






# Gopal Narayan Singh University, Jamuhar, Sasaram, Rohtas (Bihar)

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APPROVED BY	DATE
BOS	31/01/2024
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Board of Management	21/02/2024
Governing Body	25/02/2024



**SYLLABUS AND ORDINANCES GOVERNING**  
**THE TWO-YEAR (FOUR-SEMESTER) (FULL TIME)**  
**MASTER OF COMMERCE (M. Com.) PROGRAMME**  
**SESSION 2024-25**

## ORDINANCES GOVERNING M.Com. PROGRAMME

This Ordinance is prepared in the light of UGC regulation and measures for maintenance of standard in field of commerce in higher education. The ordinance fulfills the prescribed requirements in term of Admission Procedure, Examination system as per the UGC guidelines.

1.	<b>ELIGIBILITY REQUIREMENTS</b>
1.1	A candidate shall be eligible for appearing in the Entrance Test leading to admission to M. Com. (Master of Commerce) Semester I, if he/she has passed the following:
1.1.1	B.Com/ B.Com. (Hons) Examination or any other Bachelor's Degree of minimum 3 years with a minimum of 40% marks for general category, PWD/SC/ST/OBC- 35% marks.
2.	<b>ADMISSION PROCEDURE</b>
	<ol style="list-style-type: none"><li>1. Admission in M.Com. I-Semester programme of study shall be made on merit in the Entrance Test.</li><li>2. The Faculty shall have an Admission Committee for M.Com. Post-graduate admission, constituted under the provisions of Ordinances and consisting of the Dean or his nominee and two senior-most members of the teaching staff of the Faculty. Admission shall be made in accordance with these ordinances and the rules made there under.</li><li>3. Admission cannot, however, be claimed by any candidate as a matter of right. The admission or re-admission of a candidate shall be entirely at the discretion of the Admission Committee which may refuse to admit any student without assigning any reason there for.</li><li>4. On his/her selection for admission to the M. Com. Semester I programme, the candidate shall, within the time fixed by the Dean, Faculty of Commerce deposit the fees prescribed for the programme. If the candidate fails to deposit fees within the stipulated time, his/her selection shall automatically stand cancelled.</li><li>5. Reservation in admission will be made as Govt. of Bihar rules.</li></ol>
3.	<b>ATTENDANCE</b>
	<p>(a) A student is required to have full, i.e., 100%, attendance and condonation upto 25% can be considered for specific cogent reasons. Out of this 25%, only 10% condonation will be permitted without taking any application from the student. Rest 15% condonation may be given by the Dean. Further, a student shall be deemed to have minimum percentage of attendance only if, apart from the above, he/she has attended at least 50% of the classes in each subject also. The cogent reasons for condonation are given below:</p> <ol style="list-style-type: none"><li>(i) Participation in NCC/NSC/NSS Camps duly supported by certificate.</li><li>(ii) Participation in University or College Team Games or Interstate or Inter-University tournaments, duly supported by certificate from the Secretary of the University Sports Board or President of the College Athletic Association concerned.</li><li>(iii) Participation in Educational Excursions, which form a part of teaching in any subject conducted on working days duly certified by the Dean.</li><li>(iv) University Deputation for Youth Festival duly certified by the Dean.</li><li>(v) Prolonged illness duly certified by the Medical Officer or any other Registered Medical Practitioner, provided such certificate is submitted to the Dean,</li></ol>

	<p>Faculty of Commerce in time.</p> <p>(vi) <b>No relaxation beyond 25% shall be considered in any case.</b></p> <p>(b) The attendance of a newly admitted candidate shall be counted from the date of his/her admission, or date of beginning of classes whichever is later, while in the case of promoted candidates, attendance shall be counted from the date on which respective class begins. However in case of promotion after declaration of results of supplementary examination (if any), the attendance will be counted from the date of admission in the respective case.</p> <p>(c) There shall be an Attendance Monitoring Committee in the Faculty under the Chairmanship of the Dean.</p>
4.	<b>SCALE OF TUITION AND OTHER FEES</b>
	FEE: Admission Fee, Tuition Fee, Hostel Fee, and other Fee will be paid by the candidate as per University Rules.
5	<b>SYSTEM OF EXAMINATION</b>
5.1	<p><b>Examination System:</b> Each course shall be of 100 marks. For evaluation, the overall structure of the distribution of marks in a theory based course shall be such that 25 marks are allotted to various assessments during the semester, while 75 marks shall be allotted for the end semester examinations. For core, elective and activity based compulsory courses; the examination system would be different as per details given under:</p>
	<p><b>1. Theory Course:</b> Following scheme of examination shall be applicable for <b>theory courses:</b></p> <p><b>A. Sessionals:</b></p> <p>i) The assessment (sessionals) in theory courses will comprise of written assignment (Project work), Oral presentation and regularity in each of the courses offered by them.</p> <p>ii) Such assessment in each course shall carry 25 marks, of which 15 marks will be for class test/written assignment (Project) and Oral presentation and 10 marks for performativity, regularity and alertness in the class pertaining to the concerned course.</p> <p>iii) The class test/written assignment(s) and oral presentation shall be submitted by the students to the teachers concerned, by a date fixed by the Head of the Department. After valuation of the above, the teacher concerned shall submit the result to the Head of the Department who shall forward the same to the Controller of Examinations.</p> <p>iv) The marks obtained as aforesaid will be displayed on the notice board.</p> <p>v) Where candidate fails to take examination in any one or more courses or having taken the examination has failed to secure the minimum pass marks in any one or more courses or in the aggregate, his sessional marks will be carried forward to the subsequent examination.</p> <p><b>B. End Semester Examination and evaluation (for 75 marks):</b></p> <p>(i) The question papers shall be set and the answer-scripts shall be evaluated by the teachers appointed by the University. The question paper shall ordinarily be set and evaluated by a teacher of the group, appointed by the Board of Examiners. However, if the Board of Examiners considers appropriate, it can constitute a group of evaluators comprising of University teachers/out-side of the University belonging to the concerned subject.</p> <p>(ii) The marks obtained by students in End Semester examination shall be displayed on the notice board.</p>

(iii) In case of any objection by a student in the evaluation, the same shall be looked after by a panel of two senior faculty members, to be nominated by the Dean, whose decision shall be final.

**QUESTION PAPER FORMAT FOR M.COM. COURSE**

**M. Com. Semester - ..... Examination, Year .....**

**Paper Code: .....**

**Paper Name: .....**

**Time: 3 Hours ]**

**[ MM: 75**

*NOTE: Answer all the questions, do as directed in each of the Questions, figure on the right hand margin indicate the marks for that question. Answer in your own words as far as possible, be concise and to the point, in case of numerical, step wise marking would be done.*

**Question 1** (15)  
EITHER (a)  
OR (b)

**Question 2** (15)  
EITHER (a)  
OR (b)

**Question 3** (15)  
EITHER (a)  
OR (b)

**Question 4** (15)  
EITHER (a)  
OR (b)

**Question 5** (3 x 5 = 15)  
Write SHORT NOTES on any **THREE** of the following:  
(a)  
(b)  
(c)  
(d)  
(e)

**C. Viva-Voce and Presentation:**

In first three semesters, Viva-Voce and Presentation (as indicated in the Scheme of M.Com. programme) shall be evaluated out of 50 marks (2 credits each) by a team comprising of internal faculty members constituted by the Director/Dean for the purpose.

**D. Dissertation/Comprehensive Viva Voce:**

In pursuance of the M.Com. Course, the student shall have to undertake one Dissertation project in the last semester (4 credits) under supervision of an internal faculty member as decided by the Dean. The topic has to be provided by the appointed internal Supervisor in the third semester only. A Comprehensive Viva Voce (4 credits) will also be organized and will be jointly conducted by the Head/Dean along with an external examiner appointed by the Dean (evaluation of each in 100 marks).

5.2	The examinations of M.Com. programme in the Faculty of Commerce shall be conducted in Four semesters ordinarily in December/May or on such dates as may be fixed by the Dean.
5.3	The academic performance of a candidate shall be evaluated in respect of the courses of study prescribed for each semester through the examinations held for respective semesters.
5.4	<b>The credit system:</b> The credits specified for M.Com. programme describe the weightages of various courses of the programme. The number of credits along with grade points that the student has satisfactorily completed measures the performance of the student. Satisfactory progress of a student is subject to his/ her maintaining a minimum Cumulative Grade Point Average (CGPA), as well as minimum grades in different courses of the programme. A certain number of credits as specified in these Ordinances must be earned by the student to qualify for the degree. Description of credit distribution for core Courses, elective Courses, and language course has already been shown.
5.5	<p><b>Assignment of credits:</b></p> <p><b>A. Credits of a course shall be assigned in the following manner:</b></p> <p>(a) For all theory (Lecture) courses, one credit shall be assigned for one one-hour lecture per week in a semester.</p> <p>(b) Credits shall be in whole numbers.</p> <p><b>B) <u>The Performance of a candidate in a semester or upto a semester shall be measured by SGPA and CGPA, details of which are given below:</u></b></p> <p style="text-align: center;"><i>SGPA : Semester Grade Point Average.</i></p> <p style="text-align: center;"><i>CGPA : Cumulative Grade Point Average.</i></p> <p style="text-align: center;"><b><u>Calculation of Semester Grade Point Average (SGPA) and</u></b></p> <p style="text-align: center;"><b><u>Cumulative Grade Point Average (CGPA):</u></b></p> $(i). SGPA = \frac{\sum_{i=1}^n C_i.P_i}{\sum_{i=1}^n C_i}$ <p>where,</p> <p><math>C_i</math> = Number of credits assigned for the <math>i^{th}</math> course of a semester for which SGPA is to be calculated.</p> <p><math>P_i</math> = Grade point earned in the <math>i^{th}</math> course.</p> <p><math>i = 1, \dots, n</math>, represent the number of courses in which a student is registered in the concerned semester.</p> $(ii). CGPA = \frac{\sum_{j=1}^m C_j.P_j}{\sum_{j=1}^m C_j}$ <p>where,</p> <p><math>C_j</math> = Number of credits assigned for the <math>j^{th}</math> course, up to the semester for which CGPA is to be calculated.</p> <p><math>P_j</math> = Grade point earned in <math>j^{th}</math> course.</p>

	$j = 1, \dots, m$ ; represent the number of courses in which a student was registered up to the semester for which CGPA is to be calculated.																														
5.6	<b>Script and Duration of Examinations</b>																														
	(i) Except when otherwise directed by the Ordinances or by the examiner in the examination paper, every candidate shall answer question in Hindi and English language in the examination in all the courses. (ii) Each individual paper shall be of three hour.																														
5.7	<b>Evaluation Pattern:</b>																														
	<p><b>(a) Point Scale for Grading</b></p> <p><b>Award of Grades Based on Absolute Marks</b></p> <table border="1"> <thead> <tr> <th>Marks Range (Out of 100)</th> <th>Grade</th> <th>Grade Point</th> </tr> </thead> <tbody> <tr> <td>90 -100</td> <td>S</td> <td>10</td> </tr> <tr> <td>80 - 89</td> <td>A</td> <td>9</td> </tr> <tr> <td>70 - 79</td> <td>B</td> <td>8</td> </tr> <tr> <td>60 - 69</td> <td>C</td> <td>7</td> </tr> <tr> <td>50 - 59</td> <td>D</td> <td>6</td> </tr> <tr> <td>40 - 49</td> <td>E</td> <td>5</td> </tr> <tr> <td>Passed with Grace</td> <td>P</td> <td>4</td> </tr> <tr> <td>00 - 39</td> <td>F</td> <td>0</td> </tr> <tr> <td>Non-appearance in examination (Incomplete)</td> <td>I</td> <td>-</td> </tr> </tbody> </table> <p><b>(b) Explanation:</b></p> <p>Latter grades <b>S, A, B, C, D, E and P</b> in a course mean that the candidate has passed that course.</p> <p><b>The F grade</b> denotes poor performance, i.e., failing in the course. A student has to appear at subsequent examination(s), if provided under the ordinances in all courses in which he/she obtains "F" grade, until a passing grade is obtained.</p> <p><b>The I Grade:</b> The "I" Grade is awarded, when a student does not appear in the examination of course/courses. This shall be treated as "F" Grade.</p> <p><b>(c) Grace Rule:</b> Tabulators shall award grace marks as per the following guidelines:</p> <p>(1). Grace 0.5 marks will be awarded to each subject maximum three subjects (papers) including theory and practical separately, (any fraction is rounded off to the next higher number), shall be awarded grade "P" (in place of grade "F"). Grace marks awarded be shown as +G in the Grand Total as well as the places where the grace marks were awarded.</p> <p>(2). Grace Mark will not be awarded for making up shortfall in minimum SGPA/CGPA or improving the grade.</p>	Marks Range (Out of 100)	Grade	Grade Point	90 -100	S	10	80 - 89	A	9	70 - 79	B	8	60 - 69	C	7	50 - 59	D	6	40 - 49	E	5	Passed with Grace	P	4	00 - 39	F	0	Non-appearance in examination (Incomplete)	I	-
Marks Range (Out of 100)	Grade	Grade Point																													
90 -100	S	10																													
80 - 89	A	9																													
70 - 79	B	8																													
60 - 69	C	7																													
50 - 59	D	6																													
40 - 49	E	5																													
Passed with Grace	P	4																													
00 - 39	F	0																													
Non-appearance in examination (Incomplete)	I	-																													

5.8	<b><u>Admit Card (for End Semester Examination):</u></b>
	A candidate may not be admitted into examination room unless he/she produces his/her admit card to the officer conducting the examination or satisfies such officer that it shall be subsequently produced.
5.9	<b>PROMOTION RULES AND SUPPLEMENTARY EXAMINATION</b>
	<p>There shall be no supplementary examination for I, II, III and IV semesters. However, there shall be a provision of supplementary examination for III and IV semesters after declaration of the result of IV Semester. Students failing in courses of III and IV semesters may appear in supplementary examination(s) or subsequent main examination(s).</p> <p><b><u>(A) First Semester Course &amp; Examination:</u></b></p> <p>The candidates who have taken admission in M.Com. programme First Semester in a session can be put in the following two categories on the basis of their attendance in the Semester:</p> <p>I. (i) Those who have put in the required minimum percentage of attendance for appearing in the I-Semester Examination and filled up the examination form in time for appearing at the I-Semester Examination.</p> <p>(ii) Those who did not put in the required minimum percentage of attendance for appearing at the I-Semester Examination or did not fill up examination form in time for appearing at the I-Semester Examination.</p> <p>Candidates under Category I(i) are eligible for appearing at the examination of I-Semester, while candidates under Category. I(ii) are not allowed to appear at the examination of the Semester. However, category I(ii) candidates are allowed to reappear at the Entrance Test of subsequent year(s) for seeking admission afresh. This implies that no readmission is permissible to those who do not put in the required percentage of attendance for taking the examination or did not submit the examination form in time.</p> <p>II. After appearing at the Examination of the I-Semester the candidates can be put in the following categories in the context of declaration of the results of the I-Semester Examination:</p> <p>(i) <b>Passed</b>, i.e., those who have passed in all courses of the examination of the Semester.</p> <p>(ii) <b>Promoted</b>, i.e., those who have not passed in all the courses of the Semester.</p> <p>(iii) <b>Minimum passing grade</b> shall be Grade 'E' for each course. However, candidates with grade 'P' in a course shall also be considered as passed in that course.</p> <p>(iv) <b>Promotion to II-Semester:</b> All students who have put in the minimum percentage of attendance in I-Semester and filled up the examination form in time shall be promoted to the II-Semester.</p> <p><b><u>(B) II- Semester Course &amp; Examination:</u></b></p> <p>As in the I Semester, in the II and subsequent Semesters, all the candidates who have put in the minimum percentage of attendance for appearing at the Examination and have filled in the examination form in time for appearing at the End Semester Examination shall be allowed to appear at the respective examinations. However, students who have not put in the minimum percentage of attendance or did not fill up the examination form in time in a Semester shall be allowed to take re-admission in that Semester (<b>except in the First Semester where re-admission is not permitted</b>).</p>

**(C) Declaration of results after II-Semester (based on the results of I and II-Semester Examinations):**

After declaration of results of the I & II-Semesters, a candidate can be put in the following two categories:

- (i) **Passed:** A candidate who has passed in examinations of all the courses of I and II-Semesters.
- (ii) **Promoted:** A student, who does not pass in all the courses of either I or II-Semester or both, shall be promoted to the III-Semester if he/she has obtained at least 4.0 CGPA. All such students shall have the option to clear the courses, in which they had failed, in the subsequent available examination(s) of the concerned semester as ex-students.
- (iii) **Failed:** A candidate who has obtained less than 4.0 CGPA in the examinations of I and II-Semesters taken together shall be treated as failed.

**(D) Promotion to III-Semester:**

- (i) A candidate who comes under the category '**Passed or Promoted**' is eligible to be promoted to III-Semester if otherwise eligible.
- (ii) Failed candidates shall not be promoted to the III<sup>rd</sup> Semester. However, they shall be promoted to the third semester when they become eligible to come under the category of either 'Passed' or 'Promoted' as explained above after passing the Failed papers in the subsequent available examinations as ex-students.

**(E) Promotion to IV-Semester:**

All students who have put in the minimum percentage of attendance in III Semester and filled in the examination form in time shall be promoted to IV Semester.

**(F) Declaration of Results after IV-Semester (based on results of I, II, III & IV Semester Examinations):**

After declaration of results of III & IV Semesters, a candidate can be put in the following two categories:

- (i) **Passed:** A candidate who has passed in all the courses of I, II, III and IV Semesters and obtained at least CGPA of 5.0.
- (ii) **Failed:** All those students who have not "Passed" shall be categorized as "Failed".  
Such failed students may clear their failed courses in subsequent examinations as ex-students. There shall be a provision of supplementary examinations for III and IV Semesters after declaration of results of IV Semester. Students failing in courses of III and IV Semesters may appear in the supplementary examination or subsequent main examination(s).

***A student who has failed in a course shall get two more chances to clear this course subject to the maximum duration for passing the course. Further, each candidate shall have to clear all the courses within the maximum period of 4 years from the date of his/her latest admission.***

**(G) Declaration of Division:**

A candidate who has passed in all the papers/ courses of I, II, III and IV Semesters of the 2-year M.Com. programme taken together shall be declared as '**Passed**'. Such passed candidates may be awarded with the division according to the following criteria:

- (i) First Division with distinction : CGPA 8.5 and above
- (ii) First Division : CGPA 6.5 and above, but below 8.5



	<p>(iii) Second Division : CGPA 5.0 and above, but below 6.5</p> <p><b>Note:</b> The SGPA and CGPA shall be computed upto 2 places of decimals (truncated at the second place).</p> <p>The conversion formula for converting CGPA to the corresponding Percentage of Marks will be as follow:</p> $X = 10 Y - 4.5$ <p>where, X = Percentage of Marks Y = CGPA</p> <p><b>Further Clarifications:</b></p> <p>(a) A student has to clear the whole M.Com. programme in <u>NOT MORE THAN FOUR YEARS</u> from the latest admission to the I-Semester of the programme. Even after that if a student fails, he/she shall have to leave the programme.</p> <p>(b) A student who is promoted to a higher semester or readmitted to a semester due to shortage of attendance shall be required to study the same syllabus as being taught in that year.</p>
5.10	<p><b><u>RANKING TO THE CANDIDATES</u></b></p> <p>Ranking shall be given to only those candidates who pass all the courses of the programme in one attempt.</p> <p>Notwithstanding any provision in the ordinances to the contrary, the following category of examinee is also eligible for ranking:</p> <p>The student who, having been duly admitted to a regular examination of the course, was unable to take that examination in full or in part due to some cogent reasons, and took the next following examination of that course and passed the course.</p> <p>The marks obtained by him/her at the examination shall be considered as the basis for the University Ranking, Scholarships and other distinctions.</p> <p>In order to get the benefit of this provision, the student should claim that he/she is eligible for this benefit and get a decision in writing after proving his/her eligibility there for.</p>
5.11	<p><b><u>BREAK IN THE COURSE</u></b></p> <p>Any student taking admission in M.Com. Degree programme of the Faculty shall not be allowed to pursue any other full time programme/ course in the Faculty or elsewhere in the entire period of the programme meaning thereby that if a student leaves the programme after passing some of the semesters/ courses and takes up a full-time programme/ course elsewhere, then he/she shall not be allowed to continue the programme further in the Faculty.</p>
5.12	<p><b><u>Definition</u></b></p> <ol style="list-style-type: none"> <li>1. A 'Regular Student' is one who has pursued a regular course of study and obtained prescribed attendance mentioned in the ordinances and is eligible to appear in the examination.</li> <li>2. 'Ex-student' means one who has studied in the Faculty for at least one semester preceding the date of the examination and has filled up the examination form but failed or has failed to appear in the examination, though otherwise eligible.</li> </ol>

## SCHEME OF M. COM PROGRAMME

The details corresponding to schemes of courses in different subjects are given under respective subjects in M.Com. Syllabus

FIRST YEAR		
1 <sup>st</sup> Semester		
Paper Code	Paper	Credits
MCM111	ORGANIZATIONAL THEORY AND BEHAVIOR	4
MCM112	INTERNATIONAL BUSINESS ENVIRONMENT	4
MCM113	FINANCIAL ACCOUNTING FOR MANAGERS	4
MCM114	DECISION SCIENCES	4
MCM115	MANAGERIAL ECONOMICS	4
MCM116	VIVA-VOCE	2
<b>Total=</b>		<b>22</b>
2 <sup>nd</sup> Semester		
Paper Code	Paper	Credits
MCM121	RESEARCH METHODOLOGY	4
MCM122	BASIC ANALYTICS	4
MCM123	HUMAN RESOURCE MANAGEMENT	4
MCM124	MARKETING MANAGEMENT	4
MCM125	FINANCIAL MANAGEMENT	4
MCM126	VIVA-VOCE	2
<b>Total=</b>		<b>22</b>
SECOND YEAR		
3 <sup>rd</sup> Semester		
Paper Code	Paper	Credits
MCM211	STRATEGIC MANAGEMENT	4
MCM212	ECONOMY OF INDIA AND BIHAR	4
MCM213	FINANCIAL MARKET AND INSTITUTION	4
MCM214	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	4
MCM215	WORKING CAPITAL MANAGEMENT	4
MCM216	PROJECT PRESENTATION	2
<b>Total=</b>		<b>22</b>
4 <sup>th</sup> Semester		
Paper Code	Paper	Credits
MCM221	LEGAL ASPECTS OF BUSINESS	4
MCM222	COMPUTER APPLICATION IN BUSINESS	4
MCM223	CORPORATE FINANCE	4
MCM224	INTERNATIONAL FINANCIAL MANAGEMENT	4
MCM225	RISK MANAGEMENT AND DERIVATIVES	4
MCM226	DISSERTATION	4
MCM227	COMPREHENSIVE VIVA-VOCE	4
<b>Total=</b>		<b>28</b>
<b>Grand Total=</b>		<b>94</b>

# **SYLLABUS**

## M.COM. FIRST SEMESTER

MCM111: ORGANIZATIONAL THEORY AND BEHAVIOR	4
MCM112: INTERNATIONAL BUSINESS ENVIRONMENT	4
MCM113: FINANCIAL ACCOUNTING FOR MANAGERS	4
MCM114: DECISION SCIENCES	4
MCM115: MANAGERIAL ECONOMICS	4
MCM116: VIVA-VOCE	<u>2</u>
TOTAL=	22



## **MCM111: ORGANIZATIONAL THEORY AND BEHAVIOUR**

**Credits: 4 / Total Lectures: 40**

**OBJECTIVE:** *The objective of the course is to develop a theoretical understanding among students about the structure and behaviour of organization as it develops over time.*

### **UNIT-I: Organizational Theory:**

Classical, scientific management theory, Neo-classical and Contemporary, formal and informal structure, Flat and Tall structures and Bureaucratization of organisations

### **UNIT-II: Organisational Behaviour:**

Concepts, determinants, models, challenges and opportunities of OB. Transaction cost and organizational behaviours Contributing disciplines to the OB. Individual Behaviour, values, attitudes, personality and emotions, Chris Argyris behaviour patterns, Perceptual process

### **UNIT-III: Motivation:**

Maslow's Need Hierarchy, Two factor theory, McClelland's theory of need, and Contemporary theories of motivation (ERG, Cognitive evaluation, goal setting, and equity) expectancy model, Behavior modification, Motivation and organisational effectiveness

### **UNIT-IV: Leadership, Power and Conflict:**

Concept and theories, Behavioral approach, Situational approach, Leadership effectiveness, Contemporary issues in leadership. Power, authority and conflict, Bases of Power, power tactics, sources of conflict patterns, levels and conflict resolution strategies

### **UNIT-V: Organisational Culture, Organisational Development and Stress Management:**

Concept and determinants of organisational culture, Organisational Development: concept and intervention techniques. Individual and organisational factors to stress, consequences of stress on individual and organisation, stress of management

### **Suggested Readings:**

1. Robbins; S.P.; Organisational Behaviour (13<sup>th</sup> edition), Prentice Hall of India Pvt. Ltd., New Delhi, 2008.
2. Luthans, Fred; Organisational Behaviour, 11<sup>th</sup> Edition, Mc Graw Hill International, New York, 2007.
3. Newstrom, J.W.; Organisational Behaviour: Human Behaviour at Work, TMH,
4. Chandan, J.S.; Organisational Behaviour, Vikas Publication, New Delhi
5. Ghanekar & Anjali; Organisational Behaviour, Everest Publication, Mumbai
6. Prasad, L.M.; Organisational Behaviour, Sultan Chand & Co., New Delhi

## **MCM112: INTERNATIONAL BUSINESS ENVIRONMENT**

**Credits: 4 / Total Lectures: 40**

**Objective:** *The present course aims to familiarize the students various aspects of global business environment. This will help them in gaining a deeper understanding of the environmental factors affecting global business.*

### **UNIT-I: Introduction:**

Meaning and scope of international business. Stages of internationalization, distinguish features of international business environment. Commercial policy and its instruments

### **UNIT-II: International Economic Environment:**

World monetary system, functions and organization of IMF, IBRD, IDA, IFC and ADB. Economic Integration among countries; Rationales behind economic integration, Levels of economic integration – the Free Trade Area, Global Economic Alliance; UNCTAD and WTO – Their genesis, objectives and achievements. Regional Economic Alliance; EU, MERCUSOR, NAFTA, ASEAN and OPEC

### **UNIT-III: International Cultural and Political Environment:**

Nature and contents of international cultural environment and their influence on international business. Different political systems and their impact on international business, Trade relationship amongst developed and developing countries

### **UNIT-IV: International Legal & Technological Environment:**

Role of international law in International Business. Technology Transfer-Meaning, source and modes, Significance of technology transfer for the developing countries

### **UNIT-V: Contemporary Issues:**

Global transformations in the services sector; Macro responses to problems in international services trade. Recent developments in global business environment ( Brexit)

### **Suggested Readings:**

1. Francis Charunilam : International Business, Prentice Hall of India
2. Heinz Wehrich & Harold Koontz : Management A Global Perspective, Tata McGraw Hill Publishing
3. Anant K. Sundaram & J Stewart Black : International Business Environment, Prentice Hall of India
4. C.M. Korth : International Business – Environment and Management, Prentice Hall
5. M.L. Jhingam : International Economics, Jain Publications
6. J.D. Daniels, L.H. Radebaugh & Sullivam :International Business – Environment & Operations, Pearson Education
7. P Subba Rao : International Business, Himalaya Publishing House

## **MCM113: FINANCIAL ACCOUNTING FOR MANAGERS**

**Credits: 4 / Total Lectures: 40**

**Objective:** *To make the students aware of the latest accounting standards in practice and use it as a managerial tool in understanding the financial position of an organisation*

### **UNIT-I: Introduction:**

Definition, Nature and Scope of Accounting, Accounting Principles: Generally Accepted Accounting Principles (GAAP); Selection of Accounting Principles, Accounting Concepts & Convention, Basic Accounting terminologies, Accounting Equation, Overview to Depreciation.

### **UNIT-II: Accounting Standards:**

Concept and objectives, Indian Accounting Standards and International Accounting Standards, Evolution and Practices of International Financial Reporting Standards (IFRS), General purpose and Specific Purpose Report; Required Disclosure as per IFRS, Role of FASB and IASB

### **UNIT-III: Mechanics of Accounting:**

Double Entry System, Recording of Transactions into the Journals, Posting Transactions into Ledger, Sub-division of Journals, Preparations of Trial Balance, Capital and Revenue items, Preparation of Annual Accounts - Profit and Loss Account and Balance Sheet, Form of Company Annual Accounts as per Companies Act

### **UNIT-IV: Analysis of Financial Statements:**

Meaning of Financial Analysis, Significance of Financial Analysis to Different Parties Vertical vs. Horizontal Analysis, Internal vs. External Analysis, Trend percentages and Common size statement

### **UNIT-V: Techniques of Financial Analysis:**

Accounting Ratios, Meaning, Significance and Limitations, Classification, Computation and interpretation of Liquidity Ratios, Leverage Ratios, Activity/ turnover Ratios and Profitability Ratios, Cash Flow Statement: Various cash and non-cash transactions, flow of cash, difference between cash flow and fund flow, preparation of Cash Flow Statement and its analysis, Break-even analysis and its application

### **Suggested Readings:**

1. Maheshwari&Maheshwari; A text book of Accounting for Management (Vikas)
2. Khan & Jain; Financial Accounting (TMH)
3. JawaharLal; Accounting Theory and Practices (HPH)
4. Ramchandran and Kakani: Financial Accounting for Management (TMH)
5. P.C Tulsian; Financial Accounting (Pearson)
6. Maheshwari S.N; Principles of Management Accounting
7. Mukherjee & Hanif; Financial Accounting (TMH)



## **MCM114: DECISION SCIENCES**

**Credits: 4 / Total Lectures: 40**

**Objective:** *To make out students to take better decisions in complex scenarios by the application of a set of advanced analytical methods. It couples theories, results and theorems of mathematics, statistics and probability.*

### **UNIT-I: Introduction:**

Quantitative approach to management decision making. **Linear Programming:** Mathematical formulation of linear programming problems and their solution using graphic approach and simplex algorithm, Duality Sensitivity analysis

### **UNIT-II: Transportation:**

Solving the problem, testing optimality MODI method. Cases of unbalanced problems and degeneracy, Assignment: Solving the problem, solution, travelling salesman problem (theory only)

### **UNIT-III: Integer Programming:**

Problem Formulation and solution. Inventory Control: Techniques of selective control, Economic order quantity (EOQ) models- classical, gradual replenishment without shortages, price breaks and planned stock-outs

### **UNIT-IV: PERT/CPM:**

Networking with one estimate of time. Networks with three estimates of time, Time-cost trade-off, PERT/cost

### **UNIT-V: Game and Replacement Theory:**

Games of pure strategy. Games of mixed strategy, Dominance, **Queuing Theory:** Elements of a queuing system Models with Poisson arrival and services rates, single server and infinite and finite population, **Replacement Analysis:** Replacement of capital assets- discrete cases when time value of money is not considered and when time value of money is considered.

### **Suggested Readings:**

1. Apte; Operation Research and Quantitative Techniques (Excel Books)
2. S Kalawathy; Operation Research (Vikas IVth Edition)
3. Natarajan; Operation Research(Pearson)
4. Singh & Kumar; Operation Research(UDH Publisher edition 2013)
5. Taha Hamdy; Operations Research - An Introduction (Prentice-Hall, 9th edition)
6. Vohra; Quantitative Techniques in Management (Tata McGraw-Hill, 2nd)
7. Kothari; Quantitative Techniques (Vikas 1996, 3rd Edition).



## **MCM115: MANAGERIAL ECONOMICS**

**Credits: 4 / Total Lectures: 40**

**OBJECTIVE:** *this subject will develop the efficiency of students in various aspects of business economics mainly related to demand, supply, pricing and market equilibrium*

### **UNIT-I: Demand and the Firm:**

Consumer Behaviour: Cardinal and ordinal approaches to the derivation of the demand function. Revealed preference approach, Firm Theory: Objectives of the firm

### **UNIT-II: Production and Cost:**

Production: Law of variable proportion. Returns to scale Production function: Concept of opportunities cost, Producer's Equilibrium. **Cost function:** Classification of costs, Short run cost functions, Relationship between return to scale and return to a factor, Long run cost functions.

### **UNIT-III: Market and Pricing:**

Market forms: AR-MR. Price taker; Monopoly power, Oligopolistic behavior: Factor Pricing; Demand and supply of factors of production. Euler's theorem

### **UNIT-IV: Product and Asset Market Equilibrium:**

Product Market: Derivation of IS function, Demand for real cash balances: Tobin's Portfolio theory. Endogenous money supply and Asset market equilibrium.

### **UNIT-V: Aggregate Demand and Aggregate Supply:**

Modern aggregate demand function, Demand Management, Aggregate supply and the price level. Trade Cycles and the Open Economy: Exchange rate, trade balance and balance of payment, net saving, Macroeconomic movements in an open economy.

### **SUGGESTED READING:**

1. Koutsiannis, A., Modern Microeconomics, Macmillan Press Ltd.
2. Varian, Micro-Economic Analysis, Norton.
3. Pindyck Robert S., Daniel L. Rubinfeld and Prem L. Mehta, Micro Economics, Pearson Education Asia, New Delhi.
4. Branson William H., Macro Economics Theory and Policy, First East - West Press.
5. Dornbusch, R. and S. Fischer Macro Economics, Publisher Tata McGraw Hill.
6. Oliver Blanchard Macro Economics, Pearson Education, LPE.
7. Mankiw, N. Gregory, Macro Economics, Macmillan.

## **MCM116: VIVA-VOCE**

## M.COM. SECOND SEMESTER

	Credit
MCM121: RESEARCH METHODOLOGY	4
MCM122: BASIC ANALYTICS	4
MCM123: HUMAN RESOURCE MANAGEMENT	4
MCM124: MARKETING MANAGEMENT	4
MCM125: FINANCIAL MANAGEMENT	4
MCM126: VIVA-VOCE	2
<b>TOTAL-22</b>	



## **MCM121: RESEARCH METHODOLOGY**

**Credits: 4 / Total Lectures: 40**

**OBJECTIVE:** *To understand the concept of research and their types and practical application of various research techniques. To make student familiar in applying the concept of statistical analysis and report writing*

### **UNIT-I: Introduction:**

Meaning and Objectives of Research; Process of Research; Types of Research; Research Approaches; Selection and Formulation of a Research Problem; Criteria of a Good Research Problem.

### **UNIT-II: Hypothesis and Research Design:**

Concept, Sources and Types of Hypotheses; Formulation of Hypothesis; Usefulness of Hypothesis in Business Research, Research Design; types and Steps in Preparing a Research Design

### **UNIT-III: Sampling and Data Sources:**

Characteristics of Good Sample; Principles of Sampling; Sampling Process; Probability and Non-probability Sampling; Techniques of Data Collection; Process of Data Collection through Observation and Schedule; Construction of Questionnaire; Interview Technique in Business Research; Choice between Primary and Secondary Data.

### **UNIT-IV: Measurement and Scales:**

Concept and Levels of Measurement; Tests of Sound Measurement-Test of Validity and Reliability; Concept of Scaling; Types of Rating Scales; Attitude's Scale-Likert Scale, Thurstone Scale and Guttman Scale.

### **UNIT-V: Interpretation and Report Writing:**

Meaning and Importance of Interpretation; Pre-requisites of Interpretation; Errors in Interpretation; Essentials of a Good Research Report; Types of Reports; Layout of a Research Report; Writing up of the Report; Evaluating a Research Report.

### **SUGGESTED READINGS:**

1. Donald Cooper & Pamela Schindler; Business Research Methods, TMH, 9th edition
2. Alan Bryman & Emma Bell; Business Research Methods, Oxford University Press.
3. Kothari, C.R.; Research Methodology, New Age Publication, New Delhi
4. Chawla & Sondhi; Research Methodology, Vikas Publication
5. Murthy, Bhojanna; Business Research Methods, Excel Publication, New Delhi

## **MCM122: BASIC ANALYTICS**

**Credits: 4 / Total Lectures: 40**

**OBJECTIVE:** *The objective of the course is to acquaint students with some of the important statistical techniques for managerial decision making. The emphasis will be on their applications to business and economic situations.*

### **UNIT-I: Theory of Probability and Probability Distributions:**

Approaches to calculation of probability, Marginal, joint and conditional probabilities, Expected value and standard deviation of a probability distribution, Standard probability distributions - Binomial, Poisson, Hyper geometric, and Normal.

### **UNIT-II: Statistical Decision Theory:**

Decision-making process, Payoff and Regret tables, Decision rules under risk and uncertainty, Expected value approach and EVPI, Marginal analysis. Decision-tree analysis.

### **UNIT-III: Sampling Distributions and Hypothesis testing:**

Sampling concepts, Sample size determination, sampling methods, Concept of sampling distribution, its expected value and standard error. Sampling distribution of proportions, Confidence intervals, General methodology of hypothesis testing- One and two-tailed tests type-I and type-II Errors, Calculation and use of p-value. One Sample Tests and Two-sample Tests, Testing of difference between two proportions.

### **UNIT-IV: Analysis of Variance and Non-Parametric Tests:**

F-test of equality of variances. One-factor ANOVA (Completely Randomized Model) and two-factor ANOVA without replication (Randomized Block Model). Chi-square test for Independence and for Goodness-of-fit, One-sample runs test and Rank correlation test.

### **UNIT-V: Correlation and Regression Analysis:**

Simple, multiple and partial correlation analysis. Rank correlation. Simple and Multiple linear regression analysis, multiple regression analysis using MS Excel.

### **SUGGESTED READINGS:**

1. Levin, R.I. and D.S. Rubin; Statistics for Management, Prentice-Hall of India.
2. Aczel, Amir D., and Sounderpandian, J.; Complete Business Statistics, Tata McGraw Hill Publishing.
3. Anderson, Sweeny and Williams; Statistics for Business and Economics, CENGAGE Learning, New Delhi
4. Kazmeir Leonard J.; Business Statistics, Tata McGraw Hill Publishing Company, New Delhi
5. Vohra, N. D.; Business Statistics, Tata McGraw Hill Publishing Company, New Delhi
6. Freund, J. E. And F. J. Williams; Elementary Business Statistics – The Modern Approach, Prentice Hall of India Private Ltd., New Delhi.

## **MCM123: HUMAN RESOURCE MANAGEMENT**

**Credits: 4 / Total Lectures: 40**

**OBJECTIVE:** *The objective of the course is to acquaint students with the techniques, principles to manage human resource of an organisation and also would help them to employing these techniques to harness the best of each individual working in the organisation.*

### **UNIT-I: Introduction:**

concept, meaning, nature, functions of Human Resource Management. Role of a modern HR Manager, HRM in the global and strategic setting.

### **UNIT-II: Acquisition of HR:**

Man Power Planning, Recruitment, selection, placement, induction. Methods and techniques used. E-recruitment.

### **UNIT-III: Maintenance of HR:**

Training; meaning, objectives, need of training, Different levels of training, Employee morale. Career planning, Promotion, Demotion, Transfer, Termination of service, Retirement, retrenchment, Developmental aspects of HR. Wages and Salary Administration, Employee Compensation and Rewards Management.

### **UNIT-IV: Retention of HR:**

Meaning, Challenges, Performance Appraisal; Merit rating, Objectives of performance appraisal Merit and Demerit of performance appraisal, 360-degree Performance appraisal, and feedback. Managing organisational exit; Relocating and easing-out the employee, Succession planning.

### **UNIT-V: Contemporary HR:**

Developing HR information system. Employee's relations: Shifting forms from Industrial Relations to employees relations.. International HRM issues, Changes witnessed due to information age.

### **SUGGESTED READINGS:**

1. De Cenzo and Robins; Fundamentals Human Resource Management, 8<sup>th</sup> Edition, Prentice Hall of India, 2005.
2. Flippo, Edwin B.; Personnel Management, McGraw Hill, Tokyo, 1984-2000.
3. Rao,V.S.P.; Human Resource Management (Text and Cases) Himalaya Publications, Thirteenth Edition.
4. Durai Praveen; Human Resource Management Pearson Publication, 2nd Edition.
5. Gary Dessler and Biju Varkkey; Human Resource Management, Person Publication, 2013, 14th Edition.
6. Aswathappa, K.; Human Resource Management, McGraw Hill Education, 2013, 7th Edition.

## **MCM124: MARKETING MANAGEMENT**

**Credits: 4 / Total Lectures: 40**

**OBJECTIVE:** *To facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.*

### **UNIT-I Introduction:**

Traditional view of marketing; Evolution of marketing concept; Modern concept of marketing; Marketing functions and role; Marketing management process- a strategic perspective. Marketing Environment: Significance of scanning marketing environment; Economic, demographic, socio-cultural, technical, political and legal environment of marketing in India. Buyer behavior- Consumer vs. business buying behaviour; Consumer buying decision process

### **UNIT-II Strategic Marketing:**

Market Segmentation, Targeting and Positioning: Bases for segmenting a consumer market; Levels of market segmentation; Factors influencing selection of market segments; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process.

### **UNIT-III Product and Pricing Decisions:**

Product-concept and classification; Major product decisions; New product development; Packaging and labeling; Product support services; Branding decisions; Product life cycle-concept and appropriate strategies adopted at different stages. Pricing- Objectives, Factors affecting price of a product, Pricing policies and strategies, Ethical issues in product and pricing decisions

### **UNIT-IV Distribution Decisions:**

Channels of distribution; concept and importance; Different types of distribution middlemen and their functions; Channel management, selection, motivation and performance appraisal of distribution middlemen; Distribution logistics – concept, importance and major logistics decisions; Channel integration and systems. Ethical issues in distribution decisions, Retailing and Wholesaling

### **UNIT-V Promotion Decisions:**

Meaning and importance; Promotion methods; Integrated Marketing Communication Concept; Communication process and promotion; Determining promotion mix; Factors influencing promotion mix; Developing advertising campaigns. Ethical issues in promotion decisions

### **SUGGESTED READINGS:**

1. Kotler, Philip, Keller, Kevin Lane; Marketing Management, A South Asian Perspective, Pearson.
2. Etzel, Michael J., Walker, Bruce J., Staton, William J. and Ajay Pandit; Marketing Concepts and Cases, Tata McGraw Hill (Special Indian Edition).
3. Czinkota, Miachel; Marketing Management, Cengage Learning.
4. Kazmi; Marketing Management Text and Cases, Excel Books.
5. Kumar Arun and N. Meenakshi; Marketing Management, Vikas Publishing House.
6. Zikmund, William G. and Michael D'Amico; Marketing: Creating and Keeping Customers in an E-Commerce World, South-Western College Pub.



## **MCM125: FINANCIAL MANAGEMENT**

**Credits: 4 / Total Lectures: 40**

**OBJECTIVE:** *The objective of the course is to acquaint the students with the basic analytical techniques and methods of financial management of business firms.*

### **UNIT-I: Financial Management:**

Nature, objectives and scope; financial decision-making and types of financial decisions; role of a finance manager. Risk-Return framework for financial decision-making, Time Value of Money- Concept and Rational

### **UNIT-II: Capital Budgeting Decisions:**

Meaning and Significance; Methods of Evaluating Investment Opportunities; Payback Period, Discounted Payback Period, ARR, Net Present Value, Internal Rate of Return and Profitability Index.

Cost of Capital: Meaning and Significance; Computation of Cost of Capital (WACC).

### **UNIT-III: Capital Structure:**

Concept; theories of capital structure, NI, NOI, MM Hypothesis, Trade off theory, Pecking order theory and optimal capital structure, leverage and its impact on the valuation of firm

### **UNIT-IV: Dividend Policy:**

Meaning, forms of dividend, Ploughing back of profits, factors affecting dividend policy, dividend payout decisions, Theories of relevance and irrelevance of dividend in firm valuation: Walter's model, Gordon's Model, MM Hypothesis, Bird-in-hand theory and Dividend signaling theory, Types of dividend polices in practice in India.

### **UNIT-V: Working Capital Management:**

Concept and types of working capital. Operating and cash cycle, Estimation of working capital requirement, Determinates of working capital.

### **SUGGESTED READINGS:**

1. Van Horne, James C.; Financial Management and Policy, Prentice Hall of India 12<sup>th</sup> Ed,
2. Pandey I. M.; Financial Management, 9<sup>th</sup> Ed. Vikas Publishing.
3. Ross S.A., R.W. Westerfield and J. Jaffe; Corporate Finance, 7<sup>th</sup> Ed. McGraw Hill.
4. Brealey R.A. and S.C. Myers; Principles of Corporate Finance, McGraw Hill, 6<sup>th</sup> Ed.
5. Damodaran, A; "Corporate Finance: Theory and Practice". John Wiley & Sons, 2<sup>nd</sup> Ed.

## **MCM126: VIVA-VOCE**

## M.COM. THIRD SEMESTER

	<b>Credit</b>
MCM211: STRATEGIC MANAGEMENT	4
MCM212: ECONOMY OF INDIA AND BIHAR	4
MCM213: FINANCIAL MARKET AND INSTITUTION	4
MCM214: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	4
MCM215: WORKING CAPITAL MANAGEMENT	4
MCM216: PROJECT PRESENTATION	<u>2</u>
<b>TOTAL-</b>	<b>22</b>





## **MCM211: STRATEGIC MANAGEMENT**

**Credits: 4 / Total Lectures: 40**

**OBJECTIVE:** *The objective of the course is to help the students develop an understanding of the basic inputs in making and implementing corporate strategic decisions and also familiarize them with the issues and practices involved.*

### **UNIT-I: Introduction:**

Concept and Role of Corporate Strategy, Levels of Strategy, Approaches to Strategic Decision Making, strategic role of board of directors and Top Management. Strategic implications of social and ethical issues

### **UNIT-II: Strategic Analysis:**

Meaning, Environmental Profile; Constructing Scenarios, Analysis of Strategic Environment-Michael Porters, SWOT Analysis, VRIO framework, Value Chain Analysis, Core Competences Analysis, Resource Audit; Analysis of Stakeholder Expectations, Corporate Mission, Vision, Objectives and Goals.

### **UNIT-III: Strategic Choice:**

Generating Strategic Alternatives, Strategic options at Corporate Level-Stability, Growth and Defensive Strategies, External Growth Strategies-Merger, Acquisition, Joint Venture and Strategic Alliance, Evaluation of Strategic Alternatives-Product Portfolio Models Selection of a suitable Corporate Strategy-Concept of Strategic Fit. Strategic options at SBU Level.

### **UNIT-IV: Functional Strategies:**

Marketing, Production/Operations and R & D plans and Policies; Personnel and Financial Plans and Policies.

### **UNIT-V: Strategy Implementation and Evaluation:**

Strategic Implementation- Concept, Relationship between Strategic Formulation and Implementation; Strategic Evaluation and Control-Concept, Types of Strategic Control, Techniques of Strategic Evaluation and Control-Strategic and Operational Control.

### **SUGGESTED READINGS:**

1. Arthure A. Thompson et-al, *Crafting and Executing Strategy : text and Readings*, 15<sup>th</sup> ed., McGraw Hill, 2007.
2. Grant, Robert M., *Contemporary Strategy Analysis*, 5<sup>th</sup> ed., 2005 Blackwell Publishers, Massachussets, U.S.A.
3. Hitt M.A. et. al., *Strategic Management*, South Western, 2009.
4. Ansoff, H. Igor, R.P. Declorch and R.I. Hayes, *From Strategic Planning to Management*, Wiley
5. Kazmi & Kazmi, *Strategic Management*, McGraw Hill

## **MCM212: ECONOMY OF INDIA AND BIHAR**

**Credits: 4 / Total Lectures: 40**

**OBJECTIVE:** *To expose the learners to the economy of India and also Bihar so as to apprise them of impending dimensions of growth*

### **UNIT-I: Domestic Economy:**

Characteristics of Indian Economy, a review of pre and post-independence era, Human Development, Occupational Structure, GDP contribution from Agriculture, Industry and Services. Natural Resources, Infrastructure (Connectivity focus, ports, railways, aviation, roads, electricity and water)

### **UNIT-II: Agricultural Sector:**

Green Revolution, Food Security, Irrigation, Land Reforms, Rural Credit. Agriculture marketing and warehousing. Agricultural labour. Pink, white, yellow, blue revolutions (aquaculture). MSP. Paramparagat Krishi Vikas Yojana. PM Krishi Sinchai Yojana. Soil Health card Scheme. Horticulture and Floriculture. National bamboo Mission. National Gokul mission. PM Fasal Beema Yojana.

### **UNIT-III: Industry & Tertiary Sectors:**

Industrialisation patterns. Large scale Industries. The MSME sector. Unorganised sector. Industrial and manufacturing policies (Make-in-India programme). Ease of doing Business. India's Foreign Trade. Foreign Trade Policy. EXIM policy. Trends in imports and exports. Special Economic Zones. Energy Policy. Fiscal Policy. Tax reforms (introduction of GST). The banking sector reforms (Financial Inclusion, Small Finance bank, payments bank). Role of Nitiyaayog.

### **UNIT-IV: Economy of Bihar:**

Major Industries of Bihar. Non-agro based industry. Heavy Industries. Industrial Policy of Bihar. Agriculture in Bihar (Crop seasons, agro-climatic regions, animal husbandry, Fisheries). Irrigation facilities. Minerals in Bihar. Major economic indicators. Poverty and Unemployment.

### **UNIT-V: Infrastructure of Bihar:**

Power sector. Energy Resources. Education and health infrastructure. Tourism in Bihar (Buddhist region, Ramayan region, Sufi region, Gandhi region). Policies on start-up. Other relevant policies. Economic backwardness and possibilities of development. Naxalism. Financial system in Bihar.

### **SUGGESTED READINGS:**

1. Datt, Mahajan; Indian Economy, 72/e (S. Chand)
2. Sanjiv Verma; The Indian Economy, 4/e (Unique Publishers)
3. Team Prabhat Prakashan; Govt Schemes, missions, campaigns and programmes in India, 1/e (Prabhat)
4. Agrawal; Indian Economy
5. Ramesh Singh; Indian economy (McGraw Hill)
6. NK Rajan, Sujeet Kumar: Know your state Bihar (Arihant)

## **MCM213: FINANCIAL MARKET AND INSTITUTION**

**Credits: 4 / Total Lectures: 40**

**OBJECTIVE:** *The purpose of the course is to provide a sound information and knowledge of broad framework of Financial System and its constituents.*

### **UNIT-I: Financial markets:**

Nature, Functions and Efficiency: Financial system and economic development, flow of funds in Indian economy; Indian financial system: an overview, Construction and uses of flow of fund matrix. Analysis of supply and demand for funds, sectoral and Inter-sectoral flows.

### **UNIT-II: Financial markets:**

Money market: Organisation, Instruments, Functioning and its Regulation. Capital market; Primary and Secondary markets and their organisation, SEBI and its role as regulator

### **UNIT-III: Interest Rate:**

Level, maturity and structure of interest rate, term structure of interest rates, Financial repression and Interest rates. the Yield-curve. Financial Intermediation: Depository Institutions, Commercial Banks and Industrial finances. Bank Credit: Working Capital and Bank funds; Term lending. Developing. a credit information system. Performance of Indian banking. Regulatory aspect of Banking.

### **UNIT-IV: Non-Depository Institutions:**

Mutual Funds: Measuring performance of Mutual Funds, Chit funds Organisation, functioning and regulatory aspects. UTI and Private sector mutual funds. Insurance Public and private Organisation: Life and Non-life insurance companies: LIC & GICs working and regulatory framework; Pension Funds: Organisation and working of pension funds.

### **UNIT-V: Financial Instruments:**

Equity shares; new issue market and secondary market-the allocative and operational efficiency, preference shares. Private placement-channels. Debentures and other fixed income securities. Engineered financial and monetary instruments. Foreign Capital: foreign capital as a source of finance. Place of foreign capital in the over all framework of Indian Financial system. The regulatory framework and NRI investments.

### **SUGGESTED READINGS:**

1. Kohn Meir, '*Financial Institutions and Markets*', Oxford University Press 2<sup>nd</sup> Edition 2007.
2. Madura Jeff, '*Financial Markets and Institutions*', South Western Cengage Learning, 8<sup>th</sup> Edition 2008.
3. Mishkin, Fredrick S. and Stanley G. Eakins, Pearson Education Ltd., 6<sup>th</sup> Edition.
4. Resume Bank of India – Report on Currency & Finance.

## **MCM214: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**Credits: 4 / Total Lectures: 40**

**OBJECTIVE:** *The objective of the course is to establish a conceptual frame work for the study of security analysis and portfolio management. This course will provide the student the ability to understand and utilise the skill of optimising returns. The focus at different places is to build models and discuss their validity and application to practical situations.*

### **UNIT-I: Introduction:**

Nature and process of financial assets investment decisions; Structure of Indian Securities market-An overview; Sources of Financial Information. Securities Analysis: two-parameters frame work; understanding of return and risk of a security; types of return and risk; sources of risk

### **UNIT-II: Analysis of Fixed Income Securities:**

Bond fundamentals; valuation of bonds; analysis of risk in bonds-duration and convexity; bond portfolio management strategies-passive, semi-active and active along with immunization strategies. Certificate of Deposits, Debentures.

### **UNIT-III: Analysis of Variable Income Securities (Equity):**

Approaches to security (equity) analysis-Fundamental Analysis along with valuation models of equity and Technical Analysis, Efficient market hypothesis.

### **UNIT-IV: Portfolio Theories and Management:**

Traditional and Modern Portfolio Theories; Single and multi-index models. Markowitz Model; Sharpe's Single Index Model; Capital Asset Pricing Model (CAPM) and Arbitrage Pricing Model (APT): performance evaluation of portfolios; problems associated with revision of portfolio. Active and Passive portfolio management

### **UNIT-V: Financial Derivatives:**

Futures, Options, Portfolio of futures and options synthetics, Exotics and Financially engineered products. Case Studies in security analysis, portfolio construction and performance evaluation are required to be discussed.

### **SUGGESTED READINGS:**

1. Fischer Donald E. and Ronald J. Jordan, "*Security Analysis and Portfolio Management*", 6<sup>th</sup> Edition Prentice Hall of India, 2007.
2. Frank K. Reilly, and Keith C. Brown, "*Investment Analysis and Portfolio Management*", 8<sup>th</sup> Edition, Thomson, 2007.
3. Sharpe William F, and Bailey Jeffery V, Alexander Gordon J, "*Investments*", 6<sup>th</sup> Edition, Prentice Hall of India, 1995.
4. Hull J.C. Options, "Futures and Other Derivatives", 6<sup>th</sup> Edition Prentice Hall, 1997.

## **MCM215: WORKING CAPITAL MANAGEMENT**

**Credits: 4 / Total Lectures: 40**

**OBJECTIVE:** *This paper depicts the students about entire part of working capital management. It enables the students the various dimensions of analyzing and estimating need of working capital in the business concern.*

### **UNIT-I: Introduction:**

Concept of Working Capital: Gross and Net, Choice of Concept. Components of Working Capital; Interdependence among Components of Working Capital; Estimating Working Capital Needs; Factors Affecting the Need for Working Capital; Managing ; Objectives of Working Capital Management;.

### **UNIT-II : Financing Working Capital :**

Sources of Working Capital Finance – A Brief Overview of Long-term and Short-term Sources of Finance; Long-term Vs. Short-term Sources-Speed, Flexibility, Cost, Risk, Liquidity, and Profitability; Alternative Current Assets and Financing Policies- Maturity Matching, Self Liquidating Policy, Aggressive Policy, Conservative Policy;

### **UNIT-III : Management of Cash :**

Motives for Holding Cash; Need for and Objectives of Cash Management; Cash Forecasting and Cash Budgets; Cash Cycle; Cash Float; Control of Float-Managing Collections and Disbursements; Near-Cash-Marketable Securities – Concepts, Types, Need For and Investment Strategy.

### **UNIT-IV : Management of Receivables :**

Concept and Nature of Receivables; Purpose of Receivables; Costs and Benefits of Receivables; Factors Affecting Size of Receivables; Managing Receivables -The Profit Decision and Optimum Size Determination; Sound Credit Policy- Credit Standard and Credit Limit, Credit Period, Cash Discounts and Collections.

### **UNIT-V : Management of Inventory :**

Concept, Nature, and Components of Inventory; Benefits of Holding Inventory; Risks and Costs of Inventory; Managing Inventory – Minimising Costs and Optimum Size Determination; Inventory Management System- Economic Order Quantity Subsystem, Reorder-Point Subsystem, Stock-Level Subsystem, and Tying Together the Subsystems into a Total Inventory Management System; ABC Analysis of Stock; Just in Time Concept of Inventory Management.

### **SUGGESTED READINGS:**

1. Khan, M.Y. and P.K. Jain, Financial Management: Text and Problems, Tata McGraw Hill
2. Horne, Van; James C., John Wachowicz, Fundamentals of Financial Management, Pearson Education
3. Ross, Stephen A., Westerfield, Randolph, and Jeffrey Jaffe, Corporate Finance, Tata McGraw Hill
4. Srivastava, Rajiv, and Anil Mishra, Financial Management, Oxford University Press, UK
5. Singh, Preeti, Financial Management, Ane Books Pvt. Ltd, New Delhi
6. Singh, Surender and Kaur Rajeev. Basic Financial Management, Mayur Paper Book Noida
7. Singh, J.K. Financial Management-text and problems, 2<sup>nd</sup> edition, Dhanpat Rai and Company, Delhi

### **MCM216: PROJECT PRESENTATION**



## M.COM. FOURTH SEMESTER

	CREDIT
MCM221: LEGAL ASPECTS OF BUSINESS	4
MCM222: COMPUTER APPLICATION IN BUSINESS	4
MCM223: CORPORATE FINANCE	4
MCM224: INTERNATIONAL FINANCIAL MANAGEMENT	4
MCM225: RISK MANAGEMENT AND DERIVATIVES	4
MCM226: DISSERTATION	2
MCM227: COMPREHENSIVE VIVA-VOCE	2
<b>TOTAL-</b>	<b>24</b>

## **MCM221: LEGAL ASPECTS OF BUSINESS**

**Credits: 4 / Total Lectures: 40**

**OBJECTIVE:** *To aware students about the legal set up required doing business or commercial activities in the country.*

### **UNIT-I: Introduction:**

Historical Development of company Legislation in India, Salient Features of the Companies Act-1956. The Present set-up of company Law Administration in India. Corporate Personality: Nature, Types & Conversion of Companies; Formation, Promotion and Incorporation of companies.

### **UNIT-II: Memorandum of Association;**

Articles of Association; Prospectus: Their Nature, Contents & Legal effects; Membership: Nature of Member. Methods of Acquisition and Termination of Membership

### **UNIT-III: Directors:**

Meaning, Appointments, Legal Position, Qualifications and Disqualifications, Remuneration, Powers, Duties and Liabilities of Directors, Managing Director and Manager; Winding Up: Kinds and Conduct.

### **UNIT-IV: Secretary:**

Meaning, Appointments, Legal position, Powers, Responsibilities and Removal of Company Secretary.

### **UNIT-V: Meetings:**

Types, Legal provisions and Secretary's Duties regarding Statutory, Annual General and Extra-ordinary General Meetings, Notice, Agenda, Minutes, Resolutions. Chairman, Proxy, Voting and Poll

### **SUGGESTED READINGS:**

1. Kapoor, G. K., Dhamija, Sanjay, "Company Law: A Comprehensive Text Book on Companies Act 2013", Taxmann Publication.
2. Gulshan S.S. and Kapoor G.K., "Business Law including Company Law", New Age International Publishers.
3. Singh, Avtar, "Company Law", Eastern Book Co., Bharat Law House, Delhi.
4. Kuchal, M.C., "Modern Indian Company Law", Sri Mahavir Books.
5. Maheshwari, S.N. and S.K. Maheshwari; A Manual of Business Law, 2nd Edition, Himalaya Publishing House.

## **MCM222: COMPUTER APPLICATION IN BUSINESS**

**Credits: 4 / Total Lectures: 40**

**OBJECTIVES:** *To familiarize the students with the concept of computer application and develop basic competencies in data base and day to day use of software packages.*

### **UNIT-I: Introduction:**

Characteristics of a Computer; Advantages of Computers; Limitation of Computers; Types of Computers; Applications of computers, Hardware, Software; System Software: Operating system, Translators, interpreter, compiler; Overview of operating system, function of operating system; Application software: General Purpose Packaged Software and tailor made software, Internet; Growth of internet, World Wide Web; Internet Protocols, Usage of Internet to society, Search Engines, Viruses & Anti-virus.

### **UNIT-II: Introduction to Word Processing:**

Introduction to word Processing; Word processing concepts, Working with word document, Opening an existing document/creating a new document; Saving, Selecting text, Editing text, Finding and replacing text, Formatting text, Bullets and numbering, Tabs, Paragraph Formatting, Page Setup

### **UNIT-III: Spreadsheets and its Business Applications:**

Spreadsheet concepts; Creating a work book, saving a work book, editing a work book, inserting, deleting work sheets, entering data in a cell, formula Copying, Moving data from selected cells, Handling operators in formulae: Inserting Charts- LINE, PIE, BAR, Mathematical ROUND ALL, SUM, SUMIF, COUNT, COUNTIF ; Statistical – AVERAGE, MAX, MIN, STDEV, FREQUENCY, INTERCEPT, SLOPE.; Financial - PMT, PPMT, IPMT; Logical - IF, AND, OR

### **UNIT-IV: PowerPoint Presentation:**

Creating a presentation; Editing, Sorting, Layout, Set-up row, Rehears timing

### **UNIT-V: Practical Applications:**

Loan & Lease statement; Ratio Analysis, Graphical representation of data Payroll statements: Frequency distribution. Cumulative and calculation of Means, Mode and Median; Regression

### **SUGGESTED READINGS**

1. Shrivastava; Fundamental of Computer& Information Systems (Wiley Dreamtech)
2. Leon A and Leon M; Introduction to Computers (Vikas, 1st Edition).
3. ITL ESL; Introduction to Information Technology (Pearson, 2nd Edition).
4. Norton P.; Introduction to Computers, (TATA McGraw Hill)
5. Leon; Fundamentals of Information Technology, (Vikas)



## **MCM223: CORPORATE FINANCE**

**Credits: 4 / Total Lectures: 40**

**OBJECTIVE:** *to provide knowledge about corporate finance with current issues and changes in corporate finance.*

### **UNIT-I: Introduction:**

Meaning, patterns and sources, Linking Corporate and Financial Strategies-Assessing business risk, Financial risk, Correlation between business risk and financial risk, Role of Financial Markets and Financial Intermediation

### **UNIT-II: Long-Term Investment Decision:**

Definition and Classification of investments, Evaluation of investments (Fundamental evaluation)-role of taxes, amount of investment, Net Cash Flows, Investment's Terminal Value; Economic Evaluation of a Investments- Net Present Value and Internal Rate of Return, Relevant Cash Flows, Payback and Accounting Rate of Return, Risk analysis in investment, Sensitivity Analysis.

### **UNIT-III: Long-Term Financing Decision:**

External Financing: Equity capital- equity markets, rights issues and private equity; Long-Term Debt- Bank Financing, the capital markets, private placements, medium-term notes and corporate bonds; Internal Financing: Retained Earnings, Amortization, Provisions; Other Financing Sources: Intercompany funding, Trade finance, Project finance, Asset backed finance, Leasing, Islamic financing.

### **UNIT-IV: Financial Distress and Bankruptcy Cost:**

Financial distress; Meaning, Causes, and Evaluation of financial distress with help of various model (Beaver Model, Wilcox Model, L.C. Gupta Model); Bankruptcy cost- direct and indirect cost, bankruptcy process, liquidation and reorganisation.

### **UNIT-V: Value Based Management:**

Shareholder value, Earnings-based management, Creating value, Value Strategy, Measuring the value creation: Accounting indicators- EPS, ROE, ROCE, Economic indicators- cash flow, Shareholder value analysis, Economic profit and Economic Value Added, Cash Flow Return on Investment, Market indicators or Entire firm value measurement-Total shareholder return, Wealth added index, Market Value Added, market to book ratio

### **SUGGESTED READINGS:**

1. Breale, Myers, Marcus: Fundamentals of Corporate Finance, McGraw-Hill
2. Bodie, Zvi, Kane, Alex, Marcus Alan J.: Essentials of Investments, McGraw Hill/Irwin
3. Ross, Westerfield, and Jordon: Essentials of Corporate Finance, Irwin
4. Ross, Westerfield, and Jordon: Fundamentals of Corporate Finance, Tata McGraw-Hill Education
5. Robert Parrino, David S. Kidwell: Fundamentals of Corporate Finance, John Wiley & Sons

## **MCM224: INTERNATIONAL FINANCIAL MANAGEMENT**

**Credits: 4 / Total Lectures: 40**

**OBJECTIVE:** *The objective of the course is to acquaint the students with financial management problems of multinational corporations and prepare them to tackle these problems.*

### **UNIT-I: International Monetary System:**

Developments in the international monetary system, gold standard, Bretton Woods system of exchange rate, exchange rate regime since mid-1970s. IMF and international Liquidity, System of exchanging currencies

### **UNIT-II: Exchange rate quotation and determination:**

Direct and indirect quotes bid and ask quote, spot and forward quote, cross rates. Determination of exchange rate in spot and forward market. PPP theory, IRP theory, monetary theories of exchange rate determination, overshooting models

### **UNIT-III: Foreign exchange market:**

Spot and forward. Participants in foreign exchange market – arbitraging, hedging and speculation, covered interest rate arbitrage. Borrowing and investing markets. Exchange rate risk; translation, transaction and real operating exposure – their measurement and management.

### **UNIT-IV: Investment decisions of multinational corporations (MNCs):**

International capital budgeting – estimation of cash flows, the cost of capital. Portfolio consideration of a multinational corporation, International Financial markets: Multilateral development banks, Euro-currency markets, Euro-banking, Market for international securities-international bonds, Euro-notes, Euro-commercial papers and Medium-term Euro-notes.

### **UNIT-V: Market for derivatives:**

Currency futures, options and synthetics, currency risk management, financial swaps and interest-rate risk management. International working capital management: Cash management, Management of receivables and inventory.

### **SUGGESTED READINGS:**

1. Levi and Maurice, International Finance, New York, McGraw Hill Inc., 1996.
2. Eiteman, David K., Arthur Stonehill and Michael H. Moffett; Multinational Business Finance, Reading mass., Addison – Wesley Publishing company, 1998.
3. Shapiro, Allen C.; Multinational Financial Management, New Delhi, Prentice Hall India Pvt. Ltd., 1995.
4. Apte P.G.; Multinational Financial Management, New Delhi, Tata McGraw Hill, 1998
5. Seth A.K.; International Financial Management, New Delhi, Galgotia Publishing Company, 2000.

## **MCM225: RISK MANAGEMENT AND DERIVATIVES**

**Credits: 4 / Total Lectures: 40**

**OBJECTIVE:** *This paper provides basic knowledge about commodity and derivatives market in India. This paper also gives practical aspects about commodity market in India*

### **UNIT-I: Introduction:**

Meaning and purpose of derivatives; forward contracts future contracts options, swaps and other derivatives; Type of trader; Trading future contracts; Specification of the future contracts; Operation of margins, Settlement and regulations.

### **UNIT-II: Sources of Financial Risk:**

Credit Vs market, default risk foreign exchange risk, interest rate risk, purchasing power risk etc.; Systematic and non-systematic risk.

### **UNIT-III: Options:**

Types of options; Options trading; Margins; Valuation of options; Binomial Option; Pricing Modal; Black-Scholes model for Call Option; Valuation of put Options; Index options; option market exchange traded options, over- the counter options, quotes trading, margins, clearing, regulation and taxations; Warrants and convertibles.

### **UNIT-IV: Futures:**

Hedgers and speculators; Future contracts; Future market clearing house margins, trading future positions and taxation; Future prices and spot prices; Forward prices; vs. future prices; Futures vs. options.

### **UNIT-V: SWAPS:**

Mechanics of interest rate swaps, valuation of interest rate, swaps currency and its valuation. Managing Market Risk: Hedging schemes, delta hedging, relationship between delta, theta, and gamma; Derivatives Market in India: Present position in India regulation, working and trading activity.

### **SUGGESTED READING:**

1. Chance, don M; an Introduction to derivatives; Dryden Press, International Edition.
2. Chew Lillian; Managing derivative Risk, John Wiley, New Jersey.
3. Das, Satyajit; swap & Derivatives Financing, Probes.
4. Hull, J, options; Futures and other Derivatives, Prentice Hall, New Delhi.
5. Kolb, Robert w; Understanding Futures Markets, Prentice hall Inc, New Delhi,
6. Kolb, Robert; Financial Derivatives, New York Institute of finance, New York.
7. Marshall, John and V.K. BANSAL; Financial Engineering- A complete Guide to financial innovation, Prentice Hall Inc, New Delhi,
8. Report of Prof. L.C. Gupta; Committee on Derivatives trading.
9. Report of Prof .J.C Verma; committee Report on Derivatives trading.

**MCM226: DISSERTATION**

**MCM227: COMPREHENSIVE VIVA-VOCE**