

**FACULTY OF ECONOMICS & BUSINESS**

**SYLLABUS**

**for**

**Masters of Commerce**

**(Semester: I -IV)**

**Under Continuous Evaluation System**

**Session: 2021-22**



**The Heritage Institution**

**KANYA MAHA VIDYALAYA JALANDHAR**

**(Autonomous)**

## **M.Com**

### **Masters of Commerce**

**Duration: 2Years**

**Level: Post Graduation**

**Type: Degree**

M.Com or Masters of Commerce is a postgraduate degree program. It focuses on systematic study of the concepts of Accountancy, Management Studies, Economics, Banking and Insurance systems, Research Methodology, Finance, Law, Taxation and Marketing Research etc. In the final semesters students opt for specialization in any field of commerce such as Accounting & Finance, Marketing, Banking, Insurance, Taxation, Capital Market etc.

### **Programme Specific Outcomes**

On successful completion of this Programme, it would:

PSO1: serve as basis for higher studies and research such as Ph.D and M.Phil. degree in Commerce and Management.

PSO2: develop self-confidence and awareness of general issues prevailing in the society.

PSO3: help students to pursue research in various socio-economic issues.

PSO4: give industry exposure to the students which would prepare them for their entrepreneurial journey.

PSO5: prepare students for wide variety of careers dealing in money from accountant to investment banker, money manager to personal finance consultant.

PSO6: help students to apply for UGC-NET or JRF exam, the success in which would help students to opt for teaching as their career or to pursue research.

**Kanya Maha Vidyalaya, Jalandhar (Autonomous)**  
**SCHEME AND CURRICULUM OF EXAMINATION OF TWO-YEAR DEGREE**  
**PROGRAMMME**  
**MASTER OF COMMERCE**  
**SESSION: 2021-22**

<b>Semester I</b>							
<b>Course Code</b>	<b>Course Name</b>	<b>Course Type</b>	<b>Marks</b>				<b>Examination time (in Hours)</b>
			<b>Total</b>	<b>Ext.</b>		<b>CA</b>	
				<b>L</b>	<b>P</b>		
MCML-1171	Managerial Economics	C	100	80	-	20	3
MCML-1092	Management Accounting and Control Systems	C	100	80	-	20	3
MCML-1093	Management Principles and Organization Behavior	C	100	80	-	20	3
MCML-1094	Business Environment	C	100	80	-	20	3
MCMM-1095	Statistical Analysis for Business	C	100	50	30	20	3+1
MCMS-1096	Seminar	C	50	-	50	-	-
<b>Total</b>			<b>550</b>				

**C-Compulsory**

**Kanya Maha Vidyalaya, Jalandhar (Autonomous)**  
**SCHEME AND CURRICULUM OF EXAMINATION OF TWO YEAR DEGREE**  
**PROGRAMMME**  
**MASTER OF COMMERCE**  
**SESSION: 2021-22**

<b>Semester II</b>							
<b>Course Code</b>	<b>Course Name</b>	<b>Course Type</b>	<b>Marks</b>				<b>Examination time (in Hours)</b>
			<b>Total</b>	<b>Ext.</b>		<b>C A</b>	
				<b>L</b>	<b>P</b>		
MCML-2091	Corporate Financial Accounting and Auditing	C	100	80	-	20	3
MCML-2092	Financial Management	C	100	80	-	20	3
MCML-2093	Human Resource Management	C	100	80	-	20	3
MCML-2094	Marketing Management	C	100	80	-	20	3
MCMM-2095	Research Methodology	C	100	50	30	20	3+1
MCMV-2096	Viva Voce	C	50	-	50	-	-
<b>Total</b>			<b>550</b>				

**C- Compulsory**

**Kanya Maha Vidyalaya, Jalandhar (Autonomous)**  
**SCHEME AND CURRICULUM OF EXAMINATION OF TWO YEAR DEGREE**  
**PROGRAMMME**  
**MASTER OF COMMERCE**  
**SESSION: 2021-22**

<b>Semester III</b>							
Course Code	Course Name	Course Type	Marks				Examination time (inHours)
			Total	Ext.		CA	
				L	P		
MCML-3091	Banking and Insurance Services	C	100	80	-	20	3
MCML-3092 (Option BI)	Both these options to be selected from one of the groups in the table given below	C	100	80	-	20	3
MCML-3093 (Option BII)		C	100	80	-	20	3
MCML-3094 (Option DI)		C	100	80	-	20	3
MCML-3095 (Option DII)	Both these options to be selected from one of the groups in the table given below	C	100	80	-	20	3
MCMS-3096	Seminar	S	50	-	50	-	-
<b>Note: Students can opt for any two of the following groups , each having two papers</b>							
<b>Group A: Accounting and Finance</b>							
Option AI	Security Analysis and Portfolio Management						
Option AII	Contemporary Accounting						
<b>Group B: Business Studies</b>							
Option BI	Strategic Management						
Option BII	Security Market Operations						
<b>Group C: International Business</b>							
Option CI	International Economics Organizations						
Option CII	Management of International Business Operations						
<b>Group D : Marketing</b>							
Option DI	Consumer Behaviour						
Option DII	Retail Management						

**C-Compulsory**

**Kanya Maha Vidyalaya, Jalandhar (Autonomous)**  
**SCHEME AND CURRICULUM OF EXAMINATION OF TWO YEAR DEGREE**  
**PROGRAMMME**  
**MASTER OF COMMERCE (SEMESTER SYSTEM)**  
**Session 2021-22**

<b>Semester IV</b>							
<b>Course Code</b>	<b>Course Name</b>	<b>Course Type</b>	<b>Marks</b>				<b>Examination time (inHours)</b>
			<b>Total</b>	<b>Ext.</b>		<b>CA</b>	
				<b>L</b>	<b>P</b>		
MCML-4091	Entrepreneurship Development and Project Management	C	100	80	-	20	3
MCML-4122	E-Commerce	C	100	80	-	20	3
MCML-4093 (Option AI)	All these options to be selected from any one of the groups in the table given below	C	100	80	-	20	3
MCML-4094 (Option AII)		C	100	80	-	20	3
MCML-4095 (Option AIII)		C	100	80	-	20	3
MCMV-4096	Viva voce	C	50	-	50	-	
<b>Note: Students can opt for any one of the following groups, each having three papers</b>							
<b>Group A: Accounting and Finance</b>							
Option AI	International Financial Management						
Option AII	Financial Markets and Financial Services						
Option AIII	Corporate Tax Law and Planning						
<b>Group B: Business Studies</b>							
Option BI	Goods & Services Tax (GST)						
Option BII	International Accounting						
Option BIII	Business Ethics & Environment Management						
<b>Group C: International Business</b>							
Option CI	International Financial Markets and Foreign Exchange						
Option CII	International Financial Management						
Option CIII	International Marketing						
<b>D: Marketing Management</b>							

Option DI	Advertising and Sales Management
Option DII	Brand and Distribution Management
Option DIII	Services Marketing

**Total Marks: 2200**

**C-Compulsory**

**Session 2021-22**  
**Master of Commerce Semester-I**  
**Course Code: MCML-1171**  
**Course Title: Managerial Economics**

**Course Outcomes:**

After passing this course, students will be able to:

- CO1:** learn the effective use of micro and macroeconomic tools and concepts in managerial decision making.
- CO2:** have in-depth knowledge of theories of consumer behavior, cost and market structure, production decisions.
- CO3:** learn preliminary concepts of macroeconomics.



**Session 2021-22**  
**Master of Commerce Semester-I**  
**Course Code: MCML-1171**  
**Course Title: Managerial Economics**

**Max. Marks: 100**

**Theory:80**

**CA: 20**

**Time: 3 hours**

**Note: Instructions for the Paper–Setter:**

Two questions, each carrying 16 marks, from each of the Units I-IV (i.e. a total of eight questions) are to be set. Candidates are required to attempt five questions, selecting at least one from each unit. The fifth question may be attempted from any unit.

**Unit-I**

Managerial Economics: Meaning, Nature, Scope and Concepts.

Law of Demand: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance of Law of Demand.

Elasticity of Demand: Meaning, Types and Degrees of Elasticity of Demand, Methods of measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance.

**Unit-II**

Marginal Analysis: Law of Diminishing Marginal Utility, Law of Equi-marginal Utility

Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance.

Production Function: Meaning, Law of Variable Proportion and Law of Returns to Scale Economies and Diseconomies of Scale.

**Unit-III**

Theories of Costs: Types of Costs, Traditional Theory: Long Run & Short Run, Modern Theory: Long Run & Short Run.

Managerial Theories: Profit maximization and Sales Maximization.

Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition.

Oligopoly: Sweezy Model.

**Unit-IV**

National Income: Conceptual Framework, Measures of National Income, Methods of Measurement of national income and Limitations/problems in measurement of national income, importance of measurement of national income

Consumption Function: Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume, Keynes Psychological Law of Consumption – Meaning, Properties and Implications.

Inflation: Meaning, Types, Theories of Inflation, effects and control of Inflation.

**Suggested Readings:**

1. Adhikari, M., '*Economic Analysis for Business Decisions*'.
2. Ahuja, H. L. (2009), '*Modern Micro Economics*', , Sultan Chand and Co.
3. Dr. Kumar, Raj & Prof. Gupta, Kuldeep, '*Managerial Economics*'.
4. Koutsyannis A. (1977), '*Modern Microeconomics*', 2nd Edition, Macmillan Press, London.
5. Mithani, D.M.(2009), '*Managerial Economics*', 5th Edition Himalaya Publishing House, New Delhi.

*Note: The latest edition of the books is recommended..*

Master of Commerce (Semester I)  
**Session: 2021-22**  
**Course Code: MCML: 1092**  
**Course Title: Management Accounting and Control Systems**

**Course Outcomes:**

After successful completion of this course, students will be able to –

- CO1: identify, use and interpret the results of costing techniques appropriate to different activities.
- CO2: analyse the financial position of a business organization using various techniques such as ratio analysis and cash flow statement.
- CO3: formulate and use budgets and standards for planning and control purposes.
- CO4: understand the role of responsibility accounting and performance measurement.
- CO5: understand the concept of transfer pricing systems.

Master of Commerce (Semester-I)  
**Session 2021-22**  
**Course Code: MCML-1092**  
**Course Title: Management Accounting and Control Systems**

**Time: 3Hours**

**Max. Marks:100**

**Theory:80**

**CA:20**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**Unit-I**

- **Introduction to Accounting:** Accounting as a management information system; Users of accounting information; generally accepted accounting principles and concepts; understanding the annual reports of companies.
- **Management Accounting and Managerial Decisions:** Management accountant's position, role and responsibilities.
- **Management Control System:** Meaning, nature and scope. Relationship between management control, strategic planning and operational control.

**Unit-II**

- **Managerial Behaviour and Control Process:** Goal congruence, functions of the controller. Understanding various forms of organizational structure and their relevance to the management control systems.
- **Management Control Structure:** Various forms of responsibility centers. Responsibility Accounting, Intra-company transfer pricing.
- **Management Control Process:** Budgeting process, Preparation of fixed and flexible budgets, Zero Base Budgeting, Activity Based Budgeting, performance budgeting and participative budgeting.

**Unit-III**

- **Standard Costing and Variance Analysis:** Standard costing as a control technique; Setting of standards and their revision; Variance analysis –meaning and importance, kinds of variances and their uses–material, labour variances; Relevance of variance analysis to budgeting and standard costing.
- **Marginal Costing and Break-even Analysis:** Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; Cost-volume profit analysis; Break-even analysis; Assumptions and practical applications of breakeven– analysis; Decisions regarding sales– mix, make or buy decisions and discontinuation of a product line etc.

### Unit-IV

- **Segment Performance Evaluation:** Traditional measures of evaluation. Economic Value Added, Balanced Score Card.
- **Analyzing Financial Statements:** Horizontal, vertical and ratio analyses.
- **Contemporary Issues in Management Accounting:** Value chain analysis; Activity based costing; Quality costing; Target Costing.
- **Reporting to Management:** Objectives of reporting, reporting needs at different managerial levels; Types of reports, modes of reporting, reporting at different levels of management.

#### Suggested Readings:

1. Anthony, Robert N., and Govind rajan, Vijay, “*Management Control System*”, 12<sup>th</sup> Edition, Mc Graw Hill
2. Anthony, Robert, “*Management Accounting*”, 5<sup>th</sup> edition (2007), Tarapore-wala, Mumbai,
3. Horngren, C.T., Gray L. Sundem and William O. Stratton, “*Introduction to Management Accounting*”, 13<sup>th</sup> Edition, Prentice Hall, Delhi
4. Horngren, C. T.; Datar, S.M.; Foster, G.M.; Rajan, M.V. and Ittner, C.D. “*Cost Accounting*”, 13<sup>th</sup> Edition (2009), Pearson, Delhi
5. Merchant, Kenneth A., “*Modern Management Control Systems: Text and Cases*”, 1st Edition (2004), Pearson Education Asia.
6. Pandey, I.M, “*Management Accounting*”, 3<sup>rd</sup> Edition, Vikas Publication, Delhi
7. Kaplan, Atkinson, Matsumara and Young, “*Management Accounting*”, 5<sup>th</sup> Edition (2007), Pearson Education
8. Kaplan and Atkinson, “*Advanced Management Accounting*”, 3<sup>rd</sup> Edition, Pearson Learning
9. Vij, Madhu, “*Management Accounting*,” 1<sup>st</sup> Edition (2009), Macmillan Publishers India Ltd.

Master of Commerce (Semester I)

**Session: 2021-22**

**Course Code: MCML-1093**

**Course Title: Management Principles and Organization Behavior**

**Course Outcomes:**

After successful completion of this course, students will be able to –

CO1: understand fundamental concepts and principles of management, including the basic roles and skills of a manager.

CO2: demonstrate a basic understanding of management functions such as planning organizing, leading and controlling; and how successful managers effectively and efficiently use these functions and their business resources to achieve organizational objectives.

CO3: demonstrate a thorough knowledge and understanding of organizational behavior.

CO4: define, explain and illustrate a range of organizational behavior theories.

CO5: analyze the behavior of individuals and groups in organizations in terms of organizational behavior theories, models and concept.

CO6: apply organizational behavior concepts, models and theories to real life management situations through case analysis.

Master of Commerce (Semester I)  
**Session: 2021-22**  
**Course Code: MCML–1093**  
**Course Title: Management Principles and Organization Behavior**

**Time: 3Hours**

**Max. Marks: 100**  
**Theory:80**  
**CA:20**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**Unit-I**

- Management: Definition, Nature and Purpose; Functions of Managers, Managerial Skills and Roles.
- Planning: Concept and Importance, Types, Steps in Planning, Limitations of Planning and Planning Premises. Management by Objectives (MBO): Concept, Objective setting process, Benefits and Weaknesses of MBO.
- Organizing: Nature and Types of Organizations; Departmentation; Span of Management; Centralization and Decentralization; Line and Staff Authority; Authority and Responsibility; Committees: Nature, Advantages and Disadvantage of Committees.

**Unit-II**

- Motivation: Concept and various theories of Motivation: McGregor's theory X and theory Y, Maslow's Hierarchy of Needs theory, Alderfer's ERG theory, Herzber's Motivation-Hygiene theory, Mc Clelland's Needs theory of Motivation, Adam's Equity theory, Vroom's Expectancy theory and Porter and Lawler's Model of Motivation.
- Leadership: Concept and various theories of Leadership: The Michigan Studies, The Ohio State Leadership Studies, Tannenbaum and Schmidt's Leadership Pattern, Fiedler's Contingency theory, Path-Goal theory, Likert's System four, The Managerial Grid, Charismatic Leadership, Transactional and Transformational Leadership.

**Unit-III**

- Organizational Behavior (OB): Meaning, Importance, Challenges and Opportunities for OB.
- Personality: Concept and determinants
- Attitudes: Sources and types, Cognitive dissonance theory

**Unit-IV**

- Emotions: Nature and Types, Sources of Emotions, Managing Emotions at work, Emotional Intelligence: concept and Dimensions.
- Perception: Nature and significance of perception, Factors influencing perception, perceptual process, Perceptual Distortions and Improving Perception.

**Suggested Readings:**

1. Harold Koontz and Heinz Weihrich, “Essentials of Management: An International Perspective”, 7<sup>th</sup> edition (2007), McGraw–Hill, New Delhi.
2. Richard L Daft, “The New Era of Management”, 2nd edition (2008), Thomson, New Delhi.
3. Stephen P Robbins, David A. Decanzo, “Fundamentals of Management”, 6<sup>th</sup> edition (2007), Pearson Education, New Delhi.
4. Stephen P. Robbins, Timothy A. Judge, Seema Sanghi, “Organisational Behaviour“, 14<sup>th</sup> edition, Pearson Education, New Delhi.
5. K. Aswathappa, “Organisational Behaviour, Text, Cases and Games”, 10<sup>th</sup> edition (2012), Himalaya Publishing.
6. Sekaran, Uma, “Organizational Behaviour: Text and Cases”, 2007, Tata McGraw Hill, New Delhi.
7. McShane, Steven L.; Glinow, Mary Ann Von and Sharma, Radha R “Organisational Behaviour”, 5<sup>th</sup> dition (2008), Tata McGraw Hill, New Delhi.
8. Philip Sadler, “Leadership”, 2<sup>nd</sup> dition (2005), Viva Books Private Limited.

Masters of Commerce (Semester-I)  
**Session: 2021-22**  
**Course Code: MCML-1094**  
**Course Title: Business Environment**

**Course Outcomes:**

After successful completion of this course, students will be able to:

CO1: analyze the environment of a business from the legal & regulatory, macroeconomic, cultural, political, technological and natural perspectives.

CO2: critically assess the business environment of an organization using selected strategic tools.

CO3: conduct an in-depth analysis of specific components of the business environment and relate it to an organization.

CO4: construct and present scenarios that synthesize business environment information



Masters of Commerce (Semester-I)  
Session 2021-22  
Course Code: MCML-1094  
Course Title: Business Environment

**Time Allowed: 3 hrs**

**Max Marks: 100**  
**Theory: 80**  
**CA: 20**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**Unit -I**

- Salient features of Economic Systems: Capitalist system/Market economy; Socialist system and Mixed Economy, Basic Features of Indian Economy, Government Business Relationship.
- Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment.
- Aspects of Economic Reforms: Liberalisation; Privatisation; Globalisation and its Implications for India.

**Unit -II**

- NITI Aayog: objectives, functions & role in economic planning.
- Economic Planning in India: objectives, Current plans of NITI Aayog with brief explanation of previous five year plans.
- Economic impact of indirect taxation on business environment.
- Social Responsibility of Business: Concept, rationale, dimensions models of social responsibility and barriers of SR; The Environment Protection Act, 1986.

**Unit -III**

- Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.
- Disinvestment of Public Enterprises: Rationale; Objectives and Implications.
- Evaluation of various regulatory policies of Government: Industrial Policy changes during the post Reforms; Fiscal and Monetary policy changes in India, Salient Features of FEMA.

**Unit -IV**

- Consumer Rights and Consumerism: Role of Consumer Groups with special reference to India; Consumer Protection Act, 1986 with latest amendments.
- Foreign Trade: concept of balance-of-payments; balance-of-trade; currency convertibility; Foreign trade policy 2004-09 and 2009-14; Exim Policy during the post reforms in India
- Demonetisation: concept & its impact on the Indian economy.

Masters of Commerce (Semester-I)

**Suggested Readings:**

1. Cherunilam, Francis, —*Business Environment*ll, 2011, Himalaya Publishing House, New Delhi.
2. K Ashwathappa, —*Legal Environment of Business*ll, Himalaya Publishing House, New Delhi.
3. M. Adhikary, —*Economic Environment for Business*ll, Sultan Chand & Sons, New Delhi.
4. K. Ashwathappa, —*Essentials of Business Environment*”, 11<sup>th</sup> edition (2011), Himalaya Publishing House, New Delhi.
5. Paul Justin, —*Business Environment–Text and Cases*ll, 2006, Tata McGraw Hills Publishing
6. Ruddar Dutt and KPM Sundaram, —*Indian Economy*ll, 53<sup>rd</sup> edition, S. Chand and Company Ltd., New Delhi.
7. Govt. of India, Five Years Plan documents.
8. Govt. of India, Various issues of Annual Economic survey of India.

**Note: It is Mandatory for the students to consult Economic Times, Financial Express, Annual Budget and Economic Survey to understand this paper.**

**M.Com Sem I  
Session 2021-22  
Course Code:  
MCMM-1095**

**Course Title: Statistical Analysis for Business**

**Course Outcomes:**

After successful completion of this course, students will be able to –

CO1: identify, use and interpret the results of statistical tools and techniques.

CO2: analyze the type of techniques that can be used for primary as well as secondary data collection.

CO3: formulate and use questionnaire for survey and data collections

CO4: understand the ways of conducting surveys and carry out research.

CO5: understand the concept of probability theory and distributions

**M.Com Sem I**  
**Session 2021-22**  
**Course Code:**  
**MCMM-1095**  
**Course Title: Statistical Analysis for Business**

**Time: 3Hours**

**MaxMarks:100**

**Theory:80**

**CA:20**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**Unit-I**

- Probability Theory: Probability—classical, relative, and subjective probability; Addition and multiplication probability models.
- Probability Distributions: Binomial Poisson, and normal distribution their characteristics and applications.

**Unit-II**

- Sampling and Data Collection: Sampling and sampling (probability and non-probability) methods; Sampling and non-sampling errors.
- Primary data collection techniques; Survey and Observation methods: Secondary data sources; Commercial (Syndicated) and Non-commercial sources.

**Unit-III**

Questionnaire design.

- Hypotheses testing; Null and alternative hypothesis, type I and type II error.

**Unit-IV**

- Large and small sampling tests—Z tests, T tests, and F tests. (ANOVA one-way and two-way), (Chi-square test.)
- Correlation: Simple, partial and multiple correlation coefficients;

**Practical through SPSS:**

The students will be trained in the following techniques of data analysis using latest version of SPSS software. At the end of the semester, external examiner will be appointed by the University to conduct the practical by examining the students in the lab and award marks.

## Masters of Commerce (Semester-I)

**Instructions for Practical Examiner:** Question paper is to be set on the spot by the Internal Examiner. Two copies of the same should be submitted for the record to COE Office, Kanya Maha Vidyalaya, Jalandhar.

**Topics:** Z tests, T tests, and F tests. (ANOVA one-way and two-way), Chi-square test, correlation.

### **Suggested Readings:**

1. Sharma, J.K., “Business Statistics”, 2<sup>nd</sup> edition (2007), Dorling Kindersley (India) Pvt Ltd.
2. Hooda, R.P, “*Statistics for Business and Economics*”, 2003, Macmillan, New Delhi.
3. Heinz, Kohler, “*Statistics for Business & Economics*”, (2002), South-Western/Thomson Learning.
4. Hien, L.W, “*Quantitative Approach to Managerial Decisions*”, Prentice Hall, New Jersey,
5. Mc Clave, J. T.; Benson, P.G. and Sincich, T., “*Statistics for Business & Economics*”, 11<sup>th</sup> edition (2011), Pearson.

Masters of Commerce (Semester-I)  
**Session: 2021-22**  
**Course Code: MCMS-1096**  
**Course Title: Seminar**

**Max. Marks: 50**

The topics for the seminar will be discussed with the students in the class and it will be conducted internally.

Masters of Commerce (Semester-II)  
**Session: 2021-22**  
**Course Code: MCML-2091**  
**Course Title: Corporate Financial Accounting and Auditing**

**Course Outcomes:**

After successful completion of this course, students will be able to –

- CO1: have conceptual understanding of capital employed and methods of calculating goodwill and shares.
- CO2: analyze the operating and financial position of a company by preparing financial statements.
- CO3: understand the role of a statutory auditor and provisions relating to his appointment, duties, responsibilities, rights and liabilities.
- CO4: understand the concept and rationale of financial audit, cost audit, management audit, internal audit, proprietary audit, efficiency audit and audit by CAG of India.
- CO5: analyze the professional code of conduct governing auditors and legal cases on negligence, misfeasance and breach of contractual and statutory duties.

Masters of Commerce (Semester-II)  
**Session: 2021-22**  
**Course Code: MCML–2091**  
**Course Title: Corporate Financial Accounting and Auditing**

**Time: 3Hours**

**Max. Marks: 100**  
**Theory Marks : 80**  
**CA: 20**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**Unit-I**

- Company Final Accounts–Requirements of Companies Act, 2013.
- Form and contents of Profit and loss account statement and balance sheet.
- Managerial remuneration. Meaning of profit. Divisible profits

**Unit-II**

- Valuation of goodwill, different approaches such as super profit, annuity and capitalization approach.
- Valuation of shares; different approaches such as book value and earnings approach.

**Unit-III**

- Understanding the concept and rationale of Financial Audit, Cost Audit, Management Audit, Internal Audit, Proprietary Audit, Efficiency Audit and Audit by C. and A.G.,
- Statutory Auditor–Appointment qualifications, removal, Duties and liabilities of auditor. Code of conduct and ethics, professional misconduct of statutory auditor.



Masters of Commerce (Semester-II)

**Unit-IV**

- Meaning, Objectives and scope of cost audit. Cost Auditor, his appointment, duties liabilities. Cost audit report; Meaning, objectives and scope of management audit. Appointment and qualifications of management Auditor.
- Audit of management functions such as planning, organizing and control. Audit of functional areas—production, personnel marketing finance and accounting.

**Suggested Readings:**

1. Khan, M.Y. and Jain, P.K., *-Financial Management*||, 5<sup>th</sup> edition, Himalaya Publishing, New Delhi
2. Pandey I.M., *-Financial Management*”, 9<sup>th</sup> edition (2009), Vikas Publishing House.
3. Gupta, Kamal, *-Contemporary Auditing*”, 6<sup>th</sup> edition, Tata Mc Graw Hill.
4. Sehgal, Ashok and Sehgal, Deepak, *-Advanced Accounting*||, 3rd edition, Taxman New Delhi.
5. Maheshwari, S.N. and Maheshwari, S.K., *-Corporate Accounting*”, 5<sup>th</sup> edition (2009), Vikas Publication, New Delhi
6. Mukherjee and Hanif, *-Corporate Accounting*”, 2005, Tata McGraw Hill, New Delhi.

Masters of Commerce (Semester-II)

**Session: 2021-22**

**Course Code: MCML-2092**

**Course Title: Financial Management**

**Course Outcomes:**

After successful completion of this course, students will be able to –

CO1: understand both the theoretical and practical role of financial management in business corporations.

CO2: analyze the financial requirements of corporations and decide their capital structures.

CO3: apply various capital budgeting techniques for taking decisions regarding acceptance and rejection of proposals.

CO4: devise the dividend policy of corporations.

CO5: understand the importance of risk in context of financial decision making.

Masters of Commerce (Semester-II)  
**Session: 2021-22**  
**Course Code: MCML–2092**  
**Course Title: Financial Management**

**Time: 3Hours**

**Max. Marks: 100**  
**Theory Marks: 80**  
**CA: 20**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**Unit-I**

- **Financial Management:** Meaning and nature; Financial goal–profit vs. wealth maximization; Finance functions–investment, financing, liquidity and dividend decisions. Financial planning– Theories of capitalization.
- **Capital Structure Theories:** Conceptual framework. Determinants. Net income approach, Net operating income approach, Intermediary approach and M.M. Hypotheses with special reference to the process of arbitrage.
- **Cost of Capital:** Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted).

**Unit-II**

- **Instruments of Finance:** Long term and short term.
- **Capital Budgeting:** Nature of investment decisions; Investment evaluation criteria on–discounted cash flow criteria, discounted cash flow criteria; Risk analysis in capital budgeting (practical's through excel).
- **Dividend Policies:** Issues in dividend decisions. Forms of dividends; Theories of relevance and irrelevance of dividends.

**Unit-III**

- **Operating and Financial Leverage:** Measurement of leverages; Analyzing Alternate Financial Plans; Financial and Operating leverage, combined leverage. EBIT and EPS analysis
- **Management of Working Capital:** Meaning, Significance and Types of Working Capital; Approaches of Working Capital; Calculating Operating Cycle Period and Estimation of Working Capital Requirements.

**Unit-IV**

- **Management of Cash:** Strategies, Baumol's, Miller–Orr's and Beranek's models of Cash Management.
- **Management of Receivables:** Credit Policy, Credit Terms and Collection Efforts.

**Suggested Readings:**

1. Berk, Jonathan and DeMarzo, Peter, *–Financial Management*, 2<sup>nd</sup> Edition (2010), Pearson Education, Dorling Kindersley (India) Pvt Ltd.
2. Bhattacharya, Hrishikes, *–Working Capital Management: Strategies and Techniques*, 2<sup>nd</sup> Edition (2009), Prentice Hall, New Delhi.
3. Brealey, Richard A; Stewart, C. Myers and Allen, F. *–Principles of Corporate Finance*, 8th Edition (2006), McGraw Hill, New York.
4. Chandra, Prasanna, *–Financial Management*, 7<sup>th</sup> Edition (2008), Tata McGraw Hill, Delhi.
5. Pandey I.M., *–Financial Management*, 9<sup>th</sup> Edition (2009), Vikas Publishing House.
6. Van Horne. J.G. and J.M. Wachowicz Jr., *–Fundamentals of Financial Management*, 13<sup>th</sup> Edition (2009), Prentice Hall, Delhi.
7. Van Horne, James G, *“Financial Management and Policy*”, 12<sup>th</sup> Edition (2002), Prentice Hall, Delhi
8. Khan, MY, Jain, PK, *–Financial Management*, 6<sup>th</sup> Edition (2011), Tata McGraw Hill, New Delhi.

Masters of Commerce (Semester II)

**Session: 2021-22**

**Course Code: MCML–2093**

**Course Title: Human Resource Management**

**Course Outcomes:**

After successful completion of this course, students will be able to-

CO1: evaluate the importance of human resources and their effective management in organizations.

CO2: demonstrate a basic understanding of different tools used in forecasting and planning human resource needs.

CO3: understand the terminology and tools used in managing employees effectively

CO4: understand governmental regulations affecting employees and employers.

CO5: analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics and training.

Masters of Commerce (Semester-II)  
**Session: 2021-22**  
**Course Code: MCML–2093**  
**Course Title: Human Resource Management**

**Time: 3Hours**

**Max. Marks:100**

**Theory Marks:80**

**CA:20**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section

**Unit-I**

- **Human Resource Management (HRM):** Nature, Scope, Objectives and Functions of HRM, Evolution of HRM, Changing Trends in HRM.
- **Human Resource Planning (HRP):** Concept, Need and Importance of HRP, Factors affecting HRP, Human Resource Planning Process.
- **Job Analysis:** Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis.

**Unit-II**

- **Recruitment and Selection:** Meaning and Factors governing Recruitment, Recruitment Sources and Techniques. Meaning and Process of Selection, Problems associated with Recruitment and Selection.
- **HR Training and Development:** Concept and Need, Process of Training and Development Programme:-Identification of Training and Development Needs, Objectives, Strategy & Designing of Training and Development, Implementation and Methods of Training Programme and Levels of Training Evaluation, Impediments to Effective Training.

**Unit-III**

- **Performance Appraisal:** Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal.
- **Managing Compensation and Employee Remuneration:** Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration, Challenges of Remuneration.

**Unit-IV**

- **Job Evaluation:** Meaning, Process and Methods of Job Evaluation.
- **Incentives:** Concept, Importance and Process of Incentive
- **Grievance Handling:** Meaning, Process, Grievance handling machinery.
- **Discipline:** Meaning, reasons of indiscipline, consequences of indiscipline and approach to maintain discipline.

**Suggested Readings:**

1. Dessler, Gary, -Human Resource Management, New Delhi, Pearson Education Asia.
2. Durai, Pravin, —Human Resource Management, New Delhi, Pearson.
3. Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M., -Human Resource Management: Gaining a Competitive Advantage, New Delhi, Mc Graw-Hill.
4. Mathis, Robert L. and Jackson, John H., -Human Resource Management, New Delhi, Thomson.
5. Gomez, Meja, Balkin, Cardy, -Managing Human Resources, New Delhi, Pearson Education.
6. Aswathappa, K., -Human Resource Management, Text and Cases. New Delhi, Tata McGraw –Hill.
7. Snell, Scott, and Bohlander, George, -Human Resource Management, New Delhi, Cengage Learning.
8. Mamoria and Rao, -Personnel Management, New Delhi, Himalaya Publishing House.

Masters of Commerce (Semester-II)  
**Session: 2021-22**  
**Course Code: MCML–2094**  
**Course Title: Marketing Management**

**Course Outcomes:**

After successful completion of this course, students will be able to –

- CO1: understand the role and contribution of marketing to the business enterprise.
- CO2: identify major basis for segmenting consumer and business markets, define market segmentation, target marketing and market positioning.
- CO3: evaluate the major types of consumer buying behavior and the stages in the buyer decision process.
- CO4: have conceptual understanding of the product life cycle and steps in new product development (NPD) process.
- CO5: identify the role of advertising, sales promotion, public relations, personal selling and direct marketing in the promotion mix.
- CO6: identify the major social criticisms of marketing.



Masters of Commerce (Semester-II)  
Session: 2021-22  
Course Code: MCML–2094  
Course Title: Marketing Management

Time: 3Hours

Max. Marks:100  
Theory Marks:80  
CA:20

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section

**Unit-I**

- Marketing Concepts and Philosophies, Importance of marketing, Building customer satisfaction and value, Concepts of customer retention, Holistic marketing and its components.
- Gathering information and scanning the marketing environment; Marketing research process: An overview.

**Unit-II**

- Consumer markets and Buyer behavior, Business markets and Business Buying behavior.
- Market segmentation: Importance and bases of segmentation. Targeting strategies, Positioning: concept and strategies.

**Unit-III**

- Product Decisions: Product classification and differentiation, New Product development process, Product life cycle and marketing strategies, Managing brands and Brand equity, Packaging decisions.
- Pricing Decisions: Pricing objectives, Factors influencing pricing, Pricing methods and strategies.

**Unit-IV**

- Distribution Decisions: Patterns of Channels and types of intermediaries.
- Promotion Decisions: Promotion mix and its components, factors affecting promotion mix.
- Socially Responsible Marketing: Cause-related marketing and Social Marketing, Internal Marketing, E Commerce Marketing practices.

Masters of Commerce (Semester-II)

**Suggested Readings:**

1. Kotler, Philip; Keller, Kevin; Koshey, Abraham; and Jha, Mithileshwar, -*Marketing Management*ll, 13th Edition (2009). Pearson Education New Delhi.
2. Ramaswamy, V.S. and Namakumari, S., -*Marketing Management: Global Perspective, Indian Context*”, 4th edition,Mac Millan.
3. Kurtz, David L. and Boone, Louis E., -*Principles of Marketing*ll, 12th edition, Thomson South-Western.
4. Saxena, Rajan, -*Marketing Management*ll, 2006, Tata McGraw-Hill, New Delhi.

Masters of Commerce (Semester-II)  
**Session: 2021-22**  
**Course Code: MCMM–2095**  
**Course Title: Research Methodology**

**Course Outcomes:**

After successful completion of this course, students will be able to –

CO1: identify, use and interpret the results of comparative and non-comparative scaling techniques.

CO2: identify various sources and ways of writing literature review.

CO3: formulate and use research methodology and research process.

CO4: understand the practical application of data tabulation.

CO5: understand the application of various data analysis techniques.

Masters of Commerce (Semester-II)  
**Session: 2021-22**  
**Course Code: MCMM–2095**  
**Course Title: Research Methodology**

**Time: 3Hours**

**Max. Marks: 100**  
**Theory Marks: 50**  
**Practical: 30**  
**CA: 20**

**Instructions for the Paper Setter**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**Unit-I**

- Research methodology: Nature and scope; problem formulation and statement of research objectives. Research process.
- Choose a Research Topic.

**Unit-II**

- Review of Literature Goals of a Literature Review, Types of Reviews, Sources of Research Literature.
- Writing of Review.
- Research designs: Exploratory, descriptive and Causal designs (Basic designs—After only, Before After, After along with control group, Before after with control group, Time series designs).

**Unit-III**

- Measurement concept, Levels of measurement—Nominal, Ordinal, Interval and Ratio.
- Attitude Measurement: Comparative and Non-comparative scaling techniques, Tabulation and cross-tabulation of data.

**Unit-IV**

- Data Preparation, Analysis, and Interpretation.  
Data preparation, Data screening, Transforming data, Data Analysis and Interpretation
- Data analysis techniques: Multiple regression analysis, Logistic regression analysis, Discriminant Analysis, Factor Analysis.

## Masters of Commerce (Semester-II)

### **Practicals Through Spss:**

The students will be trained in the following techniques of data analysis using latest version of SPSS software. At the end of the semester, external examiner will be appointed by the University to conduct the practical by examining the students in the lab and award marks.

**Topics:** Data preparation, Data screening, Transforming data, Data Analysis and Interpretation, Multiple regression analysis, Logistic regression analysis, Discriminant analysis and Factor analysis

**Instructions for Practical Examiner:** Question paper is to be set on the spot by the Internal Examiner. Two copies of the same should be submitted for the record to COE Office, Kanya Maha Vidyalaya, Jalandhar

### **Suggested Readings:**

1. Cooper, D. R. and Schindler, P.S., *-Business Research Methods*, 9<sup>th</sup> Edition, Tata McGraw Hill, New Delhi.
2. Levine, D.M., Krehbiel T.C. and Berenson M.L., *-Business Statistics*, 12<sup>th</sup> Edition (2012), Pears on Education, New Delhi.
3. Kothari, C. R., *-Research Methodology*, 2<sup>nd</sup> Edition (2008), New Age International.
4. Anderson, D.R.; Sweeney, D.J. and Williams, T.A., *-Statistics for Business and Economics*, 2<sup>nd</sup> Edition (2011), Thompson, New Delhi.

Masters of Commerce (Semester-II)

**Session: 2021-22**

**Course Code**

**MCMV 2096**

**Course Title: VIVA VOCE**

**Max. Marks: 50**

Masters of Commerce (Semester – III)

**Session 2021-22**

**MCML-3091**

**Banking and Insurance Services**

**Course Outcomes:**

After passing this course the students will be able to:

Co1: have Banking and Insurance knowledge and skills together with technology-familiarity and customer-orientation.

Co2: understand various services offered and various risks faced by banks.

Co3: become aware of various banking innovations after nationalization.

Co4: have an overview of insurance industry.

Co5: become conversant with various principles, provisions that govern the Life and General Insurance Contracts.

CO6: get placements in banking and insurance sectors.

Masters of Commerce (Semester – III)

Session 2021-22

MCML-3091

**Banking and Insurance Services**

**Time: 3 Hours**

**Max. Marks: 100**

**Theory: 80**

**CA : 20**

**Instructions for the Paper Setter:**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**Unit I**

- **Banking:** Brief History and Present Structure & management of Commercial Banking (CB) in India. Liquidity Management, Assets and Liabilities Management.
- **Innovations in Banking:** Internet banking, Phone Banking, Mobile Banking Wholesale and Retail banking, Universal and Narrow Banking, Off Shore Banking and Multi-national banking. **Social Banking:** Need, Challenges, policy initiatives:

**Unit II**

- **Liberalization of Banking Sector in India:** Narsimham Committee Report Part I and II.
- **Regulation of Banking Sector in India:** Role of RBI, CRR, SLR, CRAR and Prudential norms.
- **BASEL Norms:** Introduction to BASEL Norms, Regulatory framework, Significance and Difficulties. **BASEL III –An introduction.** Priority Sector Lending, Genesis of Microfinance.

**Unit III**

- **Insurance:** Introduction to Insurance-Types of Insurance. Purpose and need. Role of Insurance industry in India- Evolution, Liberalisation in Insurance Sector: Malhotra Committee Report and its status of Implementation, Legislative Insurance Framework.
- **Risk Management:** -Concept, Nature, Causes, Types and Methods.
- Insurance Act, 1938
- LIC Act, 1956
- IRDA Act, 1999

**Unit IV**

- **Financial planning and Taxation:** Saving and Investment Policies of Insurance Companies in India, Tax benefits under insurance policies.
- **Insurance pricing:** Computation of Premium, rider premium, Bonuses, Surrender Value and Paid up Value.
- **Insurance Documents:** Proposal forms, First Premium Receipt/Renewal Premium Receipt, Policy Contract, Endorsements, Renewal Notice/Bonus Notices, Other Insurance Documents Concepts of reinsurance, Bancassurance.



**Suggested Readings:**

1. Banking Theory Law and Practice, Sundaram and Varshney, Sultan Chand and Sons Publisher, year: 2004 Edition
2. Managing Indian Banks: Challenging Ahead, Vasant C Joshi & Vinay V Joshi, Sage Publications, 2e.
3. Money Banking and International Trade, KPM Sundharam, Sultan Chand and Sons, 2002.
4. Financial Institutions and Markets, LM Bhole Tata McGraw Hill, 2004, 4th Edition
5. Niehaus, Harrington (2007), Risk Management and Insurance, Tata McGraw-Hill
6. Financial Institutions and Markets, Meir Kohn - Tata McGraw Hill, 1996.
7. Management of Indian Financial Institutions, R M Srivastava Himalaya Publishing.

Masters of Commerce (Semester – III)

**Session 2021-22**  
**GROUP 'B': Business Studies**  
**MCML-3092(OPTION BI)**  
**Strategic Management**

**Course Outcomes:**

On successful completion of this course, students will be able to:

CO1: Have conceptual understanding of Strategy, Strategic Management and the process of Strategic Management.

CO2: Analyse External and Internal Environment using different models like Porter's Penta Forces Model, VRIO, Value Chain analysis and External and Internal Evaluation Matrix.

CO3: Understand Business level, Corporate level and Portfolio Strategies.

CO4: Understand the procedure of Strategic Implementation, Evaluation and Control.

CO5: Get an Overview of Corporate Governance and Social Responsibilities of Business.

**Session 2021-22**  
**GROUP 'B': Business Studies**  
**MCML-3092(OPTION B1)**  
**Strategic Management**

**Time: 3 Hours**

**Max Marks: 100**

**Theory: 80**

**CA: 20**

**Instructions for the Paper Setter:**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**Unit I**

- Understanding strategy and strategic management. Strategic management process. Strategic decision making. Levels of strategy. The secret of success of successful companies (McKinsey's 7 S model)
- Defining strategic intent: Vision, Mission Goals and Objectives. Characteristics of a good mission statement. Designing and evaluating a mission statement.

**Unit II**

- External environment analysis – Strategically relevant components of external environment. Industry analysis – Porter's five forces model, External Factor Evaluation matrix.
- Internal environment analysis – Resource based view of an organization: VRIO framework; Value chain analysis; Competitive advantage and Core competency. Internal Factor Evaluation Matrix.
- Environmental scanning techniques – ETOP and SWOT analysis.

**Unit III**

- Business level strategies – Porter's framework of competitive strategies: Cost leadership, Differentiation and Focused strategies.
- Corporate level strategies – Growth strategies – horizontal and vertical integration; strategic outsourcing; related and un-related diversification; international entry options; harvesting and retrenchment strategies.
- Portfolio strategies – BCG Model, GE Business Planning Matrix, Shell's Directional Policy Matrix, Product Life Cycle matrix.

**Unit IV**

- Strategy implementation – Strategy-structure fit: developing and modifying organizational structure. Leadership and organization culture.
- Corporate governance and social responsibilities of business.
- Strategy Evaluation and Control – Nature of strategy evaluation; Strategy evaluation framework; The balanced Score Card.

**Suggested Readings:**

1. Wheelen, Thomas L., Hungerford J. and Rangarajan Krish, “Concepts in Strategic Management and Business Policy”, Pearson Education, India.
2. David, R Fred, “Strategic Management- Concepts and Cases”, Pearson Education, India.
3. Hill, Charles W L and Jones Gareth R, “ An Integrated Approach to Strategic Management” Cengage Learning
4. Thompson, Arthur A Jr.; Strickland A J III; Gamble, John E and Jain, Arun K. “Crafting and Executing Strategy The Quest for Competitive Advantage.- Concepts and Cases”, TMH, New Delhi.
5. Pitts, Robert A and Lei, David. “Strategic Management Building and Sustaining Competitive Advantage”, Thomson, India.
6. Kazmi, Azhar. “Business Policy and Strategic Management”, TMH, New Delhi.

Masters of Commerce (Semester – III)

**Session 2021-22**  
**GROUP 'B': Business Studies**  
**MCML-3093 (Option BII)**  
**Security Market Operations**

**Course Outcomes:**

After successful completion of this course, students will be able to:

CO1: define the role of financial markets at macro level.

CO2. understand the practical aspects of primary and secondary market operations.

CO3. know about various technical terms used in the stock market.

CO4. know about the role of various entities involved in the trading process of stock market.

CO5. make their career in stock market/broking houses.

Masters of Commerce (Semester – III)

**Session 2021-2022**  
**GROUP 'B': Business Studies**  
**MCML-309 (Option BII): Security Market Operations**

**Time: 3 Hours**

**Max. Marks: 100**  
**Theory: 80**  
**CA: 20**

**Instructions for the Paper Setter:**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**UNIT-I**

- Security Market: Meaning, Functions, Features of Primary Market and Secondary Market
- Primary Markets: Procedure for floating public issue, Broad Contents of offer Document, Listing of Securities, Private Placement.
- Exchanges in India (NSE, BSE and MCX): Products traded, exchange membership, organization and management.

**UNIT-II**

- Indian Stock Indices: Need and importance, Compiling of Index Numbers and Interpretation.
- Clearing and settlement process at National Stock Exchange (NSE).
- Derivatives Market: Participants, Functions and Products- forward, futures, options and swaps.

**UNIT-III**

- Trading on a Stock Exchange-Online Trading, Internet Trading; Margin Trading.
- Securities and Exchange Board of India: Objectives, Powers and Functions
- Investor Protection-Investor education and awareness, Investor protection fund, Investors' complaints and their redressal-mechanism

**UNIT-IV**

- Mutual Funds: Evolution, Types of Mutual Fund schemes, Regulation of Mutual Funds in India.
- Opening a demat and trading account: Process and Documentation
- Depository (NSDL, CDSL): Role and services
- Credit Rating: Concept, Agencies, Methodology and process,

## Masters of Commerce (Semester – III)

### **Suggested Readings:**

1. Sharpe, William F., Gordon J. Alexander and Jeffrey V. Bailey, Investments (PrenticeHall).
2. Fabozzi, Frank Investment Management (Prentice Hall)
3. Haugen, Robert A. The Inefficient Stock Market (Prentice Hall)
4. Taggart, Robert A., Quantitative Analysis for Investment Management (Prentice Hall)
5. Richard Brealey and Steward Myers.Principles of Corporate Finance, McGraw Hill.
6. Dimson, E. (ed) : Stock Market Anomalies (Cambridge : Cambridge University Press)
7. Khan, M.Y.Financial Services, Tata McGraw Hill Publishing Company, New Delhi.
8. Reilly and Brown, Investment Analysis and Portfolio Management (Cengage).
9. Singh, Preeti, Investment Management, Himalaya Publishing House, New Delhi.
10. Avadhani, V.A. Investment Management, Himalaya, Himalaya Publishing House, New Delhi

### **Websites:**

[www.sebi.gov.in](http://www.sebi.gov.in)

[www.bseindia.com](http://www.bseindia.com)

[www.nseindia.com](http://www.nseindia.com)

[www.iseindia.com](http://www.iseindia.com)

[www.stockholding.com](http://www.stockholding.com)

[www.capitalideasonline.com](http://www.capitalideasonline.com)

[www.indiainfoline.com](http://www.indiainfoline.com)

[www.rbi.org.in](http://www.rbi.org.in)

[www.goidirectory.nic.in](http://www.goidirectory.nic.in)

[www.otcei.net](http://www.otcei.net)

Masters of Commerce (Semester – III)

**Session 2021-22**  
**GROUP 'D': Marketing**  
**MCML-3094 (Option DI)**  
**Consumer Behaviour**

**Course Outcomes:**

After passing this course, the students will be able to:

CO1: understand what consumer behaviour is and the different types of consumers.

CO2: understand the relationship between consumer behaviour and consumer value, satisfaction, trust and retention.

CO3: establish the relevance of consumer behaviour theories and concepts to marketing decisions.

CO4: make marketing strategies to satisfy the needs and wants of consumers in a better way.

CO5: learn about psychological process behind the behaviour of their consumers and how they make decisions.



Masters of Commerce (Semester – III)

**Session 2021-22**  
**GROUP 'D': Marketing**  
**MCML-3094 (Option DI)**  
**Consumer Behaviour**

**Time: 3 Hours**

**Max. Marks: 100**  
**Theory:80**  
**CA:20**

**Instructions for the Paper Setter:**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**Unit I**

- Introduction to Consumer Behaviour: Nature, Scope and Importance.
- Consumer Motivation: Nature of motivation; Types of consumer needs and motives; Dynamics of motivation; Need conflict; Need Hierarchy Theory of Motivation and its applications; Measurement of Motives.
- Personality and Consumer Behaviour: Definition of personality; Theories of personality; Personality and consumer diversity; Self concept and self image; Life style and psychographics.

**Unit II**

- Consumer Perception: Elements of perception; Dynamics of perception, Perceptual process; Perception and marketing strategy; Perceived risk.
- Consumer Learning: Elements of consumer learning; Behavioural theories and Cognitive theories of learning.
- Consumer Attitude Formation: Definition of attitudes; Structural models of attitudes; Attitude Theories; Attitude formation; Strategies of attitude change; Measuring Attitude.

**Unit III**

- Reference Group and Family Influences: Power of reference groups; Types of consumer related reference groups; Celebrity and other reference group appeals; Family decision making and consumption related roles; Family life cycle.
- Social Class: Definition; Measurement of social class; Social class dynamics.
- Cultural and Sub cultural Influences on Consumer Behaviour: Definition of culture and subculture; Affect of culture on consumer behaviour; Nature of culture; Measurement of culture; Subculture and consumer behaviour; subcultural categories.

**Unit IV**

- Diffusion of Innovation; Diffusion process; Adoption process.
- Opinion Leadership: Definition; Dynamics of the opinion leadership process; Motivation behind opinion leadership
- Consumer Decision Making: Consumer decision process; Types of decisions; Information search process; Alternative evaluation and selection; Decision rules.
- Models of Consumer Behaviour: E.K.B; Howard and Sheth; Nicosia's Model.

**Suggested Readings:**

1. Schiffman, I. G. and Kanuk, L. L. Consumer Behaviour, New Delhi, Pearson Education, 2007.
2. Blackwell, Roger D., Miniard, Paul W., and Engel James F. Consumer Behaviour, Cengage, 2006.
3. Solomon, Michael R. Consumer Behaviour, New Delhi, Pearson Education, 2003.
4. Assael, Henry Consumer Behaviour and Marketing Action, Cengage, 2006
5. Loudon, David L. and Della Bitta, Albert J., Consumer Behavior, Tata McGraw-Hill, Fourteenth Edition, 2002.

**Session 2021-22**  
**GROUP 'D': Marketing**  
**MCML-3095 (Option DII)**  
**Retail Management**

**Course Outcomes:**

After passing this course, the students will be able to:

CO1: get an overview of retail industry and role that retailing plays in the distribution component of marketing mix.

CO2: understand how to use marketing tools and techniques to interact with their customers.

CO3: learn about psychological process behind the behaviour of their consumers and how they make decisions.

CO4: get acquainted with the role & responsibilities of retail manager.

CO5: understand the process of merchandise planning and methods of merchandise procurement.

**Session 2021-22**  
**GROUP 'D': Marketing**  
**MCML-3095(OPTION DII)**  
**Retail Management**

**Time: 3 Hours**

**Max. Marks: 100**  
**Theory:80**  
**CA:20**

**Instructions for the Paper Setter:**

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**Unit I**

**Introduction to Retailing:** Meaning, Nature and Importance.

**Retailing in India:** Evolution of Retail in India, Drivers of Retail Change and Challenges to Retail Development in India.

**Types of retailers:** Food Retailers, General Merchandise Retailers, Non-Store Retail Formats, Services Retailing, Types of Ownership.

**Unit II**

**Understanding the Retail Consumer:** Need for Consumer Behavior, Factors Influencing the Retail Shopper, The Customer Decision Making Process.

**Retail Locations:** Types of Retail Locations; Steps involved in choosing a Retail Location; Methods of Evaluating a Trading Area

**Retail Store Design and Visual Merchandising:** Importance of Store Design; Exterior Store Design; Interior Store Design; Visual Merchandising.

**Unit III**

**Basics of Retail Merchandising** –What is Merchandising, Factors Affecting the Buying Function, The Merchandiser: Roles and Responsibilities, The Buyer: Roles and Responsibilities, Function of Buying for Different Types of Organisations.

**Process of Merchandise Planning:** Concept of Merchandising, Implications of Merchandise Planning, Process of Merchandise Planning.

**Unit IV**

**Methods of Merchandise Procurement:** Merchandise Sourcing, Age of Global Sourcing. Retail Pricing: Concept of Retail Price, Elements of Retail Price, Determining the Price, Retail Pricing Strategies.

**Category Management:** Concept of Category Management, Reasons for Emergence of Category Management, Components of Category Management, Category Management Process.

**Retail Franchising:** Concept, Types, Advantages and Disadvantages.

**Suggested Readings:**

1. Pradhan, Swapna (2007), *Retail Management–Text and Cases*, Tata McGraw Hill, 3<sup>rd</sup> Edition.
2. Sinha, P. K. and Uniyal, D. P. (2007), *Managing Retailing*, Oxford, 1st Edition.
3. Levy, Michael and Barton A. Weitz (2003), *Retail Management*, Tata McGraw Hill, 7th Edition.
4. Berman, Barry and Joel R. Evans (2006), *Retail Management–A Strategic Approach*, Pearson Education, 11th Edition.
5. Dunne, Patrick M; Lusch, Robert F.; and Griffith David A.: *Retailing* (Cengage, New Delhi)

**Session 2021-22**  
**MCMS-3096**  
**SEMINAR**

**Course Outcomes:**

On successful completion of this course, students will be able to:

CO1: develop strong communication skills.

CO2: develop the skills that will help in enhancing and shaping their thoughts and creativity.

CO3: improve their conceptual knowledge and develop critical thinking.

Masters of Commerce (Semester-III)

**Session: 2021-22**

**Course Code: MCMS-3096**

**Course Title: Seminar**

**Max. Marks: 50**

The topics for the seminar will be discussed with the students in the class and it will be conducted internally.

**Masters of Commerce (Semester – IV)**  
**Session 2021-22**  
**Course Code: MCML-4091**  
**Course Title: Entrepreneurship Development and Project Management**

**Course Outcomes:**

After passing this course, the students will be able to:

CO1: Understand the basic concepts in the area of entrepreneurship

CO2: learn about the role and importance of entrepreneurship for economic development

CO3: apply the technique of social cost-benefit analysis

CO4: have the conceptual clarity about project feasibility analysis

CO5: develop project formulation and preparation of project report

understand the concepts of Project Management from planning to execution of projects.



**Masters of Commerce (Semester – IV)**  
**Session 2021-22**  
**Course Code:MCML-4091**  
**Course Title: Entrepreneurship Development and Project Management**

**Time: 3 Hours**

**Max. Marks: 100**

**Theory Marks:80**

**CA:20**

**Note:** Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

**UNIT-I**

- Entrepreneurship- Concept, Traits, Characteristics, Classification and Types
- Entrepreneurship Motivation, Developing Creativity and Understanding Innovation
- Ethics and Social Responsibility of an Entrepreneur, Entrepreneurial Skills.

**UNIT-II**

- Role of Entrepreneurship in Economic Development. Entrepreneurial Decision Process, Environmental Assessment: Macro and Micro View.
- Project Management Concept- Generation and screening of project ideas; Sources and Methods. Feasibility Study.
- Managing Risk in Project Network Technique for Project Management, Time and Cost Over run.

**UNIT-III**

- Feasibility Study- Market and Demand Analysis, Situational analysis, collection of information and characterization of market, marketing plan.
- Technical Analysis – Manufacturing process, inputs, product mix, plant location and capacity, environmental aspects. Social Cost Benefit Analysis

**UNIT-IV**

- Financial Analysis – Project Cost estimates, Project Budgeting, Determining Actual costs, assessing working capital requirement, Managing cash flows.
- Project Risk Management – Risk Identification, Assessment, Response planning, Risk Monitoring. Developing an Effective Business Plan- Proposal Preparation, Proposal contents

## **Masters of Commerce (Semester – IV)**

### **Suggested Readings:**

1. Khanka, SS, Entrepreneurial Development., S.Chand Publications
2. Desai, Vasant, Project Management and Entrepreneurship., Himalaya Publishing House
3. Chandra, Prasanna, Projects : Preparation, Appraisal, Budgeting and Implementation., New Delhi Tata McGraw Hill.
4. Nagarajan, K., Project Management, New Age International Publishers.
5. Hisrich, Robert D and Peters, Michael P, Entrepreneurship, Delhi, Tata McGraw Hill.
6. Holt, David H, Entrepreneurship: New Venture Creation, Delhi, Prentice Hall of India.

Latest Editions of books be used.

**Masters of Commerce (Semester – IV)**  
**Session 2021-22**  
**Course Code:MCML-4122**  
**Course Title: E-Commerce**

**Time: 3 Hours**

**Max. Marks: 100**  
**Theory Marks:80**  
**CA:20**

**Course Outcomes:**

After passing course the student will be able to:

CO1: Comprehend on basic terms of E-Commerce, its evolution, aims and benefits.

CO2: Acquaint the steps to be followed for opening a new E-Commerce business.

CO3: Discuss knowledge on various issues involved in relation to secure electronic transactions and Laws for E-Commerce.

CO4: Comprehend about BPR and Case Studies of E-Business related applications.

**Masters of Commerce (Semester – IV)**  
**Session 2021-22**  
**Course Code:MCML-4122**  
**Course Title: E-Commerce**

**Time: 3 Hours**

**Max. Marks: 100**  
**Theory: 80**  
**CA: 20**

**Instructions for Paper Setter -**

Eight questions of equal marks (16 marks each) are to be set, two in each of the four sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be divided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any section

**UNIT-I**

**Introduction:** Introduction to E Commerce and Definition, E-Commerce based activities, Goals of E- Commerce, Functions, Advantages and disadvantages of E-Commerce, Scope of E- Commerce, Framework of E-Commerce, Electronic Commerce and Electronic Business. Steps to open online business store.

**UNIT-II**

**Electronic Business models:** B2B, B2C, C2C, Websites as market place. Pure online vs. brick and click business.

**Electronic Payment systems:** Payment Gateways; Different methods of E-payments: Debit Cards, Credit Cards, Paytm, UPI, Google Pay.

**UNIT-III**

**Security and Legal Aspects of E-Commerce:** Threats in E-Commerce, Security of Clients and Service-Provider; Cyber Laws – Relevant provisions of Information Technology Act 2000, offences. Secure electronic records and digital signatures.

**UNIT-IV**

Business process Re-engineering, Methodology, Planning methods for change. Case studies of E-Banking, E-Governance, Supply chain management, e-Retailing.

**References/Textbooks:**

1. Laudon, E-Commerce, Pearson Education India (2016), 10<sup>th</sup> edition.
2. David Whiteley, E - Commerce: Strategy, Technologies and Applications, McGraw Hill Education (2017).
3. K.K. Bajaj, Debjani Nag, E-Commerce: The Cutting Edge of Business, McGraw Hill Education (2017), 2<sup>nd</sup> edition.
4. Nidhi Dhawan, A Handbook of E-commerce, Sun India Publications (2017).
5. Janice Reynolds, The Complete E-Commerce Book: Design, Build & Maintain a Successful Web-based Business, CRC Press (2004), 2<sup>nd</sup> edition.
6. Syamales Maiti, Sweety Sadhukhan, E-commerce and business communication, McGraw-Hill (2019), 1<sup>st</sup> edition.

**Masters of Commerce (Semester – IV)**  
**Session 2021-22**  
**GROUP ‘A’: Accounting & Finance**  
**Course Code: MCML-4093(Option AI)**  
**Course Title: International Financial Management**

**Course Outcomes:**

After passing this course the student will be able to:

CO1: describe the motivations and drivers behind international trade, investment, financing and dividend decisions.

CO2: analyse agency problems and assess corporate governance structures.

CO3: explain various exchange rate regimes and analyse their impact on international trade and investments.

CO4. describe the functions of financial markets with a particular emphasis on foreign exchange markets.

CO5. analyse types of risks particularly associated with international trade and investments.

CO6. evaluate risks and returns in the context of foreign direct investments.

**Masters of Commerce (Semester – IV)**  
**Session 2021-22**  
**GROUP ‘A’: Accounting & Finance**  
**Course Code: MCML-4093(Option AI)**  
**Course Title: International Financial Management**

**Time: 3 Hours**

**Max. Marks: 100**  
**Theory Marks:80**  
**CA:20**

**Instructions for the Paper Setter**

**Note:** Eight questions of equal marks (16 marks each) (Specified in the syllabus) are to be set, two in each of the four Sections (A-D) from unit I-IV. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**Unit I**

- Foreign Exchange System: The Internationalization of Business and Finance, Alternative Exchange Rate Systems; International monetary system, The European Monetary System.
- Foreign Exchange Rate Determination: Introduction to spot market and Forward Market; Setting the Equilibrium Spot Exchange Rate; Factors affecting Currency Value: BOP Approach & Asset Market Approach; Role of Central Bank in Determination of Exchange Rates; Parity conditions in International Finance: Arbitrage and Law of One Price; Purchasing Power Parity; Fisher Effect; Fisher Effect in International Context.

**Unit II**

- Currency Forecasting: Interest Rate Parity Theory, The relationship between forward and future spot rate ,Currency Forecasting;
- Balance of payments: Balance of Payment Categories: Current Account, Capital Account, Official Reserves Account; Balance of Payment: The International flow of goods, services and capital, Coping with current account deficit.

**Unit III**

- Country Risk Analysis: Country Risk Analysis, Measuring & Managing Political Risk, Firm Specific Risks; Country Risk Analysis: Study of Economic & Political Factors Posing Risk.
- Measuring Various Exposures: Transaction Exposure, Operating Exposure and Translation Exposure. Risk Hedging-An Introduction

**Unit IV**

- Foreign Exchange Risk Management: Foreign Exchange Instruments, Recent developments in derivatives markets in India; Currency Futures & Options Market; Interest Rate & Currency Swaps; Interest rate Forwards & Futures.

**Suggested Readings:**

1. Shapiro Allan C (2003), “Multinational Financial Management”, 7thEdition, John Wiley& Sons, Singapore
2. Apte P.G. (2009) International financial Management, 5<sup>th</sup> Edition, Tata McGraw Hill, India
3. Bhalla, V. K (2008), “International Financial Management”, 7thEdition, AnmolPublications, India
4. Eiteman, Stonehill, Moffett(2004), “ Multinational Business Finance”,10thEdition,Pearson Education, India.

**Masters of Commerce (Semester – IV)**  
**Session 2021-22**  
**GROUP ‘A’: Accounting & Finance**  
**Course Code: MCML-4094 (Option AII)**  
**Course Title: Financial Markets & Financial Services**

**Course Outcomes:**

After passing this course the student will be able to:

CO1: understand the role and functions of the Indian Financial System in reference to the macro economy.

CO2: outline the difference between the major participants in the financial service sector including banking, insurance and other non-banking financial companies.

CO3: explain the role of regulatory authorities in the financial services sector in India.

CO4: describe how different financial markets function like debt market, call money market, government securities market.

CO5: facilitate trading in different types of financial instruments.



**Masters of Commerce (Semester – IV)**  
**Session 2021-22**  
**GROUP ‘A’: Accounting & Finance**  
**Course Code: MCML-4094 (Option AII)**  
**Course Title: Financial Markets & Financial Services**

**Time: 3 Hours**

**Max. Marks: 100**  
**Theory Marks:80**  
**CA:20**

**Instructions for the Paper Setter**

Eight questions of equal marks (16 marks each) (Specified in the syllabus) are to be set, two in each of the four Sections (A-D) from unit I-IV. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**Unit I**

- Indian Financial System: Meaning, Structure, Role and Deficiencies
- Development Banking in India: Evolution, Structure, Promotional Role, Resource Planning and Mobilisation, Project Evaluation and Follow Up, Performance Evaluation. Recent Developments in Development Banking.
- Reserve Bank of India: Organization and Management, Monetary Policy, Technique of Monetary control, Liquidity Adjustment Facility.

**Unit II**

- NBFCs: Concepts, RBI Guidelines, Progress, problems and Prospects.
- Banking Sector Reforms in India-Implementation Status.
- Factoring Services in India
- Venture Capital Financing in India.

**Unit III**

- CCIL: Role and Functions.
- Repos: Concept, Process and Progress in India
- Govt. Securities Market in India
- Call Money Market in India

**Unit IV**

- Treasury Bills Market in India
- Commercial Paper and Certificate Deposit Market in India.
- Securitization: Concept, Process and Progress in India

**Suggested Readings:**

1. Indian Financial System by H.R. Machiraju, Vikas Publishing House Pvt. Ltd.
2. Indian Financial System by Varshney & Mittal, Sultan Chand & Sons.
3. Management of Indian Financial Institutions by R.M. Srivastava–Himalya Publishing House
4. Managing Indian Banks by Vasant C. Joshi, Sage Publications.
5. Indian Financial System by Vasant Desai, Himalya Publishing House.
6. Financial Institutions & Markets by L.M. Bhole.
7. M.Y. Khan, Financial Services, Tata McGraw Hills, New Delhi, 2007.

**Web Sites: -**

1. [www.rbi.org.in](http://www.rbi.org.in)
2. [www.nsdl.com](http://www.nsdl.com)
3. [www.licindia.com](http://www.licindia.com)
4. [www.sebi.gov.in](http://www.sebi.gov.in)
5. [www.nabard.org](http://www.nabard.org)
6. [www.ifcilt.com](http://www.ifcilt.com)

**Masters of Commerce (Semester – IV)**  
**Session 2021-22**  
**GROUP ‘A’: Accounting & Finance**  
**Course Code: MCML-4095 (Option AIII)**  
**Course Title: Corporate Tax Law and Planning**

**Course Outcomes:**

After successful completion of this course, students will be able to –

- CO1: have the knowledge of latest provisions of Income Tax Act.
- CO2: understand the concept of Tax Planning and Assessment Procedures of Companies.
- CO3: take tax-sensitive decisions in the real life.
- CO4: apply legitimate ways of planning tax while taking different financial/ managerial decisions.
- CO5: practice as Tax Advisor/Consultants.

**Masters of Commerce (Semester – IV)**  
**Session 2021-22**  
**GROUP ‘A’: Accounting & Finance**  
**Course Code: MCML-4095 (Option AIII)**  
**Course Title: Corporate Tax Law and Planning**

**Time: 3 Hours**

**Max.Marks:100**  
**Theory Marks:80**  
**CA:20**

**Instructions for the Paper Setter**

**Note:** Eight questions of equal marks (16 marks each) (Specified in the syllabus) are to be set, two in each of the four Sections (A-D) from unit I-IV. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

**Unit I**

- **Tax Planning, Tax Avoidance & Tax Evasion:** Meaning, features and basic differences between tax planning, avoidance and evasion; various tools of tax evasion; Tax Management and its scope.
- **Corporate Tax:** Residential status of a company, Computation of total income and tax liability of companies, Minimum alternate tax.
- **Deductions** from Gross Total Income u/s 80 related to company assessee.

**Unit II**

- **Tax deduction or collection at source,** Advance payment of tax for company assessee.
- **Tax Planning for company assessee** with reference to location and type of business.
- **Tax Planning in relation to Forms of Organisation:** Sole Proprietary; Partnership and Company form of Organisation from tax planning point of view.

**Unit III**

- **Tax incentives to Newly Established Industrial Undertakings:** In Special Economic Zones u/s 10 AA and for exporters.
- Tax planning in respect of Amalgamation or Demerger.
- **Tax Planning and Financial Management Decisions:** Tax Planning relating to Capital structure decisions, Dividend Policy, Inter-Corporate Dividend and Bonus shares

**Unit IV**

- **Tax Planning and Management Decisions:** Own or Lease Decision, Make or Buy Decision, Sale of Asset used for Scientific Research, Decision relating to Repair, Replace, Renovation of an Asset, Shut-down or Continue Decision.
- **Taxability of Dividend from Company and investors point of view.**
- **Avoidance of Double Taxation**

**Suggested Readings:**

1. Ahuja Girish, “Systematic Approach to Income Tax”, Bharat Law House, New Delhi
2. Gaur, Narang & Puri, “Corporate Tax Planning and Management”, Kalyani Publishers, Ludhiana
3. Mehrotra H.C., “Income Tax Law & Practice”, Sahitya Bhawan Publications, Agra
4. Singhania . K. Vinod, “Direct Tax Theory & Practice”, Taxman Publications (P)Ltd.

Website: [www.incometaxindia.gov.in](http://www.incometaxindia.gov.in)

**Masters of Commerce (Semester – IV)**  
**Session 2021-22**  
**Course Code: MCMV-4096**  
**Course Title: Viva Voce**

**Max Marks: 50**