

DRAFT SYLLABI of M.Com (2 Year)

[Introduced in 2026-27]

WEST BENGAL STATE UNIVERSITY
BERUNANPUKURIA, P.O. MALIKAPUR, BARASAT, 24 PARGANAS(N),
KOLKATA – 700 126.

Office Fax: (033) 2524 1977

Telephone: 25241975, 25241976, 25241978, 25241979



DEPARTMENT OF COMMERCE

Duration

The Duration of the Programme: 2 Years

West Bengal State University

Department of Commerce

ANNEXURE

Of the minutes of PGBoS Meeting Dated 24.06.2026

Final Draft Structure for the Syllabi of M.Com. (2 – Year) to be offered from 2026-27 (under National Education Policy)

Semester I

| Paper code | Paper | Credit | Marks |
|-------------|---|-----------|------------|
| COM2PCOR01T | Organisational Behaviour & Strategic Management | 4 | 50 |
| COM2PCOR02T | Business Statistics | 4 | 50 |
| COM2PCOR03T | Managerial Economics | 4 | 50 |
| COM2PCOR04T | Macroeconomics | 4 | 50 |
| COM2PCOR05T | Strategic Cost and Management Accounting | 4 | 50 |
| COM2PAEC01P | Data Analysis with Electronic Spreadsheet | 2 | 50 |
| | Total | 22 | 300 |

Semester II

| Paper code | Paper | Credit | Marks |
|-------------|---|-----------|------------|
| COM2PCOR06T | Introduction to Business Research | 4 | 50 |
| COM2PCOR07T | Financial Statement Analysis | 4 | 50 |
| COM2PCOR08T | Financial Accounting & Corporate Reporting | 4 | 50 |
| COM2PCOR09T | Business Taxation | 4 | 50 |
| COM2PCOR10T | Quantitative Techniques for Decision Making | 4 | 50 |
| | Total | 20 | 250 |

Semester III

| Paper code | Paper | Credit | Marks |
|---|--|-----------|------------|
| COM2PDSE01T – I Or COM2PDSE01T – II | Financial Management Or Strategic Financial Management | 4 | 50 |
| COM2PCOR11T | Business Ethics & Corporate Governance | 4 | 50 |
| COM2PCOR12T | Financial Institutions | 4 | 50 |
| COM2PCOR13T | Financial Markets | 4 | 50 |
| COM2PCOR14T | Research Methodology | 4 | 50 |
| COM2PSEC01P | Data Analysis using Software | 2 | 50 |
| | Total | 22 | 300 |

Semester IV

| Paper code | Paper | Credit | Marks |
|---|---|-----------|------------|
| COM2PDSE02T – I Or COM2PDSE02T – II | Portfolio Management Or Advanced Auditing | 4 | 50 |
| COM2PDSE03T – I Or COM2PDSE03T – II | Business Valuation Or Behavioural Finance | 4 | 50 |
| COM2PDSE04T – I Or COM2PDSE04T – II | Financial Derivatives Or Risk Management | 4 | 50 |
| COM2PCOR15T | International Finance & International Accounting | 4 | 50 |
| COM2PCOR16P | Dissertation: Project specific literature review & identification of research gap | 4 | 50 |
| COM2PCOR17P | Dissertation: Data Analysis, Report Writing and Presentation | 4 | 50 |
| | Total | 24 | 300 |

Final Draft of Detailed Syllabi

M.Com (2 – Year) Programme

Semester I

Organisational Behaviour & Strategic Management

Paper Code: COM2PCOR01T

Credit-4, Marks-50

Course Outcome: This course aims at helping students to understand the effect of various individual, group and organization-level attributes on human behaviour in business organisations. It also aims at helping students know the importance of strategies and how strategies are formulated.

Module I: Organisation Behaviour

UNIT 1: Organisation and its impact on human behaviour

Organisation, Important human behaviours in organization, Model of human behaviour in organization, Organisation Culture and its effect on human behaviour, Organisational Systems, Processes and Structures and human behavior 6

UNIT 2: Individual-level determinants of human behaviour

Bio-graphical Characteristics, Attitudes, Personality, Perception, Learning, Motivation (Maslow's hierarchy of needs theory, Herzberg's two factor theory, Equity theory, Vroom's Expectancy theory) 12

UNIT 3: Group-level determinants of human behaviour

Types of Group, Group properties, Group development model, Group decision making, Team building, Team effectiveness and efficacy, Power and Politics, Communication, Conflict and its resolution, Leadership (Trait theories, Behavioural theories, Contingency theories) 12

Module II: Strategic Management

UNIT 1: Introduction to Strategic Management

Evolution of Strategic Management, Definition of Strategic Management, Elements in Strategic Management Process, Model of Strategic Management Process 6

UNIT 2: Corporate and Business level strategies

Environmental and organizational appraisal and strategy formulation: Growth, Stability, Retrenchment and Restructuring strategies, Generic business strategies- Cost Leadership, Differentiation, Focus of business strategy 12

UNIT 3: Strategic Analysis and Choice

Tools and Techniques for Strategic Analysis- SWOT Analysis, Industry and competitor analysis, portfolio analysis: BCG matrix, GE Nine Cell Matrix, Subjective factors in strategic choice 12

Suggested Readings

1. Robbins, S.P., Organizational Behaviour, Prentice Hall.
2. Luthans, F., Organizational Behaviour, McGraw Hill.
3. Ivanicevich and Matteson, Organizational Behaviour and Management, McGraw Hill.
4. Kazmi, Strategic Management and Business Policy; TMH
5. Wheelen : Strategic Management and Business Policy; Pearson Education
6. Appa Rao, Parvathiswara Rao, Sivaramakrishna: Strategic Management and Business Policy; Excel Books
7. Hitt, Hokinson and Ireland, Management of Strategy, South-Western Cengage learning

Business Statistics

Paper Code: COM2PCOR02T

Credit-4, Marks-50

Course outcome: This course aims to make the students familiar with some statistical tools and techniques which will enhance their understanding of data.

Unit 1: Descriptive Statistics

What is statistics?, Data types, Primary Data and Secondary Data, Frequency Distributions, Measures of Central Tendency, Quartiles, Central Moments, Measures of Dispersion, Skewness, Kurtosis 10

Unit 2: Theory of Attributes

Classes and Class Frequencies, Relation between Class Frequencies of Various Orders, Independence and Association of Attributes – Methods of Studying Association of Attributes – Comparison of Observed and Expected Frequencies method, Proportion method, Yule’s coefficient of association and Yule’s coefficient of colligation 12

Unit 3: Set Theory and Probability Theory and Distributions

Concept of Set Theory, Concept of Probability, Classical definition and different axioms of Probability, An Overview of Conditional and Unconditional Probability, An overview of Binomial, Poisson, Normal and Exponential Distributions, Fitting of Different Distributions; Joint Distributions of two variables 14

Unit 4: Correlation and Regression Analysis

Types of correlation, Coefficient of correlation, Its Interpretation, Scatter diagram, Simple Regression lines and their interpretation, Properties of regression coefficients, Standard error of estimate, Rank correlation. Multiple Linear Regression, Multiple and Partial correlation 10

Unit 5: Sampling Theory and Applications

Basic concept of sampling; Probabilistic and Non-probabilistic Sampling Schemes; Sampling and Non-sampling errors; Sampling Distribution of Sample Mean, Variance and Proportion; Chi-square, t and F Distributions; Law of Large Number and Central Limits Theorem 10

Unit 6: Statistical Estimation and Testing

Time Series Analysis, Basic Components of Time Series Analysis, Point and Interval Estimation of Population Mean, Proportion and Variance; Small Sample and Large Sample Tests based on Z, Chi-square, t and F Statistic; Determination of Sample Size, Analysis of Variance 10

References:

1. Levin, R.I., and Rubin, D.S., Statistics for Management, Prentice Hall.
2. Mathai, A.M. and Rathie, P.N., Probability and Statistics, Macmillan.
3. Spiegel, M.R. and Stephones, L.J., Statistics, McGraw Hill.
4. Makridakis, S., Wheelwright, S.C. and McGee, V.E., Forecasting Methods and Applications, John Wiley.
5. Goon, A.M. Gupta, M.K. and Dasgupta, B., Fundamentals of Statistics, The World Press.

Managerial Economics
Paper Code: COM2PCOR03T
Credit-4, Marks-50

Course Outcome: This course aims to acquaint the students with concepts and techniques used in Economic theory and to enable them to apply this knowledge in business decision-making.

Unit 1: Introduction

Managerial Economics – Nature & scope of managerial Economics-Managerial Economics & other Discipline-The basic process of decision making-Objectives of the firm & constraints-Fundamental concept affecting business decisions-Incremental principle, Discounting principle, Opportunity cost principle, Equi-marginal principle, role and responsibilities of managerial economists 10

Unit 2: Theory of Consumer Choice & Demand Analysis

Basic Concepts-Cardinal utility approach, Indifference curve approach-Derivation of demand curve from each approach-elasticity of Demand, Different revenue concepts and their relationship with elasticity of demand-demand forecasting and technique of demand forecasting, Related numerical problems 10

Unit 3: Theory of production

Production Function-Law of variable proportion-Stages of Production-Laws of return to scale-Isoquants and their properties-return to scale and homogeneous production function-Choice of best input combination-Expansion path, Related numerical problems 10

Unit 4: Theory of cost

Deduction of the cost function of the firm-Short run cost function of the firm-shape of the short run cost curve like TC,TFC,TVC,SAC.SAVC,SMC,AFC-long run cost function and shape of the long run cost curve-cost estimation, Related numerical problems 10

Unit 5: Pricing principles & method

Characteristics and Equilibrium in different market structure, Perfect Competition, Monopoly and Oligopoly, Price discrimination – Average Cost Pricing method, Related numerical problems

12

Unit 6: Organisational goals

Profit maximization hypothesis and its limitation-Managerial theories of Baumol - Morris and Williamson model-Behavioral theory of Cyert and March

8

Suggested Readings

1. Ackley, G., *Macroeconomic Theory and Policy*, Macmillan.
2. Adhikary, M., *Business Economics*, Excel Books.
3. Baumol, W.J., *Economic Theory and Operations Analysis*, Prentice Hall.
4. Branson, W.H., *Macroeconomic Theory and Policy*, UBS.
5. Chopra, O.P., *Managerial Economics*, Tata McGraw Hill.
6. Dean, J. *Managerial Economics*, Prentice Hall of India.
7. Dholakia, R.H. and A.L. Oza, *Microeconomics for Management Studies*, OUP.
8. Dwivedi, D.N., *Managerial Economics*, Vikas Publishing.
9. Eaton, B.Curtis and Diane, Eaton, *Microeconomics*, Prentice Hall.
10. Haynes, W.W., Mote, V.L. and Paul, S., *Managerial Economic Analysis and Cases*, Prentice Hall.
11. Koutsoyannis, M., *Modern Microeconomics*, Macmillan.
12. Salvatore Domonick, *Managerial Economics in a Global Economy*, Harcourt Series in Economics, Harcourt Collins Pub.
13. Henderson, *Micro economics*

Macroeconomics

Paper Code: COM2PCOR04T

Credit-4, Marks-50

Course Outcome: This course aims at providing the students an overview of the macroeconomic environment of business and the quantitative measures of the components of such macroeconomic environment.

Unit 1: National Income Accounting

Macroeconomic data – Basic concepts of National Income accounting, the circular flow (three sector), Concepts of GNP, GDP, NNP and NDP at market price and at factor cost – Real and Nominal – Implicit deflator, The measurement of National Income, The problem of double counting, The role of Government, Concepts of Corporate Income, Corporate Savings, Personal Income, Personal Disposable Income and Personal Savings, Saving-Investment gap and its relation with budget deficit and trade surplus, Idea of business cycle

Unit 2: The Classical system

Basic ideas of Classical Macroeconomics; Say 's Law and Quantity Theory of Money, Loanable fund theory, The Classical Theory of Income and Employment determination, Full Employment and wage-price flexibility; Neutrality of Money, Classical Dichotomy (Basic Concept)

Unit 3: The Simple Keynesian Model in a Closed Economy

Consumption Function, the Keynesian Saving Function, stability of equilibrium, the concept of effective demand – the concept of demand-determined output, Equilibrium Income determination in SKM, the Simple Keynesian Multiplier, the paradox of thrift, the SKM in a Closed Economy with Government, Government expenditure and Tax, Balanced Budget Multiplier

Unit4: National Income Determination in an Open Economy with Government

Income determination; Fiscal Policy: impact of changes in government expenditure and taxes; net exports function; net exports and equilibrium national income

Unit 5: Basic theory of Investment

Investment function: Determinants of investment – Concepts of Marginal productivity of capital, Marginal efficiency of capital (MEC) and Marginal efficiency of investment (MEI)

Unit6: Money & Inflation

Concept of money in a modern economy; monetary aggregates; demand for money; quantity theory of money; liquidity preference and rate of interest; money supply and credit creation; monetary policy, Inflation: Concepts and types - Inflationary Gap, Demand pull vs. Cost push inflation, Anti-inflationary Policies

16

Suggested Readings

1. Blanchard, O. (2018). Macroeconomics (7th edition). Pearson
2. Dornbusch, R., and S. Fischer. (1994). Macroeconomics (6th edition). McGrawHill
3. N. Gregory Mankiw. Principles of Macroeconomics, Indian Imprint of South Western by Cengage India, 6th edition, 2015
4. R. Dornbusch, S. Fischer and R. Startz. (2018). Macroeconomics (12th edition). McGraw-Hill

Strategic Cost and Management Accounting

Paper Code: COM2PCOR05T

Credit-4, Marks-50

Course Outcome: It aims at helping students in developing an in-depth knowledge in making short-term decisions, including decisions with respect to transfer pricing, by the managers of a business organisation, analyzing outcomes and evaluating the performance of the managers.

Unit 1: Introduction

Concept of Cost, Methods and Techniques of Costing, Objective, nature and scope of Management Accounting 5

Unit 2: Responsibility Accounting

Centralization and Decentralization; need for decentralization; problems of decentralization

Features and areas of responsibility of Responsibility Centres: Standard cost centre, Revenue centre, Profit centre, Discretionary expense centre, Investment centre 8

Unit 3: Standard Costing and Budgetary Control

Functional Budget, Master Budget, Fixed and Flexible Budget, Zero-based Budgeting

Standard Costing and Variance Analysis 10

Unit 4: Marginal Costing and Managerial Decision Making

CVP analysis for single product and multi-product firm, Pricing decisions, Acceptance or rejection of an order, Make or buy decision, Optimizing product-mix, Introduction of new product line, Shutdown or continue, Limiting factors and decision making, use of linear programming in CVP analysis, CVP analysis under conditions of risk, Curvilinear break-even analysis 15

Unit 5: Transfer Pricing and Strategic Cost Management

Transfer Pricing – need, principles, different methods and their applicability

Activity Based Costing, Target Costing, Value Analysis, Life Cycle Costing

Learning Curve 15

Unit 6: Performance Evaluation

Performance Evaluation using ROI, RI, EVA, MVA, SVA, Balanced Scorecard 7

Suggested Readings

1. Anthony and Govindarajan, *Management Control System*, Tata McGraw Hill,
2. Atkinson, Kaplan, Matsumura, Young and Kumar, *Management Accounting*, Pearson Education,
3. B. Banerjee, *Cost Accounting- Theory and Practice*, Prentice-Hall of India,
4. Copeland, R.M. and Vascher, P.V., *Managerial Accounting*, John Wiley and Sons,
5. Horngren, C. T., *Introduction to Management Accounting*, Prentice-Hall of India, New Delhi,
6. Kaplan and Atkinson, *Advanced Management Accounting*, Prentice Hall of India, New Delhi,
7. Kaplan and Norton, *Translating Strategy into Action: the Balanced Scorecard*, Harvard Business School.

Data Analysis with Electronic Spreadsheet

Paper Code: COM2PAEC01P

Credit-2, Marks-50

Course outcome: This course is designed to train students in the analysis of data using electronic spreadsheet.

Unit 1: Arrangement and Presentation of Data

Arrangement of data, Presentation of data, Preparation of frequency distribution, Generation of random numbers 10

Unit 2: Simple Computational Operations I

Counting, Computations of Total, Arithmetic Mean, Geometric Mean, Minimum, Maximum, Median, Mode 5

Unit 3: Simple Computational Operations II

Variance, Standard Deviation, Covariance, Correlations, Skewness, Kurtosis, Semi-Variance 10

Unit 4: Basic Financial Operations

Compounding, Discounting, Present Value Factor, Future Value Factor, NPV, IRR, NPV(TV), MIRR, Annuity, Continuous Compounding, Natural logarithm 20

Unit 5: Permutations and Combinations

Permutations, Combinations 5

Unit 6: Bivariate Regression

Estimation, Computation of r^2 , Testing of hypothesis regarding intercept and regression coefficient and variance 10

Semester II

Introduction to Business Research

Paper Code: COM2PCOR06T

Credit-4, Marks-50

Course Outcome: To equip the students with the basic understanding of the research methodology.

Unit 1: Introduction to Research Methodology, Research Process and Design

Research: Meaning, nature, objectives and importance; Research Methodology: Meaning, significance, scope; Research Methods vs. Research Methodology Types of research; Steps of Research Process; Formulation of research problem; Research Hypothesis: Meaning, characteristics, formulation, types; Research Design: Meaning, importance, characteristics, elements, types; Variables: Meaning, types of variables 10

Unit 2: Literature Review

Purpose of Literature Review; Approaches to Literature Review; Finding of Research gap. 10

Unit 3: Sampling Design

Sampling: Meaning, importance, characteristics, advantages, disadvantages, census vs. population, sampling frame, target population, determination of sample size, sampling error, non-sampling error, components of sample design, factors affecting sample design, steps in developing sampling design; Sampling Techniques: Probability sampling techniques (Simple Random Sampling, Systematic Sampling, Stratified Sampling, Cluster Sampling, Multistage Sampling) and Non-Probability sampling techniques (Convenience Sampling, Purposive Sampling, Quota Sampling, Snowball Sampling) 10

Unit 4: Measurement Scales

Measurement Scales: Meaning, importance, characteristics, Difference between Measurement and Scaling; Importance of Scaling Techniques; Levels of Measurement Scales; Attitude Measurement Scales (Likert Scale, Semantic Differential Scale, Stapel Scale, Thurstone Scale, Guttman Scale); Reliability and Validity of Measurement; Measurement Errors 10

Unit 5: Methods of Data Collection and Data Analysis

Types of Data; Sources of Data Collection; Methods of Primary Data Collection: Observation Method, Interview Method, Questionnaire Method, Survey Method, Focus Group Discussion, Case Study Method; Methods of Secondary Data Collection: Government Publications, Research Reports and Journals, Books and Magazines, Census

Reports, Company Reports, Websites and Online Databases; Pilot Study and Pre-testing; Data Processing; Data Presentation, Steps in Data Analysis; Descriptive Statistics; Inferential Statistics; Parametric Tests; Non-Parametric Tests; Qualitative Data Analysis

20

Suggested Readings

- *Krishnaswamy, K.N., Sivkumar, K.I., Mathirajan, M., Management Research Methodology, Pearson Education.*
- *Cooper, Donald R., Schindler Pomde S., Business Research Methods, Tata McGraw Hill.*
- *Kulkarni, M.V., Research Methodology, Everest Publishing House.*
- *Kothari, C.R., Research Methodology – Methods & Techniques, New Age Intl.*
- *Dhar, Pranam, Research & Publication Ethics, Success Mantra Publications.*
- *Ahuja, Ram., Research Methods, Rawat Publications.*
- *Russell, Ackoff, L., The Design of Social Research, University of Chicago Press.*
- *Wilkinson, T.S. and Bhandarkar, P.L., Methodology and Techniques of Social Research, Himalaya Publishing House.*
- *Goon, A.M. Gupta, M.K. and Dasgupta, B., Fundamentals of Statistics, The World Press.*
- *Johnson, Richard A., Wicherses, Dean W., Applied Multivariate Statistical Analysis, Pearson Education.*
- *Bennet, R: Management Research, ILO, Geneva*
- *Fowler, Floyd J. Jr., Survey Methods, Sage Publication, New Delhi*
- *Fox, J.A. and P.E. Tracy: Randomized Response: A Methods of Sensitive Surveys, Sage Publication, New Delhi*
- *Gupta, S.P. Statistical Methods, Sultan Chand, New Delhi.*
- *Golden, Biddle, Koren and Karen D. Locke, Composing Qualitative Research, Sage Publication, New Delhi.*

Financial Statement Analysis

Paper Code: COM2PCOR07T

Credit-4, Marks-50

Course Outcome: This course aims at helping students understand financial statements, analysis of financial statements and using such analyses for valuation and financial distress prediction.

Unit 1: Introduction

Concept, objectives and nature of Financial Statements, Different types of Financial Statements, Limitations of financial statements

6

Unit 2: Contents of Financial Statements (based on Indian As and the Companies Act)

Contents of Profit & Loss Account and Balance Sheet 8

Unit 3: Cash flow analysis

Concept of Cash Flow Statement, Components and Formats of Cash Flow Statement, analysis of cash flow statement, linkages of the cash flow statement with the Income Statement and Balance Sheet, practical problems 10

Unit 4: Analysis and Interpretation of Financial Statements

Types of Financial Statement Analysis: Comparative statements, Common-size statements and Trend Analyses, Tools of financial statement analysis: Ratio analysis, classification of ratios, ratio formation, ratio interpretation, practical methods of ratio analysis, Time series (intra-firm) analysis, cross-sectional (inter-firm) analysis, residual analysis, univariate analysis vs. multivariate ratio analysis, application of statistical tools in financial statement analysis, Problems encountered in financial statement analysis 14

Unit 5: Financial Statement Analysis and Valuation

Financial Statement Analysis for Valuation 8

Unit 6: Financial Statement Analysis and Financial Distress Prediction (FDP)

FDP – concept, importance, problems in defining financial distress, prediction of corporate earnings and growth rates, prediction of corporate distress with different models 14

Suggested Readings

1. Foster, G., Financial Statement Analysis, Englewood Cliffs, NJ, Prentice Hall.
2. Foulke, R.A., Practical Financial Statement Analysis, New York, McGraw-Hill.
3. Kaveri, V.S., Financial Ratios as Predictors of Borrowers' Health, New Delhi, Sultan Chand.
4. Lev, Baruch, Financial Statement Analysis – A New, Approach, Englewood Cliffs, NJ, Prentice Hall.
5. Sur, Debasish, Financial Statement Analysis, Excel Books.
6. Myer, J.N., Financial Statement Analysis, NJ, Prentice Hall.
7. Chandra, Prasanna, Financial Management, Tata McGraw Hills Publishing Company.

Financial Accounting & Corporate Reporting

Paper Code: COM2PCOR08T

Credit-4, Marks-50

Course Outcome: This course aims at helping students to develop an in-depth understanding of the accounting and reporting systems and enable them to read and understand financial statements.

Unit 1: Introduction

Financial Reporting – Importance, Issues and problems with special reference to published financial statement, Accounting Standards Rules and Indian Accounting Standards Rules of the Companies Act, 2013. 8

Unit 2: Accounting and Reporting of Assets

Goodwill and other intangible assets, Inventory, PPE, Impairment of Assets 10

Unit 3: Accounting of Financial instruments, Share based payments and Fair value measurements

Definition, recognition, measurement and disclosure of financial instrument 12

Unit 4: Accounting for Business Combinations

Definition of terms, recognition and measurement of consideration, net assets acquisitions, goodwill, gains on bargain purchase, acquisition method of accounting and pooling of interest method of accounting for business combinations under common control, special cases like reverse merger etc. 12

Unit 5: Accounting for group of companies

Definition of group, parent and subsidiary, associate and joint venture, consolidation accounting, equity method of accounting, consolidation financial statement and separate financial statements 10

Unit 6: Conceptual framework for financial reporting and new developments in accounting

Value Added Accounting, Triple Bottom Line and XBRL 8

Suggested Reading

1. Das Gupta, Human Resource Accounting, Wheeler publishing, New Delhi..
2. Dutta,U.K, “ Environmental Accounting and Disclosure: An overview “ in Pramanik A.K(ed) Environmental Accounting and Reporting, Deep and Deep Publication Pvt. Ltd,New Delhi.
3. Gupta R “Inflation Accounting” Tata McGraw Hill.
4. Ghosh T P, IFRS, Taxman Publication.
5. Baxter W. T .Accounting Values and Inflation, Tata McGraw Hill,
6. Hendrikson E .S, Accounting Theory,Khosla Publishing House, Delhi.

Business Taxation

Paper Code: COM2PCOR09T

Credit-4, Marks-50

Course Outcome: This course aims at enabling students to determine the income-tax liability of a business entity and understanding the implications of the provisions of the Income-tax Act on the alternative solutions to the problems of a business entity. It also helps them to get an idea about the assessment and compliance procedures applicable to a business entity under the Income-tax Act. It also aims at imparting knowledge regarding the payment of advance tax, tax deduction and tax collection at source.

Unit 1: Introduction

Types of business, Residential status and tax incidence of business, Computation of taxable income and tax liability of business, Minimum Alternate Tax (MAT) and Marginal relief, Tax planning, Tax evasion, Tax avoidance, Tax management 10

Unit 2: Tax planning with reference to setting up a new business

Location of a Business, Nature of Business, Form of the Organization 8

Unit 3: Tax Planning with respect to Managerial Decisions

Personnel Remuneration; Acquisition of Fixed Assets: Buy, Lease: Operating and Financial, Taken on Hire Purchase, Taken on Instalment Payment System; Repair, renewal, replacement or renovation of Assets; Expenditure on Research: Capital Expenditure and Revenue Expenditure; Capital structure decisions: Without tax, With tax on Corporate Profit and With tax on Corporate Profit as well as Incomes of the investors; Dividend decisions: Retention (issue bonus share or do nothing) or distribution of PAT (payment of dividend or buyback of shares) 12

Unit 4: Carry forward & set off of business loss

Inter source adjustment, Inter-head adjustment, carry forward of losses, carry forward and set-off of losses in case of companies in which public are not substantially interested 8

Unit 5: Tax Planning with respect to Merger and Demerger

Merger, Issues in Merger, Conditions for Amalgamation, Amalgamating Company, Amalgamated Company, Consequences of amalgamation to the Shareholders and Companies

Demerger, Issues in demerger, Continuing Company, Resulting Company, Conditions for demerger, Consequences to the Shareholders and Companies 10

Unit 6: Tax Management

Return of Income, TDS and TCS, Advance Payment of Tax, Computation of interests, Assessment 12

Suggested Reading

Singhania, Singhania and Singhania, *Direct Taxes – Law and Practice*, Taxmann, New Delhi, Ahuja & Gupta, *Direct Taxes*, Bharat Book Agency

Quantitative Techniques for Decision Making

Paper Code: COM2PCOR10T

Credit-4, Marks-50

Course Outcome: This course is designed to make the students familiar with the concept of mathematical optimization and to help them to develop an understanding of basic operation research techniques and their role in business decision making.

Unit 1: Linear Programming Techniques

Problems formulation, Nature of Solution Types, Graphical Method, Simplex Method, Duality 10

Unit 2: Special Applications of Linear Programming Techniques

Transportation Problems, Assignment Problems including Trans-shipment and Routing Problems 10

Unit 3: Decision Theory and Theory of Games

Decision under Uncertainty and Risk, Bayesian Approach, Decision Tree, Utility Theory, Zero Sum Game, Pure and Mixed Strategies, Criterion of Sharing strategies 10

Unit 4: Inventory Control and Management

Deterministic and Probabilistic inventory models, Discrete and Continuous inventory models, Price-Discount Inventory Control Models 10

Unit 5: Network Analysis

Network Diagram, Time Estimate for Activity, Program Evaluation and Review Technique (PERT), Network Crashing, Critical Path Method (CPM), Shortest Route Algorithm 10

Unit 6: Markov Analysis

Markov Process, Transition Probabilities, Transition Matrix, Brand Switching Analysis, Prediction of market share in future periods, Market share at equilibrium 10

Suggested Readings

1. Budnik, Frank S. Dennis Meleavey, Richard Mojena, Principles of Operations Research, 2nd ed., Richard Irwin, Illinois, All India Traveller Bookseller, New Delhi, 1995.
2. Wagner, Harvey M. Principles of Operations Research, Prentice Hall of India, New Delhi, 2005.
3. Taha, H. A., Operations Research – An Introduction, New York, McMillan, 1989.
4. Swarup, K., Gupta, P.K., Mohan, M., Operations Research, Sultan Chand & Sons, New Delhi.
5. Sharma, J.K., Operations Research: Theory and Applications, , McMillian India Ltd., New Delhi, 1997.
6. Vohra, N.D., Quantitative Techniques in Management, Tata McGraw-Hill Ltd., New Delhi.
7. Kapoor, V.K., Quantitative Tools & Techniques, Tata McGraw Hills Pvt. Ltd.
8. Srivastava, U.K., Shenoy, G.V. and Sharma, S.C., Quantitative Techniques for Managerial Decisions, New Age International.
9. Gillett, B.E., Introduction to Operations Research, Tata McGraw Hill.
10. Musthafi, C.K., Operations Research: Methods and Practice, New Age International.

Semester III

Financial Management

Paper Code: COM2PDSE01T – I

Credit-4, Marks-50

Course Outcome: This course aims at helping students to develop an in depth knowledge in the raising and allocation of fund with the objective of wealth maximisation.

Unit 1: Introduction

Objectives of a firm —Profit or Wealth Maximization, Functions, Time value of Money 8

Unit 2: Capital Structure Theories

Net Income, Net Operating Income and Traditional approaches, MM Hypothesis, Trade-off Theory with tax, cost of financial distress and agency cost 10

Unit 3: Cost of Capital

Costs of specific sources, Weighted average of cost of capital and Marginal cost of capital, Use of discounted cash flow technique

Operating, Financial and Combined Leverages, Impact of Leverages, EBIT-EPS Analysis 10

Unit 4: Models on Dividend Policy

Gordon's Model, Walter's Model, MM Hypothesis 8

Unit 5: Working Capital Management

Profitability – Liquidity Tangle, Working Capital Leverage, Operating Cycle and Cash Cycle, Optimum Working Capital, Financing of Working Capital 10

Unit 6: Capital Budgeting Decisions

Project evaluation using discounted cash flow techniques, Solution to the conflicts in the rankings of mutually exclusive projects, Capital Rationing, Risk and Project evaluation 14

Suggested Readings

1. Archer, Stephen, H., Choate G. Marc, Racette, George: Financial Management; John Wiley, New York.
2. Brealey, Richard A and Steward C. Myers: Principles of Corporate Finance, Tata McGraw Hill, Delhi.
3. Chandra, Prasanna: Financial Management, Tata McGraw Hill, Delhi.
4. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi.
5. Van Horne, James C: Financial Management and Policy, Prentice Hall, Delhi.
6. Van Horne, J.C. and J.M. Wachowicz Jr.: Fundamentals of Financial Management, Prentice-Hall, Delhi.

Strategic Financial Management

Paper Code: COM2PDSE01T – II

Credit-4, Marks-50

Course Outcome: This course aims at helping students to develop an in depth knowledge in the objective of a business firm, financial evaluation of projects, capital structure and dividend decisions, determination of cost of capital and management of working capital.

Unit 1: Financial Policy and Strategic Planning

Strategic Planning Process – Objective and Goals – Major Kinds of Strategies and Policies – Corporate Planning – Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modelling – Uses and Limitations of Financial Modelling – Applications of Financial Models – Types of Financial Models – Process of Financial Model Development. **[15 L]**

Unit 2: Investments Decisions under Risk and Uncertainty

Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method – Corporate Strategy and High Technology Investments. **[10 L]**

Unit 3: Expansion and Financial Restructuring

Corporate Restructuring Mergers and Amalgamations – reasons for mergers, Benefits and Cost of Merger – Takeovers – Business Alliances – Managing an Acquisition – Divestitures – Ownership Restructuring – Privatisation – Dynamics of Restructuring – Buy Back of Shares – Leveraged buy-outs (LBOs) – Divestiture – Demergers. **[15 L]**

Unit 4: Stock Exchanges

Constitution, Control, functions, Prudential Norms, SEBI Regulations, Sensitive Indices, Investor Services, Grievance Redressal Measures. **[05 L]**

Unit 5: Financial Strategy

Innovative Sources of Finance – Asset Backed Securities – Hybrid Securities namely Convertible and Non-Convertible Debentures, Deep Discount Bonds, Secured Premium Notes, Convertible Preference Shares – Option Financing, Warrants, Convertibles and Exchangeable Commercial Paper. **[15 L]**

Suggested Readings

1. Rajni Sofat & Preeti Hiro, Strategic Financial Management, Phi, Delhi.
2. Weaver & Weston, Strategic Corporate Finance, Cengage Learning, Delhi.
3. Chandra, Prasanna, Financial Management, Tata McGraw Hill, Delhi.
4. Financial Markets and Institutions, S Gurusamy, Thomson.
5. Archer, Stephen, H., Choate G. Marc, Racette, George: Financial Management; John Wiley, New York.

6. Banerjee, B: Financial Management & Policy,
7. Brealey, Richard A and Steward C. Myers: Principles of Corporate Finance, Tata McGraw Hill, Delhi.
8. Khan, M.Y & Jain, P.K: Financial Management, Tata McGraw Hill, Delhi.
9. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi.

Business Ethics & Corporate Governance

Paper Code: COM2PCOR11T

Credit-4, Marks-50

Course Outcome: Business Ethics and Corporate Governance courses equip students to navigate ethical dilemmas and uphold transparent corporate standards. Typical learning outcomes include mastering ethical theories, preventing corporate fraud, aligning business practices with societal values, and understanding governance frameworks.

Module I: Business Ethics

Unit 1: Introduction to Ethics

Introduction, Ethics and Business Ethics, Ethical Concepts, Ethical Values, Business Ethics, Different Models and Theories relating to Business Ethics, Ethics versus Law, Kohlberg's six stages of moral development, theological approach, deontological approach. **[10 L]**

Unit 2: Ethical Decisions

Ethical Decision Making, Ethical Dilemmas in Organisation, Social Responsibility of Business, Corporate Social Responsibility, Environmental Ethics, Corruption, Gender Ethics, Sexual Harassment and Discrimination, Different Theories and Models relating to Environmental Ethics and Gender Issues. **[15 L]**

Unit 3: Ethical Issues in the Functional Area

Ethics in the Functional Area, Ethics in Marketing, Ethics in Finance, Ethics in HR and Information Technology, Different Theories and Models relating to Ethics in Functional Area. **[10 L]**

Module II: Corporate Governance

Unit 4: Framework of Corporate Governance in India

Meaning: American, European, Japanese and Indian Models of Corporate Governance, corporate Board and its powers, responsibilities; Board Committees and their functions; Shareholders' Grievance Committee; Investors' Relation Committee, Risk Management Committee, Audit committee; Corporate Governance Reforms in the Companies Act, 2013. **[15 L]**

Unit 5: Major Corporate Scandals in India and Whistle-Blowing Policy

Case Study of Few Corporate Scams in India – Satyam Computers, Kingfisher Group, Punjab National Bank; The Concept of Whistle-Blowing Policy, Types of Whistleblowers; The Whistle-Blower Legislation across Countries, recent development in India [15 L]

Suggested Readings

1. Fernando, A.C., Business Ethics: An Indian Perspective, Pearson Education
2. Murthy, C.V.S., Business Ethics – Text and Cases, Himalaya Publishing House
3. Fernando, A.C., Corporate Governance: Principles, Policies and Practices, Pearson Education
4. Bajpai, G.N., The Essential Book of Corporate Governance, Sage
5. ICSI, Study Material of Professional Programme, Module 2, Paper 6,
6. Ethics, Governance and Sustainability, Khan, M.Y & Jain, P.K: Tata McGraw Hill, Delhi.

Financial Institutions

Paper Code: COM2PCOR12T

Credit-4, Marks-50

Course Outcome: This paper introduces students to the different aspects and components of financial Institutions and financial markets. This will enable them to take the rational decision in financial environment.

Unit 1: Structure of Indian Financial System

An overview of the Indian financial system, financial sector reforms: context, need and objectives; major reforms in the last decade; competition; deregulation; capital requirements; issues in financial reforms and restructuring; future agenda of reforms. [05 L]

Unit 2: Regulation of Banks, NBFCs & FIs

Salient provisions of banking regulation act and RBI Act; Role of RBI as a central banker; Products offered by Banks and FIs: Retail banking and corporate banking products. Universal Banking: need, importance, trends and RBI guidelines, Core banking solution (CBS); RTGS and internet banking, NBFCs and its types; comparison between Banks and NBFCs. [15 L]

Unit 3: Introduction to Financial Markets in India

Role and Importance of Financial Markets, Financial Markets: Money Market; Capital Market; Factors affecting Financial Markets, Linkages Between Economy and Financial Markets, Integration of Indian Financial Markets with Global Financial Markets, Primary & secondary market, Currency Market, Debt Market- role and functions of these markets. Primary Market for Corporate Securities in India: Issue of Corporate Securities: Public Issue through Prospectus, Green shoe option, Offer for sale, Private Placement, Rights Issue, On-Line IPO, Book Building of Shares, Disinvestment of PSU, Employees Stock Options, Preferential Issue of Shares, Venture Capital, Private Equity, Performance of Primary Market in India, Corporate Listings : Listing and Delisting of Corporate Stocks. [15 L]

Unit 4: Secondary Market in India

Introduction to Stock Markets, Regional and Modern Stock Exchanges, International Stock Exchanges, Demutualization of exchanges, Comparison between NSE and BSE, Raising of funds in International Markets: ADRs and GDRs, FCCB and Euro Issues; Indian Stock Indices and their construction, maintenance, adjustment for corporate actions (rights, bonus and stock split;) on index with numerical, free float vs. full float methodology, Classification of Securities to be included in the Index, Bulls and Bears in Stock Markets, Factors influencing the movement of stock markets, indicators of maturity of stock markets, Major Instruments traded in stock markets: Equity Shares, Debentures, Myths attached to Investing in Stock Markets. Trading of securities on a stock exchange; Selection of broker, capital and margin requirements of a broker, MTM and VAR Margins, kinds of brokers, opening of an account to trade in securities, DEMAT System, placing an order for purchase/sale of shares, margin trading and margin adjustment, contract note and settlement of contracts, Algorithmic trading, Settlement mechanism at BSE & NSE. [15 L]

Unit 5: Money Markets & Debt Markets in India

Money Market: Meaning, role and participants in money markets, Segments of money markets, Call Money Markets, Repos and reverse Repo concepts, Treasury Bill Markets, Market for Commercial Paper, Commercial Bills and Certificate of Deposit. Role of STCI and DFHI in money market, Debt Market: Introduction and meaning, Market for Government/Debt Securities in India, Secondary market for government/debt securities, Over subscription and devolvement of Government Securities, Government securities issued by State Governments, Municipal Bonds, Corporate Bonds vs. Government Bonds. [10 L]

Suggested Readings

1. Saunders, Anthony & Cornett, Marcia Millon (2007). Financial Markets and Institutions (3rd ed.). Tata McGraw Hill
2. Khan, M Y. (2010). Financial Services (5th ed.). McGraw Hill Higher Education
3. Shahani, Rakesh(2011). Financial Markets in India: A Research Initiative. Anamica Publications
4. Goel, Sandeep. (2012). Financial services. PHI.
5. Gurusamy, S. (2010). Financial Services. TMH.

Financial Markets

Paper Code: COM2PCOR13T

Credit-4, Marks-50

Course Outcome: This course aims at helping students in developing an in depth knowledge in the role and components of Indian financial markets (money as well as capital markets).

Unit 1: Introduction

Objectives of a financial system, Roles of financial markets in the financial system, Role of information in financial markets, Overview of Indian financial markets 10

Unit 2: Money Market

Meaning, Features, Functions, Constituents and Instruments, Market for Treasury Bills, Certificate of Deposits, Commercial Papers and Commercial Bills, Money Market Derivatives, Money Market Mutual Funds, Trends in money markets in India 10

Unit 3: Primary Capital Market: Equity Instruments

Primary markets for equity shares, SEBI Regulations on issue of Securities and buyback of Securities, Mainboard and SME Platforms, Trends in primary issue markets in India 10

Unit 4: Primary Capital Market: Debt Instruments

Market for corporate bonds, SEBI Regulations, Trends in corporate bond markets in India

Market for Government bonds 10

Unit 5: Secondary Capital Market

Meaning, Importance, Market Indices, Role of SEBI, Trends in secondary markets in India

10

Unit 6: Role of SEBI

Insider Trading, Role of SEBI, Trends in the activities of SEBI for the protection of investors' interest and stock market development 10

Suggested Readings

1. Bhole, L. M, *Financial Markets and Institutions*, Tata McGraw Hill, Delhi.
2. Fabozzi and Modigliani, *Capital Markets: Institutions and Instruments*, PHI Learning, New Delhi.
3. Pathak, Bharati V., *The Indian Financial System: Markets, Institutions and Services*, Pearson Education, Delhi.
4. Machiraju, *Indian Financial System*, Vikas Publishing House, New Delhi.
5. Mishkin and Baskins, *Financial Markets and Institutions*, Pearson Education, Delhi.

Research Methodology

Paper Code: COM2PCOR14T

Credit-4, Marks-50

Course Outcome: To equip the students with the basic understanding of the research methodology and to provide an insight into the application of modern analytical tools and techniques, especially, various statistical tools and techniques, for the purpose of decision making in solving problems related to business research.

Unit 1: Research Proposal

Research: Meaning of Research; Types of Research - Exploratory Research, Conclusive Research; The Process of Research; Research Applications in Social and Business Sciences; Features of a Good Research Study. Research Problem and Formulation of Research Hypotheses: Defining the Research Problem; Management Decision Problem Vs Management Research Problem; Problem Identification Process; Components of the Research Problem; Formulating the Research Hypothesis - Types of Research Hypothesis; Writing a Research Proposal - Contents of a Research Proposal and Types of Research Proposals. [10 L]

Unit 2: Research Design

Meaning of Research Designs; Nature and Classification of Research Designs; Exploratory Research Designs: Secondary Resource Analysis, Case Study Method, Expert Opinion Survey, Focus Group Discussions; Descriptive Research Designs: Cross-Sectional Studies and Longitudinal Studies; Experimental Designs, Errors Affecting Research Design. Primary and Secondary Data: Classification of Data; Secondary Data: Uses, Advantages, Disadvantages, Types and Sources; Primary Data Collection: Observation Method, Focus Group Discussion, Personal Interview Method. [10 L]

Unit 3: Attitude Measurement and Scaling

Types of Measurement Scales; Attitude; Classification of Scales: Single Item Vs Multiple Item Scale, Comparative Vs Non-Comparative Scales, Measurement Error, Criteria for Good Measurement. Questionnaire Design: Questionnaire Method; Types of Questionnaires; Process of Questionnaire Designing; Advantages and Disadvantages of Questionnaire Method. Sampling: Sampling Concepts - Sample Vs Census, Sampling Vs Non-Sampling Error; Sampling Design - Probability and Non-Probability Sampling Design; Determination of Sample Size - Sample Size for Estimating Population Mean, Determination of Sample Size for Estimating the Population Proportion. [10 L]

Unit 4: Data Processing

Data Editing - Field Editing, Centralized in House Editing; Coding - Coding Closed Ended Structured Questions, Coding Open Ended Structured Questions; Classification and Tabulation of Data. Univariate and Bivariate Analysis of Data: Descriptive Vs Inferential Analysis, Descriptive Analysis of Univariate Data - Analysis of Nominal Scale Data with Only One Possible Response, Analysis of Nominal Scale Data with Multiple Category Responses, Analysis of Ordinal Scaled Questions, Measures of Central Tendency, Measures of Dispersion; Descriptive Analysis of Bivariate Data. Testing of Hypotheses: Concepts in Testing of Hypothesis - Steps in Testing of Hypothesis, Test Statistic for Testing Hypothesis about Population Mean; Tests Concerning Means - the Case of Single Population; Tests for Difference between Two Population Means; Tests Concerning Population Proportion - the Case of Single Population; Tests for Difference between Two Population Proportions. [10 L]

Unit 5: Advanced Data Analysis

Uni-variate Analysis: Percentile, Mean, Median, Mode, Standard deviation, Range, Minimum, Maximum, Independent sample t-test – Bi-variate analysis: Simple correlation, Simple Regression, Chi-Square Analysis: Chi Square Test for the Goodness of Fit; Chi Square Test for the Independence of Variables; Chi-Square Test for the Equality of More Than Two Population Proportions, Paired samples t-test, ANOVA, ManWhitney test – Wilcoxon signed rank test – Kruskal Wallis test (Simple problems) Multi Variate Analysis: Multiple Correlation,

Multiple Regression, Factor Analysis, Friedman's test, Cluster analysis, Confirmatory Factor Analysis (CFA), Structural Equation Modelling (SEM), Multiple Discriminant Analysis. [10 L]

Unit 6: Interpretation and Report Writing

Interpretation of Research Findings: Meaning, objectives, importance, principles, process, precautions, practical and theoretical implications

Report Writing: Meaning, objectives, importance, characteristics, types; Qualities of a Good Research Report; Structure of a Research Report; Components of Research Report; Presentation of Data and Findings; Referencing and Citation; Plagiarism and Academic Integrity, Use of Computer & Computer Technology. [10 L]

Suggested Readings

1. Tripathi, (2014) "Research Methodology in Management and Social Sciences". SultanChand & Sons, New Delhi.
2. Kothari C.R and Gaurav Garg, (2020) "Research Methodology" – Methods and Techniques. New Age International (P) Limited, New Delhi.
3. Krishnaswami and Ranganathan, (2011) "Methodology of Research in Social Sciences", Himalaya Publishing House, Mumbai.
4. Bergmari, M. (2008). Advanced in mixed methods Research, Delhi SAGE Publication.
5. Best, J & Kahn, J. (2005). Research in education (9th ed.). Delhi : Rahul Graphic.
6. Copie, C. (2006). Doing Educational Research A Guide for first time Researcher. Delhi : Visitar Publications.
7. Freedbody, P. (2003). Quantitative Research in Education. Delhi: Rahul Graphic.
8. Good, C. (2006). How to do Research in Education Introduction and Tractices. New Delhi : SAGE Publications.
9. Huizingh, E. (2006). Applied Statistics with SPSS. Delhi : SAGE Publications.
10. Khanzode, V. (2005). Research Methodology Techniques and Trends. New Delhi : APH Publishing corporation.
11. Koul, Lokesh, (1990). Methodology of Education Research. New Delhi : Vikash Publishing House Pvt. Ltd. 10. Prudent, (2007). The Complete Guide to Bibliography. Montreal : Vanier college publishers Inc.
12. Sharma, B. (2004). Teachers Training and Educational Research. (9th ed.) Delhi : Commonwealth publishing.
13. Talesra, H. (2004). Scope and Trends of Research on Teaching. Delhi : Author Press.
14. Singh, U.K. (2002). Computer Education (2nd Edition), New Delhi : Discovery Publishing House.

Data Analysis using Software

Paper Code: COM2PSEC01P

Credit-2, Marks-50

Course Outcome: It aims to train students in analyzing data using statistical software.

Module – I

Unit 1: Analysis of Data using Software

Arrangement of data, Presentation of data, Preparation of frequency distribution, Arithmetic Mean, Median, Mode, Variance, Standard Deviation, Covariance, Correlations, Skewness, Kurtosis, Semi-Variance, Normality test 10

Unit 2: Bivariate Regression

Estimation, Computation of r^2 , Testing of hypothesis regarding intercept and regression coefficient and variance 10

Unit 3: Multiple Regression

Estimation, Computation of R^2 , Testing of hypothesis regarding intercept and regression coefficient and variance 10

Module – II

Unit 4: Introduction to SPSS Statistics

Types of Data, Structuring your data for use in SPSS 26, Creating descriptive statistics and graphs, Entering and saving Data, Saving Your Work, Looking at the Data, Exploring the data, More on drawing Boxplots, Using Descriptive Statistics, More on different types of data, the difference between Mean and Median, Standard Deviation (S.D.) what is it? Histograms and the Normal Distribution, Bar charts, Using Scatterplots to look for correlation, Line graphs, Pie charts, Inferential Statistics, From Sample to Population..., A Parametric test example, Using a Non-parametric Test, Observed Significance Level, Asymptotic significance (asyp. Sig.), Exact significance (exact sig.), Testing Paired Data, Correlation, Significance in perspective, Looking for correlation is different from looking for increases or decreases, Correlation: descriptive and inferential statistics, What have we learned so far? Test decision chart, The Chi-Square Test, Cross-tabulation, Some examples to get your teeth into, Analysis of Variance - one-way ANOVA, Repeated measures ANOVA, Making sense of the repeated measures ANOVA output, Inter-Rater Agreement using the Intraclass Correlation Coefficient, Cronbach's Alpha, Inter rater agreement using Kappa, Calculating the sensitivity and specificity of a diagnostic test, Copying information from SPSS to other programs, More about parametric and nonparametric tests, Creating a new variable in SPSS based on an existing variable. 30

Suggested Readings

1. R Cookbook”, Paul Teetor
2. “R for Data Science”, Garrett Golemund and Hadley Wickham
3. “Hands-On Programming with R”, Garrett Golemund
4. “An Introduction to Statistical Learning: With Applications in R”, Daniela Witten, Gareth James Robert Tibshirani, and Trevor Hastie
5. “Learning Python”, David Ascher and Mark Lutz
6. “Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython”, Wes McKinney
7. “Introduction to Machine Learning with Python: A Guide for Data Scientists”, Andreas C. Muller and Sarah Guido

Semester IV

Portfolio Management

Paper Code: COM2PDSE02T – I

Credit-4, Marks-50

Course Outcome: This course aims to help students become able to construct portfolio with various constraints and evaluate the performance of the portfolio.

Unit 1: Introduction

Investment objectives, Investment Process, Investment Alternatives, Return and Risk of an investment alternative 5

Unit 2: Security Analysis

Concepts of Fundamental Analysis and Technical Analysis, Various techniques of Technical Analysis 5

Unit 3: Efficient market Hypothesis

Efficient market Hypothesis: Weak, Semi-strong and Strong form of market efficiencies and their testing 5

Unit 4: Portfolio analysis and Selection

Diversification and Portfolio return and risk, Markowitz's risk-return optimization, Sharpe's single index model, Risk-free security and Portfolio, Capital Market line 20

Unit 5: Capital Market Theories

Capital Asset Pricing Model: Concept and assumptions of CAPM, Concept and estimation of beta coefficient, Applications of CAPM in portfolio decisions, Criticisms of Capital Asset Pricing Model, Arbitrage Pricing Theory 20

Unit 6: Performance Evaluation of Portfolio

Return from stock selection and market timing, Risk adjusted measures of performance 5

Suggested Readings

1. Prasanna Chandra, Investment Analysis and Portfolio Management, Tata Mcgraw Hill, New Delhi
2. Elton and Gruber, Modern Portfolio Theory and Investment Analysis, International Mcgraw Hill
3. Fisher and Jordon, Security Analysis and Portfolio Management, Prentice- Hall of India
4. Sharpe, Alexander And Bailey, Investment, PHI learning

Advanced Auditing

Paper Code: COM2PDSE02T – II

Course Outcome: Along with accounting and reporting, auditing is very much needed in order to check the accuracy and validity of recording done through accounting. Auditing includes vouching, verification and valuation. Nowadays, along with accounting standards some auditing standards are also available in order to assure the stake of the stakeholders. Therefore, this course will help the students to have an overview of how auditing is done in practice.

Unit 1: Concept of Audit and Audit Evidence

Philosophy of Audit, Extended meaning of Audit, Difference between Audit and Assurance, Auditing as a Social Science, Social objectives of Audit; Sources of evidence, Reliability of audit evidence, Methods of obtaining audit evidence 8

Unit 2: Standards of Auditing

SA 200 (Revised): Overall Objectives of the Independent Auditor and the Conduct of an Audit in Accordance with Standards on Auditing

SA 210 (Revised): Agreeing the Terms of Audit Engagements

SA 230 (Revised): Audit Documentation

SA 240 (Revised): The Auditor's Responsibilities Relating to Fraud in an Audit of Financial Statements

SA 300: Planning an Audit of Financial Statements

SA 500: Audit Evidence

SA 510: (Revised): Initial Audit Engagements—Opening Balances 16

Unit 3: Audit Report and Auditor's Independence

Essential of good report, Types of Auditor's Report - Clean report, Qualified report, Adverse report, Disclaimer of opinion, Piecemeal report; Auditor's Independence Meaning and different issues, SA 700 and SA 705. 10

Unit 4: Risk Assessment and Internal Control System

Elements of internal control, Review and documentation, Evaluation of internal control system, Internal control check list, Tests of control, Application of concept of materiality and audit risk. 10

Unit 5: Special Audit

Cost Audit, Management Audit, Operational Audit, Forecast Audit, Green (Environmental) Audit 6

Unit 6: Auditing in Computerized Environment

Special aspects of CIS (computerized Information system) Audit Environment, Need for review of internal control, Approach to audit in CIS Environment, use of computers for internal and management audit purposes: audit tools, test packs, computerized audit programme. 10

Suggested Readings

1. Gupta, K, Contemporary Auditing, Tata McGraw Hill.
2. Basu, S.K, Auditing – Principles & Techniques, Pearson Education. Emile Woolf, Auditing Today, Prentice Hall India ICAI, Auditing Standards and Guidelines.
3. Tandon, B.N., Auditing Practice, Sultan Chand, New Delhi.

Business Valuation

Paper Code: COM2PDSE03T – I

Credit-4, Marks-50

Course Outcome: This course aims at helping students to develop an in depth knowledge in the valuation of a business unit.

Unit 1: Business Valuation: Discounted Cash flow Technique

Approaches to Valuation, Discounted cash flow technique, Fundamental Analysis and Formulation of a model for valuation, Firm and equity valuations 20

Unit 2: Business Valuation: Relative and Contingent Valuations

Relative valuation and use of multiples, Contingent valuation 8

Unit 3: Valuation of Debt

Bond Valuation: YTM, duration and immunization 5

Unit 4: Valuation of Unlisted firms

Estimation of cash flow streams, Estimation of risk and required return, Valuation of unlisted firms 8

Unit 5: Valuation of financial Service Firms and Start up firms

Methods of valuation, Issues in valuing financial service firms and start up firms 5

Unit 6: Evaluation of Mergers and Acquisitions

Concept of synergy, Sources of synergy, Operating synergy and financial synergy, Valuing operating synergy and financial synergy

Evaluation of mergers and acquisitions based on accounting data, Measuring the impact of mergers and acquisitions on Shareholders' returns 14

Suggested Readings

1. Arzac R Enrique, Valuation for Mergers, Buyouts and Restructuring, Wiley Student edition
2. Brealey, Myers, Allen and Mohanty, Principles of Corporate Finance, The McGraw-Hill Companies
3. Vohra & Bagri, Options and Futures, Tata McGraw-Hill
4. Damodaran, On Valuation, Wiley.

Behavioural Finance

Paper Code: COM2PDSE03T – II

Credit-4, Marks-50

Learning Outcome: On successful completion of this Programme, students will be able to: · Apply analytical skills for financial decision making, Identify the behavioural bias and psychological characteristics of investors, develop strategies to manage wealth effectively and wisely from mispriced assets, Practice discussion of capital markets and how we can apply what we learn in class to the financial world.

Unit 1: Behavioral finance Introduction to Behavioral finance

Nature, scope, objectives and application; Investment Decision Cycle: Judgment under Uncertainty: Cognitive information perception - Peculiarities (biases) of quantitative and numerical information perception - Representativeness – Anchoring - Exponential discounting - Hyperbolic discounting, Utility/ Preference Functions. **[10 L]**

Unit 2: Expected Utility Theory [EUT] and Rational Thought

Decision making under risk and uncertainty - Expected utility as a basis for decision-making – Theories based on Expected Utility Concept - Investor rationality and market efficiency, Behavioral Factors and Financial Markets. **[10 L]**

Unit 3: The Efficient Markets Hypothesis

Fundamental Information and Financial Markets - Information available for Market Participants and Market Efficiency -Market Predictability –The Concept of limits of Arbitrage Model - Asset management and behavioral factors - Active Portfolio Management: return statistics and sources of systematic underperformance. - Fundamental information and technical analysis – the case for psychological influence. **[15 L]**

Unit 4: Heuristics and behavioral biases of investors

Types of investors- Individual and Institutional - How the human mind works-the two systems; Familiarity and related heuristics; Representativeness and related biases; Anchoring; Irrationality and adaptation; Hyperbolic discounting. Sovereign credit rating – drivers **[15 L]**

Unit 5: Overview of Investor Psychology

Introduction - Formal overview of investor psychology, Behavioural Portfolio theory - Psychographic models - Sound Investment Philosophy different biases such as Overconfidence, Base rate neglect, Anchoring and adjustment, Cognitive Dissonance, Availability, Self-Attribution and Illusion of Control Bias. **[10 L]**

Suggested Readings

1. Shleifer, Andrei (2000). Inefficient Markets: An Introduction to Behavioral Finance. Oxford, UK: Oxford University Press.
2. Kahneman, D. and Tversky, A. (1984). "Choices, Values, and Frames". American Psychologist 39 (4): 341–350.
3. HershShefrin, (2000) Beyond Greed and Fear, Harvard Business School Press.

4. Chandra, P. (2017), Behavioural Finance, Tata Mc Graw Hill Education, Chennai (India).
5. Ackert, Lucy, Richard Deaves (2010), Behavioural Finance; Psychology, Decision Making and Markets, Cengage Learning. Forbes, William (2009), Behavioural Finance, Wiley.
6. Vahneman, D. and Tversky, A. (2000). Choices, values and frames. New York : Cambridge Univ. Press.
7. Shefrin, H. (2002), Beyond Greed and Fear; Understanding Behavioural Finance and Psychology of investing. New York; Oxford University Press.
8. Shleifer, A. (2000). Inefficient markets; An introduction to Behavioural Finance. Oxford Univ. Press.
9. Thaler, R. (1993). Advances in Behavioral Finance. Vol. I. New York, Russell Sage Foundation.
10. Thaler, R. (2005). Advances in Behavioural Finance. Vol. II. New York; Princeton University Press.

Financial Derivatives

Paper Code: COM2PDSE04T – I

Credit-4, Marks-50

Course outcome: To equip students with knowledge of valuing and managing risk with derivatives.

Unit 1: Risks

Meaning of risk, Types of risk, Measures of risk, Means of managing risks, Derivative instruments: Forwards, Futures, Swaps and Options, Roles of hedgers, speculators and arbitrageurs 5

Unit 2: Forwards

Strategies for managing risk with forwards, Valuation of forwards 8

Unit 3: Futures

Strategies for managing risk with futures, Differences between forwards and futures, Implications of those differences on Valuation, Trends in trading of futures in India 5

Unit 4: Swaps

Strategies for managing currency and interest rate risks with swaps 5

Unit 5: Options: Put and Call

Types, Pay-off from options, put-call parity, Strategies involving options 7

Unit 6: Valuation of Options

Valuation of Options using Binomial tree, Determinants of value of Option, upper and lower bounds of option values

Black-Scholes model, Valuation of Options using Black-Scholes model 30

Suggested Readings

- 1) John C. Hull. Options, Futures and Other Derivatives (7th ed.). Pearson Education.
- 2) Dubofsky, David A. and Miller, Thomas W. Jr. (2002), Derivatives: Valuation and Risk Management, Oxford University Press

Risk Management

Paper Code: COM2PDSE04T – II

Credit-4, Marks-50

Course Outcome: To develop a clear understanding of the nature, types, and significance of risks in a business context. 2. To equip students with analytical tools and techniques for identifying, assessing, and mitigating various types of financial and operational risks. 3. To build decision-making capabilities by applying modern risk management frameworks and strategies. 4. To familiarize students with regulatory frameworks and risk governance practices in financial institutions and corporate entities.

Unit 1: Introduction to Risk Management

Definition and Nature of Risk, Understanding Risk Universe (Types of Risk), Objectives of RM, Importance and Benefits of Risk Management, Concept of Enterprise Risk Management (ERM), Principles of Risk Management [10 L]

Unit 2: Risk Identification and Measurement

Techniques of Risk Identification, Techniques of Risk Assessment (Risk quantification and rating), Tools for Risk Measurement: Value at Risk (VaR), Decision Tree Analysis, Risk Mitigation Planning and Implementation, Foreign Exchange Risk Management [20 L]

Unit 3: Risk Analysis in Banks

Basel Norms, Strategic Risk & Operational Risk (Global Risk, Country-Specific Risk, Industry Specific-Risk), Aspects of Marketing Risk, Risk-based Supervision in Banks, Credit Default Swap [15 L]

Unit 4: Risk Analysis in Other Financial Institutions

Risk Management in Insurance Business, Risk Management in Non-Banking Financial Institutions (NBFCs), Risk in International Business and Crisis Management (Case Studies: Role of Central Banks in Crisis Management) [15 L]

Suggested Readings

1. Jorion, Philippe, Value at Risk: The New Benchmark for Managing Financial Risk, McGraw Hill.
2. Verma, Derivatives and Risk Management, McGraw Hill.
3. Hull J.C., Risk Management and Financial Institutions, Wiley Finance

4. Indian Institute of Banking & Finance, Theory & Practice of Treasury & Risk Management in Banks, Taxmann Publications Pvt. Ltd.
5. Rejda, George E., Principles of Risk Management and Insurance, Pearson.
6. Bhattacharya H., Banking Strategy, Credit Appraisal and Lending Decisions: A Risk-Return Framework, Oxford University Press, India.

International Finance & International Accounting

Paper Code: COM2PCOR15T

Credit-4, Marks-50

Course Outcome: The role of international finance manager is somewhat different from the domestic financial manager. Therefore, this course aims at providing the students with the thorough knowledge of currency conversion, derivatives, balance of payments, international cost of capital, international capital budgeting, international transfer pricing, international capital budgeting and other related issues which helps in financial decision making related with MNCs.

Module I: International Finance

Unit 1: International Monetary System, Foreign Exchange and Derivative Markets

Overview of IMS, need for IMS, evolution of IMS- Gold standard, Bretton Woods, IMF and the World Bank and its affiliates 8

Unit 2: Balance of Payments

Form and Nature of BOP Accounts, equality and equilibrium in the Balance of Payments, fixed exchange rate system, flexible exchange rate system, managed flexibility, devaluation and revaluation, currency convertibility issues 8

Unit 3: International Financing and International Project Appraisal

Euro market, international debt instruments, euro issues in India, GDRs, ADRs, IDRs. International Projects Appraisal-meaning, scope and techniques, adjusted PV technique, International Portfolio Investment, Foreign Direct Investment 8

Module II: International Accounting

Unit 4: International Financial Reporting

Development of International Accounting, Scope of International Accounting, Major International differences in financial reporting, importance and difficulties of International Accounting, IASB – its structure, recognition and support, accounting standard setting process, adoption of IFRS by different countries, case studies on compliance with IFRS by Indian Companies and MNCs 12

Unit 5: Foreign Currency Translation

Introduction, need for translation, issues in foreign currency translation, Indian GAAP on foreign currency translation, US GAAP on foreign currency translation, importance of exchange rate

forecasting, techniques of exchange rate forecasting, types of foreign exchange exposure, IFRS on foreign currency exchange accounting, analysis of foreign exchange accounting in the annual reports of companies 12

Unit 6: International Transfer Pricing

Evolution, meaning and objectives of transfer pricing, Major stakeholders affected by transfer pricing policies. Transfer pricing methods. Arm's Length Pricing, Case studies on international transfer pricing practices 12

Suggested Readings

1. Apte, P.G. International Financial Management, PHI.
2. Shapiro, Alan C, Multinational Financial Management, PHI.
3. Jain, Yadav, Peyrard, International Financial Management, Macmillan.
4. Yadav, Jain , Peyrard, Foreign Exchange Market, Macmillan.
5. Sharan, V; International Financial Management, PHI.
6. Vij, Madhu; International Financial Management., Excel Books.
7. Click and Coval; International financial Management, PHI.

Dissertation: Project Specific Literature Review & Identification of Research Gap

Paper Code: COM2PCOR16P

Credit-4, Marks-50

Each student will be assigned to a permanent teacher who will act as supervisor for the dissertation of that student. Students will undertake the review of literature in the specific area and identify the research gap under the supervision of the assigned supervisor.

Dissertation: Data Analysis, Report Writing and Presentation

Paper Code: COM2PCOR17P

Credit-4, Marks-50

Students will analyze the data and write the report under the supervision of the assigned supervisor.