

Annexure-2A

***Parishkar
College Of Global Excellence
(Autonomous)
Jaipur***

Syllabus

Master Of Commerce

(M.Com.)

(To Be Effective From Academic Year 2022-23 & Onwards)

Semester I To IV

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PREFACE

Parishkar College of Global Excellence Visualizes all its programmes in the best interest of its students and in this endeavour it offers a new vision to all its post graduate courses apart from the other post graduate and research courses. M.Com is the most exalted two year full time post graduate programme in commerce. The course provides an extreme and rigorous base for teaching, Research and Allied Business Administration. The programme is well received in the industry and it had been serving for years the needs of managerial cadre in Indian inc. The course serves the needs of academics and prepares students for research and teaching. The alumni of this course are well placed in business, academics and administration in the country as well as abroad.

As per the new structure, there are 5 papers in each semester. the structure for the groups has been designed with the intent to provide advanced level of specialization in the respective field.

Introduction to Master of Commerce

Master of commerce is most popular among aspiring teachers/lecturer and researchers. UGC-Net/JRF and Ph. D are among popular options for M.Com. degree holders since M.Com is a specialized area in itself. Only those candidates who have pursued B.Com or B.Com (H), can pursue the course. M.Com. is also a good option for calls candidates. Masters of commerce is a course that involves writing research papers and thesis on subjects based on Accounting, Management, Economics, International Business, Marketing etc. Over two years. all in all, the course delves deeper into the knowledge of Revenue, Trade, Capital, Economy, Taxes, and other topics whose base is covered during. As a matter of fact, M.Com has many advantages. As has been noted, a students gains the advanced knowledge throughout this degree program that enhances their confidence and ability to execute a more advanced role.

- **Attributes in Master Of Commerce**
- **Disciplinary Knowledge**

Academic excellence: Sound knowledge of the courses studied.

- **Communication Skills**

Strong presentation and communication skills: Presentations, group discussions, role plays and classroom discussions form an integral part of the course curriculum. Each student on an individual basis or as group assignment prepares term papers which are presented and reviewed. This teaching pedagogy develops and enhances the communication and presentation skill of students leading them to become effective presenters of their innovative ideas/views.

- **Critical Thinking**

Inculcating an intellectual disciplined process of actively and skilfully conceptualizing, applying, analysing, synthesizing, and/or evaluating information gathered from, or generated by, observation, experience, reasoning, as a guide to action.

- **Problem Solving**

The program focuses on well researched and solution based thinking and application of theoretical concepts to real life case studies enabling students to develop problem solving skills. Students develop an ability to take challenges up in their professional caress and provide effective solutions.

- **Analytical Reasoning**

The ability to solve problems quickly and effectively. systematic and methodical step-by-step approach to thinking that allows graduates to break down complex problems into single and manageable components.

- **Research-Related Skills**

The students are engaged with their faculty in research projects for current relevance and critical outcome. They work on live projects and collect data of industry for research based projects and term papers. The students are taught the skill of using software for making analysis.

- **Cooperation/Team Work**

Leadership and team spirit: Working on various assignments both academic and extra-curricular help them in becoming team worker. Group projects, presentations and case studies give opportunity to students to learn team skills and understand team dynamics.

- **Scientific Reasoning**

Business data that is researched/observed or collected through surveys for projects and term papers, requires logical thinking and reasoning for arriving at conclusions and analytical outcomes.

- **Reflective Thinking**

The assessment methods adopted for the courses include presentation on the specified class projects which require the use of analytical thinking and critical evaluation.

- **Information/Digital Literacy**

Students are required to prepare assignments/term papers based on data assimilated through primary and secondary sources. The data for secondary sources is largely procured from digital sources/online sources. The students are encouraged and taught the use of online database and research of website and organizations' literature.

- **Self-Directed Learning**

Curiosity, to acquire general knowledge and explore information to make better decisions, develops rational and logical beliefs and thinking.

- **Multicultural Competence**

Students are enabled to understand the subjects during their classroom discussion. In addition to that they are advised, motivated, and facilitated for co-curricular activities to serve the society especially to those at bottom of the pyramid. Further, they are sensitized towards environmental care which has taken prime position because of the threat caused. This sensitization is through the EVS paper in their last year of study. They are also expected to sensitize the society towards social issues and aspects concerning larger national issues.

- **Moral and Ethical Awareness/Reasoning**

Courses include sensitization and cultivation of moral and ethical value in students. The program includes courses on ethics and social responsibility. Further through classroom discussions the students are made to understand the importance of adopting ethical practices in pursuit of business profits.

- **Leadership Readiness/Qualities**

Creating an inspiring vision of the future. Motivates and inspires people to engage with that vision. Manages delivery of the vision. Accepting team spirit as an important contributor to both personal and professional life. Participate in healthy competition, generation of more ideas, improved productivity.

- **Lifelong Learning**

The course also orients the students towards better learning and application on business data. This will be possible only when they will update themselves on a daily basis and keep aware of changing environment. Encouraging students to generate a variety of ideas and responses, across different categories and to look at things from different points of view. Generating new ideas and innovation.

Programme Learning Outcomes For Master Of Commerce

1. Students shall be able to get introduced and understand the knowledge of marketing management with the need, Importance and process of marketing planning and control, Enhancing their ability for the dynamic nature of marketing.
2. Attainment of organisational marketing goals.
3. To acquaint with conventional as well as contemporary areas in the discipline of commerce.
4. To well versed in national as well as international trends.

Skills

The students after completing the program should inculcate the following skill :-

- The techniques of managing the business with special focus on marketing and finance.
- Application oriented research through research for business decisions.
- Effective use of statistical methods for analysis of business data.
- Adopt a suitable corporate tax planning and management for the growth of business within the legal framework.
- Investment and portfolio management skill to examine different investment schemes with respect to risk and return and to construct optimum portfolio.
- Adopt a reflective approach to personal development and embrace the philosophy of continual professional development.
- Plan and undertake independent research in a chosen discipline.

M.Com. Programme Structure

The M.Com. programme is divided into two parts as under each part will consist of two Semesters .

PART	YEAR	SEMESTER	SEMESTER
Part-I	First year	Semester-I	Semester-II
Part-II	Second year	Semester-III	Semester-IV

- There will be 4 lecture hours of teaching per week for each paper.
- Duration of examination of each paper shall be 3 Hours.

The schedule of papers prescribes for various semesters shall be as follows –

Part- I : Semester I- Marks :

Papers Title	Contact hours per week		Credit (Hrs.)
	L	T	
Business statistics	4	2	6
Advanced management accounting	4	2	6
Managerial economics	4	2	6
Organizational behavior	4	2	6
Life skills and Communication	4	2	6

Part I : Semester II

Papers Title	Contact hours per week		Credit (Hrs.)
	L	T	
Operations research	4	2	6
International business	4	2	6
Marketing management	4	2	6
Advanced financial management & Policy	4	2	6
Business Ethics & Corporate Governance	4	2	6

Part II : Semester-III

Papers Title	Contact hours per week		Credit (Hrs.)
	L	T	
Business research	4	2	6
Financial institutions & Markets	4	2	6
Human resource development	4	2	6
Principles & Practice of taxation	4	2	6
Legal Environment of Business	4	2	6

Part II : Semester IV

Papers Title	Contact hours per week		Credit (Hrs.)
	L	T	
Global strategic management	4	2	6
International financial system	4	2	6
Strategic human resource management	4	2	6
Financial Planning	4	2	6
Corporate tax structure & Planning	4	2	6

Teaching

The faculty of the department is primarily responsible for organizing lecture work for M.Com. the interactions related to tutorials are provided by the respective registering units under the over all guidance of the department. Faculty from some other departments and constituent colleges ARE also associated with lecture and tutorial work in the department.

Scheme of Examinations

1. English/Hindi shall be the medium of instruction & examination.
2. Examinations shall be conducted at the end of each semester as per the academic calendar notified by the Institute

MASTER OF COMMERCE (SYLLABUS)

Semester I	Contact hours per week		Credit (Hrs.)
	L	T	
Business Statistics	4	2	6
Advanced Management Accounting	4	2	6
Managerial Economics	4	2	6
Organisational Behaviour	4	2	6
Life Skills & Communication (Skill Enhancement)	4	2	6
Semester II			
Operations Research	4	2	6
International Business	4	2	6
Marketing Management	4	2	6
Advanced Financial Management & Policy	4	2	6
Business Ethics and Corporate Governance	4	2	6
Semester III			
Business Research	4	2	6
Financial Institutions & Markets	4	2	6
Human Resource Development	4	2	6
Principles & Practice of Taxation & Indian Tax System	4	2	6
Legal Environment of Business	4	2	6
Semester IV			
Global Strategic Management	4	2	6
International Financial System	4	2	6
Strategic Human Resource Management	4	2	6
Financial Planning	4	2	6
Corporate Tax Structure & Planning (Internship)	4	2	6

**Master of Commerce
Semester I
Business Statistics**

Unit-I Theory of Probability & Probability Distribution
➤ Probability Rules-Bayes Theorem, Expected value and Standard Deviation of a Probability Distribution. Standard Probability Distribution-Binomial, Poisson, Hypergeometric & Normal- Their Characteristics & Applications.
Unit-II Statistical Decision Theory
➤ Decision-Making Process. Payoff & Regret Tables. Decision Rules Under Risk & Uncertainty. Expected Value Approach and EVPI Marginal Analysis. Decision-Tree Analysis.
Unit-III Sampling Distribution & Estimation
➤ Concept of Sampling & Sampling Distribution. Sampling Methods-Sampling Distribution of Means & Central Limit Theorem. Expected Value of Sampling Distribution & Standard Error. Sampling Distribution of Proportions. Point Interval Estimation, Properties of a Good Estimator, Confidence Intervals For Mean Sample Size Determinations For a Mean. Confidence Intervals For Proportions.
Unit IV Correlation & Regression Analysis
➤ Simple, Multiple & Partial Correlation Analysis-Rank Correlation Test & Rank Correlation. Simple & Multiple Linear Regression Analysis
Unit-V Analysis of Variance, Non-Parametric Test & Hypothesis
➤ F-Test, One Factor & Two Factor ANOVA, Chi-Square Test, One Sample Run Test. General Methodology of Hypothesis Testing. One And Two Sample Testing. One & Two Tailed Tests. Type I & Type II Errors. SPSS

Suggested Readings:

- RBD Business Statistic by Agarwal & Bhargav
- Business Statistics by Dr. G.V. Sheroy, Dr. V.K. Srivastava, Dr. S.C. Sharma new age international (P) Ltd. Publishers.
- Business Statistics by Dr. S.M. Shukla & Dr. S.P Sahai, Sahitya Bhawan Publication.

Master of Commerce
Semester I
Advanced Management Accounting

<p style="text-align: center;">Unit I- Introduction to Management Accounting</p> <p>➤ Nature & Functions, Financial vs Management Accounting, Cost vs Management Accounting, Role of Management Accountant Cost Concepts & Classifications.</p>
<p style="text-align: center;">Unit II- Activity Based Costing (ABC), Variable & Absorption Costing</p> <p>➤ Concept And Uses, Flow of Costs In ABC, Emerging Costing Approaches, Traditional Costing System vs ABC.</p> <p>➤ Cost- Volume- Profit (CVP) Analysis- Contribution Margin, Break Even Analysis, Profit Volume (P/V) Analysis, Multiple- Product Analysis, Optional Use of Limited Resources.</p>
<p style="text-align: center;">Unit III Relevant Information And Short-Run Managerial Decisions</p> <p>➤ Managerial Decision-Making, Decision-Making Process, Differential Analysis, Types Of Managerial Decisions- Make/Buy, Add/Drop, Sell/Process Further, Operate/Shutdown, Special Order, Product- Mix, Pricing Decision.</p>
<p style="text-align: center;">Unit IV Budgetary Control</p> <p>➤ Nature & Functions, Essentials of Budgeting, Preparation of Different Types of Budgets, Fixed Versus Flexible Budget, Standard Costing- Concept, Advantages, Types of Standards, Variance Analysis- Material, Labour, Overhead, Managerial uses of Variances. Relevance of Variance Analysis to Budgeting and Standard Costing.</p>
<p style="text-align: center;">Unit V- Responsibility Accounting and Divisional Performance Measurement-</p> <p>➤ Meaning and Significance of Responsibility Accounting. Responsibility Centres, Cost Centre, Revenue Centre, Profit Centre, Investment Centre, Responsibility Performance Reporting. Financial & Non-Financial Performance Measures.</p> <p>➤ Transfer Pricing- Objectives, Requisites, Methods of Transfer Pricing, Transfer Pricing in Multinational Companies.</p> <p>➤ Performance Measurement- Traditional Performance Measures, Balanced Scorecard- Meaning, Perspectives in Balanced Scorecard, Weighting Performance Measures, Requisites of Balanced Scorecard.</p>

Suggested Readings:

- RBD Advanced Accounting by Sharma, Shah, Mangal & Agarwal
- Advanced Management Accounting by V.K. Saxena & C.D. Vashist
- Advanced Management Accounting by Dr. P Maheswari, Arihant Publications.

**Master of Commerce
Semester I
Managerial Economics**

Unit I Introduction to Managerial Economics
<ul style="list-style-type: none">➤ Managerial Economics: Meaning and Definition of Managerial Economics, Objective and Importance of Managerial Economics.➤ Fundamental Economic Concepts- Incremental Principle, Opportunity Cost Principle, Discounting Principle, Equi-Marginal Principle.
Unit II Consumer Behavior
<ul style="list-style-type: none">➤ Theory of consumer behavior : Cardinal and Ordinal Utility Approach, Indifference Approach, Revealed Preference and Theory of Consumer Choice Under Risk, Demand Estimation for Major Consumer Durable & Non Durable Products, Demand Forecasting Techniques.
Unit III Production Functions
<ul style="list-style-type: none">➤ Production with One & Two Variable Inputs, Stages of Production, Economics of Scale, Estimation of Production Function, Cost Theory & Estimation, Economic Value Analysis, Short & Long Run Cost Functions Their Nature, Shape and Inter Relationship, Law of Variable Proportions, Law of Returns To Scale
Unit IV Market Analysis
<ul style="list-style-type: none">➤ Characteristics of Different Market Structures, Price Determination and Firms Equilibrium on Short Run and Long Run Under Perfect Competition, Monopolistic Competition, Oligopoly and Monopoly.
Unit V Price Determination and Pricing Practices
<ul style="list-style-type: none">➤ Pricing Practice- Methods of Price Determination in Practice Pricing of Multiple Products, Price Discrimination, International Price Discrimination & Dumping, Transfer Pricing.

Suggested Readings:

- N.D. Mathur, Shivam Book House Publications
- Managerial Economics, D.M. Mithani, Himalaya Publishing House
- Managerial Economics, T.R. Jain, V.K. Ohri.

Master of Commerce
Semester I
Organisational Behaviour

Unit I Introduction to Organizational Behavior
<ul style="list-style-type: none">➤ Concept and Significance of Organizational Behavior, Relationship Between Management & Organizational Behaviour, Emergence, Perception and Ethical Perspective, Personality Factors and Personality Organizational Theories- Classical, Neo- Classical and Contemporary. Impact of Environment on Organizational Design. Stress Management.
Unit II Organizational Culture, Organizational Development and Stress Management
<ul style="list-style-type: none">➤ Concept & Determinants of Organizational Culture, Creating Sustaining and Changing Organizational Culture OD Interventions Techniques.➤ OB interventions techniques, Stress Management causes, effects & Techniques of Stress Management➤ Managing Mis Behavior at Work Aggression and Violence, Sexual Abuse, Substance Abuse, Cyberslacking.
Unit III Motivation
<ul style="list-style-type: none">➤ Content Theories- Maslow's Need Hierarchy, Herzberg's Two Factor Theory, Contemporary Theories of Motivation (ERG, Cognitive Evaluation, Goal Setting, Equity, Intrinsic Motivation Theory By Ken Thomas), Expectancy Model, Behavior Modification, Motivation and Organizational Effectiveness.
Unit IV Leadership
<ul style="list-style-type: none">➤ Concept, Leadership Styles, Theories- Trait Theory, Behavioral Theory, Fielders Contingency Theory, Horsey and Blanchard's Situational Theory, Managerial Grid, Likert's Four Systems of Leadership Attitudes, Perception, Learning, Personality of Leadership.
Unit V Group Dynamics and Team Development
<ul style="list-style-type: none">➤ Group Dynamics- Definition and Importance, Types of Groups, Group Formation, Group Development, Group Decomposition, Group Performance Factors, Principle Centered Approach to Team Development.

Suggested Readings:

K. Aswathappa

Organizational Behavior by Dr. C.B. Gupta, S. Chand Publication.

Management & Organizational by Lourie J. Mullins, Gili Christy, Pearson

Master of Commerce
Semester I
Life Skills and Communication

Unit I- Life Skills
<ul style="list-style-type: none">➤ Positive Behavior➤ Critical Thinking➤ Decision Making➤ Problem Solving➤ Creativity and Innovation➤ Emotional Intelligence
Unit II Communication Skills
<ul style="list-style-type: none">➤ Listening- Techniques of Effective Listening, Listening & Comprehension, Probing Questions, Barriers to Listening.➤ Speaking- Pronunciation, Vocabulary, Fluency, Common Error.➤ Reading- Techniques of Effective Reading.➤ Digital Literacy- Role of Digital Literacy in Professional Life.
Unit III- Professional Skills
<ul style="list-style-type: none">➤ Resume Skills- Introduction of Resume & its Importance. Difference Between a CV, Resume Bio Data, Types of Resume (Audio and Video). Essential Component of a Good Resume. Common Error Preparing Resume.➤ Interview Skills- Meaning & Types of Interview, Situation Task, Approach & Response for Facing an Interview. Interview Procedure➤ Group Discussion Skills- Meaning & Methods of GD
Unit IV Team skills
<ul style="list-style-type: none">➤ Presentation Skills- Types of Presentations, Ways to Improve Presentation Skills over Time➤ Brainstorming- use of Individual & Group Brainstorming Techniques to Promote Idea Generation.
Unit V- Leadership & Management skills
<ul style="list-style-type: none">➤ Understanding Leadership & its Importance, Traits & Models of Leadership Basic Leadership Skills. Basic Managerial Skills, Self Management Skills

Suggested Reading:

- Dr. K. Ravikant Rao & Dr. P. Divakar – Life Skills Education
- Dr. Rajeshkumar I. Bhatt, Life Skill Education
- Arvind Nawale, Mahesh M. Nivargi, Prasant Mannikar, Atmrem gangene, Sandhya Tiwari- An Introduction to Life Skills.

Master of Commerce
Semester II
(Operations Research)
Introduction to Operational Research And Linear Programming

Unit I Introduction
➤ Origin & Development of OR, Different Phases of OR Study, Methodology of OR, Scope and Limitations of OR, OR in Decision Making, Applications of OR
Unit II Linear Programming
➤ Linear Combination of Vectors, Linearly Independent/Dependent Vectors, Basis of a Vector Space. General Linear Programming Problem (LPP), Standard and Canonical Form of LPP, Formulation of LPP, Graphical Solution, Simplex Method. Solving System of Linear Equations Using Simplex Method.
Unit III Duality
➤ Definition of The Dual Problem, Primal Dual Relationships, Economic Interpretation of Duality Dual Simplex Method
Unit IV Sensitivity Analysis
➤ Shadow Price, Graphical & Simplex Method Based Approach For Changes in Cost And Resource Vector

Suggested Readings:

- Pearson (11th Edition) An Introduction to Research
- Frederick S. Hillier, Gerald J. Lieberman, Badhibrata Nag, Preetam Basu, Mc Grow Hill Publications- Introduction to Operations Research
- Pradeep Prabhakar Pai, Oxford Higher Education; Operations Research Principles & practice.

Masters of Commerce
Semester II
International Business

Unit I Introduction
<ul style="list-style-type: none">➤ International Business- Importance, Nature and Scope, Globalization, Drivers of Globalization, Basic Entry Decisions, Modes of Entry into International Business, Selecting an Entry Strategy, India's Involvement in International Business.
Unit II International Trade
<ul style="list-style-type: none">➤ Reasons For International Trade, Theories of International Trade. Government Intervention in International Trade, Instruments of Commercial Policy, Tariffs, Quotas and Other Measures & Their Effects.➤ World Trade and Protectionism- GATT, The Uruguay Round, WTO, Important Agreements of WTO Agriculture, Agreements, SPS, TBT, GATS, TRIPS, WTO and Developing Countries, UNCTAD.
Unit III International Business Environment
<ul style="list-style-type: none">➤ Political, Legal, Economic and Cultural Environment and Associated Risks, Framework For Analyzing International Business Environment.
Unit IV Balance of Payments Account
<ul style="list-style-type: none">➤ Components of BOP, Current Account, Capital Account, Official Reserve Account, Disequilibrium in BOP, Correction of Disequilibrium.
Unit V International Economic Institutions and Regional Economic Integration
<ul style="list-style-type: none">➤ IMF, World Bank, International Commodity Trading and Agreements India Involvement and Consequences, International Financial Environment, International Monetary System, Exchange Rate Mechanism and Arrangement, Types of Exchange Rate Systems in The World, International Money and Capital Markets, Movements in Foreign Exchange and Interest Rates.➤ Regional Economic Integration- Levels of Regional Economic Integration- Free Trade Area, Customs Union, Economic Union, Common Market, Political Union, Structure and Functioning of EU and NAFTA, SAARC

Suggested Readings:

- K. Aswathappa, McGraw Hill Publications; International Business
- Charles W.L. Hill, G. Tomas M. Hult, Dr. Rohit Mehtani; McGraw Hill Publications: (Eleventh Edition) International Business

**Master of Commerce
Semester II
Marketing Management**

Unit-I Introduction

- Concept, Nature, Scope & Importance of Marketing, Marketing Concept and its Evolution, Marketing Mix, Strategic Marketing Planning a Overview.
- Market Analysis and Selection- Marketing Environment Macro and Micro Components and Their Impact on Marketing Decisions, Market Segmentation, Targeting and Positioning, Consumer Decision Making Process.

Unit-II Product and Pricing Decisions

- Product Concept and Classification, Major Product Decision, New Product Development, Packaging & Labeling, Product Support Services, Branding Decisions, Product Life Cycle Concept & Appropriate Strategies Adopted at Different Stages.
- Pricing- Objectives, Factors Affecting Price of a Product, Pricing Policies and Strategies. Ethical Issues in Product & Pricing Decisions.

Unit III Distribution Channels and Physical Distribution Decisions

- Nature, Functions & Types of Distribution Channels, Distribution Channel Intermediaries, Channel Management Decisions, Retailing and Wholesale.

Unit IV Promotion Decisions

- Role of Promotion in Marketing, 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.

Unit V Trends in Marketing

- Green Marketing, Customer Relationship Management, Social Media Marketing, Service Marketing, Rural Marketing, Ethical issues in marketing.

Suggested Readings:

- Marketing Management by Philip Kotlar
- Marketing Management by Prof. R.K. Kothari

Master of Commerce
Semester II
Advanced Financial Management & Policy

Unit I Introduction

- Nature, Scope & Objectives of Financial Management. Financial Decision Making and Types of Financial Decisions Finance as a Strategic Functions. Agency Problem. Stock Price Maximization & Agency Costs, Alternatives to Stock Price Maximization. Stockholders Wealth Maximization. Risk Return Framework for Financial Decision Making.

Unit II Capital Budgeting

- Nature of Investment Decisions, Investment Evaluation Criteria Net Present Value, Internal Rate of Return, Profitability Index, Payback Period, Accounting Rate of Return, NPV and IRR Comparison, Capital Rationing, Risk Analysis in Capital Budgeting.
- Techniques For Incorporating Risk and Uncertainty in Capital Budgeting Decisions Break Even Analysis, Simulation Method, Decision Tree Analysis, Sensitivity Analysis & Scenario Analysis.

Unit III Capital Structure

- An Overview of Cost of Capital Specific & WACC (Weighted Average Cost of Capital) Financial Leverage and Evaluation of Financial Plans (EBIT- EPS Analysis). Theories of Capital Structure- NI, NOI, MM, Determinants of Capital Structure in Practice.

Unit IV Dividend Policy

- Forms of Dividends, Theories of Relevance of Irrelevance of Dividend in Form Valuation (Walters Model, Gordon's Model, MM Hypothesis, Bird In Hand Theory and Dividend Signaling Theory) Relevance of Dividend Policy under Marketing Imperfections. Traditional and Radical Position on Dividend Issue in Dividend Policy. Types of Dividend Policies in Practice, Determinants of Dividend Policy, Lintners Model on Corporate Dividend Behavior.

Unit V- Working Capital Planning & Management

- Concept & Types of Working Capital. Operating & Cash Cycle. Estimation of Working Capital Requirement. Determinants of Working Capital. Components of Working Capital Management. Cash Management- Baumol's Model And Miller ORR Model of Managing Cash. Evaluation of Credit Polices, Credit Analysis. Inventory Management.

Suggested Readings:

- James C, Van Horne, Sanjay Bhamija, Pearson: Financial Management & Policy
- Dr. S.P. Gupta, Sahitya Bhawan Publications; Agra, Advanced Financial Management.
- Dr. R.P. Rustogi, Taxmann's Publications, Financial Management

Master of Commerce
Semester II
Business Ethics and Corporate Governance

Unit I Business Ethics

- The Concept of Ethics, Ethics & Related Connotations, Business Values & Ethics, Concept of Business Ethics, Various Approaches to Business Ethics, Ethical Governance, Social Responsibility an Extension of Business Ethics, The Concept of Corporate Ethics, Benefits of Adopting Ethics in Business, Ethics Programme.

Unit II Conceptual Framework of Corporate Governance

- Evolution of Corporate Governance, Developments in India, Regulatory Framework of Corporate Governance in India, SEBI Guidelines, Reforms in The Companies Act, Secretarial Audit, Class Action, NCLT, Insider Trading, Rating Agencies, Green Governance E-Governance, Shareholders Activism, Corporate Governance in PSUs and Banks. Whistle Blower.

Unit III Corporate Management

- Management vs Governance, Internal Constituents of The Corporate Governance, Key Managerial Personnel (KMP), Powers, Responsibilities & Duties of a Chairman, Chief Executive Officer (CEO), Role & Responsibilities of the CEO, Separation of Roles of Chairman & CEO, CFO, Manager, Company Secretary, Auditor.

Unit IV Role & Functions of Board Committees

- Standing Committees, Task Force Committees, Enhanced Performance of Board Committees, Limitations of Board Committees, Statutory Committees of Board Audit Committee, Remuneration Committee, Nomination Committee, Compliance Committee Shareholders Governance Committee, Authors Relation Committee, Investment Committee, Risk Management Committee.

Unit V Major Corporate Failure

- Bank of Credit & Commerce International (VK), Enron (VSA), World, Com (VSA), Vivendi (France), Satyam Computer Services Ltd. (India), Sahara (India), Kingfisher Ltd. (India).
- Sustainability: Standard, Rules, Environment
- Ethical Aspects
- Environment Ethics
- Sustainable Development: S D. Goals

Suggested Readings:

- A.C. Fernando, Pearson; Business Ethics & Corporate Governance
- B.N. Ghosh, Business Ethics & Corporate Governance
- A.C. Fernando, K.P. Muraleedharan, E.K. Satheesh; Pearson, Business Ethics (An Indian Perspective)