

KRISHNA KANTA HANDIQUI STATE OPEN UNIVERSITY
(KKHSOU)

PROGRAMME PROJECT REPORT

ON

MASTER OF COMMERCE (M. Com.)

Submitted to

UNIVERSITY GRANTS COMMISSION

NEW DELHI

Submitted by

K. K. Handiqui State Open University



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A handwritten signature in blue ink, appearing to read 'Derdury', is written over the printed name of the Registrar.

Registrar
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**KRISHNA KANTA HANDIQUI STATE OPEN UNIVERSITY
(KKHSOU)**

PROGRAMME PROJECT REPORT

M. COM. PROGRAMME FOR THE ACADEMIC SESSION 2018-19

1.1 PROGRAMME'S MISSION AND OBJECTIVES:

Maniram Dewan School of Management of KKHSOU has been established with the objective of meeting the career needs of working people, professionals and entrepreneurs in the field of commerce and management. The School continuously thrives for bridging the gap of industry requirement for the right human resources by preparing the skilled people with the right attitude and capabilities.

The M. Com. programme of Maniram Dewan School of Management of KKHSOU is designed to equip the learners with the industry relevant skills and knowledge of trade and commerce. The M. Com. programme aims to provide learning opportunities to the learners in the specific domains like accounting, management and finance for the development of leadership qualities, entrepreneurial talent and professional competence. Syllabi of M. Com. programme have been finalized after a series of deliberations and discussions with academic experts in the respective field from Gauhati University. This programme has been thoroughly revised in accordance with the UGC Regulations on Open and Distance Learning, 2017. The Curriculum and Syllabus of this programme has been so designed to accommodate the recent developments in the field of higher education in general, and business and commerce in particular.

The overall mission of M. Com. programme is to provide quality higher education at door step through barrier less, flexible and open learning mode in conformity with national priority and societal need. The University strives to provide 'education beyond barriers'. To achieve this mission, the M. Com. programme has the following objectives:

- a) To train the manpower required in the field of academics, research and industry;


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- b) To meet the needs of higher education of the learners by focusing on the emerging issues in different functional areas of trade and commerce like, business management, marketing, human resource and finance;
- c) To facilitate career development of the working people who wish to upgrade their professional skills in business and commerce;
- d) To nurture entrepreneurial talent by providing the relevant knowledge and skills to start own enterprises;
- e) Contribute to the University's mission of regional development by putting importance on regional issues concerning business.

1.2 RELEVANCE OF THE PROGRAMME WITH KKHSOU'S MISSION AND GOAL:

KKHSOU attempts to provide higher education and training in various skills using the latest educational inputs and technology. KKHSOU formulates its academic programmes in such a way that it attracts learners from among the under-educated as well as highly educated groups of people. The University thrives to achieve the following-

- a) To expand the higher education to cover the maximum number of population.
- b) To maintain equity and justice in the field of higher education.
- c) To ensure quality and excellence in the higher education.
- d) To enhance research aptitude both qualitatively and quantitatively.

The M. Com. programme would contribute towards accomplishment of the mission and goals of KKHSOU in the following manner.

- a. Ensuring that M. Com. programme is made accessible, inclusive and responsive to the needs of diverse groups of learners with special focus on learners from disadvantaged population groups, particularly youth with special needs and with various forms of disabilities, and ensuring that all enrolled learners are supported to enable them to achieve the expected learning outcomes;
- b. Providing the employed and self-employed individuals the opportunity for education in the field of commerce and business.

- c. Ensuring elimination of social, regional and gender gaps and establishing gender equality and women empowerment throughout the education system;
- d. Ensuring integration of information and communication technologies (ICTs) in M. Com. programme, especially for improving access to education, enhancing the quality of teaching-learning process, and strengthening educational planning and management.

1.3 NATURE OF PROSPECTIVE TARGET GROUP OF LEARNERS

KKHSOU specially strives to cater to the needs of the learners from far flung areas cutting across of age, gender and backwardness so that they can have access to quality education and it functions with a motto of “*Education beyond Barriers*”.

KKHSOU offers its M. com. programme specially designed and developed for the learners to make them acquainted with different business philosophies such as understanding of theoretical concepts in business, marketing, human resource management, financial management and information systems. To achieve the mission of KKHSOU, the M. Com. programme has emphasized the following prospective target groups of learners:

- Working people who wish to upgrade their professional skills in areas of business and management.
- People engaged in different services, business or other professions.
- Working professionals in the lower or mid-level management, who are not able to complete their masters, and maybe experiencing a stalled career stage, as a result.
- Young entrepreneurs who need specific skills in field of business.
- Women learners who want to get empowered with business education and acquire professional skills and start any entrepreneurial venture.
- People hailing from far flung remote areas and living in other disadvantageous conditions.
- Learners who are deprived of higher education in conventional system for varieties of reasons.

1.4 APPROPRIATENESS OF PROGRAMME TO BE CONDUCTED IN OPEN AND DISTANCE LEARNING MODE TO ACQUIRE SPECIFIC SKILLS AND COMPETENCE

The M. Com. programme of KKHSOU has been designed to enable the learners imbibe the concepts and practices of business through open and distance learning mode. The methodology of instruction of KKHSOU is different from that of the conventional Universities. The Open University system is more learner-oriented and the learner is an active participant in the pedagogical (teaching and learning) process. Most of the instructions are imparted through distance education methodology as per the requirement. KKHSOU follows a multidimensional approach for instruction, which comprises:

- a. The printed study material (written in self-instructional style) for both theory and practical components of the programmes would be supplied to the learners. The syllabi of the M. Com. programme have been upgraded as per the recommendations of the Report of the *Committee to Regulate the Standards of Education being Imparted through Distance Mode* constituted by the Ministry of Human Resource under the chairmanship of N R Madhava Menon, popularly known as the Madhava Menon Committee Report.

The SLMs have the following features:

- i. ***Self Explanatory and Self contained:*** The content is presented in such a style so that the learners can go through the materials without much external support, for additional sources or even a teacher.
- ii. ***Self Directed:*** The SLMs of M., Com. programme are aimed at providing necessary guidance, hints and suggestions to its learners at each stage of learning. It is presented in the form of easy explanation, sequential development, illustrations, learning activities etc.
- iii. ***Self-Motivating:*** In ODL system, the learners remain off the campus for most of their study time. Therefore, the SLMs of M. Com. Programme are designed in such a way that it arouses curiosity and relates knowledge to familiar situations and makes the entire learning meaningful for them.
- iv. The SLMs of M. Com. programme includes ‘Let Us Know(Additional Knowledge)’, ‘Illustrations’, ‘Check your Progress’, ‘Model Questions’ etc. so that the learners become self- motivated and develop the skill of self- evaluation.

- b. **Audio-Visual Material Aids:** The learning package contains audio and video CDs which have been produced by KKHSOU for better clarification and enhancement of understanding of the course material given to the learners. The Ekalavya and community radio service are broadcasting curriculum based audio programmes.
- c. **Counseling Sessions:** Counseling sessions would be organized every Sunday at the designated study centers offering the M Com Programme

1.5 INSTRUCTIONAL DESIGN:

- 1.5.1 Curriculum Design:** Curriculum of the M. Com. programme has been designed by taking help of experts in the subject from other reputed Universities in the region like Gauhati University. The contents of the syllabi are updated. While preparing the syllabi, UGC Model Syllabi and syllabi of other Universities and recommendations of Madhava Menon Committee have been consulted. (*Structure of the M. Com. programme is placed at Annexure-I and Detailed Syllabi are presented in Annexure-II*)

The following instructional instruments are provided to the learners of M. Com. programme:

- i. **Self learning Materials (SLM):** SLMs of M. Com. programme are written by the experts from the field of commerce and management education in tune with the demand of the industry and the learners. SLMs are specially prepared for the target group of M. Com. learners.
- ii. **Counselling sessions at the study centre:** Counseling sessions would be held in all study centers for the M. Com. programme. The counseling sessions would normally be held on Sundays besides other days of the week as could be mutually agreed upon by the study centre and learners.
- iii. **Multi media study material:** In addition to SLMs in print form, KKHSOU has developed audio-visual materials related to M. Com. programme. These are usually available in YouTube and are meant for facilitating better understanding among the learners.

- iv. *Learner Support services:*** KKHSOU would facilitate its M. Com. learners with the following ICT based Services: The student support services available include the following:
- a.** Self-Learning Materials covering the entire syllabi;
 - b.** Counselling sessions at study centres;
 - c.** Access to library services at study centres and the Central Library of the University as well;
 - d.** Audio-Video materials on select modules, available at study centres;
 - e.** Community Radio Programmes on selected topics;
 - f.** *Eklavya*, a radio programmes broadcast from All India Radio Station, Guwahati and simultaneously broadcast by All India Radio Station, Dibrugarh;
 - g.** Live Phone-in-programme is broadcast by All India Radio, Guwahati each Thursday (9.15 am – 10.15 am). In this programme, learners get live support to their queries, while the public in general can also interact with officials/faculty members of the University on varied issues;
 - h.** Most of the Audio-Video programmes are also made available online through ‘You Tube’ videos;
 - i.** Learners can also write emails to any officials/faculty members of the University. For this a general email ID: info@kkhsou.in has been created. Queries raised through email to this email id is redressed by concerned official/faculty members of the University;
 - j.** A Facebook Account is also available where the learners can communicate with their issues. The System Analyst of the University has been assigned as Administrator of the account;
 - k.** An Android App “KKHSOU” has also been designed. This Android App can be downloaded free of cost from Google Play Store. Through this App, the learners can get detail information of academic programmes available, district-wise and course-wise list of study centres, contact information of the study centres, University etc. This Android App of the University has also been widely recognised and has received an Excellence Award from IGNOU;

1. Learners can register for a free SMS service. This SMS services keeps the learner updated on schedule of Examination, Declaration of results, Admission schedule and other important events.

1.5.2 Duration of the programme: The M. Com. programme comprises of four semesters and is of minimum 2 years duration. In each semester there are 4 courses carrying 100 marks (80+20). In 4 semesters the programme will have 16 courses and a Project Study of 200 marks. However, the maximum duration of the programme is 6 years as stated below:

- Minimum Duration :4 semesters (2 years).
- Maximum Duration :6 years (maximum of 4 attempts in 1 course/paper).

In case, a learner is not able to qualify a course in its first attempt, he/ she shall have to qualify in the particular course within the next four attempts, subject to maximum duration of the study.

1.5.3 Credit Distribution: The University follows the system of assigning 30 hours of study per credit of a course. Thus, following this norm, a 4 credit course constitutes a total of 120 hours of study. Out of the total credit hours, a minimum of 10 percent, i.e., minimum 12 hours of counselling per course is offered to the learners at their respective study centres. This programme has 72 credits in total. (*Annexure-I of this Report*)

1.5.4 Faculty and Support Staff Requirement: The University currently has two full time Assistant Professors in the Department of Commerce. The Professor in Management of KKHSOU is also serving the Department as Head in Charge.

1.5.5 Specialization: All the courses are compulsory .The specialization courses are offered in fourth semester with a project study. Learners have to opt for four courses from any one area of specialization namely, Accounting Specialization/ Marketing

Specialization/ HRM Specialization/ Finance Specialization at the 4th Semester of the programme.

1.5.6 Project Study: The objective of the Project is to help the learners to acquire ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems and/or to evolve new/innovative theoretical framework. The duration of the project work is six months. At the beginning, the learners need to submit a Project Synopsis of Topic of their choice related to their Specialization followed by a Progress Report of the project. At the end of the term, the learners need to submit the Final Project Report and appear for a Viva.

The project carries 200 marks and it is mandatory to submit the Project Report before the completion of the programme. (*Project Study details are presented in Annexure II of this Report*)

1.6 PROCEDURE FOR ADMISSIONS, CURRICULAM TRANSACTION AND EVALUATION FOR MBA PROGRAMME:

1.6.1 Admission Procedure:

For admission into M. Com. programme for 2018-19 session, a commerce graduate can directly apply for M. Com. programme.

The following is the admission procedure:

- i. The announcement for admission in M. Com. programme would be made through newspaper and University's Website.
- ii. Application for the admission to M. Com. programme of KKHSOU needs to be submitted as per the Format attached with the Prospectus.
- iii. Admission in M. Com. programme will be held through the specified Study Centres spread across the State of Assam.

- iv. At the time of admission, the learners will have to pay the course fee through online mode or through the Bank challan at any branch of State Bank of India. A copy of the challan returned by the Bank after payment is required to be submitted at the specified study center within due date.
- v. All the enrolled learners will be provided with the self learning materials, registration number, programme guidelines and identity cards.

1.6.2 Continuous Admission:

- i. After completion of a particular semester, admission into the next semester is required to be taken within one month from the last date of examination of the previous semester. It does not depend on whether the candidate has appeared in examination, or on the result of the earlier semester. Admission will have to be taken continuously in the programme without any break. A learner will be allowed to appear in all the examinations including back within the stipulated time of the programme.
- ii. A learner will be allowed to take admission to the next semester beyond one month but within two months from the last date of examination of the previous semester with a fine of Rs. 500.
- iii. Under special circumstances and on special consideration, a learner may be allowed admission in the next semester even beyond two months but before issue of notification for filling up of forms for examination of that semester by the University on individual application with sufficient reasons and on payment of a fine of Rs.1000.

1.6.3 Fee Structure:

The following is the fee structure of M. Com. programme:

Semester	Fee
1 st Semester	Rs. 12, 300(<i>includes enrollment, course and examination fee</i>)
2 nd Semester	Rs. 12, 000 (<i>includes course and examination fee</i>)
3 rd Semester	Rs. 12, 000 (<i>includes course and examination fee</i>)
4 th Semester	Rs. 14, 000 (<i>includes course and project fee</i>)

1.6.4 Fees for Project:

A Challan of Rs 2000/- as Project fees should be enclosed with the copy of the project report (which will be sent to the university), if the fee is not paid at the time of admission.

1.6.5 Financial assistance:

The University offers free education to jail inmates and differently able learners. At present, the University offers free of cost education to jail inmates in 13 district jails of the state. The University is in the process of adding more of central/district jails in the Academic Session 2018-19.

The University also offers subsidized education to the learners living below the poverty line on production of BPL certificate from competent authority.

1.6.6 Curriculum Transaction and Activity Planner:

An activity planner, that guides the overall academic activities in the M. Com. programme shall be made available prior to the admission schedule of the University. The newly constituted CIQA office as per UGC guidelines and the office of the Academic Dean would upload the Academic Plan and Academic Calendar to enable the learners to plan their studies and activities accordingly.

1.6.7 The evaluation system of the programme:

The system of evaluation of KKHSOU has a multi-tier system of evaluation.

- a) The University would adopt both ongoing and term- end evaluation. Ongoing evaluation is conducted in two modes: internal and external. The internal evaluation is to be undertaken by the learner himself. For this, the University has designed some Check Your Progress questions, which would help the learners to self-check his/ her progress of study. However, this is undertaken at the learners' end themselves and is non-credit based.
- b) Self-assessment exercises within each unit of study.
- c) Continuous evaluation mainly through assignments which are tutor-marked, practical assignments and seminar/workshops/extended contact programmes

- d) For overall evaluation of a course, the University follows the two types of evaluation:
 Continuous Evaluation (Assignments) : Weightage assigned 20%.
 Term End Evaluation (Semester-end Examinations) : Weightage assigned 80%.
- e) The learners have to submit the assignments within the schedule of a semester at the respective study centres. The counsellors at the study centres would evaluate the assignments and return them to the learners with feedback.
- Term- end examinations would be conducted on scheduled dates at select examinations centres. Evaluations are done by the *(Project Study details are presented in Annexure II of this Report)*
- f) External examiners at zonal centres. After evaluation, further scrutiny is done, followed by moderation. Results are declared within scheduled dates as laid down in the Activity Planner.
- g) Learners would be able to get their scripts re-evaluated if they are not satisfied with evaluation.
- h) Questions for the Term- end paper would be set as per the Evaluation policy of the University to have coverage of all the modules of the respective courses.
- i) The University is in the process of using high security and eco-friendly synthetic (water proof and termite proof) papers for mark sheets and certificates. Moreover, use of interactive kiosk at study centres for issue of admit card and modification of the existing EDPS system for quick publication of results of examinations are also being planned. Similarly, introduction of biometric identity of learners is also being planned.
- j) Project work (200 marks with 8 credit) :Project Study details are shown in Course Code 25 as presented in Annexure II of this Report

The evaluation of learners depends upon various instructional activities undertaken by them. A learner has to write assignment responses compulsorily before taking term-end examination from time to time to complete an academic programme.

1.7 REQUIREMENTS OF THE LABORATORY SUPPORT AND LIBRARY RESOURCES:

Library services are offered to the learners through physical library facilities set up by the University at the respective study centres. Reference books are suggested by the faculty members of the University, and are supplied to the study centres's library.

The Central Library at KKHSOU has a sizeable repository of relevant reference books and textbooks of commerce stream. The books available at the Central Library are quite helpful for the faculty members and the SLM writers as well as the content editors. It may be mentioned here that copies of relevant reference books and textbooks have also been sent to the libraries of the respective study centres which can be accessed by the learners.

The digital version of the University Central Library, KKHSOU is also available on the website: <http://www.kkhsou.in/library/> which is an online platform for collecting, preserving and disseminating the teaching, learning and intellectual output of the University to the global community. On this website the entire catalogue (title/ author/ publisher wise) of library resources including books and other literature relating to this particular course and the Open Access Search Engine (OAJSE) which is a gateway to over 4,500 e-journals including those in commerce and management can be accessed among others.

1.8 COST ESTIMATE OF THE PROGRAMME AND THE PROVISIONS:

The Office of the Finance Officer of KKHSOU keeps all the records of finances regarding printing of SLMs, honorarium paid to the members of the Expert Committee, honorarium to be paid to Content Writers, Content Editors, Language Editors, Translators, Proof Readers and also the expenditure related with organizing counsellors' workshops, meeting of the co-ordinators of the study centres etc. Moreover, this office also maintains records of purchase of computers, online space, books, journals etc. The accounts are maintained as per the procedures laid down by the government.

As regards, the cost of programme development, programme delivery, and programme maintenance, this office has undertaken an exercise based on historical costing method to arrive at indicative figures of cost. The findings are presented below in respect of the M. Com. programme.

1.8.1. Programme Development Cost

The Office of the Finance Officer of KKHSOU has worked out the following also.

- a. SLM Development Cost for Master Degree Programme for English medium per Unit Rs. 7,300/-
- b. Printing Cost per SLM Rs. 56/-
- c. Cost of CD per unit Rs. 23/-

1.8.2 Programme Delivery Cost:

The SLMs prepared have to be delivered to various study centres located at the far flung remote areas. On an average, the University delivers about 15 kgs of study materials per student. The cost of delivery of 1 kg of such material is Rs.10. Accordingly, depending upon the number of learners, the cost for the M. Com. programme will be provisioned by the University. The Office of the Finance Officer has calculated the delivery cost of SLM per learner at Rs. 150/-

1.8.3 Programme Maintenance Cost:

The University will keep financial provision for organizing stakeholders' meetings, counselling workshops etc. as per the Academic Plan and Academic Calendar approved by the Academic Council of the University. The workshops conducted by the University will not only benefit the learners of the programme, but will also benefit the learners of other programmes. The University will also bear the cost of organizing the meeting of Syllabus Revision Committee etc. and also for supply of additional study materials if required for improving the quality of the programme. Moreover, the University will keep on investing in developing the IT infrastructure so that the learners get the benefit from the ICT enabled programme.

- 1.8.4** The figures as indicated above will be applicable for the M. Com. Programme of the University. The University will keep adequate financial provision for development, delivery, and maintenance of the programme presented as per the Programme Project Report.

1.9 QUALITY ASSURANCE MECHANISM AND EXPECTED PROGRAMME OUTCOMES:

a) **Quality Assurance Mechanism:** With regard to the quality concerns of the course materials, the department is involved in the following activities:

- The programme design and structure is decided upon after a series of discussions and deliberations with a team of subject experts, who are mostly eminent scholars and professionals from the reputed institutions of higher education. Formed with due approval from the University authority, this Expert Committee is helped by the in-house department faculties while preparing the framework of the programme.
- The next step after the completion of the framework preparation is the allotment of the courses (which is again composed of 15 units) to the assigned authors. The in-house faculties prepare a carefully chosen list of authors for the task. The in-house faculties also contribute their writings, besides the outsourced authors, who are mostly research scholars and faculty members from higher educational institutions.
- The content editors are then roped in for the next round. The content editors, who are mostly senior academicians from reputed higher educational institutions, look into the contents of the units and provide their suggestions and feedbacks to be included by the coordinator of the programme.
- The next step is that of printing and distributing the SLMs to the respective study centres. Arrangements would be made to distribute the SLMs to the learners at the time of admission.
- Newly established CIQA office which will take care of the following to enhance the quality of the various facets of the University:
 - Counselors' workshops
 - Stakeholders' meetings
 - Feedback Responses from the learners from various programmes
 - SLM Audit

- In order to keep the programme updated, the programme would be revised and necessary changes would be incorporated for the benefit of the learners, based on the inputs received from the mechanism as mentioned above.

b) **Expected Programme Outcomes:** The outcomes of the programme are manifold:

- It will enable the learners to acquire knowledge enabling them to articulate the conditions around them.
- The programme will also help the learners to seek employment and career prospect avenues in the development sector, entrepreneurial venture, self employment and/or other upcoming sectors like banking, insurance and other service sectors.

Annexure-I

STRUCTURE OF THE M. COM. PROGRAMME

PROGRAMME OUTLINE:

The core courses of the M. Com. programme are listed below. The evaluation framework for each course comprises assignments and semester- end examination besides a project work and viva voce in the 4th Semester.

	Course Code	Title of the Course	Marks	Credit
Semester 1	Course Code 1	Management Process and Organizational Behaviour	20+80	4
	Course Code 2	Computer Applications in Business	20+80	4
	Course Code 3	Financial Reporting and Analysis	20+80	4
	Course Code 4	Business Environment	20+80	4
Semester 2	Course Code 5	Marketing Management	20+80	4
	Course Code 6	Managerial Economics	20+80	4
	Course Code 7	Advanced Financial Management	20+80	4
	Course Code 8	Business Laws	20+80	4
Semester 3	Course Code 9	Human Resource Management	20+80	4
	Course Code 10	Research Methodology	20+80	4
	Course Code 11	Project Management and Operation Research	20+80	4
	Course Code 12	Strategic Management and Corporate Governance	20+80	4
<p><i>In 4th Semester, the learners have to select any one specialization (four courses from Accounting/ Marketing/ Human Resource Management/ Finance). The area-wise courses are listed below-</i></p>				

<i>Accounting Specialization</i>	Course Code 13 (ACC)	Security Analysis and Portfolio Management		
	Course Code 14 (ACC)	Financial Markets and Services		
	Course Code 15 (ACC)	Taxation		
	Course Code 16 (ACC)	Advanced Cost and Management Accounting		
<i>Marketing Specialization</i>	Course Code 13 (MKT)	Sales, Distribution and Supply Chain Management	20+80	4
	Course Code 14 (MKT)	Service and Retail Marketing	20+80	4
	Course Code 15 (MKT)	Industrial and Rural Marketing	20+80	4
	Course Code 16 (MKT)	Advertising and Promotion Strategy	20+80	4
<i>HRM Specialization</i>	Course Code 13 (HRM)	Industrial Relations and Labour Legislations	20+80	4
	Course Code 14 (HRM)	Organizational Change and Development	20+80	4
	Course Code 15 (HRM)	Performance Management and Compensation Management		
	Course Code 16 (HRM)	Manpower Planning and Resourcing	20+80	4
<i>Finance Specialization</i>	Course Code 13 (FIN)	Security Analysis and Portfolio Management	20+80	4
	Course Code 14 (FIN)	Financial Markets and Services	20+80	4
	Course Code 15 (FIN)	International Finance	20+80	4

	Course Code 16 (FIN)	Risk Management and Insurance	20+80	4
		Project Report	200	8
Total Marks			1800	72 Credits

Annexure-II

Detailed Syllabus of M.Com. Programme

SEMESTER 1

COURSE CODE 1: MANAGEMENT PROCESS AND ORGANIZATIONAL BEHAVIOUR

- Unit 1: Introduction to Management and Management Process** Introduction, Importance of Management, Evolution of Management Thought, Principles of Management, Management Process/Functions, and a System View Concept of management:
- Unit 2: Levels of Management and Functions of Management:** Planning, organizing, staffing, directing, controlling and coordination.
- Unit 3: Planning and Forecasting:** Planning and Forecasting: Introduction, Importance of Planning, Types of Planning, Steps in Planning, Decision Making, Model in Planning and Decision Making, meaning of forecasting, Relationship between planning and forecasting, advantages and disadvantages of forecasting, techniques of forecasting.
- Unit 4: Organizing and Staffing:** Introduction, Importance of Organizing, Types of Organizations, Organizational division and span of control, Departmentation, Staffing and its importance in the organization, Line and staff concept, Staffing concept and HR Management
- Unit 5: Controlling:** Meaning of control, control process, types of control, dimensions of control, resistance to control, techniques of controlling.
- Unit 6: Appraising Human Resource:** Meaning of performance appraisal, characteristics of an effective appraisal system, methods of performance appraisal, career development and career planning
- Unit 7: Communication:** Process of communication, elements of effective communication. Decision making, group decision-making process

- Unit 8: Motivation:** Definition and Importance of Motivation, Early Theories in Motivation, Contemporary Theories in Motivation, Motivational Tools in Organization
- Unit 9: Introduction to OB:** Introduction, Historical Perspective, Approaches to and Importance, Framework for Learning OB, The Intricate Relation between MP and OB, Human Resources Management Relationship, Limitations of OB, Globalization and OB
- Unit 10: Personality and Perception:** Introduction, Personality- Definition and Determinants, Personality Traits, Personality Attributes affecting OB, Definition, Importance and Factors Influencing Perception, Perception and Making Judgment about Others
- Unit 11: Values, Attitudes and Emotions:** Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence.
- Unit 12: Leadership:** Introduction, Overview of Leadership, Role of Leadership in Contemporary Business, Theories of Leadership, Contingency Theories of Leadership, New Leadership Theories
- Unit 13: Group and Team:** Introduction, Concept of Groups, Stages of Group Formation and Group Process, Work Group Behavior, Factors that Affect Group Behavior, Definition and concept of a Team, Characteristics of an Effective Team, Designing a Team, Seven Step of Intact Team Building, Cross Functional Teams
- Unit 14: Power, Politics, Conflict, Negotiation and Stress:** Introduction, Power, Politics, Conflict, Negotiations and Stress
- Unit 15:** Case Study

COURSE CODE 2: COMPUTER APPLICATIONS IN BUSINESS

- Unit 1: Organisations and Computing:** Introduction, Modern Organisation-IT enabled-Networked-Dispersed- Knowledge Organisation, Information Systems in Organisations- Meaning of Information systems, Brief history of computing-ENIAC: Way to commercial computers- Advent of artificial intelligence- advent of

personal computing-Free Software Movement- Advent of Internet, The role of internet- Internet and Web: they are different-the internet changes everything

- Unit 2: Managing Information Systems in Organisations:** Introduction, Managing in the Internet Era, Managing Information Systems in Organisation-the IT interaction model, Challenges for the manager-Information needed to build Information System, level of capabilities created with information systems, security levels required, technology road map for the organization
- Unit 3: Data and Information:** Introduction, data and information- measuring data, information as a resource, information in organisational functions, types of information technology, types of information systems- transaction processing systems-management information systems
- Unit 4: Decision making and communication:** Introduction, Decision making with MIS- Tactical decisions-operational decisions-strategic decisions, communication in organisations- types of communication- examples of communications in organisations- decision making with communication technology
- Unit 5: Competing with IT:** Introduction, The competitive environment of business-partnering for mutual benefit- bargaining power of suppliers-bargaining power of buyers and customers-barriers to entry-threat of substitutes-industry regulations, Using IT for competing-competing on low cost-competing on differentiation
- Unit 6: Business Process Integration with IT:** Introduction, Business Process Integration- Business processes-example of a complex process, Motivation for Enterprise Systems, Enterprise Resource Planning systems- finance and accounting module-human resource management module-manufacturing and operations module- sales and marketing module
- Unit 7: SCM, CRM and International Systems:** Introduction, Supply Chain Management Systems, Customer Relationships Management Systems, Challenges of Enterprise Systems Implementations- Managing the implementation, International Information Systems-Outsourcing and off-shoring
- Unit 8: Electronic Commerce:** Introduction, E-commerce Technology, doing business over internet- networks-electronic data interchange (EDI)-online payment

technology- Mobile commerce- ecommerce-portals- search engines-direct selling- auctions- aggregators, E-business

Unit 9: Decision Support Systems: Introduction, Understanding DSS- MIS and DSS- Decision making-types of decisions, Analytics and Business Intelligence- BI techniques

Unit 10: Managing Data Resources: Introduction , The Need for Data Management- History of data use, Challenges of Data Management- data independence- reduced data redundancy- data consistency- data access- data administration- managing concurrency-managing security- recovery from crashes-application development, Database Concepts- fields, records and files- basic architecture, Data Warehouses- data mining uses

Unit 11: Managing Social Media: Introduction, Social Dynamics of the Internet, Services of the Internet- Blogs-Social Networks, Technology of the Internet- Twitter- Rating-Tagging/folksonomies, Social issues-Media impact-Collaboration- Emergence of order, Social Networks in the Enterprise

Unit 12: Managing IT Function: Introduction, Challenges of Managing the IT function- Modern IT environment-Centralisation versus Decentralisation-IT security- Technology selection, Vendor Management- vendor selection-vendor contracts and service levels-Ongoing relationship management- vendor retention or termination

Unit 13: MIS - Information Security and Control - Quality Assurance - Ethical and Social Dimensions - Intellectual Property Rights as related to IT Services / IT Products - Managing Global Information Systems

Unit 14: Ethical Issues: Introduction, Key issues- Privacy-Workplace Monitoring- Power over users

Unit 15: MS Office: MS Word, MS Excel and MS PowerPoint

Lab : Internet Surfing, MS Office, MS Word, MS Excel, MS PowerPoint

COURSE CODE 3: FINANCIAL REPORTING AND ANALYSIS

Unit 1: Accounting Concepts and Principles: Meaning and Importance of Accounting Concepts and Principles; GAAP; IFRS: GAAP Vs IFRS, Convergence of IFRS and GAAP.

Unit 2: Accounting Standards: Meaning, Objectives, Advantages and Disadvantages **Accounting Standards;** Procedure for issuing Accounting Standards by the ICAI; Indian Accounting Standards.

Unit 3: International Financial Reporting Standards and their Scope and Objectives: International Accounting Standards Committee Foundation (IASCF) and its objectives and responsibilities; International Financial Reporting Interpretations Committee (IFRIC); Objectives, scope and process of issuing International Financial Reporting Standards (IFRS).

Unit 4: The Conceptual Framework for the Preparation and Presentation of Financial Statements: Meaning and significance of conceptual framework of financial statement: conceptual framework:

- a) Issued by the ICAI, and
- b) Issued by the International Accounting Standards Board ('IASB') – under IFRS covering (i) objectives and users of financial statements, (ii) the reporting entity, (iii) the qualitative characteristics that determine the usefulness of information in financial statements, (iv) the definition of the elements of financial statements, (v) the recognition of the elements from which financial statements are constructed (vi) the measurement of assets and liabilities reported in financial statements and (vii) concepts of capital and capital maintenance.

Unit 5: Regulatory Framework and National differences:

- (a) The regulatory frameworks for the preparation and presentation of financial statements: Relevant provisions of Companies Act and compliance with the Accounting Standards and SEBI Guidelines.
- (b) National differences in financial reporting practices; Reasons for national differences in financial reporting practices; Attempts to reduce national differences.

Unit 6: Reporting Criteria: Criteria for information appearing in a published income statement and balance sheet; Reporting comprehensive income; Segmental reporting; Accounting policies; Directors' report; Notes to the accounts.

Unit 7: Consolidated Financial Statements: Meaning of Consolidated Financial Statements; Definition of Parent and Subsidiary Companies; Advantages and Disadvantages of Holding Companies; Consolidated Financial Statement as per AS 21: Minority Interest, Cost of Control; Capital and Revenue Profit; Controlling Interest acquired during the year; Treatment of Preference Shares of Subsidiary, Mutual owing, Bonus shares, Change in value of Fixed assets, Intercompany Holding and Cross Holding, Consolidation of Financial Statements.

Unit 8: Fund Flow Statement: Meaning, Objectives, Advantages and Disadvantages of Fund Flow Statement, Preparation of Fund Flow Statement.

Unit 9: Cash Flow Statement: Meaning, Objectives, Advantages and Disadvantages of Cash Flow Statements; Distinctions between Cash Flow Statement and Fund Flow Statement; Preparation of Cash Flow Statement.

Unit 10: Budget and Budgetary Control: Meaning and Importance of Budget; Types of Budget: Functional Budget, Cash Budget, Master Budget, Fixed and Variable Budget, Zero-based Budgeting; Budgetary Control: Meaning, Objectives, Scope, Advantages and Disadvantages; Techniques of Budgetary Control: Budget Centre, Operation Chart, Budget Committee, Budget Manual, Budget Period.

Unit 11: Corporate Financial Reporting: Corporate Financial Reporting: Concept and Practices of Financial Reporting; Objectives of Financial Reporting; Users of Financial Reporting; General and Specific Purposes of Financial Reporting; Qualitative Characteristics of Financial Reporting Information; Benefits of Financial Reporting.

Unit 12: Application of Accounting Ratio's in Decision Making: Predictive Value of Accounting Ratios. Ratio Analysis for Performance Evaluation (Activity and Profitability). Ratio Analysis for Financial Health (Solvency and Structural Analysis).

Unit 13: Liquidity Analysis Application of Accounting Ratios in the Analysis of Working Capital and Inter Firm Comparison.

Unit 14: Social Responsibility Accounting: Reporting and Social Audit: Concept of Social Accountability; Concept, Objectives of Social Responsibility Accounting; Functional

areas of Social Responsibility Accounting; Reporting of Social Responsibility Accounting; Limitations of Social Responsibility Accounting; Social Audit.

Unit 15: Emerging new concepts of Corporate Reporting: Human Resource Accounting-[HRA] and Reporting: Introduction-meaning- Cost and expenses' of human resources- Aims and objectives- Importance-benefits and limitations of HRA- HR evaluation Methods and Models- HR evaluation and Reporting- Indian Scene; **Environmental Accounting-Reporting and Audit:** Introduction to Environment-Environmental Acts in India-Meaning- Basics- Evaluation of natural resources- Purposes-needs- benefits and limitations.

COURSE CODE 4: BUSINESS ENVIRONMENT

- UNIT 1: Introduction to Business Environment:** Types of Environment, nature scope and objectives of business, environmental analysis and forecasting
- UNIT 2: Business and Society:** Social environment, social responsibility of business and corporate governance
- UNIT 3: Industrial Policies:** Industrial policy upto 1991, new industrial policy, privatization and disinvestment, IRDA
- UNIT 4: Trade Environment:** Industrial growth and diversification, Public and private sector industries, small scale industries and cottage industries
- UNIT 5: Village and Small Industries:** Definition of small and village industries, state industrial policies, khadi and village industries
- UNIT 6: Industrial Sickness:** Definition, causes of sickness, preventive and curative measures
- UNIT 7: Labour Environment:** Principles of labour legislation, labour legislation, labour welfare, definition of industrial relation; trade union ;workers participation in management; quality circles , VRS and Golden handshakes
- UNIT 8: Financial Environment:** Introduction to money market and capital market with special reference to India, organized and unorganized money market; Disinvestment, Demonitization.
- UNIT 9: Political Environment:** Introduction, Political Environment and the Economic system, Types of Political Systems, Indian Constitution and Business, Changing Profile of Indian Economy , Business Risks Posed by the Indian Political System
- UNIT 10: Globalization of Business:** Concept and evolution (GATT, WTO and Uruguay Round Agreement), meaning and features of international business, importance of international business
- UNIT 11: Multinational Corporations:** Definition and meaning, MNCs and International trade, Merits and demerits of MNCs, MNCs in India

- UNIT 12: Patents and trade marks:** Definition of Patent and trade marks, falsifying and falsely representing trademarks as registered, registration of trade marks as associated trade marks.
- UNIT 13: Economic Planning:** Planning in India, planning commission, formulation of plan, twelfth plan, NITI Aayog
- UNIT 14: Economic Development:** Industrial development, salient features of industrial planning and development, role of public and private sectors, import and export, Leasing out, PPP.
- UNIT 15: Cases related to Business Environment**

SEMESTER 2

COURSE CODE 5: MARKETING MANAGEMENT

- Unit 1: Introduction to Marketing Management:** Introduction, Market and Marketing, the Exchange Process, Core Concepts of Marketing, Functions of Marketing, Importance of Marketing, Marketing Orientations
- Unit 2: Marketing Environment:** Introduction, Environmental Scanning, Analyzing the Organization's Micro Environment, Company's Macro Environment, Differences between Micro and Macro Environment, Techniques of Environment Scanning,
- Unit 3: Marketing Mix:** Introduction, Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps, Developing an Effective Marketing Mix, Marketing Planning, Marketing Implementation and Control.
- Unit 4: Consumer Buying Behavior:** Introduction, Characteristics, Types of Buying Decision Behaviour, Consumer Buying Decision Process, Buyer Decision Process for New Products, Buying Motives, Buyer Behaviour Models
- Unit 5: Business Buyer Behaviour:** Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behaviour, Buying Situations in Industrial/Business Market, Buying Roles in Industrial Marketing, Factors that Influence Business Buyers, Steps in Business Buying Process
- Unit 6: Segmentation, Targeting and Positioning:** Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting (T), Market Positioning (P)
- Unit 7: Product Management: Decisions, Development and Lifecycle Strategies:** Introduction, Levels of Products, Classification of Products, Product Hierarchy, Product Line Strategies, Product Mix Strategies, Packaging and Labelling, New Product Development, Product Life Cycle (PLC)
- Unit 8: Brand and Branding Strategy:** Introduction, Brand and Branding, Advantages and disadvantages of branding, Brand Equity, Brand Positioning, Brand Name Selection, Brand Sponsorship, Brand Development

- Unit 9: Pricing:** Introduction, Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies, Adjusting the Price of the Product, Initiating and Responding to the Price Changes
- Unit 10: Marketing Channels:** Introduction, Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing, Wholesaling
- Unit 11: Personal Selling:** Introduction, Personal Selling, Sales Management Basics, HR Practices in Sales Management, Evaluation of Training, Personal Selling Process, Direct Marketing
- Unit 12: Customer Relationship Management:** Introduction, Relationship Marketing Vs. Relationship Management, Definitions of Customer Relationship Management (CRM), Forms of Relationship Management, Managing Customer Loyalty and Development, Reasons Behind Losing Customers by Organisations, Significance of Customer Relationship Management,
- Unit 13: Contemporary Issues in Marketing:** Social Actions Affecting Buyer-Seller Relationships, Rural Marketing, Services Marketing, E-Marketing or Online Marketing
- Unit 14: International Marketing Management:** Introduction, Nature of International Marketing, International Marketing Concept, International Market Entry Strategies, Approaches to International Marketing, International Product Policy, International Pricing
- Unit 15:** Case Study

COURSE CODE 6: MANAGERIAL ECONOMICS

- Unit 1: Introduction to Managerial Economics:** Introduction, Meaning, Scope of Managerial Economics , Importance of the study of Managerial Economics, Two Major Functions of a Managerial Economist
- Unit 2: Demand Analysis:** Introduction, Meaning and Law of Demand, Nature and types of demand; Determinants of Demand, Law of Demand, Elasticity of Demand

- Unit 3: Demand Forecasting:** Introduction, Meaning of Demand Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods or Techniques of Demand Forecasting, Survey Methods, Statistical Methods, Demand Forecasting for a New Products
- Unit 4: Supply and Market Equilibrium:** Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium
- Unit 5: Production Analysis:** Introduction, Meaning of Production and Production Function, Cost of Production
- Unit 6: Cost Analysis-** Introduction, Types of Costs, Cost-Output Relationship: Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run
- Unit 7: Objectives of Firm-** Introduction, Profit Maximization Model, Economist Theory of the Firm, Cyert and March's Behavior Theory, Marris' Growth Maximisation Model, Baumol's Static and Dynamic Models, Williamson's Managerial Discretionary Theory
- Unit 8: Revenue Analysis and Pricing Policies-** Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Pricing Methods
- Unit 9: Price Determination under Perfect Competition-** Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium under Perfect Competition, Short-run Firm Equilibrium under Perfect Competition, Long-run Industry Equilibrium under Perfect Competition, Long-run Firm Equilibrium under Perfect Competition
- Unit 10: Price Determination under Imperfect Competition-** Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price Leadership, Duopoly, Industry Analysis

Unit 11: Macro Economics and some of its measures- Introduction, Basic Concepts, Macroeconomic Ratios, Index Numbers, National Income Deflators

Unit 12: Consumption Function and Investment Function- Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator

Unit 13: Business Cycle- Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions

Unit 14: Inflation and Deflation: Inflation - Meaning and Kinds, Measures to Control Inflation, Deflation

Unit 15: Case Study

COURSE CODE 7: ADVANCED FINANCIAL MANAGEMENT

- Unit 1: Financial Management:** Introduction, Meanings and Definitions, Goals of Financial Management, Finance Functions, Interface between Finance and Other Business Functions
- Unit 2: Financial Planning:** Introduction, Objectives, Benefits, Guidelines, Steps in Financial Planning, Factors Affecting Financial Planning, Estimation of Financial Requirements of a Firm, Capitalisation
- Unit 3: Valuation of Bonds and Shares:** Introduction, intrinsic value, book value, Valuation of Bonds, Valuation of Shares
- Unit 4: Cost of Capital:** Introduction, Meaning of Cost of Capital, Cost of Different Sources of Finance, Weighted Average Cost of Capital
- Unit 5: Leverage:** Introduction, Operating Leverage, Application of operating leverage, Financial Leverage, Combined Leverage
- Unit 6: Capital Structure:** Introduction, Features of an Ideal Capital Structure, Factors Affecting Capital Structure, Theories of Capital Structure
- Unit 7: Capital Budgeting:** Introduction, Importance of Capital Budgeting, Complexities Involved in Capital Budgeting Decisions, Phases of Capital Expenditure Decisions, Identification of Investment Opportunities, Rationale of Capital Budgeting Proposals, Capital Budgeting Process, Investment Evaluation, Appraisal Criteria
- Unit 8: Risk Analysis in Capital Budgeting :** Introduction, Types and Sources of Risk in Capital Budgeting, Risk Adjusted Discount Rate, Certainty Equivalent Approach, Probability Distribution Approach, Sensitivity Analysis, Simulation Analysis, Decision Tree Approach
- Unit 9: Capital Rationing:** Introduction, Types, Steps Involved in Capital Rationing, Approaches to Capital Rationing.
- Unit 10: Working Capital Management :** Introduction, Components of Current Assets and Current Liabilities, Concepts of Working Capital, Objective of Working Capital Management, Need for Working Capital, Operating Cycle, Determinants

of Working Capital, Approaches for Working Capital Management, Estimation of Working Capital

Unit 11: Cash Management: Introduction, Meaning and Importance of Cash Management, Motives for Holding Cash, Objectives of Cash Management, Models for Determining Optimal Cash Needs, Cash Planning, Cash Forecasting and Budgeting

Unit 12: Inventory Management: Introduction, Role of Inventory in Working Capital, Characteristics of inventory, Purpose of Inventory, Costs Associated with Inventories, Inventory Management Techniques, Importance of Inventory Management Systems

Unit 13: Receivable Management: Introduction, Costs Associated with Maintaining Receivables, Credit Policy Variables, Evaluation of Credit Policy

Unit 14: Dividend Decisions: Introduction, Traditional Approach, Dividend Relevance Model, Miller and Modigliani Model, Stability of Dividends, Forms of Dividends, Stock Split

Unit 15: Case Study

COURSE CODE 8: BUSINESS LAWS

Unit 1: Law of contract –Introduction, Objectives, Definition of a Valid Contract, Offer and Acceptance, Capacity to Contract, Consent ,Consideration, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Quasi Contracts, Freedom to Contract.

Unit 2: Contracts of Guarantee, Indemnity and Bailment – Introduction, Contract of Indemnity, Contract of Guarantee, Kinds of Guarantee, Creditor, Surety; Introduction, Bailment and its Kinds, Definition of bailment ,Kinds of bailment, Bailor and Bailee, Termination of Bailment, Finder of Lost Goods, Pledge or Pawn, Pledge by Non-owners, Pledgor and Pledgee

Unit 3: Contract of Agency: Introduction, Agent and Agency, Kinds of Agencies, Classification of Agents, Duties and Rights of Agents, Principal's Duties to the

Agent and his Liability to Third Parties, Personal Liability of Agent, Termination of Agency, Power of Attorney

- Unit 4: Law of Partnership:** Introduction, Meaning and Nature of Partnerships, Registration of Firms, Partnership Deed, Relations of Partners to One Another, Relations of Partners to Third Parties, Changes in a Firm, Dissolution.
- Unit 5: The Limited Liability partnership Act, 2008:** Definitions under the Act, Nature of Limited Liability Partnership, Incorporation of Limited Liability Partnership, Partners and their Relations, Extent and Limitations of Liability of Limited Liability Partnership and Partners; Winding up and Dissolution.
- Unit 6: Law of Sales of Goods –** Contract of sale, Goods and their classification, Meaning of price, Conditions and Warranties, Passing of property in goods, Transfer of title by non-owners, Performance of a contract of sale, Unpaid seller and his rights, Remedies for breach of contract
- Unit 7: Law of Negotiable Instruments –** Negotiable instruments, Promissory notes, Bills of exchange, Cheques, Negotiation, Presentment, Dishonour, Crossing of cheques, Paying and Collecting Banker.
- Unit 8: Banking and Insurance Law -** Introduction, Control and Regulation of Banking, Insurance in India, Regulation of Insurance Sector
- Unit 9: The Consumer Protection Act-** Introduction, Definitions, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers
- Unit 10: The Companies Act:** Introduction, Formation of a Company, Memorandum of Association, Articles of Association, Prospectus, Shares, Directors, General Meetings and Proceedings, Auditor, Winding up.
- Unit 11: The Foreign Exchange Management Act-** Introduction, Definitions, Regulation and Management of Foreign Exchange, Authorized Person, Contravention and Penalties [Sections 13-15], Adjudication and Appeal [Sections 16-35], Directorate of Enforcement, Miscellaneous Provisions

- Unit 12: The Competition Act:** Introduction, Definitions, Enquiry into Certain Agreements and Dominant Position of Enterprise and Combinations, Miscellaneous Provisions, Finance, Accounts and Audit
- Unit 13: Regulation to Information:** Introduction, Right to Information Act, 2005, Information Technology Act, 2000, Electronic Governance, Secure Electronic Records and Digital Signatures, Digital Signature Certificates, Cyber Regulations Appellate Tribunal, Offences, Limitations of the Information Technology Act, 2000
- Unit 14: Intellectual Property Laws:** Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Infringement of Patents, Copyright and its Ownership, Infringement of Copyright, Civil Remedies for Infringement.
- Unit 15: The Prevention of Money- Laundering Act, 2002:** Definitions under the Act, Offence of money-laundering, Punishment for money-laundering, Attachment, Adjudication And Confiscation of Property, Obligations of Banking Companies, Financial Institutions and Intermediaries, Appellate Tribunal, Authorities under the Act.

SEMESTER 3

COURSE CODE 9: HUMAN RESOURCE MANAGEMENT

- Unit 1: Introduction to Human Resource Management:** Concept of Human Resource Management, Evolution of Human Resource Management, Functions of Human Resource Management, Scope of Human Resource Management, Difference between Human, Resource Management and Personnel Management, Role of HR Executive and Challenges of Human Resource Management
- Unit 2: Human Resource Planning:** Concept of Human Resources Planning, Features of Human Resource Planning, Objectives of Human Resource Planning, Importance of Human Resource Planning, HRP Process, Methods of Demand Forecasting, Methods of Supply Forecasting, Labour Wastage and Essentials for the success of Human Resource Planning.
- Unit 3: Recruitment and Selection:** Concept of Recruitment, Factors affecting Recruitment, Sources of Recruitment, Recruitment Policy, Concept of Selection,

Selection Process , Selection tests, Concept of Evaluation, Placement and Induction, Concept of Evaluation and techniques of Evaluation, Concept of Placement and Induction

- Unit 4: Training and Development:** Concept of Training and Development, Meaning and significance of Training , Methods of Training, Concept of Management
- Unit 5: Performance Appraisal:** Concept of Performance Appraisal, Need for performance appraisal, Types of Appraisal Methods, Benefits of performance appraisal and Reviews
- Unit 6: Employee Career Planning and Growth:** Concept of Employee Growth, Managing Career Planning, Elements of a Career Planning Programme, Succession Planning
- Unit 7: Compensation Management:** Wage and Salary Administration, Definitions and Concepts, Need for sound salary administration, Objective of wage and salary administration, Guiding principles of wage and salary administration, Factors influencing wage and salary administration, Methods of payment of wages, Concept of Rewards and Incentives, Types of wage incentive plans and Fringe Benefit
- Unit 8: Job Evaluation:** Concept of Job evaluation, Objectives of Job Evaluation,
- Unit 9: Job Analysis and Design:** Concept of Job Analysis, Purpose of Job Analysis, Process of Job Analysis, Methods of Job Analysis and Concept of Job Design
- Unit10: Grievance and Grievance Procedure:** Concept of Grievance, Causes of Grievance, Forms and effects of grievance, Grievance handling procedure, Grievance handling procedure in Indian Industry and Need for Grievance Redressal Procedure
- Unit 11: Employee Misconduct and Disciplinary Procedure:** Meaning and objectives of discipline, Principles for maintenance of discipline, Essentials of a good disciplinary system, Disciplinary Action, Punishment for disciplinary action and Procedure for disciplinary action
- Unit 12: Human Resource Information System:** Concept of Human Resource Information System, Components of Human Resource Information System, Types of Human Resource Information System, Applications of Human Resource

Information System, Implementation of Human Resource Information System
and Benefits of Human Resource Information System

Unit 13: Contemporay Challenges in HRM: The Job and Challenges, The New Professional Approach, Challenges in Human Resource Management, HR in Mergers and Acquisitions, New Organisational Forms, HR Professional as Change Agent, KPO, BPO

Unit 14: Employee Welfare and Working Conditions: Concept of Employee Welfare, Welfare Measures, Types, Employee Welfare Responsibility, the Business Benefits of Employee Welfare Activities

Unit 15: Human Resource Management: Case Studies: Case 1: Baibhab International, Case 2: Coca Cola, Case 3: Hindustan Unilever, Case 4: When an employee says he is HIV Positive, Case 5: Training - so difficult!!!

COURSE 10: RESEARCH METHODOLOGY

Unit 1: Introduction to Research: Meaning of research; Types of research- Exploratory research, Conclusive research; The process of research; Research applications in social and business sciences; Features of a Good research study.

Unit 2: Research Design: Meaning of Research Designs; Nature and Classification of Research Designs; Exploratory Research Designs: Secondary Resource analysis, Case study Method, Expert opinion survey, Focus group discussions; Descriptive Research Designs: Cross-sectional studies and Longitudinal studies; Experimental Designs, Errors affecting Research Design

Unit 3: Reviewing the Literature: Functions of the literature review in research, process of carrying out a literature search, difference between a literature review and a summary, uses of internet for a literature review.

Unit 4: Research Problem and Formulation of Research Hypotheses: Defining the Research problem; Management Decision Problem vs Management Research Problem; Problem identification process; Components of the research problem; Formulating the research hypothesis- Types of Research hypothesis; Writing a

research proposal- Contents of a research proposal and types of research proposals.

- Unit 5: Primary and Secondary Data:** Classification of Data; Secondary Data: Uses, Advantages, Disadvantages, Types and sources; Primary Data Collection: Observation method, Focus Group Discussion, Personal Interview method
- Unit 6: Measurement and Scaling:** Types of Measurement Scales; Attitude; Classification of Scales: Single item vs Multiple Item scale, Comparative vs Non-Comparative scales, Measurement Error, Criteria for Good Measurement
- Unit 7: Sampling:** Sampling concepts- Sample vs Census, Sampling vs Non Sampling error; Sampling Design- Probability and Non Probability Sampling design; Determination of Sample size- Sample size for estimating population mean, Determination of sample size for estimating the population proportion
- Unit 8: Questionnaire Design:** Questionnaire method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method.
- Unit 9: Data Processing:** Data Editing- Field Editing, Centralized in house editing; Coding- Coding Closed ended structured Questions, Coding open ended structured Questions; Classification and Tabulation of Data.
- Unit 10: Univariate and Bivariate Analysis of Data:** Descriptive vs Inferential Analysis, Descriptive Analysis of Univariate data- Analysis of Nominal scale data with only one possible response, Analysis of Nominal scale data with multiple category responses, Analysis of Ordinal Scaled Questions, Measures of Central Tendency, Measures of Dispersion; Descriptive Analysis of Bivariate data
- Unit 11: Testing of Hypotheses:** Concepts in Testing of Hypothesis – Steps in testing of hypothesis, Test Statistic for testing hypothesis about population mean; Tests concerning Means- the case of single population; Tests for Difference between two population means; Tests concerning population proportion- the case of single population; Tests for difference between two population proportions.

- Unit 12: Chi-square Analysis:** Chi square test for the Goodness of Fit; Chi square test for the independence of variables; Chi square test for the equality of more than two population proportions
- Unit 13: Analysis of Variance:** Completely randomized design in a one-way ANOVA; Randomized block design in two way ANOVA; Factorial design
- Unit 14: Research Report Writing:** Types of research reports – Brief reports and Detailed reports; Report writing: Structure of the research report- Preliminary section, Main report, Interpretations of Results and Suggested Recommendations; Report writing: Formulation rules for writing the report: Guidelines for presenting tabular data, Guidelines for visual Representations.
- Unit 15: Ethics in Research:** Meaning of Research Ethics; Clients Ethical code; Researchers Ethical code; Ethical Codes related to respondents; Responsibility of ethics in research

COURSE CODE 11: Project Management and Operation Research

- Unit 1: Introduction to Project Management:** Meaning and scope, Need of project management, Life cycle of a project - conception and selection, planning and scheduling, implementation and control, evaluation and termination.
- Unit 2: The Organizational Context:** Project and Organizational Strategy; Stakeholder Management: Identifying Project Stakeholders, Managing Stakeholders; Forms of Organizational Structure: Functional Organization, Project Organization, Matrix Organization, Impact of Organizational Structure on Project Performance; Meaning of Organizational Culture; Organizational Culture and Project Management.
- Unit 3: Project Analysis and Selection:** Identification of investment opportunities, project initiation, Market and Demand Analysis, Technical Analysis, Economic and financial Analysis, Social Cost and Benefit Analysis, Formulation of Detailed project report.
- Unit 4: Project Planning:** Planning Resources, Planning of Physical Resources, Planning of Human Resources, Planning Financial Resources, Project organizing.
- Unit 5: Project Scheduling and PERT-CPM:** Introduction, Basic Difference between PERT and CPM, PERT/CPM Network Components and Precedence Relationship, Project Management – PERT.

Unit 6: Implementation and Control: Project Management information System, Monitoring and Reporting -Physical resources, human resources, and financial resources- cost control.

Unit 7: Project Completion and Evaluation: Integrated Project Management Control System, managing Transition for project to operation, project completion and evaluation, project review, project termination.

Unit 8: Introduction to Operations Research: Introduction, Historical Background, Scope of Operations Research , Features of Operations Research, Phases of Operations Research, Types of Operations Research Models, Operations Research Methodology, Operations Research Techniques and Tools , Structure of the Mathematical Model, Limitations of Operations Research.

Unit 9: Linear Programming: Introduction, Linear Programming Problem, Requirements of LPP, Mathematical Formulation of LPP, Case Studies of LPP, Graphical Methods to Solve Linear Programming Problems, Applications, Advantages, Limitations.

Unit 10: Graphical Analysis of Linear Programming Problems: Introduction, Graphical Analysis, Some Basic Definitions, Graphical Methods to Solve LPP, Some Exceptional Cases, Important Geometric Properties of LPP.

Unit 11: Simplex Method: Introduction , Standard Form of LPP, Fundamental theorem of LPP, Solution of LPP – Simplex Method, The Simplex Algorithm, Penalty Cost Method or Big M-method, Two Phase Method, Solved Problems on Minimisation.

Unit 12: Duality in Linear Programming Problem: Introduction, Importance of Duality Concepts, Formulation of Dual Problem, Economic Interpretation of Duality, Sensitivity Analysis.

Unit 13: Transportation Problem: Introduction, Formulation of Transportation Problem (TP), Transportation Algorithm (MODI Method), the Initial Basic Feasible Solution, Moving Towards Optimality.

Unit 14: Assignment Problem: Introduction, Mathematical Formulation of the Problem, Hungarian Method Algorithm, Routing Problem, Travelling Salesman Problem.

Unit 15: Game Theory: Introduction, Competitive Situations, Characteristics of Competitive Games, Maximin – Minimax Principle, Dominance.

COURSE CODE 12: Strategic Management and Corporate Governance

- Unit 1: Introduction to Strategic Management:** Historical development and Evolution of strategic management in India, concept and definition of Strategy, levels at which strategy operates, Strategic Decision Making, the process strategic management, strategists and their role in strategic management.
- Unit 2: Strategic Intent:** concept of strategic intent, stretch, leverage and fit, concept of vision defining vision, benefits of having vision, process of envisioning and defining mission, characteristics of mission statement, definition of business ,dimensions of business definition, business models and their relationship with strategy.
- Unit 3: Environmental Appraisal:** Concept of environment, characteristics of environment, internal and external environment, classification of environmental sectors (economic environment, international environment, market environment, political environment, regulatory environment, socio-cultural environment, supplier environment and technological environment), factors and approaches to environmental scanning, methods and techniques used for environmental scanning, factors affecting environmental appraisal.
- Unit 4: Organizational Appraisal:** Organisational Resources, Organisational behaviour, its strength and weakness, **competencies, strategic and competitive advantages.** organizational capability factors (Financial Capability, marketing Capability, Operations Capability, Personnel Capability, Informational Management Capability); Factors affecting organizational appraisal, approaches to Organisational Appraisal; methods and techniques used for organizational appraisal(Internal Analysis, Comparative Analysis, Comprehensive Analysis)
- Unit 5: Corporate Level Strategies: Concentration, Integration and Diversification:** Corporate Level Strategies (Expansion Strategies, Stability Strategies, Retrenchment Strategies, combination Strategies), Concentration strategies; Integration strategies (Horizontal Integration and Vertical Integration), diversification strategies (Concentric Diversification, Conglomerate Diversification); Need for Diversification Strategies; Risk of Diversification.

- Unit 6: Business Level Strategies:** Foundation of business level strategies, industry structure, positioning of firm in industry, generic business strategies: cost leadership business strategy, differentiation business strategy, Focus business strategy, Integrating cost leadership and differentiation; Tactics for business strategies: Timing Tactics, Market Location tactics; Business strategies for different Industry Conditions: Embryonic Stage, Growth Stage, maturity Stage, Decline Stage
- Unit 7: Strategic Analysis and Choice:** Introduction, Strategy Analysis and its Importance; Process of Strategic Choice: Focusing on Strategic Alternatives, analyzing the Strategic Alternatives, choosing from the Strategic Alternatives; Tools and Techniques for Strategic Analysis, corporate portfolio analysis, SWOT Analysis, Experience curve analysis, Life cycle Analysis, Industry Analysis, Strategic Groups Analysis, competitors analysis; Contingency Strategies.
- Unit 8: Strategy Implementation:** Nature and barriers to strategy Implementation; Model of Strategy implementation, Project Implementation: Project management and Strategy Implementation; Procedural implementation: Regulatory mechanism in India; Resource Allocation: Strategic budgeting, factors affecting resource allocation, Difficulties in Resource Allocation
- Unit 9: Structural Implementation:** Concept of Structure, Structure and Strategy, stages of Development of Organizations; Types of organisational structures: Entrepreneurial Structure, Functional Structure, Divisional Structure, SBU Structure, Matrix Structure, Network Structure, Other types of Structures; Organisational Design and Change; Organisational systems and Process: Information system, Control system, Reward system.
- Unit 10: Behavioural Implementation:** Stakeholders and Strategic management: stakeholders Relationship management, Stakeholders Analysis; Corporate Governance and Strategic Management: Corporate Governance, relating corporate governance to Strategic Management; Role of Board of Directors in Strategic management; Strategic Leadership: tasks, styles and role of Strategic Leaders; Corporate culture and strategic management: composition of corporate culture and impact of culture on Corporate, Personal values and Business Ethics: Meaning and

importance of values and ethics; social responsibility and strategic management: views on social responsibilities and social responsibility in Indian Context

Unit 11: Strategic Evaluation and Control: Nature, Importance and requirements for effective of Strategic Evaluation ; strategic control: implementation control and strategic surveillance; Operational Control: process of Evaluation, setting of Standard, measurements of Performance, analyzing variances and taking corrective actions; Techniques of Strategic Evaluation and control; Role of Organisational Systems in Evaluation

Unit 12: Conceptual Framework Of Corporate Governance: Meaning; theories and models of corporate governance; various approaches to business ethics; ethical theories; ethical governance; code of ethics; key managerial personnel (KMP); secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholder activism.

Unit 13: Corporate Governance Framework in India: Corporate boards and its powers, responsibilities, disqualifications; board committees and their functions-remuneration committee, nomination committee, compliance committee, shareholders grievance committee, investors relation committee, investment committee, risk management committee, and audit committee; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act, 2013; corporate governance in PSUs and banks.

Unit 14: Corporate Social Responsibility (CSR): Meaning; corporate philanthropy; CSR- an overlapping concept; 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.

Unit 15: Whistle-blowing and Corporate Governance: The Concept of whistle-blowing; types of whistleblowers; whistle-blower policy; the whistle-blower legislation across countries; developments in India.

SEMESTER 4 (Four courses from any one Specialization)

ACCOUNTING SPECIALIZATION

**COURSE CODE 13 (ACC): SECURITY ANALYSIS AND PORTFOLIO
MANAGEMENT**

Unit 1 Meaning of investment – speculation and Gambling – Investment avenues - Types of investors – Investment objectives – The investment process – Security Analysis – Meaning of security – Types of securities – Meaning of security analysis.

Unit 2: Securities Market: securities market, functions, stock markets in India, methods of raising capital, security market indices.

Unit 3 Risk and Return – Computation of return – Meaning and definition of risk – Types: (Systematic risk- Market risk, Purchasing power risk, Interest rate risk, Unsystematic risk- Business risk (Internal, External), Financial risk) – Minimising risk exposure

Unit 4 Risk measurement - Standard deviation – Meaning of Beta – Computation and interpretation – Use of beta in estimating returns. (Including simple problems)

Unit 5 Economic analysis: Factors in Domestic and International economy – Economic forecasting and stock-investment decisions – Types of economic forecasts – Forecasting techniques – Anticipatory surveys – Barometric or Indicator approach (Delhi School of Economics- ECRI methodology) – Money supply approach – Econometric model building – Opportunistic model building.

Unit 6 Industry analysis: Industry classification schemes –Classification by product and according to business cycle – Key characteristics in industry analysis – Industry life cycle – Sources of information for industry analysis.

Unit 7 Company analysis: Sources of information for company analysis (Internal, External) – Factors in company analysis – Operating analysis – Management analysis – Financial analysis – Earnings quality.

Unit 8 Technical Analysis - Meaning and Assumptions of technical analysis – Trend lines and their significance – Market indicators – The Dow theory – Market indices – Mutual fund activity – Confidence level – Price indicators – Support and Resistance levels – Gap analysis - New high-low – The most active list – Moving averages of stock prices – Volume indicators- Price-volume relationship – Short selling – Breadth of market (Advance/Decline)

– Odd lot trading – Oscillators – Relative Strength Index (RSI) – Rate of Change (ROC) – Charting – Types of price charts – Price patterns.

Unit 9 Fixed-Income Securities – Overview of fixed-income securities – Risk factors in fixed-income securities (Systematic and unsystematic) – Bond analysis – Types of bonds – Major factors in bond rating process – Bond returns – Holding period return - Concept of yield – Current yield – Yield-to-Maturity – Price-yield relationship – Convexity - Term structure of interest rates and yield curve – Duration - Valuation of preference shares.

Unit 10 Stock Return and Valuation – Anticipated returns, Present value of returns, Constant Growth model, Two-Stage Growth model, The Three-Phase Model, Valuation through P/E ratio.

Unit 11 Efficient Market Hypothesis (EMH) – Random Walk theory – Forms of EMH – EMH and empirical findings – Implication of EMH on fundamental and technical analysis – Market inefficiencies.

Unit 12 Portfolio Analysis – Selection and Evaluation – Meaning of portfolio – Reasons to hold portfolio – Diversification analysis – Markowitz's Model – Assumptions – Specific model – Risk and return optimization – Efficient frontier – Efficient portfolios – Leveraged portfolios – Corner portfolios – Sharpe's Single Index model – Portfolio evaluation measures – Sharpe's Performance Index – Treynor's Performance Index – Jensen's Performance Index.

Unit 13 Capital Market Theory – CAPM theory: Assumptions – CAPM Model – Capital Market Line (CML) – Security Market Line (SML) – Evaluation of securities – Present validity of CAPM – Arbitrage Pricing Theory (APT) – Assumptions – APT model – AP equation – Factors affecting return – APT and CAPM.

Unit 14 Portfolio Revision: Meaning, significance and strategies; portfolio evaluation meaning, performance management of portfolio.

Unit 15 Derivatives: Financial Derivatives – Meaning – Definition – Futures and Options – Pay-off in future and options – Stock and Index futures and options – Trading strategies – Commodity Derivatives – Structure of commodity exchanges – Commodity futures and options – Hedging using commodity futures.

COURSE CODE 14 (ACC): FINANCIAL MARKETS AND SERVICES

Unit -1 Indian Financial System and Markets : Nature and role of financial system; Financial system and financial markets; Financial system and economic development; Indian financial system – an overview; Financial Markets.

Unit –2 Money markets: Money market - meaning, constituents, functions of money market; Money market instruments - call money, treasury bills, certificates of deposits, commercial bills, trade bills etc; Recent trends in Indian money market;

Unit -3 Capital Markets in India-I

Meaning, Functions, Intermediaries, Role of Primary Market – Methods of floatation of capital – Abuses in New Issues market – Problems of New Issues Market – IPO's – Investor protection in primary market – Recent trends in primary market – Book-building mechanism – On-line IPOs – SEBI measures for primary market

Unit -4 Capital Markets in India-II

Meaning, Nature, Functions of Secondary Market – Organisation and Regulatory framework for stock exchanges in India, Defects in working of Indian stock exchanges, SEBI measures for secondary market , Overview of major stock exchanges in India, Internet Trading.

Unit -5 Listing of Securities: Meaning – Merits and Demerits – Listing requirements, procedure, fee – Listing of rights issue, bonus issue, further issue – Listing conditions of BSE and NSE – Delisting.

Unit -6 Merchant Banking: Concept, functions and growth; Government policy on merchant banking services; SEBI guidelines; Future of merchant banking in India.

Unit -7 Trading and Settlement System in Stock Exchanges

Indian Stock Exchanges: **BSE** – Different trading systems – Share groups on BSE – BOLT System , Different types of settlements – Pay-in and Pay-out – Bad Delivery – Short Delivery – Auction – **NSE** – Market segments – NEAT system options – Market types – Order types and Books – De-mat settlement – Physical settlement – Institutional segment – Funds settlement – Valuation debit – Valuation price – Bad and short delivery – Auction

Unit -8 Over – the – Counter Stock Exchanges and Foreign Stock Exchanges: Meaning – Structure – Advantages, Need – Features – Participants – Listing procedure – Trading and Settlement – Market making – Factors inhibiting growth of OTCEI.) Foreign Stock Exchanges: NYSE – Trading rooms – Players on NYSE trading floor – Role of specialist – Trading technology and procedure – Institutional trades – Depository system settlement,

NASDAQ – NASD rules – Trading firms on NASDAQ – Market makers – ECN's – Order entry firms – Order execution on NASDAQ

Unit -9 Stock Market Indices

Meaning, Purpose, and Consideration in developing index – Methods (Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free-Float method) – Stock market indices in India – BSE Sensex - Scrip selection criteria – Construction – Other BSE indices (briefly) – NSE indices – S&P CNX Nifty – Scrip selection criteria – Construction – Stock market indices in foreign countries (Overview).

Unit -10 Securities & Exchange Board of India (SEBI)

Introduction – Constitution – Organisation – Objectives – Powers & Functions – SEBI (Disclosure & Investor Protection) Guidelines 2000 – SEBI (Stock Brokers & Sub Brokers) Regulations 1992 – SEBI (FII) Regulations – SEBI (Insider Trading) Regulations – Steps taken by SEBI in capital market.

Unit -11 New Instruments and Participants in Indian Stock Markets & Emerging

Instruments / Participants: ADR's - GDR's - Euro Issues – IDRs – FIIs – Meaning – Factors affecting FII investments – Growth of FII investment – SEBI guidelines for FII – FII limit, FDI – Meaning – Trends in FDI and FII investments in India

Challenges: Regional stock exchanges – Problems – Insider Trading – Meaning – Demutualization of stock exchanges – Meaning – Need – Process, recent developments.

Unit-12 Derivatives Markets

Definition – Types – Participants and functions – Development of exchange traded derivatives – Global derivatives markets – Exchange traded vs. OTC derivatives markets – Derivatives trading in India – L.C.Gupta Committee-J.R.Varma committee-Requirements for a successful derivatives markets

Unit-13 Non-Banking Financial Institutions: Concept and role of non-banking financial institutions; Different Non Banking Financial Institutions, Sources of finance; Functions of non-banking financial institutions; Investment policies of non banking financial institutions in India.

Unit-14 Insurance Sector: Insurance sector in India, Objectives, role, LIC and GIC; Crop Insurance, Micro Insurance, Entry of Private players in Indian insurance sector, Insurance Regulatory and Development Authority- role and functions.

Unit-15 Micro Finance: Meaning, Origin, Microfinance in India-Model of micro finance, Role Microfinance in Indian Economy, Role of NABARD in promoting microfinance, Problems of microfinance sector.

COURSE CODE 15 (ACC): TAXATION

Unit 1: Introduction: Basic Concept: Income, Agricultural Income; Gross Total Income, Total Income, Incomes which do not form part of total income, Persons, Assessment Year, Previous Year; Tax Evasion, Tax Avoidance.

Unit 2: Heads of Income: Heads of Income: Salaries, Income from house Property, Profit and Gains of Business and Profession; capital Gains; Income from Other Sources.

Unit 3: Computation of Tax Liability: Computation of Total Income and Tax Liability of an Individual, Hindu Undivided Family, Business Firm; Aggregation of Income; Set-off and Carry Forward of Losses; Deduction from Gross Total Income.

Unit 4: Wealth Tax: Definition; Basis of charge; Assets exempted from Wealth Tax; Computation of Wealth Tax liability.

Unit 5: Tax Planning -1: Tax Planning for setting up of a new business: Nature, Location, Form of Business Firm; Tax Planning for Financial Management Decision: Capital Structure, Dividend, Bonus Share.

Unit 6: Tax Planning -2: Tax Planning for Managerial Decision- making: Produce or Buy, Own or Lease; Amalgamation, Merger; Tax Planning for Employees' Remuneration, Distribution of Assets at the Time of Liquidation.

Unit 7: Tax Management: Tax Deduction at Source; Advance Payment of Tax; Assessment Procedure; tax Planning for Individuals.

Unit 8: Tax Administration: Authorities; Appeals; Penalties

Unit 9 : Goods and Services Tax: Legislative History, Meaning, Taxes subsumed by GST, Electronic Operation for GST; Goods and Services Network (GSTN), Commodities kept outside the scope of GST. Digital Signature (DSC) and E- signature (E-sign) for GST. Types of GST – CGST, SGST/UGST, IGST. Definition of important terms used in the GST Act. Transitional provisions relating to migration of existing tax payers.

Unit 10 : Registration: Persons Liable for Registration, Persons not liable for Registration, Compulsory Registration in Certain Cases, Procedure for Registration, Deemed Registration, Special Provisions in respect or Registration of Casual Taxable Persons and Non-resident

Taxable Persons, Amendment of Registration, Cancellation of Registration, Revocation of Cancellation of Registration.

Unit 11: Levy and Collection of Tax: Rates of GST, Scope of Supply on which tax would be levied, Activities to be treated as supplied even if made without consideration, activities to be treated as supply of goods and services, Activities or transaction not treated as supply of goods or services under the GST Act. Composition Levy, Levy under Reverse Charge Mechanism, Power to grant exemption from tax. Time and value of supply of goods and services.

Unit 12: Input Tax Credit: Meaning, Eligibility and conditions for taking input tax credit, Apportionment of credit and blocked credits, Availability of credit in special circumstances, Input tax credit in respect of inputs and capital goods sent for job work, Manner of distribution of credit by Input Service Distributor, Manner of recovery of Credit distributed in excess, Analysis on Input Tax Credit.

Unit 13: Tax Invoice, Credit and Debit Notes: Tax invoice, Time limit for issue of Tax invoice, Manner of Issue of Tax Invoice, Prohibition of Unauthorized collection of tax, Amount of tax to be reflected in Tax Invoice and other documents, Credit Note, Debit Note, E-Way Bill. Bill of supply, Receipt Voucher, Refund Voucher, Payment Voucher.

Unit 14: Accounts and Records : Maintenance of records and accounts, Period of retention of records and accounts, Analysis on Accounts and Records. Payment of tax, interest, penalty and other amounts, Interest on delayed payment of tax, Tax deduction at source, Collection of tax at source, Transfer of input tax credit.

Unit 15: Returns : Furnishing of details of supplies, Furnishing of details of inward supplies, Furnishing of returns, First Return, Claim of input tax credit and provisional acceptance thereof, Matching, Annual return, Notice to defaulters, Levy of Late Fee, Goods and Service Tax Practitioners, Assessment : Self assessment, Provisional assessment, Scrutiny of returns, Assessment of non-filers of returns, Assessment of unregistered person, Summary assessment in certain cases, Analysis on assessment, Audit by tax authorities.

COURSE CODE 16 (ACC): ADVANCED COST AND MANAGEMENT ACCOUNTING

Unit 1: Cost concepts in Decision- making: Relevant costs for decision making, Decision in pricing, product mix, make or buy, shut down etc.

Unit 2: Standard Costing as Control Accounts – I: Introduction-Meaning- Standard Costing as a Control Account Technique-Types of standard- Setting a-Revision of standards-Variations - meaning nature -types-Variance Analysis-Interpretation- Disposal of variances and Variance Accounting -**Overhead Variations:** Meaning –Types.

Unit 3: Standard Costing as Control Accounts – II: Sales variations: Introduction : Sales Variations based on turn over- Sales Variations based on profit and Profit margin variations- Advantages and Limitations of Standard Costing.

Unit 4: Marginal Costing: Introduction and Meaning-Definition and Features- Cost- volume Profit analysis- Break Even Point analysis-Profit Volume Analysis-Multiple product analysis- Optimum use of Limited Resource- Key Factors-Cost statement under Marginal costing Application of Marginal Costing

Unit 5: Cost Audit: Introduction-Meaning- Advantages and Disadvantages-Cost Audit v/s Financial Audit-Cost Auditor qualifications and appointment-Cost Audit and Cost Investigation- Cost Audit Rules.

Unit 6: Cost Reduction and Cost Control:

(a) Introduction-Meaning, Definition and Characteristics-

Importance-Planning and Organization-Programme & Prerequisites-Cost Reduction Area- Tools, Techniques & Mechanism

(b) Introduction-Meaning, Definition & Characteristics-Objectives- Prerequisites-

Difference between cost control and Cost Reduction - Methods of cost control- Brief Concepts of cost control techniques: **1.** Inventory Control: [ABC Analysis- VED Analysis-FNSD Analysis-EOQ Model] **2.** Labour Cost Control: [Labor Productivity and Efficiency & Learning Curve] **3.** Overhead Cost Control: Under and over absorption of overhead.

Unit 7: Activity Based Costing: Introduction-Meaning and Characteristics-

Cost Driver- Stages – Importance.

Unit 8: Capital Budgeting: Introduction-Concept and Meaning- Objectives-Manual Application- Advantages and Limitations of Capital Budgeting; Project Appraisal Methods under Capital Budgeting (A) **Traditional Or Non Discounted Method:**[Pay Back Method and Average (Accounting) Rate of Return Method] (B) **Discounted Cash Flow Method:**

[Net Present Value -Profitability Index (Cost- Benefit Ratio)- Internal Rate of Return Method (IRR)]- Practical Problems relating Project Appraisal Methods

Unit 9: Decision Tree Analysis: Introduction, Meaning of Decision Principle, Types of Decision- making, Decision under Risk and Uncertainty, Concept of Decision Tree, Benefits and Limitations of Decision- Tree.

Unit 10: Management Control System: Objectives, Maximization of value or Profit, Management control system Vis-à-vis strategy formulation and control, Management control procedure.

Unit 11: Responsibility Accounting: Transfer Pricing; Related Party Transactions, Safe Harbour Rules.

Unit 12: Budgetary control: Behavioural aspect of Budget, Participation in budgetary process, performance budgeting and zero-based budgeting.

Unit 13: Management Information System: Concept, Objectives, Functions, types and nature or Reports and their contents. Application of computer in Management Accounting Purposes.

Unit 14: Social Cost Benefit Analysis [SCBA]:Introduction-Meaning- Project planning Concept and Approaches-Investment decisions- Stages-Measurement indicators and different activities-Importance-Benefits and utility-Limitations

Unit 15: Strategic Management Accounting: Introduction- Concept-Meaning-Definition and Characteristics- Affecting factors to strategic decisions- Strategic cost analysis and Strategic triangle as target- points of Strategic analysis for Strategic Management Accounting.

MARKETING MANAGEMENT SPECIALIZATION

COURSE CODE 13 (MKT): SALES, DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT

- Unit 1: Overview of Sales Management-** Introduction, Objectives, Role of Sales Management in Marketing, Role of Sales Management in Marketing Strategy Development, Nature and Responsibilities of Sales Management, Careers in Sales Management, Modern Roles and Required Skills for Sales Managers
- Unit 2: Understanding Personal Selling and Sales Force Management-** Introduction, Objectives, Approaches to Personal Selling, Process of Personal Selling, Automation in Personal Selling, Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing the Sales Force
- Unit 3: New Trends in Sales Management-** Introduction, Sales Management Information System, Relationship Marketing, Role of E-commerce in Selling, International Sales Management, Challenges Faced by International Sales Managers
- Unit 4: Channel management-** Introduction, Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels
- Unit 5: Wholesaling-**Introduction, Definition of Wholesalers, Functions of Wholesalers, Types of Wholesalers, Strategic Issues in Wholesaling, Technology in Wholesaling, Trends in Wholesaling, Wholesaling Challenges, Future of Wholesaling
- Unit 6: Retailing-** Introduction, Definition of Retailers, Origin of Retailing, Scope of Retailing, Retailing Scenario: An Overview, Retailing: Importance and Success Factors, Retail Format
- Unit 7: Emerging Concepts in Distribution Management-**Introduction, Indian Distribution Scenario at Present, Vertical Marketing System, Horizontal and Multi-Channel Marketing Systems, Understanding Distribution of services.

- Unit 8: The Basics of Supply Chain Management-** Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions
- Unit 9: Planning Demand and Supply-I:** Introduction, Three Components of SCM, Demand Management, Demand Forecasting
- Unit 10: Planning Demand and Supply-II:** Introduction, Supply Management, Evolution of ERP, Concept of ERP in SCM, Quick Response and Accurate Response System in SCM, Use of Other Planning Strategies
- Unit 11: Procurement and Inventory Management-** Introduction, Supply Chain Operations: Procurement Cycle, Inventory Management, Inventory Costs, Types of Inventory Models, Inventory Control Systems, Tools of Inventory Management.
- Unit 12: Logistic Management:** Definition of Logistics and Logistics Management, Types of Logistic Activities, Importance of Logistics Management, Integrated Logistics and its Support, Determinants of Designing Logistical System, Transportation, Warehousing, Packaging
- Unit 13: Supply Chain Benchmarking-** Introduction, Understanding the Benchmarking Concept, Benchmarking Process, Benchmarking Procedure
- Unit 14: Recent Trends in Supply Chain Management-**Introduction, New Developments in Supply Chain Management, Outsourcing Supply Chain Operations, Co-Maker ship, The Role of E-Commerce in Supply Chain Management, Green Supply Chain Management, Distribution Resource Planning, World Class Supply Chain Management
- Unit 15: Case Study**

COURSE CODE 14 (MKT): SERVICE AND RETAIL MARKETING

- Unit 1: Introduction to Service Marketing:** Definition and concept, Scope of services, Goods services continuum, Types of services – goods and services categorization, Industrial services, Segmentation, target marketing and positioning, Customer expectations and perceptions of services.
- Unit 2: Service marketing mix** – product, price, place, promotion, people, physical evidence and process.
- Unit 3: Service quality:** dimensions of service quality, measuring service quality, Strategies for dealing with intangibility, inventory, inconsistency and inseparability, Building customer relationship through segmentation and retention strategies.
- Unit 4: Service marketing triangle** – external marketing, internal marketing, relationship marketing and interactive marketing.
- Unit 5: Introduction to Retailing:** Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario
- Unit 6: The Retail Marketing Segmentation:** Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective Segmentation, Dimensions of Segmentation, Positioning Decisions , Limitations of Market Segmentation
- Unit 7: Store Location and Layout:** Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies
- Unit 8: Retail Marketing Strategies:** Introduction, Target Market and Retail Format, Strategy at different levels of Business, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Retail Models, Retail “EST” model

- Unit 9: Retail Merchandising:** Introduction, Understanding Merchandising Management, Activities of a Merchandiser, Retail Merchandising Management Process
- Unit 10: Retail Pricing-** Introduction, Establishing Pricing Policies, Factors Influencing Pricing, Pricing Strategies, Psychological pricing, Mark-up and Mark-down Pricing
- Unit 11: International Retailing-** Introduction, Stages in Retail Global Evolution, Reasons for Going Global, Benefits of Going Global, Other Opportunities and Benefits of Going Global, Market Entry Methods
- Unit 12: E-Tailing-** Introduction, E-tailing, Role of Technology in Satisfying Market Demand, Technology in Retail Marketing Decisions, Structure and Developments in E-tailing, Factors Influences the Growth of E-Tailing, Advantages & Disadvantages of E-Tailing, Future of Electronic Retailing
- Unit 13: Customer Relationship Management in Retailing-**Introduction, Benefits of Relationship Marketing, Management of Relationship, Principles of CRM, Customer Relationship Management Strategies, Components of CRM, Customer Service in Retailing, CRM and Loyalty Program
- Unit 14: Rural Retailing-** Introduction, an Overview of the Indian Rural Market, Role of Rural retailing in India, Challenges in Indian Rural Market, Periodic Markets (Shanties/Haats/Jathras), Rural retail Players in India, Rural Retail Strategies, Future of Rural retailing
- Unit 15:** Case Study

COURSE CODE 15 (MKT): INDUSTRIAL AND RURAL MARKETING

- Unit 1: Introduction to Industrial Marketing:** Concept and characteristics of industrial marketing,
- Unit 2: Types of industrial markets** – industrial buyer behavior. Strategic industrial marketing – marketing research.
- Unit 3: Classification of industrial products and services** – new product development and introduction. Industrial product management – pricing decisions in industrial markets.
- Unit 4: Formulating channel strategies and physical distribution decisions,** promotional strategies for industrial goods/services. Developing marketing strategies and programs for industrial goods/services.
- Unit 5: Rural Marketing:** A Conceptual Framework, Nature & Characteristics of Rural Market. Challenges & Opportunities, An Overview of Indian Rural Market.
- Unit 6: Rural Consumer Behaviour:** Characteristics of Rural, consumer Consumer Behaviour Roles, Factors influencing Purchase of Products in Rural Market.
- Unit 7: Rural Marketing Research:** Process of Research in Rural Markets, Sources and Methods of Data Collection, Data Collection Approaches in Rural Markets.
- Unit 8: Segmenting, targeting and positioning of Rural Markets:** Conditions for Effective Market Segmentation, Approaches for Segmenting the Rural Market, Rural Market Segmentation Tools.
- Unit 9: Product , Pricing and Promotion strategy of Rural Markets** – product mix decisions, competitive product strategies for rural markets. Pricing strategy – pricing policies, innovative pricing methods for rural markets. Promotion strategy – appropriate media and designing right promotion mix.
- Unit 10: Distribution and logistics management** – selection of appropriate channels – new approach to reach out rural markets.
- Unit 11: Principles of Innovation for Rural Market:** Need for Innovation in Rural Market, Role of Government & NGOs in Rural Marketing.
- Unit 12: Rural and Urban Markets:** A Comparative Analysis, Parameters Differentiating Urban & Rural Markets, Similarities and Differences in Consumer behaviour in Rural & Urban Markets.
- Unit 13: e-Rural Marketing:** e-Choupal Model of ITC, IT for Sustainable Rural Development and E-Governance in rural market Corporate Sector in Agri-business: Cultivation, Processing & Retailing Organized Rural Retailing

Unit 14: Social Marketing: Corporate Social Responsibility and Rural Marketing, Consumer Education: Consumer Education and consumer movement in rural India. Role of government in Rural Marketing, Role of NGOs in Rural Marketing

Unit 15: Case Study

COURSE CODE 16 (MKT): ADVERTISING AND PROMOTION STRATEGY

Unit 1: Introduction to Consumer Behaviour and Consumer Research: Introduction, Consumer Behaviour – Definition, Consumer and Customers, Buyers and Users, Organisations as Buyers, Development of Marketing Concept, Consumer Behaviour and its Applications in Marketing, Consumer Research Process

Unit 2: Marketing Segmentation and Positioning: Introduction, Requirements for Effective Segmentation, Bases for Segmentation, Determining How Many Segments to Enter, Product Positioning: An Introduction, Positioning Strategy, Positioning Approaches, Positioning Errors Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow’s hierarchy of needs, Motivation Research

Unit 3: Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Defense Mechanisms, Motive Arousal, Motivational Theories, Maslow’s hierarchy of needs, Motivation Research

Unit 4: Consumer Perception: Introduction, Sensation (Exposure to Stimuli), Perceptual Selection, Perceptual Organisation, Factors that Distort Individual Perception, Price Perceptions, Perceived Product and Service Quality, Consumer Risk Perceptions

Unit 5: Consumer Learning, Memory and Involvement: Introduction, Components of Learning, Behavioral Theory, Cognitive Learning Theory, Memory System, Memory Process, Concept of Involvement, Dimensions of Involvement, Involvement and Types of Consumer Behaviour, Cognitive Response Model, Elaboration Likelihood Model, Social Judgment Theory, Brand Loyalty and Brand Equity

Unit 6: Consumer Attitudes: Introduction, Functions of Attitude, Attitude Models, Factors that Inhibit Relationship between Beliefs, Feelings and Behaviour, Learning Attitudes, Changing Attitudes, Attitude Change Strategies

Unit 7: Consumer Behaviour and Marketing Communications: Introduction, Marketing Communication Flow, Communications Process, Interpersonal

Communication, Persuasive Communications, source, message, message appeals, communication feedback

- Unit 8: Cultural Influences on Consumer Behaviour:** Introduction, Characteristics of Culture, Values, Sub-cultures, Cross-cultural Influences, Cultural Differences in Non-verbal Communications
- Unit 9: Social Class and Group Influences on Consumer Behaviour:** Introduction, nature of Social Class, Social Class Categories, Money and Other Status Symbols, Source of Group Influences, Types of Reference Groups, Nature of Reference Groups, reference Group Influences, Applications of Reference Group Influences, Conformity to Group Norms and Behaviour, Family Life Cycle Stages, nature of Family Purchases and Decision-making, Husband-wife Influences, Parent-child Influences, Consumer Socialization of Children, word-of-Mouth Communications within Groups, opinion Leadership
- Unit 10: Diffusion of Innovation:** Introduction, Types of Innovation, Diffusion Process, Factors Affecting the Diffusion of Innovation, The Adoption Process, Time Factor in Diffusion Process, Culture, Communication and Diffusion
- Unit 11: Situational Influence on Consumer's Decision and the Decision Models:** Introduction, Nature of Situational Influence, Situational Variables, Types of Consumer Decisions, Nicosia Model of Consumer Decision-making (Conflict Model), Howard-Sheth Model (also called Machine Model), Engel, Blackwell, Miniard Model (also called Open System)
- Unit 12: Consumer Decision-making Process-I** Problem Recognition, Information Search and Evaluation of Alternatives: Introduction, Problem Recognition, Information Search, Evaluation of Alternatives
- Unit 13: Consumer Decision-making Process-II:** Outlet Selection, Purchase and Post Purchase Behaviour, Introduction, Outlet Selection and Purchase, Post Purchase Behaviour
- Unit 14: Organizational Buying Behaviour:** Introduction, Organizational Buyer Characteristics, Purchase and Demand Patterns, Factors Influencing Organizational Buyer Behaviour, organizational Buyer Decision Process, Organizational Buying Roles
- Unit 15: Case Study**

HRM SPECIALIZATION

COURSE CODE 13 (HRM): INDUSTRIAL RELATIONS AND LABOUR LEGISLATION

- Unit 1: Industrial Relations:** An Introduction, Meaning and definition of Industrial Relations, Evolution of Industrial Relations, Approaches to Industrial Relation, Trade unionism, Tripartite and Bipartite bodies and Industrial disputes.
- Unit 2: Influencing factors of IR:** Influencing factors of IR in enterprise and the consequences, employment structure, social partnership, labour market in India
- Unit 3: Trade Unions:** Growth of Trade union in India, legal framework, union recognition, union problems. Employees association, membership and financial status, Trade Union Act 1926
- Unit 4: Industrial Dispute and Employee Grievance :** Nature and scope of Industrial Dispute, causes and consequences of Industrial Dispute, Prevention and settlement of Industrial dispute in India, Nature of Grievance, Causes of Grievance, the grievance redressal procedure.
- Unit 5: Machinery for prevention and settlement of Industrial Dispute:** Statutory and non-statutory measures and other statutory measures
- Unit 6: Collective Bargaining:** Meaning and concept of collective bargaining, Features and strategies of Collective Bargaining, approaches to collective Bargaining, Impact of collective bargaining and workers participation in management on Industrial Relations.
- Unit 7: Workers Participation in Management:** Concept of Workers Participation in Management, Features and objectives of workers participation in management, Forms of workers participation in India, Merits of workers participation in management, Demerits of workers participation in management, W.P.M in India and Making WPM effective.

- Unit 8: Concept of Wages:** Meaning and concept of wages, Objectives of wage and salary administration, Theory of Wages, Methods of Wage Payment and Wage differentials
- Unit 9: Social security in India:** health and occupational safety programs – salient features of workmen compensation Act and Employees’ State Insurance Act relating to social security. Objectives of workers’ education.
- Unit 10: Introduction to Labour Legislation:** Social legislation and Labour Legislation , Forces influencing Labour Legislation in India, Principals of modern Labour Legislation, types of Labour Legislation
- Unit 11: The Factories Act, 1948:** Objective, coverage, welfare measures, administrative machinery, recommendations of Second National Commission on Labour. Industrial Employment (standing order) Act, 1946: Objective, coverage, Benefits and main provisions of the act.
- Unit 12: Industrial Disputes Act, 1947:** Objective, Coverage, Benefits, strikes and lockout, Conciliation Officers, Board, Court of enquiry, Labour Court, tribunals, National tribunals, Amendments, Collective Bargaining: Importance, Levels, Collective agreements, Hurdles to Collective Bargaining in India
- Unit 13: The Workmen’s Compensation Act, 1923:** Objective, Coverage, Benefits ,Main provisions. Employee’s State Insurance Act, 1948: objective, scope, coverage, benefits, The role of ESI Corporation and ESI Hospitals, critical appraisal of the Act
- Unit 14: The Employee’s Provident Fund and Miscellaneous Provision Act, 1952:** objective, coverage, employers’ obligations, benefits, penalties, critical appraisal of the Act.
- Unit 15: Social Security Act:** Minimum wage Act 1948, Payment of wages Act 1936, Payment of Bonus Act 1965, Equal remuneration Act 1976.

COURSE CODE 14 (HRM): ORGANIZATIONAL CHANGE AND DEVELOPMENT

- Unit 1: Organisational development-** An introduction: Organisational Development – Meaning and Definition, History of OD, Relevance of Organisational Development for Managers, Characteristics of OD, Assumptions of OD
- Unit 2: Change Process and Models:** Organisational Change, Strategies for Change, Theories of Planned Change (Lewin’s change model, Action research model, the positive model), Action Research as a Process, Resistance to Change
- Unit 3: Role of OD Practitioner:** OD Practitioner, Role of OD Professional in Organisations, Competencies Required for an OD Professional, Scope of the Role of an OD Professional
- Unit 4: Process of OD:** Process of OD, Components of OD program, OD program phases, Making an Entry, Developing Contract, Launch, Situational Evaluation, Closure
- Unit 5: Designing Interventions:** OD Interventions, Characteristics of OD Interventions, Levels of Diagnosis in Organisations, OD Map, Factors Affecting Success of Interventions
- Unit 6: Values and Ethics in OD:** Professional Values, Value Conflict and Dilemma, OD Values and Changing Themes over Time, Ethics in OD, Ethical Dilemmas in Practicing OD, Factors that Influence Ethical Judgement
- Unit 7: Issues Faced in OD:** Introduction, Issues Related to Client Relationships, Power, Politics and Organisational Development
- Unit 8: Human Resource Interventions:** HRM Interventions, Goal Setting, Performance Appraisal, Reward Systems, Career Planning and Development, Managing Workforce Diversity, Employee Wellness
- Unit 9: Team and Intergroup Development Interventions:** Introduction, Types of Team Building Interventions- (The Formal Group Diagnostic Meeting, The Formal Group Team Building Meeting, Process Consultation Interventions, Role Analysis Technique, Role negotiation technique, Appreciations and Concerns Exercise, Responsibility Charting), Intergroup Interventions (Intergroup Team-

Building Intervention, Organization Mirror Interventions, Third-Party Interventions).

- Unit 10: Structural Interventions:** Socio-Technical Systems, Techno-Structural Interventions, Physical Settings and OD, Types of Techno-Structural Interventions
- Unit 11: Strategic Interventions:** Integrated Strategic Change, Trans-organisation Development, Merger and Acquisition Integration, Culture Change, Self-Designing Organisations, Organisation Learning and Knowledge Management, Confrontation Meetings, System 4 Management, Learning Organisations
- Unit 12: Technology and OD:** Technology & OD: Basic Concept, Impact of Technology in Organisations, Benefits of Using Technology in OD, Guidelines for Integrating Technology in OD Interventions, Tools used in OD
- Unit 13: Evaluating OD Interventions:** Evaluation, Importance of Evaluating Interventions, Types of Evaluation, Methods of Evaluating Interventions
- Unit 14: Organisational Learning:** Learning Organisation, Senge's Approach Nonaka& Takeuchi's Approach, Executive View on Organisational Learning, Reality Checklist, Seven Steps of Initiating Organisational Learning
- Unit 15: Future of OD:** Organisational Development and Globalization, Emerging Trends in OD - Expanding the use of OD, Combining traditional "hard" business competencies and OD, Creating whole system change, Using OD to facilitate partnerships and alliances, Enhancing constant learning, Trends within the Organisation.

COURSE CODE 15 (HRM): PERFORMANCE MANAGEMENT AND COMPENSATION MANAGEMENT

- Unit 1: Introduction to Performance Management:** Concept and Definition of Performance Management, Importance of Performance Management System, and Linkage of Performance Management to Other HR Processes
- Unit 2: Process of Performance Management:** Overview of Performance Management Process, Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance
- Unit 3: Performance Appraisal:** Definitions and Dimensions of PA, Purpose of PA and Arguments against PA, Necessity of Performance Appraisal and its Usage by Organisations, Characteristics of Performance Appraisal, Performance Appraisal Process
- Unit 4: Performance Appraisal Methods:** Performance Appraisal Methods, Traditional Methods, Modern Methods, and Performance Appraisal of Bureaucrats – A New Approach
- Unit 5: Performance Appraisal Feedback:** Feedback – Role, Types and Principles, Situations Requiring Feedback and Pitfalls, Components of a Feedback and Steps in giving a Constructive Feedback, Levels of Performance Feedback
- Unit 6: 360-Degree Appraisal:** Introduction, the Impact of 360-Degree Feedback on Organisations, Concept of 360-Degree Feedback System, Purpose, Methodology, Ratings, Advantages and Disadvantages of the Method, The Process of 360-Degree Feedback, Operating 360-Degree Appraisal
- Unit 7: Ethics in Performance Appraisal:** Ethics – An Overview, Ethics in Organisations, Ethics in Performance Management, Realities of Ethics in Performance Management, Ensuring Ethics in Performance Management
- Unit 8: Introduction to Compensation management** –Introduction, Compensation and Non-compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation for Special Groups, Significant Compensation Issues

- Unit 9: Wages and Salary Administration at Macro Level:** Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective Bargaining, Union Role in Wage and Salary Administration
- Unit 10: Job Evaluation:** Compensation Strategy at Micro Level, Concept of Equity, Job Evaluation - Methods of job evaluation and System of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation
- Unit 11: Incentive Schemes:** Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives, Pay for Performance Plans
- Unit 12: Benefits and Services:** Concept and Nature of Benefits, Classification of Employee Benefits, Employee Benefit Programs, Long term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services, Employee Services – Designing a Benefit Package
- Unit 13: Voluntary Retirement Scheme:** Concept of Voluntary Retirement Scheme (VRS), Approaches to Deal with Workforce Redundancy, Costs and Benefits to the Company, VRS for Public Sector Employees
- Unit 14: Compensation Strategy:** New Thinking for the New Millennium: Pay the Person, Reward Excellence, Individualising the Pay System, Organisational and External Factors Affecting Compensation Strategies, Compensation Strategies as an Integral Part of HRM, Compensation Policies
- Unit 15: Rewards & Recognition:** Concept of Reward Management, Developing Reward Policies, Reward Strategy, Developing Total Reward Approach, Reward Management in Service Sector, Total Reward Framework of Service Industries in India, Factors affecting Reward Management Policies in Service Sector, Process of Designing a Successful Reward Strategy

COURSE CODE 16(HRM): MANPOWER PLANNING AND RESOURCING

- Unit 1:** **Introduction to manpower Planning:** Concept; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix;
- Unit 2:** ***Manpower Planning and Resourcing:*** Factors Affecting Manpower Planning, Need for Manpower Planning, Five Steps in Manpower Planning, Importance of Manpower Planning, Obstacles in Manpower Planning, Advantages of Manpower Planning, Successful Manpower Planning, Consolidated Demand Forecast Development, Effective Decision Making, Gaining Senior Management Support, Meeting the Organization's Goals and Objectives
- Unit 3:** ***Manpower Forecasting:*** Introduction, Forecasting, Necessity for forecasting, Steps in forecasting, Demand and supply forecasting, Demand Forecasting techniques, Forecasting accuracy, Benefits of forecasting
- Unit 4:** **HRD Activities:** Employee development activities Approaches to employee development, leadership development, action learning, assessment and development centres; Intellectual capital and HRD;
- Unit 5:** **Human Resource Accounting:** Introduction, Definition of Human Resource Accounting, Need, Significance, Objectives for HRA, Advantages of HRA , Methods of HRA, Objections to HRA, Controlling Manpower Costs, True Costs of Planning and Recruitment, Human Resource Accounting in India.
- Unit 6:** **HRD mechanisms for workers;** Role of trade unions; Industrial relations and HRD; Influence of motivation on development activities.
- Unit 7:** **Resourcing Strategy:** Introduction, Components of Resourcing Strategy, Business Scenario Planning, Estimating Future Human Resource Requirements, Labor Turnover, Action Planning, Role of HR in Developing Resource Capability, Resourcing Strategy
- Unit 8:** ***Sourcing & Recruitment:*** Introduction, Sources of candidates, Recruitment, Outsourcing, Attracting candidates, E-Recruitment, Person specifications
- Unit 9 :** **Selection Tests:** Introduction, Selection Process, Selection Methods, Psychological tests, Types of tests, Validity of tests, interpreting test results, Psychometric tests, online test, Importance of tests, Interviews, Final stages

- Unit 10** **Induction:** Introduction, Benefits of an Induction program, designing an induction program, Documentation, Types of Induction, On-the-Job Training
- Unit 11:** **Career Management:** Introduction, Career management process, Career dynamics, Career management policies, Career planning process, Tips for successful career planning, Talent management, Succession planning
- Unit 12:** **Employee Turnover:** Introduction, Employee turnover – causes & remedies, Cost of employee turnover, Importance of employee turnover, Employee exit process (Managing organizational release)
- Unit 13:** **Train to Hire:** Introduction, Outsourcing the Train-to-Hire Process, Partnering with educational institutions, Generating revenue, setting up an academy, Designing Curriculum
- Unit 14:** **HRD in Organisations:** Selected cases covering HRD practices in government organisations, manufacturing and service industries and MNCs; International experiences of human resource development.
- Unit 15:** **Recent Trends in Human Capital Development and Planning:** Introduction, Competency mapping, Knowledge management, E-Manpower Development, E-Manpower planning

FINANCE SPECIALIZATION**COURSE CODE 13 (FIN): SECURITY ANALYSIS AND PORTFOLIO
MANAGEMENT**

Unit 1 Meaning of investment – speculation and Gambling – Investment avenues - Types of investors – Investment objectives – The investment process – Security Analysis – Meaning of security – Types of securities – Meaning of security analysis.

Unit 2: Securities Market: securities market, functions, stock markets in India, methods of raising capital, security market indices.

Unit 3 Risk and Return – Computation of return – Meaning and definition of risk – Types: (Systematic risk- Market risk, Purchasing power risk, Interest rate risk, Unsystematic risk- Business risk (Internal, External), Financial risk) – Minimising risk exposure

Unit 4 Risk measurement - Standard deviation – Meaning of Beta – Computation and interpretation – Use of beta in estimating returns. (Including simple problems)

Unit 5 Economic analysis: Factors in Domestic and International economy – Economic forecasting and stock-investment decisions – Types of economic forecasts – Forecasting techniques – Anticipatory surveys – Barometric or Indicator approach (Delhi School of Economics- ECRI methodology) – Money supply approach – Econometric model building – Opportunistic model building.

Unit 6 Industry analysis: Industry classification schemes –Classification by product and according to business cycle – Key characteristics in industry analysis – Industry life cycle – Sources of information for industry analysis.

Unit 7 Company analysis: Sources of information for company analysis (Internal, External) – Factors in company analysis – Operating analysis – Management analysis – Financial analysis – Earnings quality.

Unit 8 Technical Analysis - Meaning and Assumptions of technical analysis – Trend lines and their significance – Market indicators – The Dow theory – Market indices – Mutual fund activity – Confidence level – Price indicators – Support and Resistance levels – Gap analysis - New high-low – The most active list – Moving averages of stock prices – Volume indicators- Price-volume relationship – Short selling – Breadth of market (Advance/Decline) – Odd lot trading – Oscillators – Relative Strength Index (RSI) – Rate of Change (ROC) – Charting – Types of price charts – Price patterns.

Unit 9 Fixed-Income Securities – Overview of fixed-income securities – Risk factors in fixed-income securities (Systematic and unsystematic) – Bond analysis – Types of bonds – Major factors in bond rating process – Bond returns – Holding period return - Concept of yield – Current yield – Yield-to-Maturity – Price-yield relationship – Convexity - Term structure of interest rates and yield curve – Duration - Valuation of preference shares.

Unit 10 Stock Return and Valuation – Anticipated returns, Present value of returns, Constant Growth model, Two-Stage Growth model, The Three-Phase Model, Valuation through P/E ratio.

Unit 11 Efficient Market Hypothesis (EMH) – Random Walk theory – Forms of EMH – EMH and empirical findings – Implication of EMH on fundamental and technical analysis – Market inefficiencies.

Unit 12 Portfolio Analysis – Selection and Evaluation – Meaning of portfolio – Reasons to hold portfolio – Diversification analysis – Markowitz's Model – Assumptions – Specific model – Risk and return optimization – Efficient frontier – Efficient portfolios – Leveraged portfolios – Corner portfolios – Sharpe's Single Index model – Portfolio evaluation measures – Sharpe's Performance Index – Treynor's Performance Index – Jensen's Performance Index.

Unit 13 Capital Market Theory – CAPM theory: Assumptions – CAPM Model – Capital Market Line (CML) – Security Market Line (SML) – Evaluation of securities – Present validity of CAPM – Arbitrage Pricing Theory (APT) – Assumptions – APT model – AP equation – Factors affecting return – APT and CAPM.

Unit 14 Portfolio Revision: Meaning, significance and strategies; portfolio evaluation meaning, performance management of portfolio.

Unit 15 Derivatives: Financial Derivatives – Meaning – Definition – Futures and Options – Pay-off in future and options – Stock and Index futures and options – Trading strategies – Commodity Derivatives – Structure of commodity exchanges – Commodity futures and options – Hedging using commodity futures.

COURSE CODE 14 (FIN): FINANCIAL MARKETS AND SERVICES

Unit -1 Indian Financial System and Markets: Nature and role of financial system; Financial system and financial markets; Financial system and economic development; Indian financial system – an overview; Financial Markets.

Unit –2 Money markets: Money market - meaning, constituents, functions of money market; Money market instruments - call money, treasury bills, certificates of deposits, commercial bills, trade bills etc; Recent trends in Indian money market;

Unit -3 Capital Markets in India-I

Meaning, Functions, Intermediaries, Role of Primary Market – Methods of floatation of capital – Abuses in New Issues market – Problems of New Issues Market – IPO's – Investor protection in primary market – Recent trends in primary market – Book-building mechanism – On-line IPOs – SEBI measures for primary market

Unit -4 Capital Markets in India-II

Meaning, Nature, Functions of Secondary Market – Organisation and Regulatory framework for stock exchanges in India, Defects in working of Indian stock exchanges, SEBI measures for secondary market , Overview of major stock exchanges in India, Internet Trading.

Unit -5 Listing of Securities: Meaning – Merits and Demerits – Listing requirements, procedure, fee – Listing of rights issue, bonus issue, further issue – Listing conditions of BSE and NSE – Delisting.

Unit -6 Merchant Banking: Concept, functions and growth; Government policy on merchant banking services; SEBI guidelines; Future of merchant banking in India.

Unit -7 Trading and Settlement System in Stock Exchanges

Indian Stock Exchanges: **BSE** – Different trading systems – Share groups on BSE – BOLT System , Different types of settlements – Pay-in and Pay-out – Bad Delivery – Short Delivery – Auction – **NSE** – Market segments – NEAT system options – Market types – Order types and Books – De-mat settlement – Physical settlement – Institutional segment – Funds settlement – Valuation debit – Valuation price – Bad and short delivery – Auction

Unit -8 Over – the – Counter Stock Exchanges and Foreign Stock Exchanges: Meaning – Structure – Advantages, Need – Features – Participants – Listing procedure – Trading and Settlement – Market making – Factors inhibiting growth of OTCEI.) Foreign Stock Exchanges: NYSE – Trading rooms – Players on NYSE trading floor – Role of specialist – Trading technology and procedure – Institutional trades – Depository system settlement,

NASDAQ – NASD rules – Trading firms on NASDAQ – Market makers – ECN's – Order entry firms – Order execution on NASDAQ

Unit -9 Stock Market Indices

Meaning, Purpose, and Consideration in developing index – Methods (Weighted Aggregate Value method, Weighted Average of Price Relatives method, Free-Float method) – Stock market indices in India – BSE Sensex - Scrip selection criteria – Construction – Other BSE indices (briefly) – NSE indices – S&P CNX Nifty – Scrip selection criteria – Construction – Stock market indices in foreign countries (Overview).

Unit -10 Securities & Exchange Board of India (SEBI)

Introduction – Constitution – Organisation – Objectives – Powers & Functions – SEBI (Disclosure & Investor Protection) Guidelines 2000 – SEBI (Stock Brokers & Sub Brokers) Regulations 1992 – SEBI (FII) Regulations – SEBI (Insider Trading) Regulations – Steps taken by SEBI in capital market.

Unit -11 New Instruments and Participants in Indian Stock Markets & Emerging

Instruments / Participants: ADR's - GDR's - Euro Issues – IDRs – FIIs – Meaning – Factors affecting FII investments – Growth of FII investment – SEBI guidelines for FII – FII limit, FDI – Meaning – Trends in FDI and FII investments in India

Challenges: Regional stock exchanges – Problems – Insider Trading – Meaning – Demutualization of stock exchanges – Meaning – Need – Process, recent developments.

Unit-12 Derivatives Markets

Definition – Types – Participants and functions – Development of exchange traded derivatives – Global derivatives markets – Exchange traded vs. OTC derivatives markets – Derivatives trading in India – L.C.Gupta Committee-J.R.Varma committee-Requirements for a successful derivatives markets

Unit-13 Non-Banking Financial Institutions: Concept and role of non-banking financial institutions; Different Non Banking Financial Institutions, Sources of finance; Functions of non-banking financial institutions; Investment policies of non banking financial institutions in India.

Unit-14 Insurance Sector: Insurance sector in India, Objectives, role, LIC and GIC; Crop Insurance, Micro Insurance, Entry of Private players in Indian insurance sector, Insurance Regulatory and Development Authority- role and functions.

Unit-15 Micro Finance: Meaning, Origin, Microfinance in India-Model of micro finance, Role Microfinance in Indian Economy, Role of NABARD in promoting microfinance, Problems of microfinance sector.

COURSE CODE 15 (FIN): INTERNATIONAL FINANCE

Unit-1: International Financial Management

Scope of international finance, global links, objectives of MNCs, Distinguishing features of International finance, International business activities, trends of FDI in India, International business methods, Motivations for international business, field of international business.

Unit-2: International Monetary System

The gold standard, Price specie flow Mechanism, Decline of the gold standard, the inter war years, The Bretton wood system, Smithsonian agreement,

Unit-3: Exchange Rate

Flexible exchange rate regime, alternative exchange rate systems, Evaluation of floating rates, classification of currency arrangements, the European monetary system. Introduction to GATT agreements.

Unit-4: International Financial Institutions/Development Banks

The World Bank, Economic reform programmes. IMF, financial policies of IMF, its supported programmes, Asian development bank

Unit-5: Balance of Payments

BOP accounting, debits and credits, BOP statement, disequilibrium of BOP, types of disequilibrium, ways to overcome disequilibrium, Capital account convertibility, current account convertibility, causes of convertibility, problems of BOP statement

Unit-6: Foreign Exchange Market:

Information and communication systems, functions of the foreign exchange market, the foreign exchange rates, arbitrage, foreign exchange markets, spot markets, cross rates of exchange, Bid-Ask spreads, forward market, Interest arbitrage, covered interest arbitrage and interest parity theory

Unit-7 Theories of Foreign Exchange Rate Movement and International Parity Conditions

Purchasing power parity, absolute purchasing power parity, relative purchasing power parity, graphic analysis of the international Fisher, comparison ppp, IFE, and IRP theories.

Unit-8: Management of Foreign Exchange Risk

Exchange risk, types of exposure, tools and techniques of foreign exchange risk management.

Unit-9: Management of Foreign Exchange Translation

Translation methods, functional versus reporting currency, comparison of four translation methods according to Accounting Standards 11

Unit-10: Management of Foreign Exchange Transaction Exposure

Measurement of transaction exposure, transaction exposure based on currency variability, managing transaction exposure, Hedging, Risk management products, currency correlation and variability as hedging tools, currency volatility over time.

Unit-11: Management of Economic Exposure

Transaction exposure versus economic exposure, measuring economic exposure, managing economic exposure, marketing management of exchange risk, production management of exchange risk, corporate philosophy for exposure management.

Unit-12 Multilateral Development Banks

IBRD, IMF, ADB

Unit-13 International Financial Market Instruments

ADR, GDR, Financial Swaps

Unit-14 Institutions in International Banking

Characteristic of International Banks – Rationale and Scope – Capital Adequacy, Loan Loss Provisioning and Regulatory – Legal and Accounting issues in International Banking – Forex Currency Accounts – Offshore Banking centers – Offshore centers in India

Unit-15 EURO Dollar Market

EURO Dollar Market, Mechanism – Syndicated Credit Procedures – External Commercial Borrowings – Mergers and Acquisitions – Cases of Recent Merger, Acquisitions and Bank Failures

COURSE CODE 16 (FIN): RISK MANAGEMENT AND INSURANCE

Unit: 1 Introduction to Risk

Fundamentals of Risk – The History of modern risk management – Meaning of risk management – Sources of risk - Objectives and functions of Risk Management – Importance- Tools of Risk Management difference between risk management and insurance management , Risk management's contribution to the organization, The risk managers' job – The Process of risk management.

Unit 2: Introduction to derivatives

Forward and Futures: Features of Forwards and Futures-Social Benefits-Trading Mechanics-pricing of Forward and Futures – valuation of Forward and Futures

Unit 3: Options:

Terminology-Options Payoffs-Trading in Options-Valuation of Options-Black Schools Options Pricing Model-BOP model.

Unit 4: Swaps

Evolution-Types of Swaps-Currency Swaps-Interest Rate Swaps-Designing Currency and Interest Rate Swaps-Valuation of Swaps.

Unit 5 Weather Risk

Introduction-sources of Weather Risk - enterprises subject to Weather Risk - History of Weather Risk markets- OTC products- Exchange traded products.

Unit 6: Rainfall based index insurance

Introduction – growth of index insurance institutions engaged in index insurance – BASIX, NAIC, etc- Merits and limitations of index insurance - Latest developments.

Unit-7: Securitization of weather risk

SPVs- Design and Development of derivatives rainfall based index futures and options-hedging opportunities- speculation in monsoon outcome – regulatory framework.

Unit-8 Credit Risk Management –Introduction-Spectrum of Risks-Components of credit risk- Quantifying credit risk-Approaches to CRM-Traditional approach to CRM-Strategic CRM system -Establish corporate priorities-Choose the credit Culture-Determine credit risk strategy-Risk controls

Unit-9: Trends in NPAs and Concentration Risk

Trends in NPAs and Concentration Risk -Concentration risk strategy –Conservative, Managed & aggressive-Concentration Risk Trends in Indian commercial banks -

Measurement of Concentration risk : Concentration Index method, Profile score method & composite profile score-Impact of concentration risk profile on NPAs level

Unit-10 Components of credit risk measurement

Probability of Default (PD)-Expected Exposure at Default (EAD)-Loss Given Default (LGD)-Maturity or tenor of the Exposure-Degree of diversification in a bank's credit portfolio-Factors influencing on CRM performance-Credit evaluation process – Z' score model, Zeta analysis.

Unit: 11 Principles of Insurance

Meaning of Insurance – Purpose and need for insurance – How does insurance work – Important principles of insurance- its important on insurability. The Business of insurance (Pooling of risk and resources) –Insurance as a social security tool – Role of Insurance in Economic development.

Unit: 12 Contract of Insurance

Contract of Insurance – Special and general elements necessary for a contract- difference between lifeand general insurance – contractual duty – contribution under policy conditions - InsuranceDocuments, Premium and bonuses – meaning of premium – premium calculation and Actuarial valuation.

Unit: 13 Types of Insurance

Fire Insurance - The Standard Fire & Special Perils Policy – terrorism cover –tariff system – special policies. Marine Insurance - Marine Policies – duration of cover – claims. Motor Insurance - Motor Vehicle Act, 1988 – Personal Accident Cover for Owner – Driver, theft claims. Personal Accident Insurance - Types of Disablement, Claims, Extended coverage. Health Insurance - Mediclaim Policy(Individual), Domiciliary Hospitalisation Benefit, Liability Insurance - Compulsory public liability Policy, Products liability Policy, Employer Liability Policy. Engineering Insurance - Contractors All Risks (C.A.R.)Policy, Marine-Cum-Erection (MCE) Policy, Machinery loss of Profits(MLOP) Policy , Advance Loss of Profits (Alop) Policy, Electronic Equipment Policy, Group insurance and types of group insurance

Unit: 14 Miscellaneous Insurance

Burglary Insurance, Baggage Insurance, Fidelity insurance, Television Insurance, Householders Insurance, Shopkeepers Insurance, Banker's Insurance Policies, Jeweller's Block Policies, Sport Insurance, Special contingency Policy. Rural Insurances – Rural policies, The Role of government, Cattle insurance, Poultry Insurance, Inland Fish Insurance Schemes, Agricultural Pump Set policy and Hut Insurance

Unit: 15 Insurance Claims Service

Claim documentation - Procedure for claim settlement (Life & Non-life) – Responsibility of Broker to Insurer – Claims procedure – Direct business claims procedure – Coinsurance and Reinsurance – Role of Broker, insurer, Surveyor and loss assessors in claim management – process of negotiation and settlement – Rights & Obligations of Clients – Servicing Claims.

GUIDELINES FOR PROJECT REPORT (200 marks)

The objective of the Project is to help the learners to acquire ability to apply multi-disciplinary concepts, tools and techniques to solve organizational problems and/or to evolve new/innovative theoretical framework. The duration of the project work is six months.

The project carries 200 marks and it is mandatory to submit the Project Report and appear for viva voce to complete the programme successfully.

a. TIME SCHEDULE FOR THE PROJECT

Sl No.	Topic	Date
1	Submission of the synopsis of the project at the respective Study Centre	Upto 28 th February
2	Progress Report of the Project	1 st April to 15 April
3	Candidate should bring three copies of the project report along with them at the time of Viva-Voce	Date of viva- voce asand when notified by the University

b. TYPES OF PROJECT:

The Project may be taken on any one of the following areas:

- The project should be done in specialization area as selected by a learner of M.Com. programme.
- Comprehensive case study (covering single organization/multifunctional area problem, formulation analysis and recommendations)
- Inter-organisational study aimed at inter-organisational comparison/ validation of theory/survey of management services.
- Evolution of any new conceptual / theoretical framework.
- Field study (empirical study).

- The project can be based on primary or secondary data.
- c. PROJECT PROPOSAL (SYNOPSIS):** Submission, Changes and Acceptance of Project Proposal (synopsis):
- Learners are advised to send their project synopsis and name and address of the project guide to the Coordinator of the respective Study Centre. The synopsis should include the following:
 - Title of the Study
 - Objectives and importance (significance) of the Study
 - Research Methodology opted for the Study (stating nature, sources, collection of data; research tools and techniques to be used; sampling procedure). Along with this, a brief profile of the organization proposed to be covered in the project should also be included.
 - Scope and Limitations of the Study.
 - If the learner wants to undertake a new project by changing his/her earlier project proposal, he/ she will have to justify his/ her new choice. Without valid ground and certification from his/her guide, no change in project proposal will be entertained.
 - In any case, changes in project proposal will not be allowed after submitting the second project proposal. The second proposal will be considered as final.
 - It is necessary that the learners finalize their project proposal well ahead of time.
 - It is to be noted that changes in project proposal will not be entertained in the last month of the programme.
 - In order to complete the project in due time, a learner should devote at least 120 days for his/her project. This time should be judiciously divided into various phases like field study and interview, data collection, data tabulation, data interpretation and data analysis.
- d. PROJECT GUIDE:**
- Faculties at the School of Professional Studies (Commerce, Management or Economics) of KKHSOU headquarter.
 - Faculties in the departments of Commerce, Business Management or Economics in colleges/institutions affiliated to any Indian University and having minimum five years of teaching experience.
