and Non-Statutory; Agencies of Labour Welfare Work.ILO in Pursuit of Labour Welfare.	5
II	<u>Labour Welfare in India:</u> Labour Welfare under Constitution of India; Main Provisions of the Factories Act, 1948 and the Mines Act, 1952 Regarding Labour Welfare; Workers' Education in India Welfare of Special Categories of Labour.	10
III	<u>International Labour Organisation in Pursuit of Labour Welfare:</u> Genesis of ILO; the Philadelphia Charter; Membership and Organization; Major Activities of the ILO; Convention and Recommendation; ILO and India-Impact; Difficulties in the Adoption of Convention and Recommendations.	10
IV	<u>Social Security:</u> Concept, Need and Significance of Social Security; Types of Social Security; Social Assistance and Social Insurance. Financing of Social Security Schemes, Main Features of Social Security Measures in Developed Countries.	10
V	<u>Laws Relating to Social Security in India:</u> Main Features and Provisions of the Employee's Compensation Act, 1923; the	10

	Employees State Insurance Act, 1948; the Employees' Provident Funds and Miscellaneous Provisions Act, 1952; the Maternity Benefit Act, 1961 and the Payment of Gratuity Act, 1972.	
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References:

1. A. M. Sharma: Aspects of Labour Welfare and Social Security
2. Nayan Barua: Social Security and Labour Welfare in India.
3. Anil Kumar: Labour Welfare and Social Security: Awareness, Implementation and Utility of Labour Laws.
4. A. S. Kohli: Labour Welfare and Social Security.
5. C. B. Mamoria & Satish Mamoria: Labour Welfare, Social Security and Industry Peace in India.
6. R. Walker: Social Security and Welfare (Concept and Comparisons).
7. N. D. Kapoor : Elements of Mercantile Law, Sultan Chandra & Sons
8. P. K. Padhi : Labour & Industrial Laws, PHI
9. J P Sharma "Simplified Approach to Labour Laws", Bharat Law House (P) Ltd.

MCCOM4603E04: Compensation Management

Semester	IV	Nature of Course	Elective (Human Resource Management)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

The course is aimed at providing knowledge pertaining to compensation structure and canons of compensation which facilitate decision making and policy formulation.

Learning Outcomes:

- To impart understanding of theoretical aspects of compensation and their structure.
- To gain insight into techniques of enhancing labour productivity.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Compensation:</u> Concept, Role and Components of Compensation; Objectives of Compensation; Planning; Economic and Behavioural Issues in Compensation.	5
II	<u>Compensation Structure:</u> Components of Pay Structure in India; Wage Policy in India-Minimum Wage; Fair Wage and Living Wage; Pay Commissions and Wage Boards; Job Evaluation-Meaning, Objectives, Principles and Methods, Difference Between Job Analysis, Job Evaluation and Performance Appraisal.	10
III	<u>Theories of Wages & Methods of Wage Payment:</u> Theories of Wages, Principles of Wage Administration, Reasons and Types of Wages Differentials; Time, Piece and Incentive Systems of Wage Payment; Stock Options; Fringe Benefits and Bonus System.	10
IV	<u>Labour Productivity, Profit Sharing and Co-partnership:</u> Labour Productivity- Meaning, Determinants and Problems in Sharing Gains of Productivity; Concepts, Objectives, Forms, Levels, Merits and Demerits of Profit Sharing and Co-partnership.	10
V	<u>Emerging Issues:</u> Tax Planning for Salaried/Wage Earners; Job Related, Performance Related and Competency Related	10

Compensation; Comparative International Compensation; the Principle of Equal Pay for Equal Work.	
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References:

1. Alka Gupta: Wage and salary Administration in India.
2. Leonard Randolph Burgess: Wage and salary Administration in a Dynamic Economy.
3. Radha Gupta: Wage and salary Administration.
4. J. D. Dunn: Wage and salary Administration: Total Compensation Systems.
5. Lawrence S. Aft: Wage and salary Administration: A Guide to Job Evaluation.
6. Milton L. Rock: Handbook of Wage and salary Administration.
7. Bartley, Douglas L.: Job Evaluation: Wage and salary Administration.
8. R.C. Saxena : Labour Problems & Social Welfare.
9. B. D. Singh : Compensation and Reward Management, Excel Publication.
10. Dipak Bhattacharya : Compensation Management, Oxford University.

MCCOM4604E04: Developing Leadership Skills

Semester	IV	Nature of Course	Elective (Human Resource Management)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

This course intends to teach different dimensions of leadership and required skills to further organization goals.

Learning Outcomes:

- To be able to understand different skills of effective leadership.
- To understand the role of non verbal skills on effective leadership.

Unit Nos:	Content	No. of Lectures (45)
I	Introduction: Concept and Significance of Leadership, Relationship between Leader, Manager and Boss, Successful Vs. Effective Leadership, Types of Leaders, Traits of a Successful Leader, Styles of Leadership, Time Management by a Leader, Challenges before a Modern Leader in Business Organisations, Ethical Vs. Unethical Leadership.	5
II	Basic Skills: Interpersonal Skills-Closed Style, Blind Style, Hidden Style and Open Style, Dealing with Criticisms, Negotiating Skills-Win-Win Approach, Win-Lose Approach, Lose-Win Approach and Lose-Lose Approach; Improving Listening Skills; Sharpening Reading Skills; Increasing Memory Power, Common Memory Failures and their Solutions; Anger Management; Developing Presentation Skills.	10
III	Communication Skills: Concept, Objectives, Media, Types and Principles of Communication, Myths and Realities of Communication, Barriers to Communication, Overcoming Barriers to Communication, Role of Communication in Leadership; Preparation of an Effective Press Release, Handling Press Conference	10

	Successfully.	
IV	<u>Non – Verbal Communication Skills:</u> Concept and Importance of Non – Verbal Communication; Body Language – Role of Hands, Handshakes, Finger Movements, Arms, Postures, Eyes and Face etc. in Influencing Others; Para-Language-Meaning and Significance; Others Issues-Artifacts, Proxemies, Chronemics, Language of Touch (Tactilics) and Neuro- Linguistic Programming (NLP).	10
V	<u>Other Skills:</u> Developing Positive Thinking; Knowing the Art of Delegating Authority; Increasing Power; Mastering in the use of Various Incentives; Developing Influential Personality, Improving Perceptual Ability, Managing Ego State Properly, Developing the Skill of Managing Informal Groups; Learning the Morale Building Steps, Inculcating the Ability to Successfully Implement Change Management and Learning Coping Strategies for Stress Management.	10

References:

1. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.
2. Newstrom, John W. and Keith Davis: Organizational Behaviour; Human Behaviour at Work, Tata McGraw-Hill, New Delhi.
3. Robbins, Stephen P, and Marry Coulter: Management, Prentice Hall, New De
4. Sukla, Madhukar: Understanding Organisations: Organisation Theory and Practice in India, Prentice Hall, New Delhi.
5. Rai, O. P: Fundamentals of Organisational Behaviour, Wisdom Books.
6. Sen, Leena Communication Skills, Prentice-Hall of India.
7. Pal, Rajendra& J. S. Korlahalli: Essentials of Business Communication, Sultan Chand & Sons.
8. Dale Carnegie: The Quick & Easy Way to Effective Speaking, Pocket Books.
9. David Fonlana: Managing Time, Excel Books.
10. A. Nag: The 100 Minute Manager, VikasPublucation House.
11. David Fonlana: Managing Stress, Excel Books.
12. B. R. Choudhary: Dynamic Memory Methods, Fusion Books.
13. Eckhart Tolle: The Power of Now, Yogi Impressions.
14. Allan Pease: Body Language, Sudha Publication.
15. J. P. Vaswani: Burn Anger Before Anger Burns You, Wisdom Tree Publication.
16. Robert Heller: Effective Leadership, DK Publishing.

Elective Group D**Banking and Insurance****MCCOM4801E04: Funds Management in Banking and Insurance Sectors**

Semester	IV	Nature of Course	Elective (Banking and Insurance)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

The purpose of this course is to craft students to gain knowledge and skills about asset liability management by entrusting due weights to different components of activities.

Learning Outcomes -

- To infuse essential understanding about liquidity and capital management.
- To make students capable of understanding actuarial principles.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Capital Fund and Liquidity Management in Commercial Banks:</u> Theories of Liquidity Management; Priorities in the Employment of Bank Funds; Problems in Resource Allocation in India; Meaning and Functions of Capital Funds; Standard to Measure Capital Adequacy; Capital Adequacy – Present Position in India.	5
II	<u>Management of Primary and Secondary Reserves in Commercial Banks:</u> Nature and Purpose of Primary Reserves; Legal Reserves- Nature and Functions; Working Reserves- Nature and Functions; Cash Management in Commercial Banks; Nature and Function of Secondary Reserves; Factors Influencing Secondary Reserves; Estimation and Management of Secondary Reserves.	10
III	<u>Management of Bank Deposits and Loans:</u> Concept of Bank Marketing; Marketing Approach to Deposit Mobilisation; Marketing Strategies for Banks - Opportunity Analysis, Target Market and Competitive Positioning; Implementing Marketing	10

	Strategy; Characteristics of Commercial Loans; Loan Policy; Evaluating Loan Application-Credit Information, Credit Analysis and Credit Decision; Priority Sector Lending Policies in India.	
IV	<u>Risk & Insurance and Fund Mobilisation in Insurance Business:</u> Principles of Insurance and Insurance Contracts; Risk Identification and Risk Evaluation; Risk Management Techniques; Types of Insurance-Personal Life Insurance, Health Insurance, General Commercial Insurance-Fire, Motor, Aviation, Engineering, Agriculture and Marine; Insurance Fund Mobilisation; Globalisation of Insurance Business and Fund Mobilisation.	10
V	<u>Actuarial Principles and Re-insurance:</u> Actuarial Principles and Practices; Demography; Survival Distributions and Life Tables; Interest and Life Contingencies; Credibility Theory and Loss Distributions; Principles of Ratemaking; Premium, Loss and Expense Reserves; Insurance Models; Application of Models; Principles of Re-insurance; Types of Re-insurance; Casualty and Property Re-insurance; Re-insurance Markets; Underwriting Considerations.	10

References:

1. Bakerwelford, A.W. and WW Otter Barry: Law Relating to Fire Insurance, Butterworth & Co. Ltd., London.
2. Dinsdale, W.A.: Elements of Insurance, Pitman. Government of India, Insurance Act 1937 as amended. Jadhav, Narendra: Challenges to Indian Banking, ed., Macmillan, New Delhi.
3. Joet, Bessis: Risk Management in Banking, John Wiley.
4. Kotch, Timothy W: Bank Management, Dryden Press, Chicago.
5. Sharma, R.S Insurance Principles and Practice, Vora, Delhi.
6. Sinkey, Joseph F. Jr : Commercial Banks Financial management, Prentice Hall, Delhi.
7. Smith, T.R: Fire Insurance Theory & Practice, Stone & Cox. Tannan, M.L: Banking Law and Practice, Indian Law House, Delhi.
8. Turner, H.S: Principles of marine Insurance, Stone and Cox.
9. Khan MY: Indian Financial System – Theory and Practice; Vikas Publishing House, New Delhi.
10. Mishkin Frederies S: The Economics of Money Banking and Financial Markets; Harper Collins, New York.

MCCOM4802E04: Indian Banking System

Semester	IV	Nature of Course	Elective (Banking and Insurance)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

The purpose of this course is to craft students to gain knowledge about constituents of Indian banking system and their roles in guiding banking activities.

Learning Outcomes:

- To infuse essential understanding about functioning of central bank.
- To know the role of other banks in economic development.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Introduction:</u> Meaning, Types and Functions of Commercial Banks; Profiling the Banking System in India; Commercial Banks and Mechanism of Credit Creation; Role of Commercial Banks in Economic Development.	5
II	<u>Reserve Bank of India:</u> Concept and Relevance of Central Bank; Reserve Bank of India- Organisational Structure, Objectives and Functions; Monetary Control by the Reserve Bank of India.	10
III	<u>Regional Rural Banks:</u> Concept and Relevance of RRBs in India; Organisational Structure, Objectives and Functions of RRBs; Contribution of RRBs in Economic Development.	10
IV	<u>Co-operative Banking System in India:</u> Concept and Relevance of Cooperative Banks; Organisational Structure, Objectives and Functions of Cooperative Banks; Contribution of Cooperative Banks in Economic Development.	10
V	<u>National Bank for Agricultural and Rural Development:</u> Concept and Relevance of NABARD; Organisational Structure, Objectives and Functions of NABARD; Contribution of NABARD in Economic Development.	10

References:

1. Vasant C Joshi & Vinay V Joshi: Managing Indian Banks: The Challenges Ahead.
2. Abhik Ray: The Bank of India.
3. Ujjwala Shahi: Banking in India.
4. Neelam C. Gulati: Banking and Insurance: Principles & Practices.
5. S Natarajan & Dr. R. Parameswaran: Indian Banking.
6. M Y Khan: Indian Financial System.

MCCOM4803E04: Life Insurance Management

Semester	IV	Nature of Course	Elective (Banking and Insurance)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

This course intends to teach different dimensions of life insurance and management of diverse issues in insurance.

Learning Outcomes:

- To be able to evaluate different life insurance products and their issuance.
- To unfold criticalities associated with insurance products and their documentation.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Introduction:</u> Nature and Importance of Life Insurance; Adequacy of Life Insurance-The Human Value Approach Vs. The Needs Approach; Principles of Life Insurance; Underwriting of Risk-Objectives of Underwriting, Factors Influencing the Risk, Sources of Risk Information, Classes of Risks, Methods of Treating Sub-Standard Risks, Methods of Risk Classification.	5
II	<u>Classification of Life Policies:</u> Classification on the Basis of Period, Payment of Premium, Participation in Profits, Lives covered and Payment of Policy Amount; Factors Influencing Selection of Best Policy; An Overview of Important Policies of the LIC and Private Insurance.	10
III	<u>Group Insurance, S.S. Scheme and Annuity Contracts:</u> Group Insurance-Meaning and Features, Group Vs. Individual Insurance, Types of G.I. Schemes; S.S. Scheme-Characteristics and Advantages; Annuity Contracts-Need, Annuity Contracts Vs. Life Insurance Policies, Classification of Annuity Contracts, Important Annuity Schemes of the LIC and other Insurers; Special Policies and Policy Combinations-Adult Policies and Juvenile Policies.	10

IV	<u>Life Insurance for the under-Privileged:</u> Industrial Life Insurance, Group Life Insurance, Disability Benefits Policies and Pension Plans; Insurance of Sub-Standard Lives; Insurance of Females; Non-Medical Insurance.	10
V	<u>Documentation of Life Insurance Policy:</u> Procedure of Life Insurance, An Overview of the Contents of Proposal Form, First Premium Receipt, Other Related Documents, The Policy and Renewal Premium Receipt.	10

References:

1. Kenneth Black: Life Insurance.
2. Kaninika Mishra: Fundamentals of Life Insurance: Theories and Application.
3. Michael Koller: Life Insurance Risk Management Essentials.
4. Kanjula Spandana: Risk Management and Life Insurance: Human Life Value (HLV) Approach.
5. Patricia L. Saporito: Applied Insurance Analytics.

MCCOM4804E04: General Insurance Management

Semester	IV	Nature of Course	Elective (Banking and Insurance)
Credits	4	Full Marks	100
- Lectures	3	- Sessional	30
- Tutorial	1	- Written	70

Course Objectives:

This course intends to teach different aspects of general insurance and their practice in mitigating risk.

Learning Outcomes:

- To be able to understand different general insurance policies.
- To make use of policies in reducing risk associated with assets and activities.

Unit Nos:	Content	No. of Lectures (45)
I	Introduction: Meaning, Importance and Subject Matter of Marine Insurance; Development of Marine Insurance; Lloyds Organisation; Essential Characteristics of Marine Insurance Contract-Features of General Contract, Insurable Interest, Utmost Good Faith, Indemnity, Subrogation, Warranties, Proximate Cause, Assignment, Non-Deviation of Voyage.	5
II	Marine Policy and Clauses: General Contents of a Marine Policy; Kinds of Marine Policies and Their Important Features; Main Clauses in Marine Policies-Assignment, Valuation, Premium, Lost or Not Lost, Inchmaree, At and From, Sue and Labour, Touch and Stay, Waiver, Running Down, Memorandum, Continuation etc.; Procedure of Issuing a Marine Policy.	10
III	Premium Calculation and Claims Settlement: Methods of Fixation of Premium; Factors Responsible for Rating under Hull and Cargo Insurance; Return of Premiums; Claims Settlement-Procedure of Claims Settlement; Documents Required for Claims; Other Aspects - Re-Insurance; Over Insurance; Under Insurance; Bottomry Bonds and Respondentia Bonds.	10

IV	<u>Fire Policy and Conditions:</u> Definition of Fire; Need for Fire Insurance; Characteristics of Fire Insurance Contract; Basic Principles of Fire Insurance; Physical and Moral Hazards in Fire Insurance; Fire Protection and Its Prevention; Detailed Study of the Contents of a Standard Fire and Special Perils Policy; Types of Fire Insurance Policies and Their Features; Fire Policy Conditions; Procedure for Effecting a Fire Policy; Renewal, Cancellation and Assignment of a Fire Policy; Specialised Policies and Overseas Practices.	10
V	<u>Rate Fixation and Re-Insurance:</u> Process of Rate Fixation-Classification of Properties, Differentiation of Rates, Schedule Rating, Computation of Rate; Methods of Rate Fixation; An Overview of All India Fire Tariff; Re-Insurance-Features, Advantages, Rights and Liabilities of Re-Insurer, Methods, Legal Position.	10

References:

1. Dr. L. P. Gupta: General Insurance Guide.
2. OzlemGurses: Marine Insurance Law.
3. Francis D Rose: Marine Insurance: Law and Practice.
4. Susan Hodges: Cases and Materials on Marine Insurance Law.
5. Robin Pearson: Insuring the Industrial Revolution.
6. R.M. Walmsley: Fire Insurance Law and Claims.
7. Diane L. Oswald: Fire Insurance Maps: Their History and Applications.
8. Mohammed Sadullah Khan: Reinsurance for Beginners.
9. Ross Phifer: Reinsurance Fundamentals: Treaty and Facultative.
10. Colin Edelman: The Law of Reinsurance.

Add on Course: Non-Credit**MCCOM4004S00: Social Entrepreneurship**

Semester	IV	Nature of Course	Add on Course
Credits	Non-Credit	Full Marks	
- Lectures	3	- Sessional	
- Tutorial	1	- Written	

Course Objective:

The objective of this course is to provide students an introduction to the field of social entrepreneurship. The present course is about conception, comprehension and elaboration of social entrepreneurship and also understand how to start and manage it.

Learning Outcomes:

- Understand social entrepreneurship and differentiate it with entrepreneurship.
- Models and theories of Social Entrepreneurship.
- Support system for sustained growth of Social Enterprises.

Unit Nos:	Content	No. of Lectures (45)
I	<u>Introduction:</u> Defining Social Entrepreneurship, Perspective, Challenges, Strategies and its future. Social Entrepreneurship Vs. Entrepreneurship.	5
II	<u>Social Entrepreneurship New Models & Theories:</u> Model for Sustainable Development, Social Entrepreneurship in India, Plans and Policies required for Social Change. Total Empowerment through Social Entrepreneurship.	10
III	<u>Social Enterprises:</u> Defining Social Enterprises and Social Entrepreneur, Management of Social Enterprises in India, Leading Social Entrepreneurs in India. Self-Assessment Technique for being a Social Entrepreneur. Social Entrepreneurial skills and practices.	10
IV	<u>Social Entrepreneurships and its Linkage:</u> With NGO's, Microfinance, etc., Role of ICT, SHGs, Case Studies.	10
V	<u>Successful Cases:</u> Social Entrepreneurship in India and Abroad, cases of entrepreneurs and enterprises	10

References:

1. Alex Nicholls: Social Entrepreneurship, New Models of Sustainable Social Change
2. Sheobahal Singh: Entrepreneurship and Social Change, Rewat Publications
3. David Bornstein: How to Change the World, Penguin Books
4. K.B.S. Kumar: Social Entrepreneurs – The Change Makers, The ICFAI University Press
5. K.G. Karmakar: Microfinance in India, SAGE Publications
6. David Bornstein and Susan Davis: Social Entrepreneurship, What Everyone needs to know.
7. Johanna Mair, Jeffrey Robinson and Kasi Hockerts: Social Entrepreneurship
8. Martin Clark: The Social Entrepreneur Revolution