

**ST. XAVIER'S COLLEGE (AUTONOMOUS), KOLKATA
UNDER UNIVERSITY OF CALCUTTA**

POSTGRADUATE & RESEARCH DEPARTMENT OF

COMMERCE (M. COM)

CURRICULUM- 2022

SEMESTER I

Sl. No.	Subjects	Paper Code	Total Marks	Credit Points
1	Organizational Behaviour	MCOM2211C	50	3
2	Strategic Human Resource Management	MCOM2212C	50	3
3	Economics for Managers-I	MCOM2213C	50	3
4	Statistics for Business Decisions-I	MCOM2214C	50	3
5	Strategic Marketing Management	MCOM2215C	50	3
6	Strategic Financial Management	MCOM2216C	50	3
7	Principle and Practice of Taxation	MCOM2217C	50	3
8	IT for Business	MCOM2218C	50	3
	TOTAL		400	24

SEMESTER II

Sl. No	Subjects		Total Marks	Credit Points
1	Ethics, Value and Governance	MCOM2221C	50	3
2	Business Regulatory Framework	MCOM2222C	50	3
3	Economics for Managers -II	MCOM2223C	50	3
4	Statistics for Business Decisions-II	MCOM2224C	50	3
5	Strategic Management	MCOM2225C	50	3
6	Quantitative Techniques in Business	MCOM2226C	50	3
7	International Business	MCOM2227C	50	3
8	Advanced Analytical Tools for Research	MCOM2228C	50	3
	TOTAL		400	24

SEMESTER III (ACCOUNTING & FINANCE)

Sl. No.	Subjects	Paper Code	Total Marks	Credit Points
1	Corporate Accounting and Reporting	MCOM2231F	50	3
2	Financial Statement Analysis	MCOM2232F	50	3
3	Auditing and Assurance	MCOM2233F	50	3
4	Financial Institutions and Markets	MCOM2234F	50	3
5	Taxation for Business Managers (Direct Tax)	MCOM2235F	50	3
6	Research Methodology (Theory)	MCOM2236C	50	3
7	Research Methodology (Practical)	MCOM2237C	50	3
8	Strategic Cost & Management Accounting	MCOM2238C	50	3
	TOTAL		400	24

SEMESTER III (MARKETING)

Sl. No.	Subjects	Paper Code	Total Marks	Credit Points
1	Sales Management	MOCM2231M	50	3
2	Distribution and Supply Chain Management	MCOM2232M	50	3
3	Integrated Marketing Communication	MCOM2233M	50	3
4	Consumer Behaviour	MCOM2234M	50	3
5	Marketing Research	MCOM2235M	50	3
6	Research Methodology (Theory)	MCOM2236C	50	3
7	Research Methodology (Practical)	MCOM2237C	50	3
8	Strategic Cost & Management Accounting	MCOM2238C	50	3
	TOTAL		400	24

SEMESTER IV (ACCOUNTING & FINANCE)

Sl. No.	Subjects	Paper Code	Total Marks	Credit Points
1	International Finance	MCOM2241F	50	3
2	Derivative & Risk Management	MCOM2242F	50	3
3	Security Analysis	MCOM2243F	50	3
4	Portfolio and Investment Management	MCOM2244F	50	3
5	Taxation for Business Managers (Indirect Tax)	MCOM2245F	50	3
6	Dissertation including Viva- voce	MCOM2246C	150	9
	TOTAL		400	24

SEMESTER IV (MARKETING)

Sl. No.	Subjects	Paper Code	Total Marks	Credit Points
1	Rural and Agricultural Marketing	MCOM2241M	50	3
2	International Marketing	MCOM2242M	50	3
3	Strategic Brand Management	MCOM2243M	50	3
4	Marketing of Services	MCOM2244M	50	3
5	Retail Management	MCOM2245M	50	3
6	Dissertation including Viva- voce	MCOM2246C	150	9
	TOTAL		400	24

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SYLLABUS 2022

MCOM SEMESTER – I

PAPER 1: ORGANISATIONAL BEHAVIOUR (50 Marks)

PAPER CODE: MCOM2211C

COURSE DESCRIPTION

The course introduces students to a comprehensive set of concepts and theories, facts about human behaviour and organizations that have been acquired over the years. The subject focuses on ways and means to improve productivity, minimize absenteeism, increase employee engagement and so on thus, contributing to the overall effectiveness. The basic discipline of the course is behavioral science, sociology, social psychology, anthropology and political science.

COURSE OBJECTIVES

1. To learn the basic concepts of Organizational Behaviour and its applications in contemporary organizations.
2. To understand how individual, groups and structure have impacts on the organizational effectiveness and efficiency.
3. To appreciate the theories and models of organizations in the workplace.
4. To creatively and innovatively engage in solving organizational challenges.
5. To appreciate the theories and models of organizations in the workplace.

COURSE OUTCOMES

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

CO1: To understand the conceptual framework of the discipline of OB and its practical applications in the organizational set up.

CO2: To deeply understand the role of individual, groups and structure in achieving organizational goals effectively and efficiently.

CO3: To critically evaluate and analyze various theories and models that contributes in the overall understanding of the discipline.

CO4: To develop creative and innovative ideas that could positively shape the organizations.

CO5: To accept and embrace in working with different people from different cultural and diverse background in the workplace.

COURSE CONTENT

Unit-1: Fundamentals of Organizational Behaviour (OB): • Evolution of OB as a Discipline • OB: Challenges and Opportunities • Developing an OB model.

Unit-2: The Individual in the Organization: •Attitudes; •Perception; Learning; • Personality and values • Power and Politics.

Unit-3: Motivation & Leadership: • Meaning, process and significance of motivation • Early Theories of motivation: Hierarchy of Needs • Theory X Theory Y • Two Factor theory • McClelland Theory of Needs.

•**Concept of leadership** • Styles of leadership • Trait approach, contingency approach • Fielder's contingency theory • Hersey and Blanchard's situational theory • Managerial grid contemporary issues in leadership •Concept of transformational leadership.

Unit-4: Groups & Teams: •Groups – Meaning, classification and nature of groups •Stages of group development •an alternative model for Temporary Groups with punctuated equilibrium model •Group properties: Roles, Norms, Status, Size and Cohesiveness •Group Decision Making •Teams -Meaning of teams, Types of teams, Creating Effective teams, what makes individuals into effective team players.

Unit-5: Organizational Conflict and Negotiations: •Organizational culture, •Dynamics and management; Sources, patterns, levels, and types of conflict; •Traditional and modern approaches to conflict; •Functional and dysfunctional organizational conflicts; •Resolution of conflict. •Organizational Development •Organisational Change: concept; need for change, resistance to change; Theories of planned change; organization change •Stress management, •Organizational diagnosis.

Unit-6: Case Application

SUGGESTED READINGS

1. Robbins, S. P. Organizational Behavior. Prentice Hall.
2. Luthans, F. Organizational Behavior. McGraw Hill.
3. Aquinas, P. G. Organizational Behaviour. Excel Books.
4. Hersey, Blanchard, & Johnson. Management of Organizational Behavior: Utilizing Human Resources. Prentice Hall.
5. Prasad L.M., Organizational Behavior. McGraw Hill.
6. Pareek, U & Khanna, Understanding Organizational Behaviour. Oxford University Press.

PAPER 2: STRATEGIC HUMAN RESOURCE MANAGEMENT (50 Marks)

PAPER CODE: MCOM2212C

COURSE DESCRIPTION

The course Strategic Human Resource Management programme will equip students to observe HR issues from an operational and a highly strategic perspective. It will enable you to comprehensively understand the fundamental principles of modern business models and facilitate the creation and implementation of future-ready HR strategies that are in sync with recruitment practices ideal for the

future workforce.

COURSE OBJECTIVES

1. To enable the students to understand the HR Management and system at various levels in general and in certain specific industries or organizations.
2. To help the students focus on and analyse the issues and strategies required to select and develop manpower resources.
3. To develop relevant skills necessary for application in HR related issues.
4. To enable the students to integrate the understanding of various HR concepts along with the domain concept in order to take correct business decisions.

COURSE OUTCOMES

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

CO1: To develop the understanding of the concept of human resource management and to understand its relevance in organizations.

CO2: To develop necessary skill set for application of various HR issues.

CO3: To analyse the strategic issues and strategies required to select and develop manpower resources.

CO4: To integrate the knowledge of HR concepts to take correct business decisions.

COURSE CONTENT

Unit 1: Introduction to Strategic HRM: Concept of Strategic HRM, traditional vs strategic HRM, typology of HR activities, changed role of HR in organizations

Unit 2: Strategy formulation and Environment Forecasting: Formulating long term objectives, strategy implementation, analyzing the company profiles, institutionalizing the strategy, evaluating the strategy, leadership and culture, corporate strategy and HRM practices.

Unit 3: Human Resource Strategies (HRS): Concept, approaches, human resource strategy and business strategy, training and development strategies, organizational performance and HRS, change management strategies, difficulties in implementing HRS.

Unit 4: Strategic Human Resource Processes: Workforce utilization and employment practices, efficient utilization of human resources, dealing with employee surpluses and shortages, selection of employees, reward and development systems, strategically oriented performance management systems and employee development, talent management and retention.

Unit 5: HRM Strategy and Business Strategy: Role of HR in strategy formulation, integrating human resources in strategic decisions, HRS and HRIS, key issues in HR strategy, HRM strategies for corporations of tomorrow.

Unit-6: Case Application

SUGGESTED READINGS

1. Strategic Human Resource Management by Tanuja Agarwala, Oxford University Press.
2. Personnel Management - Text & Cases, By C. B. Mamoria & V. S. P. Rao, Himalaya Publication House.
3. Strategic Human Resource Management by Rajib Lochan Dhar, Excel Books.
4. HRD Audit by TVR Rao, Response Books Publishers.
5. Strategic Prospects for HRM by Shaun Tyson, Jaico Publishing House.
6. Gary Dessler, Human Resource Management, PHI, New Delhi, 2003.
7. Charles R. Greer, Strategic Human Resource Management, Pearson Education, 2003.
8. Luis R. Gomez – Mejja, David B. Balkin, Robert L. Cardy, Managing Human Resources, PHI, 2001.
9. Peter J. Dowling, Denice E. Welch, Randall S. Schuler. International Human Resource Management, Thomson South-Western, 2002.

PAPER 3: ECONOMICS FOR MANAGERS (50 Marks)

PAPER CODE: MCOM2213C

COURSE DESCRIPTION

The course introduces students to a master's level conceptual framework about economics with a managerial perspective. In the real-world scenario, the students are required to often apply basic but integral knowledge of economics. This course aims to cover the important aspects of economics appropriate for managerial level application. Both micro level and macro level economics have been covered in the course content.

COURSE OBJECTIVES

1. To help students to acquire conceptual knowledge on managerial economics
2. To develop decision making skills of students
3. To help students understand the interactions of different economic agents
4. To reflect on the importance of innovation in the field of economics
5. To analyse available information and take suitable actions accordingly

COURSE OUTCOMES

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

- CO1:** Grasp concepts of costs, demand, revenues, market structures and pricing decisions
- CO2:** Understand the productive abilities of a firm and the importance of outsourcing
- CO3:** Develop knowledge on the market structures existing globally and competitive analysis
- CO4:** Understand the impact of continuous growth and innovation
- CO5:** Understand the concept of markets with asymmetric information

COURSE CONTENT

Unit 1: Economic Concepts: Costs – Demand and revenues – Price, Cross and income elasticity of demand – Market Structures- Pricing and output decisions.

Unit 2: Horizontal and Vertical Boundaries of the Firm: Definition of economies of scale and scope – Sources of scale economics and diseconomies in production – Non-production sources of economics of scale and scope – The learning curve. Make vs. buy decision – Vertical chain of production – Reasons for outsourcing: Benefits and costs of using the market.

Unit 3: Market and Competitive Analysis: Competition identification and market definition – Measures of market structure – Different forms of market: structural features and price – output decision in the context of Monopolistic Competition- Oligopoly: Cournot of quantity competition; Games in matrix form and Nash equilibrium, Price and non-price competition, cartel cheating and cooperation.

Unit 4: Microeconomics of Innovation: Innovation and the growth process in free-market economics – Innovation versus price as the prime competitive weapon – optimal level of spending on innovation – Technology sharing – A kinked revenue curve model of spending on innovation. Growth-creating properties of innovation – Innovation as a positive externality – Effects of process innovation and product innovation on output and prices.

Unit 5: Markets with Asymmetric Information: Quality uncertainty and the market for lemon- Insurance market and adverse selection – Market signaling- The problem of Moral hazard.

SUGGESTED READINGS

1. Davis Besanko, David Dranove, Mark Shanley: Economics of strategy (John Wiley & Sons, Inc.)
2. Pindyck and Rubinfeld: Microeconomics (Pearson Education)
3. William Baumol and Alan Blinder: Economics, 8th edition (The Dryden Press) Chapter 15
4. Anindya Sen: Microeconomics (Oxford)

PAPER 4: STATISTICS FOR BUSINESS DECISIONS – I (50 MARKS)

PAPER CODE: MCOM2214C

COURSE DESCRIPTION

The course covers the basic lessons in statistics to develop the foundation of the subject among students, fit for future research-oriented learning. The course aims to give a wholesome idea of the various statistical tools and techniques.

COURSE OBJECTIVES

1. To understand the basic concepts of descriptive statistics
2. To understand the relation between variables and how they impact one another
3. To gain knowledge on permutation, combination and probability theory
4. To understand probability distributions
5. To learn about time series analysis and its application in research
6. Gain knowledge about different theoretical distributions

COURSE OUTCOMES

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

CO1: Solve problems on descriptive statistics and develop an in-depth knowledge for analysis and interpretation

CO2: Understand in details correlation and regression and develop models

CO3: Solve different problems relating to probability theory

CO4: Develop the knowledge of suitability of probability distributions according to type of data

CO5: Understand how data over the years can be tabulated and analysed for research

CO6: Differentiate among various theoretical distributions and solve related problems

COURSE CONTENT

1. An Overview of Descriptive Statistics: Central tendency, dispersion, moments, skewness and kurtosis - Basic ideas - definitions, formulae and illustrations with numerical problems.

2. Simple Correlation and Regression: Scatter diagram; Bi-variate frequency distribution; Simple correlation; Simple linear regression; Rank correlation.

3. Probability Theory: Introduction to set theory, Permutation and Combination; Different definitions of probability; Total probability theorem; Conditional probability; Compound probability; Independent events; Bayes' theorem on conditional probability; Numerical problems.

4. Random Variable and Probability Distributions: Random variable; Probability mass and density functions, Expectation and Variance of a random variable; Moments, skewness and kurtosis; Joint distribution of two random variables (discrete).

5. Time Series Analysis - Components of time series; Additive and multiplicative models; Determination of trend component (linear, quadratic and exponential trend equations); Computation of seasonal indices;

6. Theoretical Distributions: Uniform, Binomial, Poisson; Rectangular, Normal and Exponential distribution.

PAPER 5: STRATEGIC MARKETING MANAGEMENT (50 MARKS)

PAPER CODE: MCOM2215C

COURSE DESCRIPTION

Strategic marketing management is a marketing specialization course that is designed to develop students' holistic understanding and knowledge in strategic marketing. A marketing manager, as a planner-coordinator-controller of marketing activities, must be analytical and skilled in decision-making. Therefore, emphasis is placed on the analytical and decision-making functions of managers in the planning and implementation of marketing strategies at all levels of an organisation.

COURSE OBJECTIVES

1. To provide students' a holistic understanding and knowledge in strategic marketing.
2. To understand the application of marketing in business and organizational settings.
3. To understand the global practices of product development and marketing communication strategies
4. To identify market potential and communicate value to customers.
5. To gain essential skills to help you measure success and improve the quality of marketing decisions.

COURSE OUTCOMES

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

CO1: Compare and contrast the key principles of marketing strategy.

CO2: Explain marketing and strategy concepts and ideas in their own words.

CO3: Think strategically about marketing issues and provide recommendations.

CO4: Identify market potential and communicate value to customers.

CO5: Prepare a professional, logical and coherent report in the form of a marketing plan.

COURSE CONTENT

Unit-1: Fundamentals of strategic marketing

•Understanding marketing as strategy. •Strategic Marketing Framework •Assessing Corporate Resources and Capabilities.

Unit-2: Marketing strategy formulation

•Industry and business definition • Product-market definition and analysis •Customer and stakeholder

analysis •Competitor analysis

Unit-3: Marketing strategies for competitive and market scenarios

Growing the core competencies • Marketing Strategies for market leaders, followers and challengers • Marketing over the Product Life-Cycle • Marketing strategies for slow growth economies • Marketing strategies in strategic alliances, networks and hollow corporations

Unit-4: Strategic application of the marketing mix elements:

• Managing product lines • New product development process decisions-traditional and new • Setting prices • Pricing adaptations to the market • Designing integrated distribution channels • Channel management decisions • Developing an integrated marketing communications plan • Global Marketing Strategies.

Unit-5: Case Application

SUGGESTED READINGS

1. Kumar, N. (2004). *Marketing as Strategy*. Massachusetts: Harvard Business School Publishing
2. Ferrell, O.C and Hartline, M. D. (2005), *Marketing Strategy* 3rd Ed, South-Western: Thomson Learning
3. Anderson, C. H. and Vincze, J. W. (2004), *Strategic Marketing Management* 2nd Ed, Boston: Houghton Mifflin
4. Baker, M. J. (2000), *Marketing Strategy and Management*, Palgrave McMill

PAPER 6: STRATEGIC FINANCIAL MANAGEMENT (50 MARKS)

PAPER CODE: MCOM2216C

COURSE DESCRIPTION

The course aims to lay down the strategic importance of financial management. The course is structured in such a way that the students learn about the classical financial management concepts and also learn problem solving with constraints. The several aspects of financial management are meant to be discussed in details so that the students develop case solving ability in financial management.

COURSE OBJECTIVES

1. To understand details of strategy, financial policy and financial goals
2. To gain knowledge about different capital budgeting decisions
3. To understand the different implications of the capital structures of companies on the earnings and value of a firm
4. To understand various theories and aspects of working capital management
5. To acquire knowledge about different dividend policies

6. To understand why and how mergers and acquisitions happen

COURSE OUTCOMES

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

CO1: Relate the theoretical knowledge of strategic decision making with financial policy and organizational goals

CO2: Solve practical problems on capital budgeting decisions

CO3: Understand how a firm determines its capital structure

CO4: Understand the importance of liquidity in a firm

CO5: Develop the knowledge about the importance or futility of dividend payment through classical theories

CO6: Grasp concepts on mergers and acquisitions – the reason behind their occurrence and settlement

COURSE CONTENT

Unit 1: Financial Policy and Corporate Strategy: Strategic decision-making framework, Interface of Financial Policy and strategic management, Balancing financial goals vis-à-vis sustainable growth.

Unit 2: Capital Budgeting: Cash flow estimation, Capital budgeting techniques - ARR, Payback period, Discounted payback period, NPV, Equivalent annual NPV, IRR, Incremental IRR and Modified IRR.

Capital budgeting decisions under constraints

Capital rationing

Capital budgeting decision under uncertainty. Techniques for incorporating risk and uncertainty in capital budgeting decisions- Risk Adjusted Discount Rate, Certainty equivalent method, Decision tree analysis, Sensitivity analysis and Scenario analysis.

Unit 3: Capital Structure: An overview of cost of capital- Specific and WACC. Leverage and evaluation of financial plans (EBIT-EPS analysis).

Theories of capital structure – Traditional, Modigliani–Miller Hypothesis without and with corporate taxes, Pecking order theory,

Determinants of Capital structure in practice.

Unit 4: Dividend Policy: Forms of dividends.

Theories of relevance and irrelevance of dividend in firm valuation (Walter’s model, Gordon’s Model, Modigliani–Miller Hypothesis, Bird-in-hand theory)

Determinants of dividend policy; Lintner’s Model on corporate dividend behaviour.

Unit 5: Working Capital Planning and Management: Overview of the concept and types of working capital, Working capital financing, Determinants of working capital, Components of working capital

management; Cash management - Baumol's Model and Miller-Orr Model of managing cash; Receivables management- dimensions of credit policy of a firm and evaluation of credit policies, credit analysis; Inventory management.

Unit 6: Mergers, Acquisitions and Corporate Restructuring: Conceptual Framework, Mergers and Acquisitions - a) Financial Framework, b) Takeover Defensive Tactics, c) Reverse Merger; Divestitures - a) Partial Sell off, b) Demerger, c) Equity Carve outs; Ownership Restructuring - a) Going Private, b) Management/ Leveraged Buyouts; Cross Border Mergers

SUGGESTED READINGS

1. Van Horne, James C., Financial Management and Policy, Prentice Hall of India.
2. Pandey, I. M., Financial Management, Vikas Publishing.
3. Ross S.A., R.W. Westerfield and J. Jaffe, Corporate Finance, McGraw Hill.
4. Brealey R.A. and S.C. Myers, Principles of Corporate Finance, McGraw Hill.
5. Damodaran, A., Corporate Finance: Theory and Practice, John Wiley & Sons.
6. Chandra, P. Financial Management, Tata McGraw Hill.
7. Problems and Cases, Tata McGraw Hill.
8. Ehrhardt, M. C. & Brigham E. F, Corporate Finance, Indian Edition, Cengage Learning
9. Arthur J. Kewon, John H. Martin, J. William Petty & David F. Scott, Financial Management: Principles & Application, Pearson.
11. Meyer. et.al, Contemporary Financial Management, Cengage Learning.

PAPER 7: Principle and Practice of Taxation (50 MARKS)

PAPER CODE: MCOM2217C

COURSE DESCRIPTION

The course aims to make the students self-sufficient in tax filing and understand the nuances of income tax. Taxation is a very realistic subject and requires updated knowledge and has tremendous practical application. This course will be useful to all students as taxation is an integral part of our life.

COURSE OBJECTIVES

1. To help students to understand basic concepts of Income Tax in India
2. To gain knowledge about different aspects of return submission, advance payment of tax and TDS
3. To understand the several reasons why interest must be paid by an assessee

COURSE OUTCOMES

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

CO1: Assess the taxation status of individuals, firms or HUFs

CO2: Understand in details all the requirements for submission of returns and solve cases on it

CO3: Understand about advance payment of tax and solve practical problems on it

CO4: Understand about TDS and solve practical problems on it

CO5: Develop the knowledge about the different reasons why the assessee must pay interest and solve practical problems on it

COURSE CONTENT

Unit-1: Assessment of Individuals; Assessment of HUF; Assessment of Firms.

Unit-2: Submission of Return of Income:

What is return of income; Persons responsible for submitting return of income; Due date of furnishing return of income; Different return form; Self -assessment tax; Return of loss; Belated return; Revised return; Defective return; PAN; Inquiry before assessment sec. 142 or 142A; Summary assessment; Best Judgement assessment; Practical question on return of income.

Unit-3: Advance payment of tax.

Unit-4: Deduction and Collection of Tax at source.

Unit-5: Interest payable by the assessee.-

For default in furnishing return of income Sec. 234A; For default in payment of advance tax Sec. 234B; For deferment of advance tax Sec. 234C; For failure to deduct or collect and pay tax at source Sec. 201(1A) or 206C (7); Interest payable to Assessee Sec. 244A; Practical questions on return filing.

SUGGESTED READINGS

1. Singhania, V.K, V. K. and Monica Singhania, V.K. Student's Guide to Income Tax, Taxmann Publications Pvt. Ltd.
2. Ahuja, Girish and Ravi Gupta, Systematic Approach to Income Tax, Bharat Law House.
3. Income Tax Report.

PAPER 8: IT for Business (Data Analysis Using Excel) (50 MARKS)

PAPER CODE: MCOM2218C

COURSE DESCRIPTION

The course introduces students to a comprehensive set of concepts and details to develop the skill regarding basic financial analysis through an electronic spreadsheet.

COURSE OBJECTIVES

1. To gain knowledge about Spreadsheet application.
2. To understand the role of financial data analysis.
3. To understand the various methods that can be used for financial statement interpretation.

COURSE OUTCOMES

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

1. To apply the spreadsheet functionality for necessary financial data analysis.
2. To analyze the financial performance through developing various models.
3. To develop a customized interface for smooth interaction between end-user and the system.

COURSE CONTENT

Unit-1: Electronic Spreadsheet Fundamentals

- Introduction to Data Analysis
- Spreadsheet Basic Skills – Conditional Formatting, Simple Mathematical Functions, Logical Functions, data sharing across worksheets.
- Data Cleaning Techniques
- Data Visualization
- Designing Dashboards

Unit-2: FINANCIAL DATA ANALYSIS

- Data Retrieval using INDEX, MATCH, OFFSET, LOOKUP FUNCTIONS
- Working with Name Range
- Advanced Financial Functions
- Sensitivity Analysis
- Statistical Analysis of Data – t-test, ANOVA, Regression Analysis
- Introduction to Business Intelligence Tools – Power BI

Unit-3: BUILDING FINANCIAL MODELS

Preparation of Financial Statements such as Income & Expenditure Statement, Cash Flow, Profit

& Loss Account and Balance Sheet for business sectors

Unit-4: INTRODUCTION TO INTERFACE DESIGN AND AUTOMATION

Introduction to Form Active X Controls and MACRO – VBA coding (VBA Basics) for financial calculations including Interface Design

SUGGESTED READINGS

1. Ramesh Behl, Information Technology for Management, TMH.
2. Cliff Ragsdale, Spreadsheet Modeling and Decision Analysis: A Practical Introduction to Business Analytics, Cengage Learning India Pvt. Ltd.; 8th edition.
3. An Introduction to Excel Spreadsheets, Bernard Babani Publishing.
4. Dario Calonaci, Designing User Interfaces: Exploring User Interfaces, UI Elements, Design Prototypes and the Figma UI Design Tool, BPB Publications.

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5	Retail Management	MCOM2245M	50	3
6	Dissertation including Viva- voce	MCOM2246C	150	9
	TOTAL		400	24

**ST. XAVIER'S COLLEGE (AUTONOMOUS), KOLKATA
UNDER UNIVERSITY OF CALCUTTA**

SYLLABUS 2022

MCOM SEMESTER – II

**PAPER 1: ETHICS, VALUE & GOVERNANCE (50 Marks)
PAPER CODE: MCOM2221C**

COURSE DESCRIPTION

Ethics, Values & Governance is designed to provide students' a holistic understanding and knowledge about business ethics applicability, Corporate Governance mechanism and emerging issue like sustainability.

COURSE OBJECTIVES

The course is designed to cover the fundamentals of Business ethics and corporate governance. The objectives of this course are:

1. To understand the Business Ethics and to provide best practices of business ethics.
2. To learn the values and implement in their careers to become a good manager.
3. To develop various corporate social Responsibilities and practise in their professional life
4. To Imbibe the ethical issues in corporate governance and to adhere to the ethical codes.

COURSE OUTCOMES

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

CO1: Students will be able to understand the business ethics.

CO2: The student will be able to analyse corporate social Responsibility.

CO3: The student will be able to analyse various ethical codes in corporate governance.

CO4: Student will be able to analyse the employees' conditions and business ethics.

COURSE CONTENTS

Unit-1: Business Ethics: Concept, Nature, and Scope; Need and Importance, Ethical theories and approaches – The Teleological approach and the Deontological approach. Universalism vs. Ethical relativism, Utilitarianism, Ethical principles in business, Ethical Leadership.

Unit-2: Ethical Decisions: Ethical decision making, Ethical Decision-making, Ethical Dilemmas in Organization, Ethical competency, Conflict of interest.

Unit-3: Values: Concept & Relevance in Business, Types of values, Values & ethical behaviour, Professional values.

Unit-4: Ethical Issues in the Functional Areas: Marketing, Finance, Human Resource and Information Technology.

Unit-5: Corporate Social Responsibility (CSR): Concept, Corporations and their social responsibilities, Carroll's Pyramid of Corporate Social Responsibility, CSR and strategy, Shareholder theory of the firm, Regulatory mandates for CSR, Meaning and Scope of Sustainability, Triple Bottom Line (TBL).

Unit-6: Corporate Governance: Concept, Definition, Corporations and their characteristics, Global Corporate Governance Practices:

- Anglo-American Model
- German Model
- Japanese Model
- Corporate Governance Issues in Indian Family-Based Businesses.

Unit-7: Codes and Regulatory framework of Corporate Governance: Various Committee Reports - Global and Indian – Basic features and emphasis areas, Ethical governance.

Unit-8: Corporate Misconduct & Mis-governance:

- Reasons for Corporate Misconduct
- Whistle blower policy for protecting Corporate Governance

SUGGESTED READINGS

1. Business Ethics and Corporate Governance: A C Fernando (Pearson Education India)
2. Corporate Governance and Stewardship: N Balasubramanian (Tata McGrawHill).
3. The Essential Book of Corporate Governance: G. N. Bajpai (SAGE Publication)
4. Ethics and Corporate Governance: Prof Rajinder Kaur and Prof Rashmi Aggarwal (Thomson Reuters)
5. Corporate Governance: Principles and Practices: Sandeep Goel (McGraw-Hill)

PAPER 2: BUSINESS REGULATORY FRAMEWORK (50 Marks)

PAPER CODE: MCOM2222C

COURSE DESCRIPTION

The paper deals in detailed knowledge about the regulatory framework of our country. It aims at providing knowledge of the Corporate Laws, Commercial Laws as well as Intellectual Property Laws as applicable in India and the framework within which business houses are expected to function.

COURSE OBJECTIVES

The course is designed to cover the advanced analytical tools for research. The objectives of this course are:

1. To help students understand the concept of the Corporate Laws, Commercial Laws as well as Intellectual Property Laws as applicable in India.
2. To know about the applications of those laws.

COURSE OUTCOMES

On successful completion of the course the learner will be able to-

CO1: Learn the basic definitions and basic concepts of Companies law; regulatory provisions; incorporation requirements and papers which will be relevant during the process of entering into commercial markets.

CO2: Understand the fundamentals of legal aspects of Companies; corporate behaviour; corporate governance and regulatory provisions making them aware of the basic requirements of market and corporate world. Gain the knowledge of legal intricacies, basic principles of equity, natural justice and conscience and shall have the scope of deliberations in the class to understand the logic of application and implementation.

CO3: Apply to research and read through cases to make them aware of the recent updates in the field of law through legislative changes and judicial pronouncements.

CO4: Analyse the theory and the application of the law in practical aspects of the legal theory by understanding the difference in the laws and the principles or areas of specific application of the provisions.

COURSE CONTENTS

Unit–1: Corporate Laws

- a) **Corporate governance under the Companies Act 2013**
(With reference to directors, auditors and shareholders)
- b) **Insolvency And Bankruptcy Code 2016-** object and reason of the Act, corporate insolvency resolution process with reference to FastTrack process and voluntary liquidation, adjudicating authority for corporate persons, Insolvency and Bankruptcy Board of India , insolvency professional agencies, insolvency professionals.

Unit–2: Commercial Laws

- a) **Consumer Protection Act 2019-** object of the legislation, definitions, doctrine of ‘caveat venditor’, redressal agencies, filing of complaints and procedure thereof, orders that may be passed, appeal and enforcement of the orders.
- b) **Limited Liability Partnership Act 2008-** nature of the firm, administration, doctrine of holding out, designated partners, rights and liabilities of the partners, procedure of registration.
- c) **Competition Act 2002-** purpose and object of the Act, anti-competitive agreements, prohibition of dominant position, regulation of combination, Competition Commission of India, powers, duties, functions, orders passed, appeal and penalties

Unit–3: Intellectual Property Laws

- a) **Trademark** –definition, registration, license and infringements
- b) **Patent-** definition, rights and obligations of the patentee, procedure for obtaining the patent, transfer and infringements
- c) **Copyright** – definition, subject matter, rights conferred by copyright, license and infringements

SUGGESTED READINGS:

1. A Ramaiya “Guide To The Companies Act “ lexis Nexis 2021
2. Rinita Das, Company Law, Eastern Book Company
3. Sumendra Malik and Sudeep Malik, “Supreme court On Consumer Protection” (1986-Till Date) EBC
4. Taxmanns Insolvency and Bankruptcy Law Manual With IBC Law Guide
5. Neha Vyas. “Competition Law” EBC
6. CA Promd Jain, “Limited Liability Partnership A Comprehensive Resource Book” Corporate Law Advisor
7. Cornish, Ilewelyn and pain. “Intellectual property: patents, copyright, trade mark and allied matters” Eastern Book Company
8. Supreme Court Cases
9. Bare Acts with rule

PAPER 3: ECONOMICS FOR MANAGERS - II

PAPER CODE: MCOM2223C

COURSE DESCRIPTION

This course introduces economic analysis of aggregate employment, income, and prices. Topics include major schools of macroeconomics; aggregate supply and demand; economic measures, fluctuations, and growth; money and banking and inflation; stabilization techniques; and international trade.

COURSE OBJECTIVES

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

COURSE OUTCOMES

On successful completion of the course the learner will be able to:

CO1 Understand the macro foundations of economic policies.

CO2 Understand the types of economic shocks and its effects in short and run growth potentials.

CO3 Analyze the economic fluctuations and business cycles.

CO4 Framing of stabilization policies to ensure stability in growth parameters.

CO5 Analyze real-world business problems in the macroeconomic perspective (specifically, growth position of an economy) with a systematic theoretical macro framework.

COURSE CONTENT

Unit -1: Macroeconomic Fundamentals: Concepts of GDP, NI, GDP deflator and price index - distinction between real and nominal GDP with reference to price indexes –Income-expenditure and saving – Investment identity in a closed and open economy – Income – expenditure modes of economic fluctuations.

Unit – 2: IS–LM model of economic fluctuations: Output market equilibrium and the IS curve – Shifts of the IS curve – Money market equilibrium and the LM curve – Shifts of the LM curve - monetary targeting and interest rate targeting, fiscal instruments and policy in the IS-LM model, expectation Augmented IS-LM model- IS-LM equilibrium with reference to full employment output – Analysis of business cycles in the fixed price IS-LM model – Countercyclical fiscal and monetary policy – IS-LM model, financial crisis and the monetary policy dilemma derivation of Aggregate Demand.

Unit – 3: Inflation and Unemployment: Models of Aggregate Supply – Derivation of Phillips curve from the AS curve – Use of expectation-augmented Phillips curve to explain demand-pull, cost-push and expectation based inflation – Disinflation and sacrifice ratio - Painless disinflation – Inflation targeting in India.

Unit – 4: Economic Growth: Concept and measurement – Sources of economic growth –Stages of economic growth – Solow growth model and its policy implications – Diminishing return and the catch-up effect – Analysis of growth miracle-AK model- growth failure around the world.

SUGGESTED READINGS

1. Robert J. Gordon: Macroeconomics (Pearson)
2. Mankiw, N.G: Macroeconomics (Worth Publishing)
3. Michael Evans: Macroeconomics for Managers (Blackwell Publishing)
4. Abel and Bernanke: Macroeconomics (Pearson)
5. Errol D’Souza: Macroeconomics (Pearson Education)

PAPER 4: STATISTICS FOR BUSINESS DECISIONS - II

PAPER CODE: MCOM2224C

COURSE DESCRIPTION

This course is designed to provide students with an understanding of the data and its relevance in business and develop an understanding of the quantitative techniques from statistics. A particular emphasis is placed on developing the ability to interpret the numerical information that forms the basis of decision-making in business.

COURSE OBJECTIVES

1. To develop the student’s ability to deal with numerical and quantitative issues in business
2. To enable the use of statistical, graphical and algebraic techniques wherever relevant.
3. To have a proper understanding of Statistical applications in Economics and Management.

COURSE OUTCOMES

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

CO1 Describe and discuss the key terminology, concepts tools and techniques used in business statistical analysis

CO2 Critically evaluate the underlying assumptions of analysis tools

CO3 Understand and critically discuss the issues surrounding sampling and significance

CO4. Discuss critically the uses and limitations of statistical analysis

CO5 Solve a range of problems using the techniques covered

CO6 Conduct advanced statistical analysis of data.

COURSE CONTENT

1. **Sampling Theory:** Basic concepts of Sampling; Types of sampling – random, non-random and mixed; practical methods of drawing simple random sample. Descriptions of Stratified Sampling, Two Stage Sampling and Double Sampling – Statement of the unbiased estimate of population mean and the sampling variance of the estimator in each case.
2. **Theory of Estimation:** Statistic and Parameter; Notion of sampling distribution of a statistic; Statements of Chi-Square, t and F statistics. Unbiasedness and Minimum Variance; Method of moments for estimation.
3. **Test of Significance:** Basic Concepts: Hypothesis-Null and alternative, size, level, power, p-value, etc. Exact tests using Normal, Chi-Square, t and F statistics for univariate and two univariate situations. Confidence Interval for sample mean in univariate situation. Pearsonian Chi-Square test for Goodness of fit and Independence.
4. **Non-Parametric Tests:** Introduction and Concept, Test for randomness based on total number of runs, Kolmogorov Smirnov test for one sample, Sign tests- one sample and two samples, Wilcoxon-Mann-Whitney test, Kruskal- Wallis test.
5. **Multivariate analysis:** Multiple Regression, Multiple Correlation and Partial Correlation – Concepts and Uses. Basic concepts of Principal Component Analysis, Cluster Analysis, Discriminant Analysis and Factor Analysis.
6. **Analysis of Variance:** Analysis of One-way classified data and two-way classified data with one observation per cell.

SUGGESTED READINGS

1. Aczel, A. D., & Sounderpandian, J. Complete Business Statistics. Tata McGraw Hill.
2. Baruah, S. Basic Mathematics and its Application in Economics. Macmillan.
3. Beri, G. C. Business Statistics. Tata McGraw Hill.
4. Das, J. K. Statistics for Business Decisions. Academic Publishers.
5. Gupta, S. C. Fundamentals of Statistics. Himalaya Publishing House.
6. Hanke, J. E. Business Forecasting. Prentice Hall of India.
7. Hooda, R. P. Statistics for Business and Economics. Macmillan.
8. Johnson, R. A., & Wichern, D. W. Applied Multivariate Statistical Analysis. Prentice-Hall of India.
9. Das, N. G., & Das, J. K. Business Mathematics and Statistics. Tata McGraw Hill.

10. Gupta, S. C. Fundamentals of Statistics. Himalaya Publishing House.
11. Levin, R. I., & Rubin, D. S. Statistics for Management. Prentice Hall.
12. Makridakis, S., Wheelwright, S. C., & Hyndman, R. J. Forecasting Methods and Applications. John Wiley and Sons.
13. Ruppert, D. Statistics and Finance: An Introduction. Springer.
14. Sharma, J. K. Business Statistics. Pearson Education.
15. Shenoy, G. V., & Pant, M. Statistical Methods in Business and Social Science. Macmillan India.

PAPER 5: STRATEGIC MANAGEMENT

PAPER CODE: MCOM2225C

COURSE DESCRIPTION:

Strategic management is designed to provide students' a holistic understanding and knowledge in strategic management from the view point of Corporate.

COURSE OBJECTIVES:

The course is designed to cover the fundamentals of strategic management. The objective of this course is:

1. To expose participants to various perspectives and concepts in the field of Strategic Management.
2. To help participants develop skills for applying these concepts to the solution of business problems.
3. To help students master the analytical tools of strategic management.

COURSE OUTCOMES

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

CO1: Understand and uses methods of doing business environment analysis.

CO2: Learn and apply alternative frameworks of business/ corporate strategy for attaining and sustaining competitive advantage.

CO3: Develop ability to make quality, reasoned strategic business decisions.

COURSE CONTENTS:

Unit-1: Fundamentals of strategic management:

- Strategy: Concept • Deliberate versus emergent strategies, • Influence of stakeholders, • Strategic choices, • Levels of strategy, • Vision and mission, • Objectives, • Strategic Decision Making, • Role of

the Board of Directors in Strategic Management. • Meaning & attributes of strategic intent, • Meaning of Vision, • Meaning of mission, difference between vision & mission, characteristics of good mission statements.

Unit-2: Environmental analysis for competitive advantage: • Environmental Scanning, • Need for environmental analysis, • Analysis of Micro and Macro Environment, • SWOT analysis, TOWS Analysis, GAP analysis, PESTEL Analysis, • Porter's Five Forces model, Competitive Advantage, • Balance Scorecard.

Unit-3: Organisational resources and capabilities: • Resource Based View (RBV), • Concept of Core and Distinctive competence, • Resource Analysis, • Transforming resources into capabilities, • Gap analysis, • Concepts of stretch, leverage & fit.

Unit-4: Competitive Advantage: • The notion of core competence, • Sustainability of competitive advantage, • Role of innovation, • Competencies as barriers to change, • Value Chain analysis, • Managing Linkages, Porter Generic strategy, • Product and market diversification strategies, • Portfolio models (like BCG Matrix, GE Multi factor portfolio Matrix).

Unit-5: Strategic alternatives: • Stability, • Growth, • Turnaround, • Retrenchment, • Diversification, • Vertical integration, Horizontal integration, • Strategic alliance, • Merger and Acquisition.

Unit-6: Strategic Evaluation and control: • An overview of Strategic evaluation and control, • Strategic control vs. operational control, • Types of strategic control.

Unit-7: Case Application

SUGGESTED READINGS:

1. Strategic Management & Business Policy, Kazmi, TMH.
2. Strategic Management: Concept and Cases (Second edition, 2021), Dutta, Dr. Sumanta, Bharti Publication, New Delhi.
3. Strategic Management, R. Srinivasana-PHI.
4. Strategic Management: Fred R David.

PAPER 6: QUANTITATIVE TECHNIQUES IN BUSINESS

PAPER CODE: MCOM2226C

COURSE DESCRIPTION

This course aims at discussing with the students' quantitative tools and techniques, which are frequently

applied to business decision-making; to analyze and interpret the outcome of the results of problem solving and develop an intuition about situations where such an approach is appropriate.

COURSE OBJECTIVES

The objective of this course is to examine and identify:

1. Identify managerial challenges and opportunities for organizational problems that may be resolved by the application of quantitative techniques.
2. Identify opportunities for and successfully apply various quantitative tools and techniques to gain competitive advantage.
3. Examine and recognize key enabling tools for quantitative analysis that may advance organizations now and in the future.
4. Identify new opportunities and champion the introduction and application of advance quantitative techniques in an organization for faster future development.

COURSE OUTCOMES

At the end of the course students should be able to:

CO1 Identify and express a decision problem in mathematical form (linear programming form) and solve it graphically and by Simplex method;

CO2 Understand and formulate transportation, assignment problems and drive their optimal solution;

CO3 Analyse operational research models from the verbal description of the real system by understanding the mathematical tools that are needed to solve optimization problems;

CO4 Develop a report that describes the model and the solving technique, analyse the results and propose recommendation.

COURSE CONTENTS:

Unit-1: Linear Programming Problem: Linear programming problem formulation; Graphical solution; Simplex method; Variations in Linear Programming Problem; Duality; Dual simplex method; Post Optimal Analysis.

Unit-2: Transportation Problem: Concepts; Basic Theorems; Initial solutions and optimality test for different types of transportation problems; Exceptional Cases in Transportation Problem; Transshipment problem.

Unit-3: Assignment Problem: Concepts; Basic Theorems; Solutions to different types of assignment problems; travelling salesman problem.

Unit-4: Decision and Game Theory: Decision under uncertainty; Decision under risk; Game theory; Two person zero sum game; Pure and mixed strategy games; Linear Programming Formulation of Game.

Unit-5: Network Analysis: Network diagram; Time estimate for activity; Programme evaluation and review technique; Critical path method; Network crashing.

Unit-6: Queuing System: General concept, steady state distribution, queuing model, M/M/1 with finite and infinite system capacity, waiting time distribution (without proof). Gambler's Ruin Problem: Classical ruin problem, expected duration of the game.

SUGGESTED READINGS

1. Anderson, D. R., Sweeny, D. J., & Williams, T. An Introduction to Management Science. Thompson South-Western.
2. Gupta, P. K., & Hira, D. S. Problems in Operations Research. S Chand & Co.
3. Kapoor, V. K. Operations Research. Sultan Chand and Sons
4. Mustafi, C. K. Operations Research: Methods and Practice. New Age International Ltd.
5. Natarajan, A. M., Balasubramani, P., & Tamilasar. Operations Research. Pearson Education
6. Sharma, J. K. Operations Research: Theory and Methods. Macmillan.
7. Taha, H. Operation Research. Prentice Hall
8. Vohra, N. D. Quantitative Techniques in Management. Tata McGraw Hill.

PAPER 7: INTERNATIONAL BUSINESS

PAPER CODE: MCOM2227C

COURSE DESCRIPTION

An understanding of international business is essential for students in today's interdependent global world. This course will provide students with the knowledge, skills, and abilities to understand the global economic, political, cultural and social environment within which firms operate.

COURSE OBJECTIVES

1. It will examine the strategies and structures of international business and assess the special roles of an international business's various functions.
2. It will also prepare students to formulate and execute strategies, plans and tactics to succeed in international business ventures.

COURSE OUTCOMES

At the end of the course students should be able to:

CO1 Understand the most widely used international business terms and concepts.

CO2 Identify the role and impact of political, economic, social and cultural variables in international business.

CO3 Analyze international business from a multi-centric perspective, avoiding ethnocentrism.

CO4 Analyze the stance of Indian business environment within a global landscape.

COURSE CONTENTS:

Unit 1: Concept of International Business

Meaning and Scope- Role in Economic Development - Trade barriers- Tariff and Non-tariff barriers
Balance of trade- Balance of payment- Techniques of International Business- Subcontracting- joint ventures and others.

Unit 2: Dimensions of World Business Environment

Political, economic, legal, socio cultural and psychological dimensions- impact of legal and political system, culture, language and consumption patterns of global business- Types of risk in International business- country risk, political risk, currency risk, Risk management and role of ECGC.

Unit 3: Mode of entry strategies

Foreign collaboration- International investment- types, factors affecting Foreign Investment- FDI, FII- globalization of Indian business.

Unit 4: International Marketing Decisions

Product decision- Product development- PLC - International channel system and logistics. International promotions - Advertisement, trade fair and exhibition and personal selling.

Unit 5: International Organizations

Composition and Functions -WTO, IMF, UNCTAD, OECD, SEZ, Free Trade Zones- Trade blocks- NAFTA, SAARC, ASEAN and EU.

SUGGESTED READINGS

1. Roger Benneet International Business (Financial Times Management – Pitman Publishing, London)
2. International Business, Charles W L, TMH, New Delhi.

3. International Business, Czinkota, Michael, Cengage.
4. Justin Paul International Business (Prentice Hall of India, N. Delhi, 2008)
5. Ajami et.al International Business: Theory and Practice

PAPER 8: ADVANCED ANALYTICAL TOOLS FOR RESEARCH

PAPER CODE: MCOM2228C

COURSE DESCRIPTION:

The course introduces the language of research, ethical principles and challenges, and the elements of the research process within quantitative, qualitative, and mixed methods approaches.

COURSE OBJECTIVES:

The course is designed to cover the advanced analytical tools for research. The objectives of this course are:

1. To understand the definitions and basic concepts of research and the research process.
2. To know about the research designs, data collection & scaling techniques and the sampling plan.
3. To familiarize participants with Statistical packages such as SPSS.
4. To impart knowledge on basics of statistics for enabling students to develop data analytic skills and meaningful interpretation to the data sets so as to solve the business/research problem.
5. To enable the participants in conducting research work and formulating research synopsis and report.

COURSE OUTCOMES

On successful completion of the course the learner will be able to-

CO1: Develop understanding on various kinds of research, objectives of doing research, research process, research designs and sampling.

CO2: Distinguish between techniques of qualitative and quantitative research.

CO3: Learn to select an appropriate research design, appropriate measurement and scaling technique for data collection.

CO4: Solve research problems by designing questionnaire, collecting primary data, followed by quantitative data analysis and interpretation of the results.

COURSE CONTENTS:

Unit-1: Issues related to Research

Nature and Scope of Research Methodology – Problem Formulation, Research Objectives – Hypotheses, Characteristics of good hypotheses, Research Design – Types of Research Design.

Unit–2: Sources and Collection of Data

Primary and Secondary Sources – Methods of Data Collection – Questionnaire Design – Attitude Measurement Techniques – Research Techniques – Administration of Surveys – Sample Design and Sampling Techniques.

Unit–3: Automated Data Analysis

SPSS Applications – Tabulation and Cross Tabulation of Data: Univariate and Bivariate Data Analysis and Tests of Hypothesis. (*Practical Applications using SPSS software*)

Unit–4: Multivariate Analysis: Advanced tools

ANOVA, Discriminant Analysis, Factor Analysis, Conjoint Analysis, Multidimensional Scaling and Clustering Techniques (*Practical Applications using SPSS software*)

Unit-5: Business Analytics

Evolution - Business Analytics as Solution for Business Challenges - Master Data Management: Data Warehousing and kinds of Architecture – Data Extraction – Transformation and Up-loading of Data – Data Mining – Meta Data – Data Marts – Concept of Creating Data Marts – Data Integration – Concept of OLTP and OLAP.

SUGGESTED READINGS:

1. Cooper, “Business Research Methods”, Tata McGraw Hill, New Delhi.
2. T.S. Wilkinson & P.L. Bhandarkar, “Methodology and Techniques of Social Research”, 2010.
3. Richard A. Johnson & Dean W. Wichern, “Applied Multivariate Statistical Analysis”, Prentice Hall International Inc.
4. R.N Prasad and Seema Acharya, “Fundamentals of Business Analytics”, Wiley India Publication.
5. Pang-Ning Tan, Michael Steinbach & Vipin Kumar, “Introduction to Data Mining”, Pearson.
6. Alex Berson, Stephen Smith & Kurt Thearling, “Building Data Mining Application for CRM”, Tata McGraw Hill, New Delhi.

**ST. XAVIER'S COLLEGE (AUTONOMOUS), KOLKATA
UNDER UNIVERSITY OF CALCUTTA**

POSTGRADUATE & RESEARCH DEPARTMENT OF COMMERCE (M. COM)

CURRICULUM- 2022

SEMESTER I

Sl. No.	Subjects	Paper Code	Total Marks	Credit Points
1	Organizational Behaviour	MCOM2211C	50	3
2	Strategic Human Resource Management	MCOM2212C	50	3
3	Economics for Managers-I	MCOM2213C	50	3
4	Statistics for Business Decisions-I	MCOM2214C	50	3
5	Strategic Marketing Management	MCOM2215C	50	3
6	Strategic Financial Management	MCOM2216C	50	3
7	Principle and Practice of Taxation	MCOM2217C	50	3
8	IT for Business	MCOM2218C	50	3
	TOTAL		400	24

SEMESTER II

Sl. No	Subjects		Total Marks	Credit Points
1	Ethics, Value and Governance	MCOM2221C	50	3
2	Business Regulatory Framework	MCOM2222C	50	3
3	Economics for Managers -II	MCOM2223C	50	3
4	Statistics for Business Decisions-II	MCOM2224C	50	3
5	Strategic Management	MCOM2225C	50	3
6	Quantitative Techniques in Business	MCOM2226C	50	3
7	International Business	MCOM2227C	50	3
8	Advanced Analytical Tools for Research	MCOM2228C	50	3
	TOTAL		400	24

SEMESTER III (ACCOUNTING & FINANCE)

Sl. No.	Subjects	Paper Code	Total Marks	Credit Points
1	Corporate Accounting and Reporting	MCOM2231F	50	3
2	Financial Statement Analysis	MCOM2232F	50	3
3	Auditing and Assurance	MCOM2233F	50	3
4	Financial Institutions and Markets	MCOM2234F	50	3
5	Taxation for Business Managers (Direct Tax)	MCOM2235F	50	3
6	Research Methodology (Theory)	MCOM2236C	50	3
7	Research Methodology (Practical)	MCOM2237C	50	3
8	Strategic Cost & Management Accounting	MCOM2238C	50	3
	TOTAL		400	24

SEMESTER IV (ACCOUNTING & FINANCE)

Sl. No.	Subjects	Paper Code	Total Marks	Credit Points
1	International Finance	MCOM2241F	50	3
2	Derivative & Risk Management	MCOM2242F	50	3
3	Security Analysis	MCOM2243F	50	3
4	Portfolio and Investment Management	MCOM2244F	50	3
5	Taxation for Business Managers (Indirect Tax)	MCOM2245F	50	3
6	Dissertation including Viva- voce	MCOM2246C	150	9
	TOTAL		400	24

SEMESTER III (ACCOUNTING AND FINANCE)
PAPER 1: CORPORATE ACCOUNTING AND REPORTING
(50 Marks)
PAPER CODE: MCOM2231F

COURSE DESCRIPTION

Corporate Accounting and Reporting aims to impart knowledge about accounting and reporting, as per the latest accounting standard being followed in the country. The area of accounting is expanding and the transition from AS to Ind AS is captured well in the syllabus. Therefore, the course is designed in such a way that the students find practical applications of the same in the future.

COURSE OBJECTIVES

The course is designed to cover the fundamentals of the different relevant areas of corporate accounting and reporting techniques. The objectives of this course are:

- 1) To acquire an understanding of the appropriate accounting treatment and formulating suitable accounting policies and apply disclosure requirements specified in Accounting Standards.
- 2) To understand the process of business combination and corporate restructuring.
- 3) To prepare financial statements of subsidiaries, and understand the issues related to associates and joint arrangements.
- 4) To develop an understanding of the various forms of reporting.

COURSE OUTCOMES

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

CO1: Students will be able to understand the fundamental concepts of corporate accounting

CO2: The student will be able to relate the accounting and the reporting of the various financial statements of a corporate entity

CO3: The student will be able to learn about the latest developments in this field

CO4: Students will develop both problem-solving and analytical skills

COURSE CONTENTS

Unit-1: Framework for Preparation and Presentation of Financial Statements.

Unit-2: Business Combinations and Accounting for Corporate Restructuring

Unit-3: Consolidated Financial Statements - Concept of consolidation (include - associates and joint arrangements) and preparation of Consolidated Financial Statements with single subsidiary (include - acquisition of Interest in Subsidiary at Different Dates; Different Reporting Dates of Holding and Subsidiary; Disposal of a Subsidiary and Foreign Subsidiaries).

Unit-4: Accounting and Reporting of Financial Instruments (including recognition, classification and measurement; Sums included)

Unit-5: Integrated Reporting

Unit-6: Corporate Social Responsibility Reporting

Note: Relevant AS and Ind AS have to be referred to.

SUGGESTED READINGS

1. Richard Lewis and David Pendrill -Advanced Financial Accounting- Pearson Education
2. Steven M. Bragg-GAAP: Interpretation and Application of Generally Accepted Accounting Principles – Wiley
3. Ashis K Bhattacharya -Indian Accounting Standards- McGraw-Hill Education (India).
4. Ravi.M.Kishore- Advanced Accounting with Accounting Standards: Problems & Solutions – Taxmann
5. Praveen Sharma and Kapileshwar Bhalla – Financial Reporting (I and II) Problems and Solutions [CA Final]- Taxmann

PAPER 2: FINANCIAL STATEMENT ANALYSIS (50 Marks)
PAPER CODE: MCOM2232F

COURSE DESCRIPTION

Financial Statement Analysis is vital for interpretation of the financial statements and other financial reports available in the public domain. The wholesome understanding of a company's performance and future prospects is possible to know with proper analysis of the financial statements.

COURSE OBJECTIVES

The course is designed to provide a foundation on the area of financial statement analysis. The objectives of this course are:

- 1) To understand the various aspects of financial statements
- 2) To analyse and interpret various financial ratios
- 3) To conduct proper valuation of companies
- 4) To understand the symptoms of corporate failure and predict the same with the help of models
- 5) To understand learn the liquidation principles followed in India

COURSE OUTCOMES

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

CO1: Students will be able to solve problems on financial statement analysis and interpret the results

CO2: The student will be able to relate the analysis and interpretation of statements of companies with real life situations

CO3: The student will be able to learn about valuation of companies

CO4: Students will develop both problem-solving skills required for dealing with liquidation of companies

COURSE CONTENTS

Unit-1: Financial Statement analysis—meaning, need, limitations, and qualitative analysis and problems of off-balance sheet items.

Unit-2: Tools and techniques of Financial Statement Analysis (profitability, liquidity, solvency and cash flow ratios)

Unit-3: Valuation of business- Value added statement and Economic value added, Financial Modelling

Unit-4: Corporate failure- meaning, causes and symptoms. Use of models for prediction of corporate failure, liquidation sums as per the Insolvency and Bankruptcy Code

Unit-5: Credit and Equity Risk Analysis: Types of credit and equity risks - Concept of credit rating - Models for prediction of bond rating and bond risk premium - Techniques of equity risk analysis

SUGGESTED READINGS

1. Lev, B. *Financial Statement Analysis: A New Approach*, Prentice Hall
2. White, Sondhi and Fried, *The Analysis and Use of Financial Statements*, John Wiley & Sons
3. Foster, G., *Financial Statement Analysis*, Prentice Hall.
4. Bernstein and Wild, *Financial Statement Analysis: Theory, Application and Interpretation*, McGraw Hill
5. Steven M. Bragg-GAAP: Interpretation and Application of Generally Accepted Accounting Principles–Wiley Wild,
6. Subramanyam and Halsay, *Financial Statement Analysis*, McGraw-Hill
7. George Foster, *Financial Statement Analysis*, Pearson Education
8. Ashis K. Bhattacharyya, *Financial Statement Analysis*, Prentice Hall India

PAPER 3: AUDITING AND ASSURANCE (50 Marks) **PAPER CODE: MCOM2233F**

COURSE DESCRIPTION

Audit is a multidimensional and dynamic subject. The subject is also very technical and practical in nature. The methods and techniques of auditing is changing over the period of time due to the changes in the accounting systems, methods and procedures and amendments and revisions of the governing rules and regulations.

COURSE OBJECTIVES

The course is designed to provide a foundation on the methods and procedures of modern auditing. The objectives of this course are:

- 1) To know the overall objectives and application of audit in different types of organisations.
- 2) To understand the various concepts used in auditing practices.
- 3) To understand different methods, techniques and procedures of conducting audit.
- 4) To get an idea about different regulations and pronouncements governing the auditing work.
- 5) To understand the art of writing audit reports to be prepared after effective completion of audit work.

COURSE OUTCOMES

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

CO1: Know the basic objective of conducting audit in profit-seeking and non-profit seeking organisations

CO2: Understand various tools, techniques, methods and procedures of conducting audit in an effective manner

CO3: Identify the difference between different types of audit reports and the art of writing appropriate audit report

CO4: Understand different regulations and pronouncements governing the auditing work.

COURSE CONTENTS

Unit-1: Auditing Concepts: An overview of the postulates and concepts of auditing; meaning and importance of auditor's independence; factors compromising auditor's independence; regulatory framework for ensuring auditor's independence, including the Code of Ethics issued by the ICAI; the audit and assurance services and the audit expectation gaps; Difference between Audit and Assurance.

Unit-2: Auditing and Assurance Standards: An overview of the structure of Standards issued by the Auditing and Assurance Standards Board of the ICAI (viz. SQCs, SAs, SAEs, SRS); Standard on Quality Control (SQC-1: Salient features); Major thrust areas of Standards on Auditing (SAs); General Principles and Responsibilities; Provisions of the Companies Act 2013 on SA.

Unit-3: Objective and Scope of Auditing: Overall Objectives of the Independent Auditor and Conduct of an Audit in Accordance with Standards on Auditing. (SA 200)

Unit-4: Audit Risk and Materiality: Assessment of Risk in Audit and the auditor's Response (SA 315). Role of Auditor in the detection and prevention of Fraud, Fraud Risk Factors and Fraud Prone Areas – Reporting of Fraud. (SA 240)

Unit-5: Audit Report: Unmodified Opinion; Modified Opinion- Qualified, Adverse, and Disclaimer. Notes on accounts; distinction between notes and 'emphasis of matter' and qualifications - Reporting to the members on CARO' 2020 and Internal Financial Control- New trend in Audit Reporting- Short form audit report to Long Form Audit Report. (Ref: SA 700, SA 705, SA 706)

Unit-6: Professional Ethics & Misconduct: Code of Ethics 2020, with special reference to the relevant provisions of The Chartered Accountants Act, 1949 and the Regulations there under.

Unit-7: New Areas of Auditing: Forensic Audit, Social Audit, Environmental Audit and Information System Audit

SUGGESTED READINGS

1. Kamal Gupta, Contemporary Auditing, McGraw-Hill Education (India) Ltd.
2. B. N. Tandon, Auditing Practice, Sultan Chand, New Delhi
3. Victor Z. Brink and Herbert Witt, Modern Internal Auditing, A Ronald Press Publication, John Wiley & Sons
4. R.J. Thirau, Management Auditing: A questionnaire approach, AMACOM Publication
5. Emile Woolf, Auditing Today, Prentice Hall
6. Basu. S. K., Audit and Assurance: Pearson Education

PAPER 4: FINANCIAL INSTITUTIONS AND MARKETS (50 Marks) PAPER CODE: MCOM2234F

COURSE DESCRIPTION

Financial institutions and markets are the backbone of a nation's economy. The subject helps to understand how money mobilization takes place through the simplest and the more complex mediums in an economy. The constant money mobilization helps to turn the economic wheel of a

COURSE OBJECTIVES

nation, and thus add-on to the GDP of a country. The subject provides an in-depth insight into the perspectives of the investors, intermediaries and companies, who are involved in the capital formation process. It also gives an understanding of the various rules and regulations that are required to have an all-round knowledge of the subject.

The course deals with a dynamic subject, which gets updated very frequently. With that concept in mind, the following objectives of the course are laid below:

- 1) To understand the workings of the Indian financial system
- 2) To have a clear concept of the money market
- 3) To learn about the detailed aspects of the Indian capital market
- 4) To know about the roles played by the different financial intermediaries in India
- 5) To understand the importance of foreign investments in India

COURSE OUTCOMES

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

CO1: Apply practical knowledge relating to Indian financial market

CO2: Understand the evolution and reforms in the Indian financial market

CO3: Draw relations between economic development and the financial intermediation of various service providers

CO4: Understand India's position with respect to the global financial markets

COURSE CONTENTS

Unit-1: An Overview of Financial System: Introduction—Nature and role of financial system—Components of financial system—Relationship between financial system and economic development — An overview of the functioning of the Indian financial system in the liberalized environment— Functioning of financial markets in the globalised financial system.

Unit-2: Money Market Operations: Introduction—Role of Money market in the economy – money market and banks—Banking System Liquidity — Money market operation and instruments – Role of FIMMDA — money market mutual funds (MMMFs)— money market intermediaries (including primary dealers) — limitation — Recent developments in Indian Money market and global money markets.

Unit-3: Capital Markets: Introduction—equity market: primary and secondary market —long term debt market (primary and secondary): corporate and government debt market, Public Sector Units (PSU) bonds market —leading global capital markets—integration of Indian capital markets with global capital markets— capital markets reforms—capital market regulations and role of SEBI

Unit-4: Primary Capital Market Operations: Introduction—issue of securities: public issues— Large Caps and SMEs (IPOs & FPOs, fresh issue of securities & offer for sale), rights issue, bonus issue, private placement (preferential allotment, qualified institutional placement), ADRs, GDRs, IDRs —categories of investors: retail individual investors (RIIs), non—institutional investors (NIIs), and qualified institutional buyers (QIBs) including anchor investors —public issue mechanism: fixed price, book building and pure auction mechanism — book building mechanism: book—building process and role of various intermediaries including merchant bankers, deciding

upon the price band, determining cut—off price, red herring prospectus, allotment process through 100 per cent book—building process, application supported by blocked amount (ASBA) procedure —IPO grading process in India—green shoe option operation in public issues — SEBI (ICDR) Regulations, 2018— recent trends in Indian primary capital market

Unit-5: Secondary Capital Market Operations: Introduction—an overview of leading stock exchanges: NSE, BSE, SME exchanges— listing of securities at the stock exchanges and SEBI (LODR) Regulations, 2015—various intermediaries including depository —demat account and freezing of demat account —de—materialization and re—materialization process of securities — stock exchange online trading through depository system—trading and settlement of securities under the depository system: off—market transaction, settlement of market transaction, and transmission of securities—rolling settlement cycles— Determinants of stock market index — basics of stock market indices: S&P BSE Sensex 30, S&P CNX Nifty —Recent trends in Indian stock markets. An overview of the major Capital Markets in the world.

Unit-6: Financial Services Overview: Introduction—Credit rating —Factoring and forfeiting – Housing Finance – Lease Financing – Securitization — Venture Capital – Relevant SEBI Guidelines

Unit-7: Mutual Funds: Introduction — background – working of mutual fund — structure of mutual fund in India— different types of mutual fund schemes— Lumpsum and SIP mutual Funds—Growth of Mutual fund industry in India – Relevant SEBI guidelines

Unit-8: Foreign Investments: Introduction —Foreign portfolio investment (FPI) – FDI, FII— Regulatory framework – Recent trends of foreign investment in India

SUGGESTED READINGS

1. L.M. Bhole, Financial institutions & Markets, McGraw Hill Education, New Delhi
2. Mandura Jeff, Financial Markets & Institutions, West Publishing Company, New York.
3. Meir Khon, Financial Institutions & Markets, McGraw Hill Publishing Company, New York.
4. V.A. Avadhani, Investment and securities Markets in India, Himalaya Publishing.
5. M.Y. Khan, Indian Financial System, Tata McGraw Hill.
6. B.V. Pathak, The Indian Financial System, Pearson.
7. Saha, S.S. (2021). Indian Financial System: Financial Markets, Institutions and Services , New Delhi, McGraw Hill Education (India) Pvt. Ltd., New Delhi, 2nd ed
8. S. Ghose & K. Dey, Indian Financial System, Law Point Publications.

PAPER 5: TAXATION FOR BUSINESS MANAGERS (DIRECT TAX) (50 Marks) PAPER CODE: MCOM2235F

COURSE DESCRIPTION

To provide basic knowledge and equip students with the application of principles and provisions of the Income-tax Act, 1961 and the related Rules. The course is designed in such a way that the students find practical applications of the same, tax planning and financial decisions.

COURSE OBJECTIVES

The course deals with a dynamic subject, which gets updated very frequently. With that concept in mind, the following objectives of the course are laid below:

1. To have a clear concept of Profit and Gains of Business Professions and Capital Gains.
2. To learn about various exemptions and deductions.
3. To learn about the assessment of LLP and companies and business trust.
4. To know about various financial and management decisions.

COURSE OUTCOMES

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

CO1: Solve practical problems Profit and Gains of Business Professions and Capital Gains.

CO2: Learn the method of computation of taxable income & tax liability about LLP, company, and business trust.

CO3: Learn about different types and tools of tax planning.

CO4: Develop both financial and managerial decision making.

COURSE CONTENTS

Unit-I. Profits and gains from Business or Profession:

Computation of business income under normal and presumptive taxation scheme under Sec.44AE.

Unit-II. Capital Gains and Income from Other Sources:

Transfer of assets between holding company and wholly owned subsidiary company, Business restructuring, Exemptions u/s 54D,54EE, 54G, 54GA, Deemed dividend under Sec.2(22) and its taxability.

Unit-III: Exemptions and Deductions:

Deductions under chapter VI-A available to new corporate industrial undertakings.

Unit-IV: Assessment of various entities:

Taxation of LLP (including AMT), Taxation of companies (including MAT), Taxation of Business Trusts.

Unit-V: Anti-abusive Provisions:

Transactions involving payment to interested persons, payments otherwise than by account payee cheque or draft, contribution to non-statutory trust or fund, interest tripping, bonus stripping.

Unit-VI: Tax Planning:

Concepts, objectives, types and tools of tax planning, Tax planning for setting up a new business (location, nature, form of ownership). Tax planning under different heads of income, set-off and carry forward of losses and deductions under chapter VI-A.

Unit-VII: Financial Management Decisions:

Capital structure decision, Dividend Policy (including treatment of inter corporate dividend and deemed dividend), Bonus shares, Buyback of shares, Redemption of Preference shares, Conversion of debentures into Preference shares and Equity shares.

Unit VIII: Specific management decisions:

Own or lease or hire of assets purchased, purchase of asset by instalment payment or hire purchase, own fund or borrowed fund for financing of assets, make or buy, shutdown or continue operation, Business restructuring, personal compensation plans.

SUGGESTED READINGS

1. V. K. Singhania and Monika Singhania, Corporate Tax Planning & Business Tax Procedures, Taxmann.
2. G. Ahuja and R. Gupta, Professional Approach to Direct Tax Laws and international taxation, Commercial Law Publishers (India) Pvt Ltd.
3. H.C. Malhotra & S.P. Goyal, Corporate Tax Planning & Management, Sahitya Bhawan Publication.

PAPER6: RESEARCH METHODOLOGY (THEROY) (50Marks) PAPER CODE: MCOM2236F

COURSE DESCRIPTION

To provide basic knowledge on the basic foundations of research. This course will also deal with research design, measurement and skills. The conceptual framework necessary in formulating research problem will be elaborated in details.

COURSE OBJECTIVES

The course deals with a dynamic subject, which gets updated very frequently. With that concept in mind, the following objectives of the course are laid below:

1. To delve into the major foundations of research.
2. To explore on problem identification and formulation.
3. To develop understanding on the concept of sampling theory.
4. To formulate research models and explore its dimensions.

COURSE OUTCOMES

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

CO1: Able to formulate research question.

CO2: Able to structure the research process and its various dimensions.

CO3: Learn the different scaling techniques used in research.

CO4: Able to construct a research model.

COURSE CONTENTS

Unit-I: Foundations of Research

Meaning-Objectives-Motivation- Concept of theory-empiricism-deductive and inductive theory - Understanding the language of Research – Concept-Construct-Definition- Variable- Research Process.

Unit-II: Problem Identification and Formulation

Research Question - Hypothesis - Qualities of a good Hypothesis- Importance.

Unit-III: Research Design

Concept and Importance in Research - Features of a good research design - Exploratory Research Design - concept, types and uses, Descriptive Research Designs - concept, types and uses. Experimental Research Design

Unit-IV: Measurement

Concept of measurement- what is measured? Problems of measurement in research- Validity and Reliability. Levels of measurement- Nominal, Ordinal, Interval and Ratio.

Unit-V: Sampling

Concepts of Statistical Population-Sample-Sampling Frame-Sampling Error, Sample Size-Non Response-Characteristics of a good sample-Probability Sample- Simple Random Sample- Systematic Sample-Stratified Random Sample -Multi-stage sampling-Determining size of the sample- Practical considerations in sampling and sample size.

Unit-VI: Elements of Theoretical Research

Model and Model Building- Exogenous and Endogenous Variables- Relationships- Predictive Methods- Validity and Interpretations.

SUGGESTED READINGS

1. Cooper, "Business Research Methods", Tata McGraw Hill, New Delhi.
2. T.S. Wilkinson & P.L. Bhandarkar, "Methodology and Techniques of Social Research", 2010.
3. Richard A. Johnson & Dean W. Wichern, "Applied Multivariate Statistical Analysis", Prentice Hall International Inc.
4. Alan Bryman & Emma Bell, "Business Research Methods", Oxford University Press, 2011.

PAPER7: RESEARCH METHODOLOGY (PRACTICAL) (50Marks) PAPER CODE: MCOM2237F

COURSE DESCRIPTION

To have an exposure to real life data and explore its properties. The applications of statistical tools and methods are to be dealt elaborately with hands-on training using statistical software.

COURSEOBJECTIVES

The course deals with a dynamic subject, which gets updated very frequently. With that concept in mind, the following objectives of the course are laid below:

1. To have a hands-on experience with real life data.
2. To explore relationships among different types of variables in real life data sets.
3. To interpret and validate the research output.
4. To have a clear understanding of statistical tools applied.

COURSEOUTCOMES

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

- CO1:** Able to have a clear understanding of different types of data sets.
- CO2:** Explore relationships among different variables used for research analysis.
- CO3:** Estimate empirical research models by applying both parametric and non-parametric estimation methods.

CO4: Able to interpret the empirical findings and validate the output.

COURSE CONTENTS

Unit-I: Preliminary Analysis

Descriptive statistics-Categorical variables- continuous variables-checking normality, outliers checking- Choosing the right statistics: Overview of different statistical techniques, Decision making process.

Unit-II: Statistical Techniques: Exploring Relationships

Correlation-Pearson product moment correlation-Spearman rank correlation, Partial correlation-Simple linear regression-Multiple Linear Regression-Assumptions-overall significance-multicollinearity-Variable selection methods.

Unit-III: Statistical Techniques: Compare Means

One sample and two Independent sample t test-Paired sample t test,-One way Analysis of variance-Two- way ANOVA.

Unit-IV: Non-Parametric Methods

Independent Chi square Test-Mann- Whitney test -Wilcoxon signed rank test, Kruskal- Wallis test.

Unit-V: Advanced Methods

Logistic Regression- Assumptions-overall significance-interpretations -time-series forecasting tools.

SUGGESTED READINGS

1. HOW TO USE SPSS ® A Step-By-Step Guide to Analysis and Interpretation, Brian C. Cronk, Tenth edition published in 2018 by Routledge.
2. SPSS for Intermediate Statistics: Use and Interpretation, Nancy L. Leech et. al., Second edition published in 2005 by Lawrence Erlbaum Associates, Inc.
3. Using IBM SPSS statistics for research methods and social science statistics, William E. Wagner, Fifth edition published in 2015 by SAGE Publications, Inc.

PAPER 8: STRATEGIC COST AND MANAGEMENT ACCOUNTING (50 Marks) **PAPER CODE: MCOM2238F**

COURSE DESCRIPTION

Companies must remain competitive in today's dynamic operating environment. In this course, we will intend to analyse a framework for creating a value-based performance management system. The techniques, methodologies, theories and practices behind organisational value creation will be presented in an analytical manner. This course will provide an understanding of the strengths and limitations of accounting for performance, considering the behavioral and ethical aspects of management systems.

COURSE OBJECTIVES

This course will examine the decisions managers make and the financial measures they use to achieve strategic objectives of the firm. The course focuses on the development of the modern cost system design for externally-focused and internally-focused strategies.

COURSE OUTCOMES

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

CO1: Understanding how managerial and cost accounting helps in decision making and to achieve the strategic objectives of the firm.

CO2: Understanding the contemporary issues that have emerged in strategic cost management.

CO3: Understanding the issues relating to the design and implementation of cost management models in modern firms.

COURSE CONTENTS

Unit-1: Introduction to Strategic Cost Management - (i) Concept of Strategic Cost Management, (ii) Limitations of Traditional Cost Management, (iii) Traditional vs. Strategic Cost Management.

Unit-2: Introduction to the Modern Business Environment - (i) Introduction/Characteristics of the Modern Business Environment, (ii) Cost of Quality and Total Quality Management (TQM), (iii) Throughput Accounting and Theory of Constraints.

Unit-3: Introduction to Lean System and Innovation - (i) Just-in-Time (JIT) JIT (including Backflush Costing and Throughput costing), (ii) Kaizen Costing, (iii) Six Sigma, (iv) Business Process Re-engineering (BPR).

Unit-4: Introduction to Cost Management Techniques - (i) Cost Control/ Waste Control, Cost Reduction, (ii) Target Costing, (iii) Value Analysis/Value Engineering, (iv) Life Cycle Costing, (v) Environmental Management Accounting.

Unit-5: Performance Measurement - Return on Investment, Residual Income, Responsibility Accounting and Reporting, Balanced Scorecard.

Unit-6: Marginal Costing and Strategic Management decision making - (a) Relevant Cost (b) Product Sales Pricing and Mix (c) Limiting Factors (d) Shut Down point (e) Decisions about Alternatives such as Make or Buy, Accept an order, Cost indifference point, and Selection of Products.

Unit-7: Management control Techniques – (a) Budgetary Control System, (b) Standard Costing and Variance Analysis.

Unit-8: Transfer Pricing: Objectives, Principles, Methods and their applications.

SUGGESTED READINGS

1. Atkinson, Kaplan, Matsumara, Yong, & Kumar. Management Accounting. Pearson Education.
2. Banerjee, B. Cost Accounting. Prentice Hall of India.
3. Basu, Banerjee, & Dandapat. Strategic Cost Management. University of Calcutta.
4. Blocher, Chen, Cokins, & Lin. Cost Management: A Strategic Emphasis. TMH.
5. Drury, C. Management and Cost Accounting. Thomson Learning and Taxman.

6. Horngren's Cost Accounting - A Managerial Emphasis. Srikant M. Datar & Madhav V. Rajan
7. Kishore, R. M. Cost Management. Taxman.
8. Lucey, T. T. Management Accounting. ELBS.
9. Saxena, & Vashisht. Cost and Management Accounting. Sultan Chand.

SEMESTER IV (ACCOUNTING AND FINANCE)
PAPER 1: INTERNATIONAL FINANCE (50 Marks)
PAPER CODE: MCOM2241F

COURSE DESCRIPTION

International finance aims to impart knowledge about the global trade and business environment and the mobilization of finance within the global arena. The foreign exchange market is discussed in details. Therefore, the course is designed in such a way that the students find practical applications of the same in the future.

COURSE OBJECTIVES

The course is designed to cover the fundamentals of the different relevant areas of international finance. The objectives of this course are:

- 5) To acquire an understanding of the workings of multinational corporations
- 6) To understand the concepts related to balance of payments and international monetary systems
- 7) To have concepts related to exchange rate mechanisms
- 8) To develop an understanding of foreign exchange risk management
- 9) To help the students understand concepts related to international transfer pricing and international taxation

COURSE OUTCOMES

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

- CO1:** Students will be able to understand the fundamental concepts of international business and foreign exchange
- CO2:** The student will be able to solve conversion numerical of foreign exchange related problems
- CO3:** The student will be able to learn about the different facets of international finance like international transfer pricing, international working capital management etc.
- CO4:** Students will develop both problem-solving and analytical skills

COURSE CONTENTS

1. Introduction:

International Business and its Modes, Multinational Corporations, Domestic Financial Management & International Financial Management

2. International Monetary and Financial System:

History of Monetary System—Gold standard, Gold exchange standard, Bretton Woods System and Post Bretton Woods System, IMF and the World Bank; European monetary system - Meaning and scope, recent developments

3. Balance of Payments and International Linkages:

Balance of payments and its components; International flow of goods, services and capital; Coping with current account deficit

4. Exchange Rate: Terminology and Management

Definition of Foreign Exchange; Exchange Rate Quotation: Two Way Quote; Buying/Selling (Bid/Offer or Ask) Quotes and Spread; Direct and Indirect Quotes; Inverse Quote; Inter Bank and Merchant Rates; TT, Bill, TC, Cash/Currency Rates; Value/Settlement Date; Cash/TOD, TOM; Cross Rates; 2 Point and 3 Point Arbitrage; Nominal, Real and Effective Exchange Rates; Determination of Exchange Rate in Spot Market and Forward Market; Factors Influencing Exchange Rate; Fundamentals of Central Bank Intervention; Demand and Supply of Foreign Exchange;

5. Parity Relationships

Purchasing Power Parity; Fisher's Effect; International Fisher's Effect; Interest Rate Parity including Covered Interest Arbitrage; The Relationship between the Forward Rate and the Future Spot Rate

6. Foreign Exchange and Derivatives Markets:

Foreign Exchange Market – Features, Participants, Cash, Spot and Forward Market; Volume of Transactions; Merchant and Speculative Transactions; Regulator; FEMA; Authorized Dealers; FEDAI; OTC Market and Exchange Traded Market; Settlement Process and Settlement Risk; Currency Futures Market, Currency Options Market; Currency Swaps

7. Foreign Exchange Risk Management:

Concept of Foreign Exchange Risk; Operating exposure, Transaction exposure, Translation exposure; Management of Exposure including Hedging of Transaction and Translation Exposure

8. International Investment Decisions:

Foreign Direct Investment, International Capital Budgeting, International Portfolio Investment

9. International Financing Decisions:

International Financial Market and Instruments, Multinational Cost of Capital and Capital Structure, International Banking

10. International Working Capital Management:

Financing Foreign Trade, Current Asset Management, Financing Current Assets

11. International Transfer Pricing:

Concepts and Application

12. International Taxation:

Concepts and Application

SUGGESTED READINGS

1. Eikeman, Stonehill & Moffett, *Multinational Business Finance*, Pearson
 2. Alan C. Shaprio and Peter Moles, *International Financial Management*, Wiley
 3. V. Sharan, *International Financial Management*, PHI
 4. Prakash G. Apte, *International Financial Management*, Tata McGraw Hill
 5. V. K. Bhalla, *International Financial Management*, Anmol publication, New Delhi.
 6. Siddaiah, *International Financial Management*, Pearson
- Jeff Madura, *International Financial Management* by Asian Books Pvt Ltd, New Delhi

PAPER 2: DERIVATIVE AND RISK MANAGEMENT (50 Marks)

PAPER CODE: MCOM2242F

COURSE DESCRIPTION

The course will focus on the application of financial derivatives to the issues and problems of financial risk management. The first part of the course concentrates on introduction and pricing of derivative securities such as forwards, futures, options and swaps. The second part focuses on the application of these derivative securities for financial risk management within corporations and financial institutions. The course will also cover real world case studies to illustrate practical application of financial derivatives to solve complex risk management problems.

COURSE OBJECTIVES

The course is designed to cover the fundamentals of the different relevant areas of derivative and risk management. The objectives of this course are:

1. To use knowledge of key concepts in Finance to facilitate financial decision making.
2. To think critically about financial risk management problems and provide potential solutions.
3. To develop a strong understanding of derivative instruments and their applications.

COURSE OUTCOMES

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

CO 1: Understand the meaning of forwards, futures, and swap contracts and determine their prices.

CO 2: Describe and analyze the price on options using the binomial framework, the Black-Scholes framework, and various extensions hereof. This includes so basic knowledge of stochastic processes and various methods for pricing financial products.

CO 3: Apply option pricing on known and partly unknown cases, and reflect on the appropriateness of the considered option pricing model in various settings.

CO 4: Describe and apply tools for hedging risk, measuring risk, and controlling risk.

CO 5: Obtain some knowledge of numerical methods in finance, for instance to approximate option prices.

CO 6: Apply methods to estimate the yield curve and derive the evolution of the yield curve from various dynamic term structure models.

COURSE CONTENTS

1. Introduction

Derivatives – Meaning, Types, Uses, Dangers; Types of Traders - Hedger, Speculator, Arbitrageur; Derivatives Markets in India- Overview

2. Forward & Futures

Forward- Types, Pricing, Settlement, Arbitrage Argument; Futures -Types, Pricing, Settlement, Hedging with Commodity Futures, Arbitrage with Index Futures; Forward vs. Futures contracts

3. Option

Types, Option Positions, Payoffs, Trading Strategies: – Covered, Combination, Spread; Properties of Stock Options- Option Pricing: Factor affecting Option Prices, Upper and Lower Bounds of Option Prices, Put-Call Parity, Effect of Dividends; Pricing- Risk Neutral; Valuation, Binomial Model and Black-Scholes Model; Exotic Options.

4. Other Derivatives

a. Swaps: Types- Interest Rate Swap, Currency Swap and Equity Swap; Valuation; Risk Management with Swaps

b. Others: Commodity Derivatives; Interest Rate Derivatives and Euro Dollar Derivatives; Weather, Energy and Insurance Derivatives, Swaptions, Futures Option

5. Managing Market Risk

Greeks – Delta, Theta, Gamma, Vega, Rho, Relationship between Delta, Theta and Gamma; Value at Risk – Concepts, Methods; Portfolio Insurance

6. Credit Risk and Credit Derivatives

Concepts, Types- Credit Default Swaps (CDS) and Collateralized Debt Obligations (CDO); Credit Default Swap- Indian Scenario

SUGGESTED READINGS

1. John C. Hull and S Basu, Options, Futures and Other Derivatives, Pearson
2. N. R. Parasuraman, Fundamentals of Financial Derivatives, Wiley India
3. S. K. Parameswaran, Fundamentals of Options, TATA McGraw Hill
4. Rajiv Srivastava, Derivatives and Risk Management, Oxford University Press
5. Don M. Chance, Introduction to Derivatives and Risk Management, Cengage Learning
6. John C. Hull, Risk Management and Financial Institutions, Wiley
7. Robert Kolb, Financial Derivatives, New York Institute of Finance, New York

PAPER 3: SECURITY ANALYSIS (50 Marks)

PAPER CODE: MCOM2243F

COURSE DESCRIPTION

Security Analysis gives an overview of the financial market in which an investor shall invest in multiple securities. The subject makes the students aware of the various parameters that needs to be considered for an investment.

COURSE OBJECTIVES

The course is designed to cover the fundamentals of the different relevant areas of security analysis. The objectives of this course are:

- 1) To help the students to understand the fundamental concepts of investment
- 2) To make fundamental and technical analysis required for investment decision making
- 3) To have a knowledge of related theories in the security market

COURSE OUTCOMES

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

CO1: Students will be able to understand the fundamental concepts of investment decision making

CO2: The students will be able to do fundamental and technical analysis

CO3: The student will be able value equity

CO4: Students will learn to value bonds

CO5: Students will have a detailed concept of efficient market hypothesis

COURSE CONTENTS

- 1. Introduction:** Meaning of investment – speculation and Gambling – Investment avenues - Types of investors – Investment objectives – The investment process – Meaning of security – Types of securities – Meaning of security analysis-- sources of financial information.
- 2. Fundamental analysis:** Economic analysis, industry analysis and company analysis.
- 3. Valuation of securities:** preference shares, equity shares--Constant Growth model, Two-Stage Growth model, The Three-Phase Model, Valuation through P/E ratio. Free Cash Flow Valuation
- 4. 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.
- 5. Efficient Market Hypothesis (EMH)** – Random Walk theory – Forms of EMH: Weak, Semi-strong and Strong – EMH and empirical findings – Implication of EMH on fundamental and technical analysis – Market inefficiencies – Relevant tests of efficiency
- 6. Valuation of Bonds** – 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 – Bond Valuation -- Concept of yield – Current yield – Yield-to-Maturity – Price-yield relationship – Bond Pricing Theorems– Duration – Immunization-- Term structure of interest rates and yield curve.

SUGGESTED READINGS

1. Fischer & Jordan, Security Analysis and Portfolio Management, Prentice Hall India.
2. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill.
3. Railley and Brown, Investment Analysis and Portfolio Management, Cengage Learning.
4. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.
5. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing House

6. William Sharpe, Portfolio Theory and Capital Market, McGraw-Hill Education, New York.
7. Elton Edwin J, Gumber; Martin J, Modern Portfolio Theory and Investment Analysis, Wiley, New York
8. Martin Pring, Technical Analysis Explained, McGraw Hill.
9. Frank J. Fabozzi, —Investmentsl.
10. Sharpe, Alexander and Baily, Investments, PHI

PAPER 4: PORTFOLIO AND INVESTMENT MANAGEMENT (50 Marks)
PAPER CODE: MCOM2244F

COURSE DESCRIPTION

This paper is an application of the concepts of security analysis, taking into account the real world risks and opportunities. This paper deals with different types of investors and the various avenues of investment options that exist in the financial markets. The optimum balance between risk and return is not easy to achieve. However, the students will learn the theoretical backdrop and practical application of the same.

COURSE OBJECTIVES

The objectives of this course are as follows:

- 1) To understand portfolio management related theories
- 2) To learn about the issues faced by portfolio managers
- 3) To analyse the risk and return profiles of various investment options
- 4) To have a realistic knowledge for designing portfolios

COURSE OUTCOMES

- CO1:** To understand the importance and scientific process of portfolio diversification
CO2: To gain knowledge about Efficient Frontier
CO3: To have a foundation of CML, SML and CAPM
CO4: To analyse securities and portfolios with the help of different indices
CO5: To determine the returns from securities

COURSE CONTENTS

1. **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; Risk measurement - Standard deviation – Meaning of Beta – Computation and interpretation – Use of beta in estimating returns.
2. **Portfolio Analysis** – Selection and Evaluation – Meaning of portfolio – Reasons to hold portfolio – Diversification analysis – Computation of Portfolio Return and Risk - Markowitz's Model – Assumptions – Specific model – Risk and return optimization Feasible set --Efficient portfolios – Efficient frontier –Leveraged portfolios – Corner portfolios – indifference maps of investors –optimum portfolio of investors– Sharpe's Single Index model – Portfolio evaluation measures – Sharpe's Performance Index –

Treynor's Performance Index – Jensen's Performance Index.

3. **Capital Market Theory** – CAPM theory: Assumptions – CAPM Model – Capital Market Line (CML) – Optimal portfolios of investors – Security Market Line (SML) – Evaluation of securities – Present validity of CAPM – Arbitrage Pricing Theory (APT) – Assumptions – APT model – two factor and multi factor models; Principle of arbitrage, arbitrage portfolios.
4. **Equity and Bond Portfolio Management Strategy:** Passive vs. Active Management-- Passive Equity Portfolio Management Strategy-Index Portfolio Construction Techniques-- Tracking Error, Methods of Index Portfolio Investment-- Fundamental Active Strategies; Technical Strategies. Market Anomalies; Value vs. Growth Investments-- Investor Behaviour and Stock Returns. Bond Portfolio Management Strategies: Passive and Active Bond Portfolio Management Strategies.

SUGGESTED READINGS

1. Fischer & Jordan, Security Analysis and Portfolio Management, Prentice Hall India.
2. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata McGraw Hill.
3. Railley and Brown, Investment Analysis and Portfolio Management, Cengage Learning.
4. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.
5. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing House
6. William Sharpe, Portfolio Theory and Capital Market, McGraw-Hill Education, New York.
7. Elton Edwin J, Gumber; Martin J, Modern Portfolio Theory and Investment Analysis, Wiley, New York
8. Martin Pring, Technical Analysis Explained, McGraw Hill.
9. Frank J. Fabozzi, —Investments
10. Sharpe, Alexander and Baily, Investments, PHI

PAPER 5: TAXATION FOR BUSINESS MANAGERS (INDIRECT TAX) (50 Marks) **PAPER CODE: MCOM2245F**

COURSE DESCRIPTION

To provide basic knowledge and equip students with the application of the principles and provisions of the Goods & Service Tax, Customs Law and services tax, customs law, and related rules. The course is designed in such a way that the students find practical applications for it.

COURSE OBJECTIVES

The course deals with a dynamic subject that gets updated very frequently. With that concept in mind, the following objectives of the course are laid below:

1. To have a clear concept of international taxation.
2. To have a complete idea about Goods & Service Tax, various rules, and its application.
3. To learn about the Customs Act and its application.

COURSE OUTCOMES

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

CO1: Solve the practical problems of Relief for Double Taxation.

CO2: Learn the method of computation of GST liability, ITC, registration procedure, etc.

CO3: Learn about different types of customs duty, import and export procedures, assessable value determination, and the computation of customs duty.

COURSE CONTENTS

Introduction to International Taxation- 10 Marks

Unit-1: Meaning of international taxation; Meaning of international Transfer Pricing & Arm's length Price (ALP); Methods of computation of ALP; Thin capitalization (Sec.94B); Concept of Double Taxation and Double Taxation Avoidance Agreement (DTAA); Relief for Double Taxation.

Goods and Service Tax- 30 Marks

UNIT-2: Basic concept of GST:

Difference between direct tax and indirect tax; Pre-GST indirect tax structure in India; What is Goods and Service tax; GST council; post-GST tax structure; Concept of –Aggregate turnover, Business, India, Person, Taxable person, Taxable territory, Supplier, Recipient, Import of goods and services.

UNIT-3: Taxable event in GST:

Meaning of taxable event; Supply under GST Law; Meaning of goods and services; Supply of goods and services; Supply of neither goods nor services i.e., negative list; Deemed supply of goods and services; Services provided by Govt. / Local Authority; Different types of supply-taxable supply, zero rated supply, exempted supply, continuous supply; composite or mixed supply; Activities treated as supply under Schedule I or II.

UNIT-4: Levy of GST and Exemption from GST:

Basic charge of GST; GST levied on intra/ inter- state supply of goods or services; Brief idea of Exemption from GST;

UNIT-5: Value of taxable Supply of Goods or Services or Both:

Transaction is basis for valuation –when; Meaning of- Consideration, Market Value, Related person; Inclusion in transaction value; Exclusion from transaction value; Value of Supply where the consideration is not wholly in money[Rule27]; Value of supply in case of exchange or barter; Value of supply between two distinct persons or related persons [Rule 28]; Value of supply made or received through an agent [Rule 29]; Value of supply based on cost [Rule 30]; Value of supply of services in case of pure agent [Rule 33]; Practical questions.

UNIT-6: Time of Supply:

Statutory time for issue of invoice for taxable supply of goods or services; Determination of time of supply of goods; Continuous supply of goods and services; Goods sent on approval; Time of supply when GST on goods or services payable on reverse charge basis; Time of supply in case of supply of voucher.

UNIT-7: Place of Supply:

Location of Supplier of goods or services – how to find out; Place of supply of goods (other than goods imported or exported); Place of supply of goods which are imported or exported; Place of

supply of services (suppliers and recipients are in India).

UNIT-8: Input Tax Credit and GST Liability:

UNIT -9: Registration:

Customs Duty -10 Marks

UNIT-10: Basic concept and Definitions:

Nature of Customs Duty; Definition as per Customs Act- Territorial Waters and Customs Waters, Indian Customs Waters, Indian Exclusive Economic Zone; High Seas, Customs Station, Customs Bonded Warehouse, Customs Area, India, Import, Export.

UNIT- 11: Different Types of Customs Duty:

UNIT-12: Valuation for Customs Duty:

Find out the Value for the purpose of Customs Duty- Inclusions or Exclusions from Customs Value.

SUGGESTED READINGS

1. V. K. Singhania and Monika Singhania, Corporate Tax Planning & Business Tax Procedures, Taxmann.
2. G. Ahuja and R. Gupta, Professional Approach to Direct Tax Laws and international taxation, Commercial Law Publishers (India) Pvt Ltd.
3. CA (Dr) K.M. Bansal, GST & Customs Law, Taxmann.
4. Dr. Vinod K. Singhania, Student's Guide to GST & Customs Law, Taxmann.

St. Xavier's College (Autonomous), Kolkata

**M. Com
Semester III & IV (Marketing) Syllabus
(Effective from 2023 onwards)**

**Postgraduate & Research Department of Commerce
(M. Com)**

**ST. XAVIER'S COLLEGE (AUTONOMOUS), KOLKATA
POSTGRADUATE AND RESEARCH DEPARTMENT OF COMMERCE
NEW SYLLABUS**

SEMESTER III (MARKETING)

Sl. No.	Subjects	Paper Code	Total Marks	Credit Points
1	Sales Management	MCOM2231M	50	3
2	Distribution and Supply Chain Management	MCOM2232M	50	3
3	Integrated Marketing Communication	MCOM2233M	50	3
4	Consumer Behaviour	MCOM2234M	50	3
5	Marketing Research	MCOM2235M	50	3
6	Research Methodology (Theory)	MCOM2236C	50	3
7	Research Methodology (Practical)	MCOM2237C	50	3
8	Strategic Cost & Management Accounting	MCOM2238C	50	3
	TOTAL		400	24

**SEMESTER-III
PAPER 1: SALES MANAGEMENT
PAPER CODE: MCOM2231M
FULL MARKS: 50**

COURSE DESCRIPTION:

This course is designed to expose the students to the concepts, and principles of Sales and to develop the necessary skills among the students to effectively manage sell.

COURSE OBJECTIVES:

The course is designed to cover the fundamentals of sales management. The objective of this course is:

1. To understand the basic concepts of sales management.
2. To help participants develop skills for applying these concepts to the solution of sales problems.
3. To help students master the analytical tools of sales management.

COURSE OUTCOMES

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

- CO1:** Understand the apply the selling techniques in an organisation.
CO2: Organise sales territories to maximise selling effectiveness.
CO3: Develop a plan for organising, staffing & training sales force.
CO4: Evaluate sales management strategies.

COURSE CONTENTS:

Unit-1: Introduction to Sales Management:

Meaning, Evolution, Importance, Challenges to Sales Management Personal Selling (meaning, objectives) Emerging Trends in Personal Selling, Elementary study of Sales Organizations, qualities and responsibilities of sales manager. Types of sales Organisations, Design Thinking in Sales (Fundamental concept).

Unit-2: Selling skills & Selling Strategies:

Buyer-Seller Dyad, selling skills, situations, Sales knowledge & sales related marketing strategies, Selling process, Sales presentation, Handling customer objections, Follow-up action, Negotiation Skills and Types of Negotiation.

Unit-3: Sales Operations: Sales Budget, Sales Territories (Concept, factors to be considered while designing sales territories and Sales Quota (Concept, importance, types).

Unit-4: Salesmanship: Sales manager-functions, Types of salesmen, Selling sequence, Psychology of customers.

Unit-5: Sales Force Management: Size of sales force, Recruitment & selection, Training, formulation & conduction of sales training programme, motivation of sales personnel and Compensation of sales personnel, Controlling sales force.

Unit-6: Case Applications

SUGGESTED READINGS:

- Sales Management, Pradip Mallik, Oxford University Press.
- Sales and Distribution Management - Text and Cases 3rd Edition (Paperback, Havaladar Krishna K., & Vasant M Cavale., McGraw Hill Education.
- Sales & Distribution Management, Tapan K. Panda & Sunil Sahadev, Oxford University Press.
- Selling and Sales Management: Developing Skills for Success-Lisa Spiller, Sage Publications
- Sales Management Decisions, Strategies & Cases, Richard Still, Edward W. Cundiff, Norman A.P. Govani, PHI Learning Pvt
- Selling & Sales Management, David Jobber Geoffrey Lancaster, Pearson Publishing

SEMESTER-III
PAPER 2: DISTRIBUTION AND SUPPLY CHAIN MANAGEMENT
PAPER CODE: MCOM2232M

FULL MARKS: 50

COURSE DESCRIPTION

This course shall enable students to learn about supply chain management and its significance within and across an organization. Students will learn about the physical distribution as well as about the management of channel members. Supply chain management creates value, builds a competitive infrastructure, leverages global logistics, synchronizes supply and demand, and measures performance globally. Supply Chain Management (SCM) uses common goals, shared resources, and mutually beneficial partnerships to manage the whole supply chain, from the suppliers' suppliers to the customers' customers. This course introduces supply chain principles and its strategic activities. Several SCM analytical tools and their applications shall also be explored. Students will further learn about the bottlenecks associated with global supply chain management. The course shall also present several real- world cases to enable students to better comprehend the principles and concepts covered in class.

COURSE OBJECTIVES

The course aims to:

- Introduce the process and functions of a physical distribution system
- Focus on how to effectively develop a contemporary distribution and supply chain system, encompassing SCM components and various business implications.
- Enable students grasp the building blocks of physical distribution, logistics and supply chain management, and their significance in business, with relevant industry-oriented cases
- Assist students in integrating and critically assessing qualitative and quantitative data to improve SCM decisions.
- Help students comprehend marketing channels, distribution, supply chain challenges, and supply chain performance drivers.

COURSE OUTCOMES

After the completion of the course, students will be able to:

CO1: Evaluate the distribution functions within the context of an organization's marketing operations.

CO2: Analyze the role of marketing channels in the context of supply chain management.

CO3: Understand the rationale behind supply chain management and its core principles.

CO4: Identify the major drivers of supply chain links.

CO5: Comprehend the strategic role played by SCM in terms of cost efficiency and customer effectiveness.

CO6: Be up-to-date with recent trends in SCM.

COURSE CONTENTS

Unit 1: Physical Distribution & Channel Management

Strategic role of physical distribution in the supply chain, The physical distribution environment, Channel design strategies and structure

Unit 2: Building Blocks of Supply Chain Management

Fundamentals of Supply Chain Network, Evolution of Supply Chain Management, Models for Supply Chain Decision-making, Major drivers of Supply Chain Performance.

Unit 3: Dynamics of Supply Chain

Supply Chain Decisions- an overview, CPFR Process Model – Process, Bull Whip Effect-Reasons, Mitigation and Impact on SCM.

Unit 4: Inventory Management & Performance Management in SCM

Importance of Inventory Management in SCM, Significance of Selective Inventory Control techniques with an emphasis on Multi Unit Selective Inventory Control (MUSIC), Storage and Warehouse Management; Flexible Warehousing (Concept), SCOR model of evaluating SCM performance.

Unit 5: Vendor Management & Negotiation in SCM

Vendor Rating, Vendor development, Concept of Negotiation in SCM, Conventional and Non-Conventional Negotiation: Process and Strategies.

Themes for Case Study Discussion: Recent Trends in Supply Chain Management such as Benchmarking the Supply Chain; Virtual Supply Chain; Lean Supply Chain; Sustainable Supply Chain; Supply Chain as a Service (SCaaS)

SUGGESTED READINGS

1. Chopra, Sunil & Meindl, Peter & Kalra, Dharam Vir. *Supply Chain Management, Strategy, Planning and Operation*. Pearson Education India.
2. Venugopal, Pingali. *Sales and Distribution Management: An Indian Perspective*. SAGE Response; Response Edition, New Delhi.
3. Agarwal, D.K. *Textbook of Logistics and Supply Chain Management*. Laxmi Publications.
4. Mathur, U.C. *Sales and Distribution Management*, New Age International Private Limited.
5. Panda, Tapan K. & Sahadev, Sunil. *Sales and Distribution Management*, Oxford University Press.
6. Simchi-Levi, David & Kaminsky, Philip. *Designing & Managing the Supply Chain: Concepts, Strategies & Case Studies*, Tata McGraw-Hill.
7. Bowersox, Donald J. & Closs, David J. & Cooper, M. Bixby. *Supply Chain Logistics Management*, McGraw-Hill Education / Asia.
8. Ballou, Ronald H. & Srivastava, Samir K. *Business Logistics/ Supply Chain Management*. Pearson Education.
9. Raghuram, G., & Rangaraj, N., *Logistics and Supply Chain Management: Cases and Concepts*, Laxmi Publications.
10. Shah, Janat. *Supply Chain Management: Text and Cases*, New Delhi: Pearson Education India.

SEMESTER-III
PAPER 3: INTEGRATED MARKETING COMMUNICATIONS
PAPER CODE: MCOM2233M

FULL MARKS: 50

COURSE DESCRIPTION

This course shall examine of the nature and purpose of advertising and sales promotion from the perspective of integrated marketing communications, demonstrating how these activities shall fit into the overall marketing management process, and precisely address marketing objectives and budget, target audience selection, communication objective, creative strategy, integrated communication strategy, and media strategy. It shall enlighten students about various communication tools and their efficacy to inspire the development of an innovative marketing communication programme.

COURSE OBJECTIVES

The course aims to:

- Enhance the understanding of the basic concepts of integrated marketing communication as well as the process of communication.
- Enable the students to learn about the important issues pertaining to the planning and evaluation of integrated marketing communications
- Apply the relevant theories and tools to plan, develop, and evaluate integrated marketing communications.
- Conceptualize, design and evaluate a complete advertising campaign.

COURSE OUTCOMES

After the completion of the course, students will be able to:

CO1: Comprehend the relationship between the communications process and consumer behaviour, with an emphasis on the consumer decision-making process.

CO2: Develop an understanding of the relationship between marketing communications tools and how each may be employed as part of an effective communications mix.

CO3: Identify strategic decision areas in advertising and apply marketing communications functions, including advertising, direct marketing, the Internet, and interactive media.

CO4: Implement the rudimentary theories and principles of advertising.

CO5: Study globalization, adaptation, and real-time communication difficulties, along with new kinds of segmentation and an entirely new paradigm for understanding consumers in a fast-paced digital environment.

COURSE CONTENTS

Unit 1: Orientation to Integrated Marketing Communication (IMC)

Concept and role of IMC in the marketing process, Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, event sponsorship, direct marketing, personal selling, social media marketing, Role of advertising agencies and other marketing organizations providing marketing services, Evaluating the Social, Ethical, and Economic Aspects of Advertising and Promotion.

Unit 2: Understanding the Process of Communication

Models explaining the Traditional Response Hierarchy Process, Models explaining Alternative Response Hierarchies, The Foote, Cone and Belding (FCB) Planning Model, Model of Cognitive Response, The Elaboration Likelihood Model (ELM), Source, Message and Channel Factors in the Communication Process.

Unit 3: Planning & Organizing for Marketing Communications

Establishing IMC Objectives, Establishing and allocating the Promotional Budget, Budgeting Approaches: Top-Down; Bottom-up, Advertising Organization Systems: Centralized, Decentralized, In-house Agencies, Advertising Agencies: Concept; Role; Types; Agency Compensation; Gaining & Losing Clients.

Unit 4: Developing the IMC Program

Creative Strategy: Planning & Development, Implementation & Evaluation, Media Planning & Strategy: Developing the Media Plan, Creative strategies in advertising, sales promotion, publicity, event sponsorships etc.

Unit 5: Monitoring, Evaluation & Control of the IMC Program

Arguments in favor of and against measuring effectiveness, Undertaking Research to measure Advertising Effectiveness.

Case Studies (as relevant, across all the units)

SUGGESTED READINGS

1. *Advertising and Promotion: An Integrated Marketing Communications Perspective*, George E. Belch, Michael E. Belch & Keyoor Purani, McGraw Hill Education (India): Special Indian Edition
2. *Advertising Management*, Jaishri Jethwaney & Shruti Jain, Oxford University Press
3. *Advertising & Promotions: An IMC perspective*, Kruti Shah and Alan D'Souza, Tata McGraw Hill
4. *Advertising Management*, Aakar, Batra and Myers, Prentice
5. *Advertising & Promotions*, S H Kazmi and Satish K Batra, Excel
6. *Advertising; Principles and Practice*, Wells, Moriarty and Burnett, Pearson
7. *Advertising & Promotion: An IMC approach*, Terence A. Shimp Pub., Cengage Learning

SEMESTER-III
PAPER 4: CONSUMER BEHAVIOUR
PAPER CODE: MCOM2234M

FULL MARKS: 50

COURSE DESCRIPTION:

Every individual is a consumer. Understanding consumers and determinants or influences of consumer behaviour is crucial for explaining and predicting consumption related behaviour in individuals and organizations. Consumer Behaviour introduces the fundamental concepts, principles and theories of consumer behaviour and relates them to the marketing practices. From both psychological and sociological viewpoints, this course covers individual factors, such as motivation and needs, perception, learning, personality and lifestyle attitudes and external socio-cultural factors such as family, social groups and group processes, social class, culture and subculture in the context of consumption. This prepares students for making informed decisions about how to handle and reciprocate to the needs and wants of consumers.

COURSE OBJECTIVES:

1. To develop an understanding of underlying concepts in consumer behaviour in marketing.
2. To enable students to develop the ability to analyse the complexities of buying behaviour and use the same to formulate successful business strategies.
3. To create an understanding of the group influences in consumer decision making process.
4. To identify the consumer decision making models and trends.
5. Identify examples of how marketers use their knowledge of consumer behaviour in their marketing strategies and critically evaluate the applications evident in current practice.

COURSE OUTCOMES

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

CO1: Identify the rationale for studying consumer behaviour.

CO2: Identify and explain factors which influence consumer behaviour.

CO3: Acquire basic knowledge about issues and dimensions of consumer behaviour.

CO4: Analyse information related to consumer buying behaviour and use it to create consumer-oriented marketing strategies

COURSE CONTENTS:

Unit I: Introduction to Consumer Behaviour

Nature; definition; scope; consumer behaviour's Applications in Marketing; Importance; influencing consumer behaviour–Stimulus Response Model; Buyer Black Box Model; buying roles; buying behaviour–types of buying behaviour and models; buying-decision process–steps.

Unit II: Internal Determinants Influencing Consumer Behaviour

Age and Lifecycle; Occupation and Finance; Lifestyle and Personality

Consumer Needs & Motivation: Characteristics of motivation; theories of needs & motivation–Maslow's hierarchy of needs, McClelland's APA theory, Self-concept & its importance; types of involvement.

Consumer Personality: Theories of personality- Freudian theory, Trait theory; Theory of self-images; Role of self-consciousness.

Consumer Perception: Concept of absolute threshold limit, differential threshold limit & subliminal perception; Perceptual Process- selection, organization & interpretation.

Learning & Consumer Involvement: learning theories- classical conditioning, instrumental conditioning, cognitive learning; involvement theory.

Consumer Attitudes: Formation of attitudes; functions performed by attitudes; models of attitudes: Tri-component model, multi-attribute model, attitude towards advertisement model; attribution theory.

Unit III: External Determinants Influencing Consumer Behaviour

Group Dynamics & consumer reference groups: Different types of reference groups; factors affecting reference group influence.

Family & Consumer Behaviour: Consumer roles within a family; purchase influences and role played by children; Role and Status; family life cycle.

Social Class & Consumer behaviour: Determinants of social class.

Culture & Consumer Behaviour: Characteristics of culture; core values held by society & their influence on consumer behaviour; introduction to sub-cultural & cross-cultural influences.

Opinion Leadership Process: Characteristics & needs of opinion leaders & opinion receivers.

Unit IV: Consumer Decision Making Process

Diffusion of Innovation: Definition of innovation; product characteristics influencing diffusion; adoption process.

Consumer Decision making process: Problem Recognition - Information Search - Alternative Evaluation –Purchase Selection – Post purchase Evaluation.

Cross-cultural consumer's behaviour.

SUGGESTED READINGS:

1. Bennett and Kassarian, Consumer Behaviour, Prentice Hall.
2. Loudon, Consumer Behaviour, Concepts and Applications, McGraw Hill.
3. Engel, Blackwell and Miniard, Consumer Behaviour, Dryden Press.
4. Schiffman, Wisenblit and S. R. Kumar, Consumer Behaviour, Pearson Education India.
5. Blackwell, Miniard, and Engel, Consumer Behaviour, Cengage India Private Limited.
6. Consumer Behaviour – Satish K Batra, S H H Kazmi.
7. Schiffman L G and Kanuk L L, Consumer Behaviour, Prentice Hall, New Delhi.
8. Hawkins, Best and Coney, Consumer Behaviour, Tata McGraw Hill, New Delhi.

SEMESTER-III
PAPER 5: MARKETING RESEARCH
PAPER CODE: MCOM2235M

FULL MARKS: 50

COURSE DESCRIPTION

This course introduces the student to the research process and alternative research designs. It provides an overview of the tools and techniques of measurement and scaling, data-collection procedures and reporting the results of research.

COURSE OBJECTIVES

1. To introduce the students to the scientific method in the conduct of research in general and the application thereof specifically to the marketing domain.
2. To acquaint students with alternative research designs as are suitable in varied circumstances and the steps in the research process.
3. To expose students to qualitative and quantitative research methods as are commonly used in the marketing domain.
4. To have a working knowledge of the nature, sources and applicability of primary and secondary data in marketing research and alternative data collection procedures.

COURSE OUTCOMES

CO1: Evaluate and analyse critically different types of marketing problems.

CO2: Execute the marketing research process for solving a marketing problem in a systematic and logical manner.

CO3: Understand the ethical problems that arise in research situations in a systematic and thoughtful manner.

CO4: To enable students to design various types of measurement scales in the preparation of questionnaires.

COURSE CONTENTS:

1. **Introduction to Marketing Research:** Research – Meaning and Types (Fundamental and Applied), The Scientific Process, Marketing Research – Meaning, nature and scope, Marketing Information System – Concept and components, Organization of the marketing research function – in-house vs. outsourcing,
2. **Research Design and Process:** Concept and types (exploratory, descriptive and causal research designs), Qualitative vs. Quantitative Research, Case-based research, Research Process – Steps, Problem Identification, Literature Review, identifying Research Gap, formulating Objectives of the Study, Research report – types of reports, elements of a research report.
3. **Methods and Tools of Research:** Qualitative vs. Quantitative Research Methods, Qualitative Techniques: Depth Interviews, Focus Groups, Experience Survey, Analysis of Cases, Projective Techniques (Association, Completion, Construction and Expressive techniques)
4. **Collection of Data:** Primary vs. secondary data – concept, sources, pros and cons - applicability in research, Observation vs. Survey – relative merits and pitfalls, Types of Observational Techniques, Classification of interviewing techniques, Questionnaire design – types of questionnaire (structured vs. unstructured, disguised vs. non-disguised), types of questions – open-ended, dichotomous, multiple-choice questions,

biases in questionnaire design – leading questions, loaded questions, double-barrelled questions, Census vs. sample survey – pros and cons.

5. **Measurement and Scaling:** Concept, Types of scales – Nominal, ordinal, interval and ratio, Rating scales, Ranking Scales, Paired-comparison scales, Summated Scale, Semantic Differential Scale

SUGGESTED READINGS:

1. Malhotra N. K. & Dash, S; Marketing Research – An Applied Orientation, Pearson
2. Beri, G. C., Marketing Research, Mc Graw Hill Education
3. Aaker, D. A., Kumar. V & Leone, R. P; Marketing Research – International Student Version, Wiley
4. Kumar, V; marketing Research – A Global Outlook, Sage Texts
5. Zikmund, W. G; Babin, B. J; Carr J. C; Adhikari A & Griffin M; Business Research Methods – A South Asian Perspective, Cengage Learning
6. Cooper, D. R.; Schindler, P. S. & Sharma, J. K.; Business Research Methods, Mc Graw Hill Education
7. Adams, J; Khan H. T. A. & Reaside, R; Research Methods for Business and Social Sciences; Sage

SEMESTER-III
PAPER 6: RESEARCH METHODOLOGY (THEROY)
PAPER CODE: MCOM2236C

FULL MARKS: 50

COURSE DESCRIPTION

To provide basic knowledge on the basic foundations of research. This course will also deal with research design, measurement and skills. The conceptual framework necessary in formulating research problem will be elaborated in details.

COURSE OBJECTIVES

The course deals with a dynamic subject, which gets updated very frequently. With that concept in mind, the following objectives of the course are laid below:

1. To delve into the major foundations of research.
2. To explore on problem identification and formulation.
3. To develop understanding on the concept of sampling theory.
4. To formulate research models and explore its dimensions.

COURSE OUTCOMES

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

CO1: Able to formulate research question.

CO2: Able to structure the research process and its various dimensions.

CO3: Learn the different scaling techniques used in research.

CO4: Able to construct a research model.

COURSE CONTENTS

Unit-I: Foundations of Research

Meaning-Objectives-Motivation- Concept of theory-empiricism-deductive and inductive theory - Understanding the language of Research – Concept-Construct-Definition- Variable- Research Process.

Unit-II: Problem Identification and Formulation

Research Question - Hypothesis - Qualities of a good Hypothesis- Importance.

Unit-III: Research Design

Concept and Importance in Research - Features of a good research design - Exploratory Research Design - concept, types and uses, Descriptive Research Designs - concept, types and uses.

Unit-IV: Measurement

Concept of measurement- what is measured? Problems of measurement in research- Validity and Reliability. Levels of measurement- Nominal, Ordinal, Interval and Ratio.

Unit-V: Sampling

Concepts of Statistical Population-Sample-Sampling Frame-Sampling Error, Sample Size-

Non-Response-Characteristics of a good sample-Probability Sample- Simple Random Sample- Systematic Sample-Stratified Random Sample -Multi-stage sampling-Determining size of the sample- Practical considerations in sampling and sample size.

Unit-VI: Elements of Theoretical Research

Model and Model Building- Exogenous and Endogenous Variables- Relationships- Predictive Methods- Validity and Interpretations.

SUGGESTED READINGS

1. Cooper, “Business Research Methods”, Tata McGraw Hill, New Delhi.
2. T.S. Wilkinson & P.L. Bhandarkar, “Methodology and Techniques of Social Research”, 2010.
3. Richard A. Johnson & Dean W. Wichern, “Applied Multivariate Statistical Analysis”, Prentice Hall International Inc.
4. Alan Bryman & Emma Bell, “Business Research Methods”, Oxford University Press, 2011.

**SEMESTER-III
PAPER 7: RESEARCH METHODOLOGY (PRACTICAL)
PAPER CODE: MCOM2237C**

FULL MARKS: 50

COURSE DESCRIPTION

To have an exposure to real life data and explore its properties. The applications of statistical tools and methods are to be dealt elaborately with hands-on training using statistical software.

COURSE OBJECTIVES

The course deals with a dynamic subject, which gets updated very frequently. With that concept in mind, the following objectives of the course are laid below:

1. To have a hands-on experience with real life data.
2. To explore relationships among different types of variables in real life data sets.
3. To interpret and validate the research output.
4. To have a clear understanding of statistical tools applied.

COURSE OUTCOMES

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

- CO1:** Able to have a clear understanding of different types of data sets.
- CO2:** Explore relationships among different variables used for research analysis.
- CO3:** Estimate empirical research models by applying both parametric and non-parametric estimation methods.
- CO4:** Able to interpret the empirical findings and validate the output.

COURSE CONTENTS

Unit-I: Preliminary Analysis

Descriptive statistics-Categorical variables- continuous variables-checking normality, outliers checking- Choosing the right statistics: Overview of different statistical techniques, Decision making process.

Unit-II: Statistical Techniques: Exploring Relationships

Correlation-Pearson product moment correlation-Spearman rank correlation, Partial Correlation-Simple linear regression-Multiple Linear Regression-Assumptions-overall significance-multicollinearity-Variable selection methods.

Unit-III: Statistical Techniques: Compare Means

One sample and two independent sample t test-Paired sample t test, -One way Analysis of variance-Two- way ANOVA.

Unit-IV: Non-Parametric Methods

Independent Chi square Test-Mann- Whitney test -Wilcoxon signed rank test, Kruskal- Wallis test.

Unit-V: Advanced Methods

Logistic Regression- Assumptions-overall significance-interpretations -time-series forecasting tools.

SUGGESTED READINGS

1. HOW TO USE SPSS ® A Step-By-Step Guide to Analysis and Interpretation, Brian C. Cronk, Tenth edition published in 2018 by Routledge.
2. SPSS for Intermediate Statistics: Use and Interpretation, Nancy L. Leech et. al., second edition published in 2005 by Lawrence Erlbaum Associates, Inc.
3. Using IBM SPSS statistics for research methods and social science statistics, William E. Wagner, Fifth edition published in 2015 by SAGE Publications, Inc.

SEMESTER III
PAPER 8: STRATEGIC COST AND MANAGEMENT ACCOUNTING
PAPER CODE: MCOM2238C

FULL MARKS: 50

COURSE DESCRIPTION

Companies must remain competitive in today's dynamic operating environment. In this course, we will intend to analyse a framework for creating a value-based performance management system. The techniques, methodologies, theories and practices behind organisational value creation will be presented in an analytical manner. This course will provide an understanding of the strengths and limitations of accounting for performance, considering the behavioral and ethical aspects of management systems.

COURSE OBJECTIVES

This course will examine the decisions managers make and the financial measures they use to achieve strategic objectives of the firm. The course focuses on the development of the modern cost system design for externally-focused and internally-focused strategies.

COURSE OUTCOMES

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

CO1: Understanding how managerial and cost accounting helps in decision making and to achieve the strategic objectives of the firm.

CO2: Understanding the contemporary issues that have emerged in strategic cost management.

CO3: Understanding the issues relating to the design and implementation of cost management models in modern firms.

COURSE CONTENTS

Unit-1: Introduction to Strategic Cost Management - (i) Concept of Strategic Cost Management, (ii) Limitations of Traditional Cost Management, (iii) Traditional vs. Strategic Cost Management.

Unit-2: Introduction to the Modern Business Environment - (i) Introduction/Characteristics of the Modern Business Environment, (ii) Cost of Quality and Total Quality Management (TQM), (iii) Throughput Accounting and Theory of Constraints.

Unit-3: Introduction to Lean System and Innovation - (i) Just-in-Time (JIT) JIT (including Backflush Costing and Throughput costing), (ii) Kaizen Costing, (iii) Six Sigma, (iv) Business Process Re-engineering (BPR).

Unit-4: Introduction to Cost Management Techniques - (i) Cost Control/ Waste Control, Cost Reduction, (ii) Target Costing, (iii) Value Analysis/Value Engineering, (iv) Life Cycle Costing, (v) Environmental Management Accounting.

Unit-5: Performance Measurement - Return on Investment, Residual Income, Responsibility Accounting and Reporting, Balanced Scorecard.

Unit-6: Marginal Costing and Strategic Management decision making - (a) Relevant Cost (b) Product Sales Pricing and Mix (c) Limiting Factors (d) Shut Down point (e) Decisions about Alternatives such as Make or Buy, Accept an order, Cost indifference point, and Selection of Products.

Unit-7: Management control Techniques – (a) Budgetary Control System, (b) Standard Costing and Variance Analysis.

Unit-8: Transfer Pricing: Objectives, Principles, Methods and their applications.

SUGGESTED READINGS

1. Atkinson, Kaplan, Matsumara, Yong, & Kumar. Management Accounting. Pearson Education.
2. Banerjee, B. Cost Accounting. Prentice Hall of India.
3. Basu, Banerjee, & Dandapat. Strategic Cost Management. University of Calcutta.
4. Blocher, Chen, Cokins, & Lin. Cost Management: A Strategic Emphasis. TMH.
5. Drury, C. Management and Cost Accounting. Thomson Learning and Taxman.
6. Horngren's Cost Accounting - A Managerial Emphasis. Srikant M. Datar & Madhav V. Rajan
7. Kishore, R. M. Cost Management. Taxman.
8. Lucey, T. T. Management Accounting. ELBS.
9. Saxena, & Vashisht. Cost and Management Accounting. Sultan Chand.

ST. XAVIER'S COLLEGE (AUTONOMOUS), KOLKATA
POSTGRADUATE AND RESEARCH DEPARTMENT OF COMMERCE
(M.COM)

NEW SYLLABUS
SEMESTER IV (MARKETING)

Sl. No.	Subjects	Paper Code	Total Marks	Credit Points
1	Rural and Agricultural Marketing	MCOM2241M	50	3
2	International Marketing	MCOM2242M	50	3
3	Strategic Brand Management	MCOM2243M	50	3
4	Marketing of Services	MCOM2244M	50	3
5	Retail Management	MCOM2245M	50	3
6	Dissertation including Viva- voce	MCOM2246C	150	9
TOTAL			400	24

SEMESTER-IV

PAPER 1: RURAL AND AGRICULTURAL MARKETING
PAPER CODE: MCOM2241M
FULL MARKS: 50

COURSE DESCRIPTION:

Rural and Agricultural Marketing has emerged as an important internal sub-division within marketing discipline particularly in the context of a large rural economy like India. In India the rural economy contributes nearly half of the country's GDP and the size of the rural market is growing in a steady phase and companies are redesigning some of their products to match rural consumers' affordability. An insight into a more holistic perspective of rural marketing which also includes agricultural marketing environment.

COURSE OBJECTIVES:

Learning objectives: This course intends the student

1. To discuss the various aspects of rural marketing as an integral part of marketing management and develop an understanding of rural marketing.
2. To analyse rural markets through marketing mix while applying the marketing concepts suitable to the rural markets.
3. Differentiate the rural market environment from the urban and semi-urban markets.
4. To discuss the various aspects of agricultural marketing.

COURSE OUTCOMES

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

CO1: Discuss rural market Challenges & Opportunities in a dynamic market.

CO2: Differentiate and design marketing strategies for rural specific products.

CO3: Assess and interpret the relevance of marketing strategies in respect of rural marketing and agricultural marketing.

COURSE CONTENTS:

Unit-1: Overview of Rural Marketing: Evolution of Rural Marketing in India, Concept, Significance of Rural Marketing, Changing landscape of India, Rural-Urban continuum, Rural and urban markets: a comparative analysis, Emerging challenges and Opportunities in Rural Marketing.

Unit-2: Rural Markets & Decisions: Introduction, Segmentation, approaches for segmenting the rural market in India, Types of rural consumer behaviour, Factors influencing rural consumers during purchase of a product, Lifestyle of rural consumer, Shopping habits of rural consumers, Diffusion of innovation for rural consumer, Stages of rural marketing strategy, Rural market mapping.

Unit-3: Marketing Strategies for Rural Products: Rural marketing mix, 4As of rural marketing mix, 4Cs of rural marketing mix, 4Ms of rural marketing mix, MIRC model of rural marketing mix, Product planning, pricing, promotion and management of distribution channels for marketing of products in rural areas.

Unit-4: Agricultural marketing and Marketing of agricultural inputs: Agricultural marketing: concept, problems and prospects in Agricultural Marketing, marketing of fertilizers, pesticides, seeds, tractors and other agricultural implements in rural India.

Unit-5: Agricultural marketing classification & Projection of demand and supply of farm products: Classification of agricultural marketing, Marketable and marketed surplus, Methods of sale.

Unit-6: Packaging, Grading and standardization: Packaging, Meaning, purpose and advantages of Grading, quality control of agro-products, Grade standard criteria, Standardization, AGMARK.

Unit-7: Role of Government and other organisations in Marketing Agricultural Products: National Agriculture Co-operative Marketing Federation (NAFED), Agriculture and Processed Food Exports Development Authority (APEDA), The National Co-operative Development Corporation (NCDC), Food Corporation of India (FCI), Panchayat Mandi.

Case Application based on themes of the topic.

SUGGESTED READINGS:

- Gopaldaswamy, T.P. *Rural Marketing*, Wheeler Publishers
- Nayyar and Ramaswamy, *Globalization and Agricultural Marketing*, Rawat Publications.
- Rajagopal, *Managing Rural Business*, Wheeler Publishers.
- Rajagopal, *Organising Rural Business*, Sage Publishers.
- Ramkishan, Y. *Rural & Agricultural Marketing*, JAICO Publisher.
- Badi R.V. Badi N.V. *Rural Marketing*, Himalaya Publishing House.

**NEW SYLLABUS
SEMESTER-IV
PAPER 2: INTERNATIONAL MARKETING
PAPER CODE: MCOM2242M
FULL MARKS: 50**

COURSE DESCRIPTION:

This subject offers a brief overview of the issues and opportunities related to international marketing.

COURSE OBJECTIVES:

To acquire the basic knowledge, concepts, tools, and international terminology necessary to understand international problems and issues

- To understand how companies adjust their international strategies based on the global environmental changes (e.g., globalization)
- To build skills and respect toward the understanding of cultures of nations by
- Critically analyzing the social, political, legal, and economic forces that affect the business performance of international marketing in the current world.

COURSE OUTCOMES

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

- Apply basic international marketing theories and concepts to understand the environment.
- Undertake strategic business analysis in order to develop appropriate international marketing objectives and strategies.
- Identify, analyze, and evaluate data, information, and evidence related to international business opportunities and threats relevant in the current world.

COURSE CONTENTS:

Unit-1: Introduction to International Marketing: Reasons why companies go International. International Product Life Cycle, EPRG Model

Unit-2: International Marketing Environment: Economic, Political and Socio-Cultural Environment, the concept of Self Reference Criteria, PESTEL Analysis, Cross Cultural differences.

Unit-3: The WTO: Objectives, functions. Concept of free trade and creation of a level playing field globally. The need for protection of domestic industries. Protection of intellectual property rights. Tariff and Non-Tariff Barriers

Unit-4: International Product, pricing and promotional decisions: Standardization and product adaptation, pricing strategies, choice of currency, INCOTERMS, Dumping and its various forms, International Sales promotion, participating in trade fairs and exhibitions, advertising, promotional issues and complexities.

Unit-5: Foreign Market Entry Strategies: Exporting, Licensing, Franchising, Joint Ventures, Turnkey operations, strategic Alliances, Management contracts and Contract Manufacturing etc.

Unit-6: Export-Import Documentation: Inquiry, quotation, purchase order, invoice, packing list, GSP certificate, shipping bill etc.

Case Application based on themes of the topic.

SUGGESTED READINGS:

- International Marketing, *R Srinivasan* (paperback), PHI Learning.
- International Marketing, *Rakesh Mohan Joshi*, Oxford University Press.
- Global Marketing, *Gautam Dutta*, Pearson Education India.
- International Marketing 8e (An Indian Adaptation), Masaaki Kotabe, Kristiaan Helsen and Prateek Maheshwari (Paperback), Wiley India Pvt Ltd.
- International Marketing, *Dr. Shalini Agrawal*, Sahitya Bhawan Publications.
- International Marketing Management: Text and Cases, U C Mathur, Sage India.

**NEW SYLLABUS
SEMESTER-IV
PAPER 3: STRATEGIC BRAND MANAGEMENT
PAPER CODE: MCOM2243M**

FULL MARKS: 50

COURSE DESCRIPTION:

This course will enable student to have a fundamental understanding of how to build, measure, and manage a brand. It involves creating and nurturing a brand with the objective of enhancing its image, recall, and longevity in a competitive environment.

COURSE OBJECTIVES:

The objective of this course is:

1. To expose the students to the concepts, principles, techniques and application of branding.
2. To provide the students with insights into the design and implementation of branding strategies.
3. To help the students to build, measure and manage brand-equity.

COURSE OUTCOMES

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

CO1: Understand the various Branding techniques in an organisation.

CO2: Ways to designing and implementation of branding strategies.

CO3: It helps us to adopt appropriate strategies to the needs of continuously evolving market.

COURSE CONTENTS:

Unit-1: Introduction to Brand Management: Introduction to Brand Management, Brands vs. Products, Anatomy of a Brand, Significance of Branding to Consumers & Firms, Selecting Brand Names, Brand Identity, Branding Challenges & Opportunities.

Unit-2: Brand Positioning: Concept, Types of Positioning- Over, Under & Repositioning- Differentiation, Identifying Gaps Using Perceptual Maps, Co-branding, Celebrity Endorsement, Positioning Guidelines

Unit-3: Brand Development Strategies: Brand Architecture, Brand Equity: Concept- Methods-Aakers Brand Equity Model, Brand Leveraging, Brand Loyalty, Brand Image- Brand image dimension, Brand Portfolio Strategy – Brand Extension and Stretching - Making a Brand Strong- The 4 Steps of Strong Brand Building.

Unit-4: Brand & Firm: Product Branding, Line Branding, Range Branding, Umbrella Branding, Double Branding, Endorsement Branding, Choosing a Branding strategy, Brand Audit and Brand Valuation.

Unit-5: Brand Crisis: Concept of incident and Crisis, Factors influencing brand crisis, Brand Revitalization.

Case Application based on themes of the topic.

SUGGESTED READINGS:

- Brand Management -The Indian Context, *Y L R Moorthi*, Vikas Publication.
- Strategic Brand Management, Building Measuring & Managing Brand Equity, *Keller, Parameswaran & Jacob*, Pearson Education India.
- Product and Brand Management, *Tapan K. Panda*, Oxford University Press.
- Brand Management Text and Cases, *Harsh V. Verma*, Pillappa Publication.
- Brand Management, *Kirti Dutta*, Oxford University Press.

**NEW SYLLABUS
SEMESTER-IV
PAPER 4: MARKETING OF SERVICES
PAPER CODE: MCOM2244M
FULL MARKS: 50**

COURSE DESCRIPTION:

This is a cross-functional elective course offered in the fourth semester to students of marketing specializations. Students learn various aspects of Services Management in terms of concepts, operations, opportunities and challenges.

COURSE OBJECTIVES:

To impart knowledge needed to implement quality service and service strategies across all e industries, such as banks, hotels, hospitals, educational institutions, professional services and other goods industries that depend on service excellence for competitive advantages.

The course is designed to cover the fundamentals of Service Management. The objective of this course is:

1. To understand the basic concepts of service management.
2. To help participants develop skills for applying these concepts to the solution of service problems.
3. To help students master the analytical tools of service management.

COURSE OUTCOMES

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

CO1: To identify the service encounter faced/experienced by customers with service providers.

CO2: To construct e service model for different service organization with a strategic focus to heighten distribution of services.

COURSE CONTENTS:

Unit-1: Understanding Service Markets, Products and Customers

Service as a product, Challenges for service marketers, Reasons for growth of service industry, distinguishing characteristics from physical products posing marketing challenges, traditional service marketing mix, expanded /augmented service marketing mix, Customer decision making: The 3-stage model of service consumption, understanding service

encounters, defining moments of truth, Customer expectation and perception of services, Service triangle.

Unit-2: Building the Service Management Model

Developing Service Concepts: Defining the core and supplementary elements of a service, the flow of service, Planning and branding service products, Development of new services.

Distributing Services: Determining the type of contact: Options for service delivery, Place and time decisions, the role of intermediaries, Distributing services internationally.

Pricing and Revenue Management: Tripod strategy of pricing, Activity based costing, Demand elasticity based on pricing & customer segments, Yield management to maximize revenues.

Services marketing communication: Setting communication objectives, Challenges (intangibles) and opportunities in communicating services, marketing communications mix using internet.

Unit-3: Application of GAPS Model

Improving Service Quality and Productivity: Integrating service quality and productivity strategies, what is service quality, The GAPS model- A conceptual tool to identify and correct service quality problems, Measuring and improving service quality.

Unit-4: Managing the Customer Interface in organisations

Service innovation and Design: Blueprinting service operations to create valued experiences, Service process redesign, The customer as co-producer. Designing and managing in the context of all organisations including organisations selling financial products and designing operations area as a supportive element.

Balancing Demand & Productive Capacity: Patterns & Determinants of demand, managing demand levels, overcoming capacity constraint, Inventory demand through waiting lines & reservations.

Managing People for Service Environment: Service leadership & culture.

Unit-5: Implementing Profitable Service Strategies

Managing relationships & building loyalty: Customer loyalty, The Wheel of loyalty, Strategies for reducing customer defections, CRM.

Achieving Service Recovery: Customer complaining behaviour, Principles of effective service recovery systems, Service guarantees, discouraging abuse and opportunistic behavior, learning from customer feedback.

Case Application based on themes of the topic.

SUGGESTED READINGS:

- Zeithml, V.A., Bitner, M. J., Dwayne, D. Gremler, & Ajay Pandit (2018). Services marketing. Tata- McGraw- Hill Edition.
- Shankar, R. (2011). Services marketing. Excel Books.
- Apte, G. (2011). Services marketing. Oxford University Press.

- Lovelock, Christopher, Service Marketing- People, Technology, Strategy, Pearson Education Inc
- Hoffman, K, Douglas and John E.G. Bateson (2001) Essentials of Service Marketing, South-Western College

**NEW SYLLABUS
SEMESTER-IV**

**PAPER 5: RETAIL MANAGEMENT
PAPER CODE: MCOM2245M
FULL MARKS: 50**

1. Introduction to Retailing: Retail marketing environment, Indian retail in the global landscape, FDI Policy, Evolution of Indian retail, Retail organization structures by ownership – traditional, modern trade and online retailing, cash and carry formats, Omni-channel retail, Identifying the consumer demographics and life-style.

2. Retail Location: Choosing a store location, Trading area analysis, Reilly’s law of retail gravitation, Huff’s law of shopper attraction, Site selection – Isolated store, unplanned business district, planned shopping centre.

3. Merchandise and Category Management: Developing and implementing merchandise plan, Retail metrics – GMROI, GMROF, GMROL, GMV, Budgeting, Resource allocation and other financial concepts in retail, Inventory management, Category roles in category management, Category management process, Private labels.

4. Visual Merchandising and POP Communication: Retail image and atmospherics, Store planning, Merchandise presentation, Window display, fixtures and other tools, Consumers' shopping attitudes and behaviour.

5. Pricing and Promotional Strategy in Retailing: Developing a retail price strategy, External factors affecting retail price strategy, Elements of retail promotional mix, Repositioning retail brands.

6. Supply Chain Management in Retail: Logistics planning, Facilities planning, Distribution Centres and their activities, Partnerships among retailers and vendors in SCM – Retailer-Driven Replenishment, Vendor-Managed Inventory, Collaborative Planning Forecast Replenishment, Technology and Information Systems in retail distribution channels.

Case Application based on themes of the topic.

SUGGESTED READINGS:

1. Berman, Barry and Evans, *Retail Management*, Prentice Hall
2. Cooper, *Strategy Planning in Logistics and Transportation*, Kogan Page
3. Cox, Roger and Brittain, *Retail Management*, Prentice Hall

NEW SYLLABUS SEMESTER-IV

PAPER 6: DISSERTATION INCLUDING VIVA- VOCE PAPER CODE: MCOM2246C FULL MARKS: 150

A. Internal Examination: <ul style="list-style-type: none">▪ Interaction with the Guide▪ Internal evaluation	10 Marks 10 Marks
TOTAL (A)	20 marks
SEMESTER EVALUATION (OUT OF 80 MARKS)	
B. Plagiarism **	20 Marks
C. Semester Examination: Way to Evaluate Dissertation: (10 marks each) <ul style="list-style-type: none">▪ Introduction▪ Review of Literature▪ Methodology of research▪ Analysis and Discussion▪ Summary of findings, conclusions and suggestions▪ Citations and referencing	60 marks
	100 Marks

VIVA-VOCE (50 MARKS)

1. Quality of presentation	10 Marks
2. Ability to answer questions (knowledge part)	10 Marks
3. Flow of presentation	10 Marks
4. Timely completion of the presentation	10 Marks
5. Communication skill and depth of knowledge	10 Marks
	50 Marks

Note 1: Plagiarism check must be mandatorily carried out before the issuance of the Dissertation completion certificate. To be awarded based on 2nd time plagiarism check result.

Note 2: Scholars must follow all the general instructions related to Dissertation submission from the Department from time to time.