



**Master of Commerce M.Com (Degree) NEP**  
**Syllabus**  
**w.e.f.**  
**2022-23**

*(Revised Syllabus under the guidelines of NEP - 2020  
as on BOS held on 5<sup>th</sup> May, 2022)*

***Chairperson – BOS***

***Prof. Ehtesham Ahmad***

**ORDINANCES AND SYLLABUS (NEP) APPROVED BY**

ACADEMIC COUNCIL No. 11, Dated 23.06.2022

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**Department of Commerce**

**Khwaja Moinuddin Chishti Language University,**

**IIM Road**

**Sitapur-Hardoi Bypass**

**Lucknow-226013**

**I. About the Department**

Department of Commerce of Khwaja Moinuddin Chishti Language University though has a short period history, but it has reasons to mention. With the start of the first academic session of

university in 2013, the Department of Commerce has the arrogance of having largest number of students in undergraduate course B. Com & post graduate course M.Com. It has always kept the pace with changing times and explored the new frontiers of knowledge and innovation in academics. In a short span of time the department of Commerce has redefined commerce education in the state of Uttar Pradesh as well as in India. Becoming pioneer in running semester system at undergraduate level in the state, the KMC Language, University has also adopted CBCS mode of education.

In the era of globalization and liberalization, the system of higher education calls for graduates & postgraduates of international standard. In its endeavour to exalt its post-graduate course, M. Com, the department of Commerce has already adopted the CBCS pattern from the session 2019-20. Now as we all know that the National Education Policy has all pervaded the country. Each and every educational institution is adopting it. The Khwaja Moinuddin Chishti has also adopted NEP-2020.

The Department of Commerce was established with the renowned flagship post-graduate programme-master's in commerce (M. Com) in 2013. The course provides an extreme and rigorous base for teaching, research and allied business administration. 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 across different parts of the country.

**Process of Revision of Courses through Stakeholder inputs:** The department has revised its syllabi several times through its short journey. In 2022 for revision purposes, it consulted its stakeholder viz. students and guardians. After getting approval from the Departmental Board of Studies the syllabus is approved by the Statutory Committees like Faculty Board, Academic Council and Executive Council.

## **II. Introduction to Choice Based Credit System (CBCS) under NEP:**

The CBCS under NEP provides an opportunity for the students to choose courses from the prescribed courses comprising core, elective/major & minor or skill-based courses. The courses can be evaluated following the grading system, which is considered to be better than the conventional marks system. In the era of globalization, it is an internationally accepted pattern of higher education. The uniformity in evaluation system also enables the potential employers in assessing the performance of the candidates.

## **III. The NEP Mandate:**

### **1. Scope:**

NEP will be implemented in each and every programme of Department of Commerce. The provisions and guidelines of National Education Policy will be implemented in every possible way.

### **2. Definitions:**

- (i) **Academic Programme** means an entire course of study comprising its programme structure, course details, evaluation schemes etc. designed to be taught and evaluated in a teaching Department/Centre or jointly under more than one such Departments/ Centers.
- (ii) **Academic Year** means two consecutives (one Odd, July to December + one Even, January to June shall continue one academic year.
- (iii) **Course** means a segment of a subject that is part of an Academic Programme;
- (iv) **Programme Structure** means a list of courses (Core, Elective and Open Elective) that makes up an Academic Programme, specifying the Syllabus, Credits, hours of teaching, evaluation and examination schemes, minimum number of credits required for successful completion of the programme etc. prepared in conformity to University Rules, eligibility criteria for admission;
- (v) **Core Course** means a course that a student admitted to a particular programme must successfully complete to receive the degree and which cannot be substituted by any other course;
- (vi) **Elective Course** means an optional course to be selected by a student out of such courses offered in the same or any other Department/Centre;
- (vii) **Open Elective** means an elective course which is available for students of all programmes, including students of same department. Students of other Departments will opt these courses subject to fulfilling of eligibility of criteria as laid down by the Department offering the course;
- (viii) **Credit** means the value assigned to a course which indicates the level of instruction; **One-hour lecture per week equals 1 Credit, 2 hours practical class per week equals 1 credit.** Credit for a practical could be proposed as part of a course or as a separate practical course.
- (ix) **‘SGPA’** means Semester Grade Point Average calculated for individual semester.
- (x) **‘CGPA’** is Cumulative Grade Point Average calculated for all courses completed by the candidates at any point of time. CGPA may be calculated each year for both the semesters clubbed together, if University Ordinances provides for.
- (xi) **‘Grand CGPA’** is calculated in the last year of the course by clubbing together the SGPA of all the semesters or CGPA of the two years. Grand CGPA is being given in transcript form. For the benefit of the candidates, a formula for conversion of Grand CGPA into %age marks as given in the transcript.

### **3. Objectives:**

Department of Commerce of Khwaja Moinuddin Chishti Language University has always been in pioneering role, not only in admissions but also in syllabus designing. The syllabus of M. Com is so designed so as to cater to the needs of the society as well as of industry and also in accordance with the provisions and guidelines of National Education Policy 2020. Due care has been taken in designing the said syllabi in a stratified manner. Whatever the students have already studied in B.Com., an advanced version or innovative course is necessary for M. Com students.

The M. Com programme under NEP-2020 aims to provide:

- A conducive environment that holistically engages students through an all-encompassing knowledge impartation,
- Research orientation,
- Developing entrepreneurial skills,
- Sound theoretical foundation,
- Formulating business problems and provide innovative solutions thus moulding them into future visionaries, management leaders that are compassionate yet efficient.

#### **4. Programme Specific Outcomes (PSOs):**

The M. Com course provides an extreme and rigorous base for teaching, research and allied business administration. It fulfills the need of the hour for academics and prepares students for research and teaching. The revised course is as per the requirement of the industry, and they have been serving the needs of managerial cadre in business and industry. M.Com Course offers research in diverse areas of Commerce discipline and has large base of research contribution. Teaching pedagogy is adopted to ensure all round learning for the students. Department of Commerce aligns itself with the overall vision of the University i.e., to touch the lives of every student by inculcating prudence, efficiency, creativity and compassion to work for the betterment of the marginalized sections of society. M.Com Course attempts to kindle their sense of responsibility, honesty, conscience, justice and above all commitment to human values. M.Com students form the core of our existence as an institution and are geared up to be passionate about their dreams and make their family and society proud of their achievements.

This M. Com programme aims to upgrade the standards of teaching and research and deliver an education system that is a source of national pride and public confidence.

#### **5. Entry and Exit in P.G. Programme:**

Students completed three years of graduation under either new or old system will be eligible to take admission in PG Programme, the first year of PG will be considered as fourth year of graduation.

Students will get admission in M.com programme as per the merit and minimum eligibility criteria of the university. Students in PG first year who have passed three years graduation and acquired 52 credits, if willing for exit, they will get graduation degree (with research). Students of M. Com 1<sup>st</sup> Year and 2<sup>nd</sup> Year acquired minimum 52+48 credit in both years will get the PG degree in the Core subject of the faculty.

#### **6. Research project guidelines:**

The aim of the Project is to give an opportunity to students to learn independently and show that they can identify, define and analyze problems or issues and integrate knowledge in a business context. It reflects the ability of a student to understand and apply the theory, the concepts and the tools of analysis to a specific situation.

- i. Students are entitled to prepare research project in 4<sup>th</sup> and 5<sup>th</sup> year of UG Programme (1<sup>st</sup> & 2<sup>nd</sup> Year of PG Programme). The topic of research project in 4<sup>th</sup> and 5<sup>th</sup> year is to be taken from the selected core paper. The research project could be interdisciplinary/multi-disciplinary.

- ii. The project is a practical, in-depth study of a problem, issue, opportunity, technique or procedure or a combination of these aspects of business. The students are required to define an area of investigation, carve out research design, gather relevant data, analyze the data, draw conclusions and make recommendations. The project must be an original piece of work that will be undertaken in post-graduate study, over a period of three semesters.
- iii. The topic is to be selected carefully with the help of supervisor.
- iv. All the material that relates to your project, including completed questionnaires or tapes from interviews, should be shown to your supervisor and be kept until the examination board has confirmed your results. Do not throw this material away once your project is submitted, as you might be asked to present it as part of the Viva Voce Examination, before your project results are confirmed.
- v. The supervisor's role is to appraise ideas and work of the student. Student must take overall responsibility for both the content of project and its management. This includes selection of an appropriate subject area (with the approval of the supervisor), setting up meetings with the supervisor, devising and keeping to a work schedule (to include contingency planning), and providing the supervisor with samples of your work.
- vi. Student will submit the final report of project/ Dissertation at end of the year. The project reports would be examined by the external examiner and based on the report and Viva Voce examination conducted at the end of the semester, a student will be awarded marks.
- vii. If any student published research paper in UGC-CARE listed journal from the research project/Dissertation will be entitled to get additional 25 marks out of 100. The maximum marks of research project/Dissertation will be 100 only.
- viii. The marks acquired in research project/ Dissertation will be converted to grades and will be added in CGPA computation.
- ix. The External Examiners will examine the following in Project Report:
  - a) Literature Survey on the Topic Chosen.
  - b) Method of Data Collection.
  - c) Presentation – Style, Comprehensiveness, Table presentation, Graphs, Charts.
  - d) Analysis and inference and implication of the study.
  - e) Overall linkage between objectives, methodology, findings and suggestions.
  - f) Bibliography and References.

## **7. Course Structure:**

As per the new structure, the course will run on the basis of CBCS and Semester system. There will be one Major Elective Subject, the core paper will of 5 credits in each semester that will count to 20 credits of core paper in each semester. In addition to this, as per the area of interest, the students are required to choose two optional groups- one major group and one minor group, in the beginning of 2nd year of the study. The major group shall consist of 4 papers and minor group consists of 2 papers to be studied in 3rd and 4th semester. Under Choice Based Credit System, students will also study 'Open Elective' courses. These courses will be available for students of all programmes, including students of parent department. Students of other Department may choose these courses subject to fulfilling of eligibility of criteria as laid down by the Department. The structure for the groups has been designed with intent to provide

advanced level specialization in the respective field.

In the light of augmentation in the field of commerce and business, the overall structure of the course has been changed to widen the scope and depth of the course and inclusion of research paradigms of commerce stream. Further, the overall structure has been improved to provide an insight of research in commerce and interdisciplinary areas and to facilitate those students aspiring for pursuing research. New Courses like International Trade

Logistics, EXIM Procedures and Documentation Export Marketing, Banking Products and Practices and Insurance Products and Practices have been incorporated in the revised course. Accounting, core of Commerce discipline, was the gap area in the existing syllabus and therefore new courses in accounting area have been added and are offered as Major Elective Group in Accounting. The concept of Open Elective has been introduced for the first time in the structure as per the University guidelines and courses like Life Skills and Communication, Indian Ethos and Leadership, Entrepreneurship and New Venture Planning are offered to be relevant to the students of diverse areas disciplines. The content of existing courses too has been revised in terms of including new and relevant topics such as: psychographics, lifestyle and applications, new consumption patterns, perceptual mapping and positioning. The suggestive readings are provided for each unit of the concerned course to provide a better facilitation for self-study by the students. The course has been designed in line with outcome-based approach which requires specification of Course Outcomes and Course Learning Outcomes.

The M.Com programme structure offers a deep dive into various facet of management and organizational development by integration of cross-cutting issues relevant to gender, environment and sustainability, human values, professional ethics into curriculum through incorporation of relevant topics such as: Marketing Management- legal aspects of marketing, ethical, social and environmental concerns in product, pricing, distribution and promotion decisions, socially responsible marketing; green marketing, cause relating marketing; social marketing, Global Strategic Management- Ethical and Social considerations in Strategic Management Business Research- Ethics in Business Research, Security Analysis and Portfolio Management, Ethical Investing, International Marketing- Ecological concerns and international marketing ethics, Advertising and Sales Management-Managing ethics in selling environment.

<b>Semester III</b>					
Own Faculty	Paper Code		Type	Credit	Marks
	MCCC 301	Business Research	Core	5	100
	MCCC 302	Entrepreneurship Development	Core	5	100
	MCEC Paper-2	<u>Major Elective Group:</u> Accounts & Taxation P-2/ Finance & Banking P-2/ Marketing & International Business P-2	Elective	5	100
	4	<u>Group:</u> Accounts & Taxation P-3/ Finance & Banking P-3/ Marketing & International Business P-3	Elective	5	100
		Research Project		4	
Total Credits/Semester				24	
Total Credits Annually				48	

## Department of Commerce **M.Com (NEP) 2022-23**

Total Credits for M.Com	100
After Completion of tenth semester the degree of M.Com. will be conferred to the candidate scoring a minimum of (232) credits.	

### IV. M.Com. Programme Details: Year-Wise Course Structure

Semester	Core Courses			Elective Courses			Open Elective Course/ Other Faculty		Research Project	Total Credits
	No. of papers	Credits	Total Credits	No. of papers	Credits	Total Credits	No. of papers	Credits	Credits	
I	4	5	20	-	-	-	-	-	4	24
II	3	5	15	1	5	5	1	4	4	28
III	2	5	10	2	5	10	-	-	4	24
IV	1	5	5	3	5	15	-	-	4	24
<b>Total</b>	<b>10</b>		<b><u>50</u> Credits</b>	<b>6</b>		<b><u>30</u> Credits</b>	<b>1</b>	<b>4</b>	<b><u>16</u> Credits</b>	<b><u>100</u> Credits</b>

### Semester-Wise Detail of M.Com. (NEP) Course Structure

#### Semester III

Course M.Com	Sub Code	Title of the Paper Theory	Int.	Exam	Total	Lecture	Tutorial /Lab	Credits	Teaching Hours/ Week
Core-8	MCCC 301	Business Research	25	75	100	4	1	5	5
Core-9	MCCC302	Entrepreneurship Development	25	75	100	4	1	5	5
Major Elective 2	MCME 303	Accounts & Taxation P-2/ Finance & Banking P-2/ Marketing & International Business	25	75	100	4	1	5	5
Major Elective 3	MCMEC 304	Group: Accounts & Taxation P-3/ Finance & Banking P-3/ Marketing & International Business P-3	25	75	100	4	1	5	5
		Research Project			100			4	
<b>Total credits in Semester III</b>			<b>100</b>	<b>300</b>	<b>500</b>	<b>16</b>		<b>24 Credits</b>	<b>20 Hrs.</b>

### TABLE OF ELECTIVE PAPERS (SPECIALISATION GROUP)

<b>Specialization Group A - Accounting and Taxation</b>
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S.No	Title	Sem	Paper	Credits
1	Accounting Information System	II	P-1	5
2	Strategic Cost Analysis and Performance Evaluation	III	P-2	5
3	Principles and Practice of taxation	III	P-3	5
4	Forensic Accounting and Fraud Examination	IV	P-4	5
5	Global Financial Reporting and Disclosure	IV	P-5	5
6	Corporate Tax Structure and Planning	IV	P-6	5

### Specialization Group B – Finance and Banking

S.No	Title	Sem	Paper	Credits
1	Security Analysis and Portfolio Management	II	P-1	5
2	Financial Institutions and Markets	III	P-2	5
3	Banking Products and Practice	III	P-3	5
4	International Financial System	IV	P-4	5
5	International Financial Management	IV	P-5	5
6	Modern Indian Banking	IV	P-6	5

### Specialization Group C- Marketing and International Business

S.No	Title	Sem	Paper	Credits
1	Advertising and Sales Management	II	P-1	5
2	International Marketing Management	III	P-2	5
3	India's Foreign Trade and Management	III	P-3	5
4	Consumer Behavior	IV	P-4	5
5	Supply Chain Management and Logistics	IV	P-5	5
6	Export Marketing	IV	P-6	5

## Course Wise Content Details for M.Com.

### (NEP) Programme

#### Details of M.Com III Sem (NEP)

Semester Wise Details of M.Com (NEP) Course Semester III			
Course Code.	Name of Courses	Credit	Course Type
MCCC-301	Business Research	5	Core Course



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MCCC-302	Entrepreneurship Development	5	Core Course
MCEC-Paper-2	<u>Major Elective Group:</u> Accounts & Taxation/Finance & Banking/ Marketing & International Business	5	M Elective
MCEC-Paper-2	<u>Major Elective Group:</u> Accounts & Taxation/Finance & Banking/ Marketing & International Business	5	Elective
	Research Project	4	
<b>Total Credits in Semester -III</b>		24	

**Open elective Courses Offered by the Department of Commerce**

**Any one of the following**

- 1. Entrepreneurship and New Venture Planning**
- 2. Legal Environment of Business**

**Master of Commerce (NEP)**  
**Semester III**  
**Core-8 Course MCCC301: BUSINESS RESEARCH**

**Marks: 100**

**Duration: 60 Hrs.**

**Objectives:** The objective of the course is to acquaint students with the process and techniques of conducting research. The course is expected to train the students to plan and execute the research studies in business.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To describe the meaning and role of Business Research.

**CO2:** To formulate the research problem and understanding the major research designs.

**CO3:** To determine data sources and learn the art of designing a questionnaire.

**CO4:** To understand various sampling techniques and develop understanding of data collection and fieldwork.

**CO5:** To enable students to analyse data using various techniques and to learn how to communicate the results and follow up.

**Contents:**

**Unit I- Introduction to Business Research:** Meaning and role of business research; Business research philosophies; Scope of business research; Terminology of business research; Organization of business research: Outsourcing and in-house research; Business research process: An overview; Ethics in business research.

**Unit II- Problem Specification:** Management problem specification; Formulating research problem; Developing research proposal – research objectives, research hypotheses, information needs; Determining research design: Explorative research – major techniques and their evaluation; Descriptive researches – case study, survey method and observation method; Causal research – major experimental designs and their evaluation; Reliability validity in experimentation; Quantitative vs qualitative research.

**Unit III- Determining Data Sources:** Secondary data sources and their usefulness; Primary data collection – Observation and questioning methods; Questionnaire preparation; Scaling techniques; Reliability and Validity assessment, Panel data.

**Unit IV- Survey Design:** Census and survey methods; Designing sample survey – Defining universe; Determining sampling frame, sampling unit, sampling method and sample size for cross sectional and longitudinal data. Data collection - organizing fieldwork – selection, training, supervision and evaluation of fieldworkers; Survey errors – sampling vs. non-sampling errors; Types of non-sampling errors and ways to deal with them.

**Unit V- Data analysis and interpretation:** Data editing and coding; Data cleaning for Survey and Panel Data; Univariate analysis; Bivariate analysis; Multivariate data analysis – Interdependence and dependence analyses and their basic assumptions; Time series analysis; Major multivariate data analysis techniques: Basic concepts and applications of multivariate analysis; Report writing.

**Note:** Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if any) using software will be part of internal assessment.

### **Readings (Unit wise)**

1. Cooper, D. R. & Schindler, P. S. (2003). *Business Research Methods*. Boston, Mass.: McGraw-Hill/Irwin - *Unit(s): I, II, III, IV and V*
2. Greene, W. H. (2017). *Econometric Analysis*. Pearson Pvt. limited - *Unit(s): III and IV*
3. Wooldridge, J. M. (2001). *Econometric Analysis of Cross Section and Panel Data*. MIT Press, USA. - *Unit(s): III, and IV*
1. Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin (2013). *Business Research Methods*. Cengage Learning limited - *Unit(s): I, II, III, IV & V*
2. Manoj Dixit, *Research Methodology*, New Royal Book Co. Lucknow
3. Anderson, Durazno and Poole–Thesis and Assignment, Wiley Eastern Ltd.
4. Pauline, V. Young–Scientific Social Surveys and Research, Prentice Hall of India.
5. Kothari, C.R.–Research Methodology: Methods and Techniques, Wiley Eastern
6. Redman and Mory–The Romance of Research
7. Ackoff, R.L.–The Design of Social Research, Chicago University Press
8. Tandon, B.C.–Business Research Methodology
9. Kerlinger, F.–Research Methodology
10. Lokeshkaul–Research Methodology
11. Festinger–Research Methodology
12. Luck, D.J., Wales, H.G., Taylor, D.A. & Rubin, R.S.–Marketing Research, Prentice Hall of India.
13. Tull, D.S. and Hawkins, D. I.–Marketing Research: Measurement and Methods, McMillan.
14. Brown, F.E.–Marketing Research, Addison Wesley USA
15. Green, R.E. and Tull, D.S.–Research for Marketing Decisions, Prentice Hall of India.
16. Ferber, R.–Market Research, McGraw Hill Book Company.

## **Master of Commerce (NEP)**

### **Semester III**

**Department of Commerce M.Com (NEP) 2022-23**  
**Core-9 Course MCCC 205: ENTREPRENEURSHIP DEVELOPMENT**

**Marks: 100**

**Duration: 60 Hours**

**Objective:** The course aims to impart in-depth knowledge about Entrepreneurship and its Development.

**Course Outcomes:** After studying this course the students should be able to:

**CO1:** Understand the institutional support to entrepreneurs

**CO2:** Classify the challenges of women entrepreneur

**CO3:** Know the parameters to assess opportunities and constraints for new business ideas

**CO4:** Understand the systematic process to select and screen a business idea

**CO5:** Design strategies for successful implementation of idea and write a business plan

### **Contents**

#### **Unit I: Entrepreneur**

Evolution, meaning, definition and characteristics of an entrepreneur, Functions and types of entrepreneurs, Role and responsibilities of an entrepreneur, Obstacles faced by an entrepreneur.

#### **Unit II: Entrepreneurship Development**

Meaning, concept and process of entrepreneurship, Environment of entrepreneurship – Significance and SWOC analysis, Theories of Entrepreneurship – Joseph Schumpeter's Theory of Innovation, Hagen's Theory of Status Withdrawal, David McClelland's Need for Achievement Theory, Knight's Risk-Taking Theory. Meaning, Role, phases and institutions of EDP's.

#### **Unit III: Business Planning and Financing**

Meaning & concept of business plan, Key elements of business plan, Method to initiate ventures, Sources of finance in India, Venture Capital, Criteria for evaluating new venture proposals.

#### **Unit IV: Women and Social Entrepreneurs**

Women Entrepreneurs – concept & role, Challenges and opportunities of women entrepreneurs in India. Social entrepreneurs – feature and importance, Strategies of successful entrepreneurs.

#### **Unit V: Recent Trends**

Recent trends –

Startup, standup, Skill India, Make in India, Incubation Centre. Concept of Sociopreneur, Eduprene

ur, Ecopreneur, Netpreneur, Intrapreneur.

**SUGGESTED READINGS:**

1. B R. Barhol - Entrepreneurship Development
2. Shukla, M.B. – Entrepreneurship and Small Business Management
3. Jain, Pankaj – Entrepreneurship Development (Hindi)
4. Lal, Madhurima – Entrepreneurship
5. Agarwal & Mehta – Uddyamita Ka Vikas (Hindi), SBPD Publishing House
6. Mote, V.L. et. al. – Capital Investment Decisions
7. Sudha, G.D. – Vyavasayik Uddyamita ka Vikas (Hindi)
8. Desai, Vasant – Entrepreneurship Development

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# **Master of Commerce (NEP)**

## **Semester-III**

### **Major Elective (Accounts and Taxation Group)-Paper 2**

#### **MCME 2: STRATEGIC COST ANALYSIS AND PERFORMANCE EVALUATION**

**Marks: 100**

**Duration: 60 Hours**

**Objective:** This course aims to provide students with the knowledge and analytical skills necessary to use accounting cost information as a basis for formulating and evaluating corporate strategies.

**Course Outcomes:** After completing the course, the student will be able to:

**CO1:** Describe strategic cost analysis techniques and apply these techniques for performance evaluation and managing a profitable and competitive enterprise.

**CO2:** Explain the concept of target costing, life costing techniques, and Kaizen costing.

**CO3:** Comprehend strategic decision using techniques in various spheres of organizational operations.

**CO4:** Know the price setting strategies and their implementation in terms of preparing of activity-based budgets in comparison traditional budgets.

**CO5:** Understand the management of JIT system and decision making under constraints.

#### **Contents:**

**Unit I-Cost Management:** Nature; Cost management system; Strategic cost management (SCM); SCM and strategy; Components of SCM. Cost Control and Cost Reduction—basics, process, methods and techniques of cost reduction programme. Activity-Based Management [ABM]- concept and uses; Relationship between activity - based costing and ABM; Operational ABM and Strategic ABM; Techniques of ABM; Implementation steps in ABM.

**Unit II-Life Cycle Costing:** Meaning and benefits; Product Life Cycle and pricing decisions; Life Cycle Budgeting.

**Target Costing:** Concept; Target costing and target pricing; Key principles of target costing; ABC and target costing; Target costing process; Market driven costing, product level costing, component level costing; Chained target costing; Target costing and cost management; Role of value engineering in target costing.

**Unit III-Kaizen Costing:** Meaning; implementation steps in kaizen costing; Target costing and kaizen costing; General kaizen costing and item specific kaizen costing; Bench marking.

**Total Quality Management(TQM):** Meaning and characteristics; Types of quality costs; Traditional and modern view of quality, measuring quality costs; Reporting quality costs; Success factors for TQM; Implementing TQM; Quality cost information and managerial decision making.

**Unit IV-Pricing Strategies:** Factors influencing pricing decisions; Short run Vs. long run pricing strategy; Cost-based pricing; Economic approach to pricing; Pareto analysis in pricing decisions; Cost-plus/Mark-up pricing; Return on investment pricing ; Return on net-worth pricing; Evaluation of different pricing methods; Pricing a new Product; Sensitivity analysis in pricing decisions; Monopoly pricing vs. competitive pricing; Bottom line pricing. Activity-Based- Budgeting (ABB); ABB and traditional budgeting; ABB Process; Capacity utilization; Role of ABB in cost management.

**Unit V-Productivity and Business Process Re-Engineering (BPR):** Measuring productivity; Partial productivity measurement; Total productivity measurement; Measuring changes in activity and process efficiency; Productivity in service firms and not-for-profit organizations; Process reengineering (PR)- concept, importance; Issues in PR.Value chain analysis- Concept, value chain linkages; internal linkages; Supplier linkages; Customer linkages; Role of value-chain in decision analysis.

**Just-In-Time (JIT) Inventory Management:** Traditional (push) approach to inventory management; JIT (Pull) Approach; JIT purchasing; JIT and quality control; JIT and cost management; Performance evaluation in JIT environment.**Theory of Constraints (TOC)-** concept; Operational measures; Steps for improving performance; Internal constraint; External constraint; TOC and cost management; Uses of TOC; ABC and TOC.

#### **Readings (Unit wise):**

1. Blocher, Edward J., Chen, Kung H., Cokins, Gary & Lin, Thomas W. (2006).*Cost Management: A Strategic Emphasis*. McGraw Hill Education (India) Ltd.*Unit(s) - II, III*.
2. Eldenburg, Leslie G. & Wolcott, Susan K. (2010).*Cost Management*. John Wiley and Sons.*Unit(s) – IV*.
3. Hansen, Don R. & Mowen, Maryanne M. (2005).*Cost Management, Accounting and Control*. Cengage Learning (India) Ltd.

*Unit(s) – IV*.



4. Hilton, Ronald W., Maher, Michael W. & Selto, Frank A. (2004). *Cost Management: Strategies for Business Decisions*. McGraw Hill Irwin.

*Unit(s) – IV.*

5. Lal, Jawahar (2016). *Strategic Cost Management*. Himalaya Publishing House.

*Unit(s) - I, II, III.*

6. Shank, John K. & Govindarajan, Vijay. (2008). *Strategic Cost Management*. The Free Press

*Unit-VI*

**Note: Latest edition of the readings may be used.**

**Teaching Plan:**

At the beginning of each semester faculty teaching the course will provide

- (i) Teaching Plan,
- (ii) Updated reading list, and
- (iii) The list of case studies for uploading on Department website.

# **Master of Commerce (NEP)**

## **Semester III**

### **Major Elective (Accounts and Taxation Group)-Paper 3 MCME 3 PRINCIPLES AND PRACTICE OF TAXATION**

**Marks: 100**

**Duration: 60 Hrs.**

**Objective:** This course aims to provide students with the knowledge and analytical skills necessary to use accounting cost information as a basis for formulating and evaluating corporate strategies.

**Course Outcomes:** After completing the course, the student will be able to:

**CO1:** Describe strategic cost analysis techniques and apply these techniques for performance evaluation and managing a profitable and competitive enterprise.

**CO2:** Explain the concept of target costing, life costing techniques, and Kaizen costing.

**CO3:** Comprehend strategic decision using techniques in various spheres of organizational operations.

**CO4:** Know the price setting strategies and their implementation in terms of preparing of activity-based budgets in comparison traditional budgets.

**CO5:** Understand the management of JIT system and decision making under constraints.

#### **Contents:**

**Unit I-Introduction:** Tax policy and tax base; Objectives of tax policy; Canons of taxation; Determinants of tax yield; Effects of taxes on money and real burden, inflation and savings; Classification of taxes: Direct and indirect taxes; OECD classification; Progressive, proportional and regressive taxes; Ad-valorem and specific taxes.

**Unit II- Tax Ratio, Tax Effort and Tax Incidence:** Tax-GDP ratio: Meaning, significance and determinants; Trends in tax- GDP ratio in India; Inter-country comparisons; Tax capacity and tax effort; Tax Equity- Need and approaches - Benefit principle of taxation and Ability to-pay principle of taxation; Meaning and types of tax incidence; Factors determining extent of tax shifting; Efficiency; Excess burden of taxation; Administrative costs; Compliance costs; Distribution of tax burden

**Unit III- International Taxation:** Assignment rules of foreign income- Source versus residence; International double taxation; Methods to alleviate international double taxation- Exemption, Tax Credit Method, Bilateral Tax Treaty, Multilateral Tax Treaty, OECD Model & United Nations Model Tax Convention.

**Unit IV- Tax Evasion and Tax Avoidance:** Meaning of tax evasion and tax avoidance; Causes and consequences of tax evasion, methods to curb tax evasion; Tax evasion in India; International tax evasion and avoidance Methods – Transfer pricing, tax treaty shopping, tax havens; Methods to curb international tax evasion and avoidance; Advance Pricing Agreements; Indian law on double tax relief.

**Unit V- Tax Incentives:** Tax incentives- rationale, benefits and costs of tax incentives; Types of tax incentives; Tax holidays, investment allowance, deductions, reinvestment incentives etc. **Constitutional Provisions Pertaining to Taxes in India:** Rationale for constitutional arrangements; Distribution of taxation powers between the Center and States in the Constitution of India; Sharing of central taxes; Recommendations of the Fifteenth Finance Commission.

**Note:** Relevant software will be used for pedagogical purpose. Evaluation of practical exercise (if any) using of tare will be part of internal assessment.

**Readings (Unitwise):**

Easson,A.(2004).*TaxIncentivesforForeignDirectInvestment*.NewYork:Kluwer Law International.

*Unit(s)- VI*

Musgrave,R.&Musgrave,P.(1989).*PublicFinanceinTheoryandPractice*.McGrawHillBookCompany: New York.

*Unit(s)-I,II*

Peerzade, S. A.(2010). *Economics of Taxation*. NewDelhi: Atlantic Publishers & Distributors Pvt. Ltd.

*Unit(s)-I,II*

Shome, P.(1995). *Tax Policy Handbook*. Washington, D.C.: International Monetary Fund, MF.

*Unit(s)-I,II,IV*

Sury,M.M.(2015).*TaxSystemsinIndia:EvolutionandPresentStructure*.NewCenturyPublications:New Delhi.

*Unit(s)-III, IV,V,*

## **Master of Commerce (NEP)**

### **Semester III Major Elective (Finance & Banking Group)-Paper 2**

#### **Course MCEC 2: FINANCIAL INSTITUTIONS AND MARKETS**

**Marks: 100**

**Duration: 60 Hours**

**Objective:** The purpose of this course is to equip students with an understanding of the financial system, its constituents, the principles on which it operates, inter linkages, regulatory concerns, and implications for society & policy formulation.

**Course Outcomes:** After doing this course, students should be able to:

**CO1:** Understand the working of financial institutions and markets both individually and as an interlinked system.

**CO2:** Understand the factors affecting interest rates and yield curve and the importance of change in interest rates for all constituents of the financial system

**CO3:** Understand the organization, role, functioning and need for regulation of different types of financial markets and the implications of the same on society.

**CO4:** Understand the organization, role, functioning and need for regulation of different types of non-depository institutions like mutual funds, pension funds, insurance, venture capital, private equity and hedge funds and the implications of the same on society.

**CO5:** (a) Critically analyze the pivotal role of banking in a financial system and the reasons for it being among the most tightly regulated industries in the world.

(b) Understand the impediments to financial inclusion and critically evaluate different ways of developing sustainable financial inclusion. Also critically analyse the working of the micro finance industry.

#### **Contents:**

**Unit I – Introduction:** Overview of financial markets and financial instruments; Role of financial institutions, depository and non-depository institutions; Consolidation & competition among financial institutions; financial conglomerates.

Overview of the Indian financial system including financial sector reforms; Other contemporary issues in finance.

**Unit II- Interest Rate:** Loanable Funds Theory, economic forces affecting interest rates, factors affecting yield differentials of debt instruments; Term structure of interest rates: Pure Expectations Theory, Liquidity Premium Theory, Segmented Markets Theory & Preferred Habitat Theory, Yield Curve.

**Unit III- Financial Markets:** Money markets-organization, economic role, instruments & regulation; Capital Markets- Primary & secondary markets and their organization; Different types of market structures, short selling and its implications, buying on margin; Stock market indicators, their methods of computation and implications of the same; Security market regulation and stability.

**Unit IV- Non-Depository Institutions:** Mutual Funds- Types of mutual funds schemes, ETFs, Expenses associated with mutual funds; An overview of Indian Mutual Funds Industry; Hedge funds, venture capital funds, private equity funds and regulation.

Pension Funds- Issues in saving for retirement & role of the financial system; Defined benefit & defined contribution pension plans, Pension funds as financial intermediaries and their regulation; An overview of Indian pension fund industry including National Pension System. Insurance- Incentive, problems in insurance-moral hazard & adverse selection, pure premium, premium smoothing etc.; Reinsurance, catastrophe insurance, captive insurance. Regulation; An overview of the Indian insurance industry.

**Unit V- Banking:** An overview of the banking industry; Balance sheet of a bank; Sources & uses of funds of banks, fee based & off-balance sheet activities; Securitization; Bank earnings & bank performance, investment banking; Bank failure & regulation; Reasons for banks being heavily regulated, bank run, deposit insurance. **Financial Inclusion:** Concept of financial inclusion; Challenges involved in measuring financial inclusion; Impediments to financial inclusion; Role of financial inclusion in reducing poverty and income inequality, evidence-based examples of policies to support healthy and sustainable financial inclusion.

**Readings (Unit wise):**

1. Adams, D. & Vogel, R. (2014). *Microfinance approaching middle age*. Enterprise Development and Microfinance. - Unit(s) - II
2. *Annual Report*. Insurance Regulatory and Development Authority. - Unit(s)-IV
3. *Annual Report*. Pension Fund Regulatory and Development Authority. -Unit(s)-IV
4. *Annual Report*. Securities and Exchange Board of India. - Unit(s)-IV
5. Demirguc- Kunt, A. (2014). *Presidential Address: Financial Inclusion*. Atlantic Economic Journal. - Unit(s)- II

6. Fabozzi, F., Modigliani, F. & Jones, F. (2013). *Foundations of Financial Markets and Institutions*. Pearson. - Unit(s)- III
7. Kidwell, D., Blackwell, D., Whidbee, D. & Sias, R. (2016). *Financial Institutions Markets and Money*. Wiley. - Unit(s)- II & III
8. Kohn, M. (2004). *Financial Institutions and Markets*. Oxford University Press - Unit(s)-IV
9. Madura, J. (2014). *Financial Markets and Institutions*. Cengage. - Unit(s)- I, II and IV
10. Mishkin, F.S. (2015). *The Economics of Money Banking and Financial Markets*. Pearson. Unit(s)- II
11. Mohan, R. & Ray, P. (2017). *Indian Financial Sector: Structure, Trends and Turns*. IMF Working Papers. -Unit(s)-I
12. Patil, R.H. (2006). *Current State of the Indian Capital Market*. Economic and Political Weekly. - Unit(s)- III
13. Ram Mohan, T.T. (2016). *Public Sector Banks Are Adrift*. Economic and Political Weekly. *Report on Trend and Progress of Banking in India*. Reserve Bank of India. - Unit(s)-II
14. Speeches, Reserve Bank of India. - Unit(s)-II

**Note: Latest edition of the readings may be used.**

## **Master of Commerce (NEP)**

### **Semester III Major Elective (Finance & Banking Group)-Paper 3**

#### **MCME 3: BANKING PRODUCTS AND PRACTICE**

**Marks: 100**

**Duration: 60Hrs.**

**Course Objective:** The purpose of this course is to equip students with an understanding of the Indian banking system, its evolution, current practices and challenges in the future.

**Course Outcomes:** After doing this course, students should be able to:

**CO1:** Undress and the evolution and current state of the Indian banking industry.

**CO2:** Undress and the different services and products of freed by banks and the challenges associated with them.

**CO3:** Underst and the regulatory structure within which the banking system operates.

**CO4:** Understand and analyze the different risks faced by banks and the risk management mechanism.

**CO5:** Analyze the major banking cams in India and the world.

#### **Contents:**

**Unit I- Introduction:** Evolution of banking in India; Size, structure and composition of the banking industry; Interest Free banking and universal banking; Monetary policy transmission by commercial banks; Contemporary issues in banking.

**Unit II- Banking Services and products:** Corporate banking, retail banking, international banking, rural banking, priority sector lending, digital banking, electronic banking, mobile banking and other innovative uses of IT; Taxation of banking products.

**Unit III- Banking Law:** Reserve Bank of India Act 1934, Banking Regulation Act 1949, Insolvency and Bankruptcy Code 2016, Basel I, II and III and challenges for Indian bank sin adoption of Basel norms.

**Unit IV- Risk management in banks:** Credit risk, liquidity risk, interest rate risk, market risk, off balance sheet risk, currency risk, and operational risk. Risk measurement and risk management.

**Unit V- Banking Scams and Frauds:** Major banking scams in India and the world, reasons for occurrence, handling of the same and preventive measures. Consumer protection and Banking Ombudsman Scheme.

#### **Readings (Unitwise):**



Choudhry, M.(2012). *The Principles of Banking*. Wiley Finance

*Unit(s)-I,II.*

Mishkin, F.S.(2015). *The Economics of Money Banking and Financial Markets*. Pearson.

*Unit(s)-I,II.*

Cecchetti,S.& Schoenholtz,K.(2015). *Money, Banking and Financial Markets*. Mc Graw Hill.

*Unit(s)- IV*

Saunders, A. & Cornet,M.(2013) *Financial Institutions Management: A Risk Management Approach*.

Mc Graw Hill/ Irwinseries in Finance Insurance and Real Estate.

*Unit(s)- IV*

Speeches, *Reserve Bank of India*.

*Unit(s)-I,II,III,IV, V.*

Report on Trend and Progress of Banking in India. *Reserve Bank of India Unit(s)- I,II,III,IV, V.*

**Note: Latest edition of the readings may be used.**

# **Master of Commerce (NEP)**

## **Semester III**

### **Major Elective (Marketing & International Trade Group) Paper 2**

#### **Course MCME 2: INTERNATIONAL MARKETING MANAGEMENT**

**Marks: 100**

**Duration: 60 Hours.**

**Objective:** To enable the students to learn the concept and issues of international marketing, analyse foreign market environment and develop international marketing strategies.

**Course Outcomes:** On successful completion of the course, the students should be able to:

**CO1:** Describe concept and nature of international marketing, international marketing environment and its components, understand the process of international market segmentation, selection and positioning, and critically assess the suitability of different modes of entry into international markets.

**CO2:** Understand decisions related to international product planning and pricing.

**CO3:** Explain methods for promoting a product in foreign markets and understand issues involved with designing of international promotion strategy.

**CO4:** Describe decisions related to international channel and physical distribution strategies.

**CO5:** Identify and describe emerging trends and issues in international marketing.

#### **Contents:**

**Unit I- Introduction:** Importance and scope of international marketing; International market-orientation and involvement; International marketing management process - An overview, international marketing information system.

**International Marketing Environment:** Typology of international marketing environment; Influence of foreign market's physical, economic, socio-cultural, political and legal environments on international marketing decisions; Global trading environment and developments.

International Market Segmentation, Targeting and Positioning; Screening and selection of foreign markets; International market entry strategies – Exporting, licensing, contract manufacturing, joint venture, operating through wholly-owned subsidiaries abroad.

**Unit II- International Product Planning and Pricing Decisions:** Major product decisions – product quality, design, labeling, packaging, branding and product support services; Issue of product standardization vs. adaptation; International trade product life cycle; New product development.

**Pricing Decisions for International Markets:** Factors influencing international price determination; International pricing process, policies and strategies; Delivery terms and currency for export price quotations; Standardised vs. differentiated pricing strategies; Transfer pricing.

**Unit III- International promotion strategies:** Communications across countries - Complexities and issues; Country-of-origin effects and strategies for dealing with adverse country-of-origin effects; International promotion mix: Concept, tools and their key features; Developing international promotion campaign; Standardization vs. adaptation issue; Planning for direct mail, sales literature, trade fairs and international advertising; International sales force management: Process and major issues

**Unit IV- International Distribution Decisions:** Distribution channel strategy; Different types of international distribution channels, their roles and functions; Selection and management of overseas middlemen; International distribution logistics - inventory management, transportation, warehousing, and insurance.

**Unit V- Emerging Trends in International Marketing:** International Marketing through internet, Ecological concern in international marketing, international marketing ethics.

**Readings (Unit wise):**

1. Cateora, Phillip R., Grahm, John L. & Gilly, Mary (2016). *International Marketing*. Tata McGraw Hill. - Unit(s) - I, II, III, IV
2. Czinkota, Michael R. & Ronkainen, Ilkka A. (2013). *International Marketing*. Cengage Learning. - Unit(s) - I, II, III, IV
3. Joshi, Rakesh M. (2014). *International Marketing*. Oxford University Press. - Unit(s) - I, II, III, IV
4. Keegan, Warren J. & Green, Mark C. (2015). *Global Marketing*. Pearson. - Unit III
5. Onkvist, Sak & Shaw, John J. (2009). *International Marketing; Analysis and Strategy*. Psychology Press. - Unit(s) - I, II, III, IV
6. Terpstra, Vern Foley, James & Sarathy, Ravi (2012). *International Marketing*. Naper Press. - Unit(s) - I, II, III, IV

## **Master of Commerce**

**Semester – III Major Elective (Marketing & International Business Group)- Paper 3**

**Course MCME 3: INDIA'S FOREIGN TRADE AND INVESTMENT**

**Marks: 100**

**Duration: 60 Hours.**

**Objective:** The objective of this course is to acquaint the students with structure and policy framework of India's foreign trade and investments.

**Course Outcomes:** The successful completion of this course shall enable the student:

**CO1:** To make the students understand India's position in the international paradigm of business and trade.

**CO2:** To equip the students to critically evaluate the India's foreign trade policy and it's economic relations.

**CO3:** To make students realize the role of Indian government in promoting India's foreign trade.

**CO4:** To develop the skills among students to anticipate various regulatory and legal aspects related to India's foreign trade.

### **Contents:**

**Unit I - Introduction to India's Foreign Trade and Investment:** History and introduction to foreign trade, pattern and structure of India's foreign trade; Promotional measures in foreign trade by Indian Government, India's trade in service; Terms of trade; India on the world trading map; Analysis of thrust export products and markets; Regulatory bodies in India dealing with foreign trade; India's foreign investment policy and flows: India as an investment destination; India's investments abroad – Indian joint ventures in foreign countries and their operations. Recent trends in India's foreign trade.

**Unit II - Foreign Trade Policy and Economic Relations:** Policy making body and regulatory framework; Bilateralism and multilateralism in India's trade relations; India's trade and economic relations with EU and other regional groupings; India and regional economic cooperation in South Asia; India's bilateral investment treaties and DTAAs (Double Taxation Avoidance Agreements); Future of India's trade policy; LERMS, convertibility of rupee - partial and full convertibility; Second generation reforms.

**Unit III - Export Promotion Measures and Institutional Arrangements:** Export promotion measures and schemes; Export incentives; EXIM bank of India; EXIM policy; Export and trading houses, Import facilities for exports; Export Processing/Special Economic Zones (EPZs/SEZs) and 100% EOUs - Policy framework and operational aspect. Infrastructure support - Transportation and warehousing infrastructure, Indian ports and shipping system; Foreign trade finance and insurance; Sources and schemes of foreign trade finance; Export development authorities- Agricultural and Processed food products Export Development Authority (APEDA); Marine Products Export Development Authority (MPEDA); Federation of Indian Export Organisations (FIEO); H S Classification.

**Unit IV - Foreign Exchange Facilities and Regulations:** Foreign exchange facilities and exchange rate mechanism; Regulatory framework - FEMA and its objectives and provisions; other acts and regulations.

**Readings (Unit wise):**

- 1.Ministry of Commerce, Export Import Policy, Government of India, New Delhi. - *Unit(s) - I, III*
- 2.Ministry of Commerce, Handbook of Procedures, Vols.I and II, Government of India, New Delhi. - *Unit(s) -II, IV*
- 3.Economic Survey– Compiled by the Government of India, Ministry of Finance, Department of Economic Affairs – Latest Edition. - *Unit- III*

**Additional readings:**

1. Customs and Excise Laws, Various issues.
2. Meier, G.M. Trade Policy and Development, in Scott Maurice and Deepak Lal, Public Policy and Economic Development – Essays in Honour of Ian Little, Oxford.
3. Nayyar, Deepak. Foreign Trade Sector, Planning and Industrialisation in India, in Terance J. Byres, The State Development Planning and Liberalisation in India, Delhi, 1997. Department of Commerce, University of Delhi 70
4. Nayyar, Deepak. India's Export Performance 1970-85, Underlying Factors and Constraints, in Robert E.B. Lucas and Gustav F. Pipanek (ed.), Indian Economy Recent Development and Future Prospects, New Delhi.

**Note: Latest edition of the readings may be used**