

Revised Syllabus
Masters of Commerce Programme



Department of Commerce
Sikkim University

PREFACE

Department of Commerce of Sikkim University presently offers Masters of Commerce, and Doctorate of Philosophy (Ph.D) programs. The department is committed to offer a program that addresses the dimensions of overall personality development essential for students' knowledge and, soft-skills. The courses designed to address the department's commitment are tuned towards the understanding of concepts, therein at the core level and enhancing skills essential for managerial and research capabilities.

The program for Masters of Commerce (M.Com) is department's flagship program, it is revised to revitalise the contents, by including computer related modules and skill based activities. Curriculum is enriched by offering students, a platform for, hands - on experience, by way of internship attachment, with firms and institutions.

Students are expected to carry overall comprehension of the entire M.Com program. In order to broaden the horizon beyond employability and research, job creation is identified as an alternative, which is addressed by way of introducing them to concepts and practices of Entrepreneurship Development.

To address increased competition amongst the organizations, for cost-cutting and holistic strategies, multi specialized man power is the solution. With a view to nurture knowledge, skills and aptitude, in the area of students' interest, dual specialized courses are offered in the third and fourth semester (Ref-Table-2). The extended horizon of specialization broadly covers application and practices of Accounting, Finance, Human Resources Management, Marketing Management, Taxation and E- Business.

To embed the choice based credit system (CBCS), and encourage students' exposure to cross departmental courses within the university, two courses in all, are identified, one each in second and third semester. These courses encourage students from across the University to attain skills, knowledge, and understanding in the area of interest. These are technically marked as open courses. Students from Department of Commerce, have equal opportunity to opt for open courses in other departments in lieu of open courses offered in Dept. of Commerce.

Table-1 :- Revised Structure Proposed for the M.Com Course
All the courses offered are of four credits each. Total credits are 24× 4 Credits = 96 Credits.

Total Marks 24 × 100m =2,400 marks

Code	I Semester	Code	II Semester
COM-PG- C101	Business Environment	COM-PG- C201	Corporate Accounting and Reporting
COM-PG-C 102	Corporate Legal Framework	COM-PG- C202	Financial Management
COM-PG- C103	Organizational Behaviour	COM-PG- C203	Human Resources Management
COM-PG- C104	Advanced Business Statistics	COM-PG- C204	Financial Institutions and Markets
COM-PG- C105	Marketing Management	COM-PG- O205	Entrepreneurship Development
COM-PG- C106	Managerial Economics	COM-PG- C206	Computer Applications in Business
Total 24 Credits		Total 24 Credits	
Code	III Semester	Code	IV Semester
COM-PG-O 301	Strategic Management	COM-PG-C401	Business Ethics and Corporate Governance
COM-PG-C 302	International Trade	COM-PG- C402	E-Commerce
COM-PG-C 303	Project Management	COM-PG- C403	Internship report*
COM-PG-C 304	Group(A/B/C/D)-I	COM-PG- C404	Group(A/B/C/D)-IV
COM-PG-C 305	Group(A/B/C/D)-II	COM-PG- C405	Group(A/B/C/D)-V
COM-PG- C306	Group(A/B/C/D)-III	COM-PG- C406	Group(A/B/C/D)-VI
Total 24 Credits		Total 24 Credits	

*Internship report will be evaluated as per University guidelines.

Table 2:- Groups of Specialisation

	GROUP-A	GROUP-B	GROUP-C	GROUP-D
	Accounting and Finance	Marketing and Human Resources Management	Accounting and Taxation	Marketing and E-Business
I	Advanced Cost and Management Accounting	Services Marketing	Advanced Cost and Management Accounting	Services Marketing
II	Accounting Theory	Consumer Behaviour	Accounting Theory	Consumer Behaviour
III	Accounting for Services	Marketing Research	Accounting for Services	Marketing Research
IV	Management of Financial Services	Strategic Human Resource Management	Corporate Tax Planning and Management	E-Business Information Systems Management
V	Investment Management	Industrial Relations and Labour Laws	Central Excise and Customs Law	Enterprises Resource Planning
VI	Derivatives and Risk Management	Compensation Management	Service Tax ,VAT and CST	Data Mining for Business Intelligence

Table 3:- Codification of Specialisation Modules (Courses)

Group A	Group B	Group C	Group D
Accounting and Finance	Marketing and Human Resource Management	Accounting and Taxation	Marketing and E-Business
COM-PG-304(A)	COM-PG- 304(M)	COM-PG-304(A)	COM-PG-304(M)
COM-PG-305(A)	COM-PG-305(M)	COM-PG-305(A)	COM-PG-305(M)
COM-PG-306(A)	COM-PG-306(M)	COM-PG-306(A)	COM-PG-306(M)
COM-PG-404(F)	COM-PG-404(H)	COM-PG-404(T)	COM-PG-404(E)
COM-PG-405(F)	COM-PG-405(H)	COM-PG-405(T)	COM-PG-405(E)
COM-PG-406(F)	COM-PG-406(H)	COM-PG-406(T)	COM-PG-406(E)

Credit Break-up and Evaluation:

Computer Based Courses: Courses on Advanced Business Statistics, Computer Applications in Business, Investment Management, E-Commerce, and Specialisation courses on E-Business will be evaluated as follows: Theoretical(Th) + Practical(Pr)= 70+30=100 .

***Internship:** Internship will be conducted **during the winter break for a period of 30 days**. This will enable students to have a feel of the real-time application of knowledge gained, throughout the three semesters. Students will be able to introspect and synchronise their potential for career after the completion of M.Com Programme. Internship will be evaluated for four credits (**4 credits**) on the basis of the report prepared stating; the skills and knowledge they gained from the firm/institution, they were attached with. **Internship report will be evaluated as per University guidelines.**

Courses of Masters of Commerce programme **other than** *Computer Based* and *Internship Report* will be evaluated as 70 marks for Written External Examination (End Semester), and 30 marks for Internal (Sessionals).

Course Codification:-

The revised syllabus when implemented will witness parallel offering of the current (pre-revised syllabus) to senior batches of students. Thus codification of the courses is done to avoid overlapping of new codes with old ones. In order to pass the 24 module revised M.Com Programme, students have to appear for all the 24 modules with choices in dual specialisation groups A B C or D (Ref-Table: 2). In order to differentiate the revised syllabus, course codes with the pre-revised syllabus course codes, excluding the letter “C” in every code makes the differentiation convenient to implement.

Courses with codes containing suffix in braces indicates the specialisation courses (Ref Table-2 and Table-3).

Course codes with **suffix as “A” in brackets** stands for Accounting Specialisation courses.

Courses coded with **suffix as “F” in brackets** stands for Finance Specialisation courses.

Courses coded with **suffix as “M” in brackets** stands for Marketing Specialisation courses.

Courses coded with **suffix as “H” in brackets** stands for Human Resources Management Specialisation courses.

Courses coded with **suffix as “T” in brackets** stands for Taxation Specialisation courses.

Courses coded with **suffix as “E” in brackets** stands for E-Business Specialisation courses.

Courses coded **prefixed with letter “O”** before the course number, are offered during second and third semesters as open courses that may be opted by students from other departments. Similarly, students of M.Com Programme may opt open courses of other departments in lieu of open courses in M.Com Programme as per the choice based credit system (CBCS). In the present proposal for M.Com programme, Entrepreneurship Development in the Second Semester and Strategic Management in the Third semester are offered as Open Courses.

Objective: This course is framed to enhance students knowledge and analytical skills in scanning environmental co-ordinates essential for business survival and growth .

Unit I: Introduction

Business environment – concept, nature and significance.

Micro environment, macro environment- concepts and significance, components.

New Economic Policy 1991, recent developments, SEZs.

Unit II: Global Dynamics for Business

Privatization: Disinvestment- concept-forms; Public sector reforms, changing role of public sector, performance, challenges and prospects.

Globalization: Meaning, factors facilitating and impeding globalization in India; Impact of globalization on Indian industry, globalization of Indian business.

Unit III: Socio- Political and Legal Environment

Socio-Cultural environment: Critical elements of socio- cultural environment; Social institutions and systems; Social values and attitudes; Social groups, rising middle class in India; Emerging rural sector.

Corporate Governance and Social Responsibility of Business: Concepts, importance and Indian experience.

Political & Legal Environment: Critical elements of political environment; Salient features of the Consumer Protection Act 1986, the Foreign Exchange Management Act 1999, and the Competition Act 2002.

Unit IV: Business Environment in North East

Industrial Policy for North East India-NEIIPP 2007. Role and achievement of NEC, DONER, NEDFI in economic development of NER.

New Development Initiatives in NER, Vision Document 2020;

Look East Policy and the N.E.Region.

Suggested Readings:

1. Adhikary M, (2002)Economic Environment Business Theory & The Indian Case, Sultan Chand & Sons.
2. Anant K Sundaram and J Stewart Black,(2011) the International Business Environment – Text and Cases, Prentice Hall.
3. Aswathappa K, Essentials of Business Environment, Himalaya.
4. Cherunilam, Francis (2009), Global Economy and Business Environment, Himalaya Publishing House.
5. Ganesh G, (2010), Privatization in India, Mittal.
6. Government of India, Economic Survey (latest issues).
7. Misra S K and Puri V K,(2010) Economic Environment of Business, Himalaya.
8. Narasimham M, Economic Reforms - Development & Finance, UBSPD.
9. North East Vision 2020, DoNER.
10. Raj Agarwal,(2013), Business Environment, Excel.

Course Code: COM-PG-C102 CORPORATE LEGAL FRAMEWORK

Objective: *The course aims at developing a comprehension about legal aspects for corporate functioning.*

Unit I: Introduction and Formation of the company:

Nature and functions of companies, Lifting of the Corporate Veil, Formation of a company and types of companies, Memorandum of Association, Articles of Association, Alteration of Memorandum and Articles and limitations on power of alteration.

Promoters - meaning and importance; position, duties and liabilities, Corporate transactions – pre-incorporation contracts; doctrine of ultra-vires and common seal, Protection of persons dealing with a company - the doctrine of constructive notice; doctrine of indoor management.

Unit II: Company Management:

Sources of capital; classes and types of shares; Prospectus – definition; abridged prospectus; statement in lieu of prospectus, Transfer and transmission of securities in physical and depository modes. Directors – appointment/re-appointment of directors, qualifications, remuneration, vacation of office, retirement, resignation and removal; loans to Directors; their powers and duties; office or place of profit; role of Directors. Managing and whole-time Directors, manager, company secretary – appointment, reappointment, powers and duties, Meetings of directors and committees - frequency, convening and proceedings of Board /Committee meetings, minutes and evidence, General meetings - kinds of meetings and resolutions.

Unit III: Securities exchange Board of India (SEBI) Act 1992:

SEBI; Objective, Power and Functions, Power to Issue Directions, Investigations, Cease and Desist Proceedings.

Registration of Intermediaries; Prohibition of Manipulative and Deceptive Devices, Insider Trading, Finance, Accounts and Audit of SEBI, Penalties for Failures, Adjudications.

Securities Appellate Tribunal (SAT); Procedure, Powers, Legal Representation, Appeal to Supreme Court, Securities Appellate Tribunal(SAT), Appeals, Appearance before SAT

Powers of Central Government, Delegation of Powers, Appeal to the Central Government, Public Servants, Offences and Punishments, Power to Grant Immunity, Cognizance of Offences by Courts, Establishment of Special Courts, Offences Triable by Special Courts, Application of Code to Proceedings Before Special Court, Power of SEBI to Make Regulations, Listing agreements.

Unit IV: Competition Act 2002:

Competition Act, Objectives of the Act, Salient features-Anti Competitive Agreements, Prevention of abuse of dominant position, Combination, Competition Advocacy, Competition Commission of India.

Suggested Readings:

1. Sulphrey M. M. , and Basheer, Az-har (2015), Laws for Business, PHI, New Delhi.
2. Maheshwari S K, and Maheshwari S N (2016), Elements of Corporate Law, Himalaya Publishing House, New Delhi.
3. Ghosh T P (2016), Companies Act 2013, Taxmann's, New Delhi.
4. Bhuwaneshwar Mishra (2015), Law Related to Insider Trading, Taxmann, New Delhi India.
5. Maheshwari S K, and Maheshwari S N (2016), Corporate Law, Himalaya Publishing House, New Delhi.
6. Agarwal S, Baby R J, and Agarwal A, (2015), SEBI Act A legal Commentary on SEBI Act 1992, Taxmann's, New Delhi.
7. Bhuwaneshwar Mishra (2016), Guide to Listing Obligations and Disclosure Requirements, Taxmann's, New Delhi.

Course Code: COM-PG- C103 ORGANISATIONAL BEHAVIOUR

Objective: *This course is designed to equip students with insights of overall behavioural dynamics of an organisation.*

Unit I: Introduction:

Concept, Nature, Characteristics, Conceptual Foundations and Importance, Models of Organizational Behaviour, Organisational Behaviour: Cognitive Framework, Behaviouristic Framework and Social Cognitive Framework.

Unit II: Perception and Attribution:

Concept, Nature, Process, Importance. Management and Behavioral Applications of Perception, Attitude: Concept, Process and Importance, Attitude Measurement, Attitudes and Workforce Diversity, Personality: Concept, Nature, Types and Theories of Personality Shaping, Personality Attitude and Job Satisfaction. Learning: Concept and Theories of Learning.

Unit III: Motivation, Leadership and Group Dynamics:

Theories of Motivation: Early and Contemporary views, Motivating a Diverse Workforce. Leadership: Style and Theories of Leadership-Trait, Behavioral and Situational Theories, Leadership styles in Indian Organisations. Analysis of Interpersonal Relationship, Group Dynamics: Definition, Stages of Group Development, Group Cohesiveness, Formal and Informal Groups, Group Processes and Decision Making, Dysfunctional Groups.

Unit IV: Organisational Power and Politics:

Concept, Sources of Power, Approaches to Power, Political Implications of Power: Dysfunctional Uses of Power, Knowledge Management & Emotional Intelligence in Contemporary Business Organisation, Organisational Change: Concept, Nature, Resistance to change, Managing resistance to change, Implementing Change, Kurt Lewin Theory of Change. Conflict: Concept, Sources, Types, Functionality and Dysfunctionality of Conflict, Classification of Conflict (Intra, Individual, Interpersonal, Intergroup and Organisational) Resolution of Conflict, Meaning and Types of Grievance and Process of Grievance Handling, Stress: Understanding Stress and Its Consequences, Causes of Stress, Managing Stress, Organisational Culture: Concept, Characteristics, Elements of Culture, Implications of Organisation culture, Process of Organisational Culture.

Note: Case study shall be an integral part of the pedagogy and semester examination question paper setting, carrying at least 20% weightage.

Suggested Readings:

1. Hellriegel. (2013), Organizational Behavior, Thompson Press (Indian Edition).
2. Hersey & Blanchard(1986), Management of Organisational Behaviour, Prentice Hall of India.
3. Luthans, Fred,(2013), Organisational Behaviour McGraw Hill.
4. Nelson, Quick & Khandelwal,(2011), Organizational Behavior Cengage Learning, India
5. Robbins, Stephen P.(2009), Timothy A Judge & Neharika Vohra 2012, Organisational Behaviour, Pearson, N. Delhi
6. Slocum, Fundamentals of Organizational Behavior, Thompson Press (Indian Edition)
7. Atkinson & Raynor (eds) (1978), Personality, Motivation & Achievement, John Wiley & Sons.
8. Dwivedi, (2006), Human Relations & Organizational Behavior. MacMillan India.
9. Greenburg & Baron (2003), Behaviour in Organizations, Prentice Hall of India. New Delhi.

Course Code: COM-PG- C104 ADVANCED BUSINESS STATISTICS

Objective : *This course is carved to acquaint students with inferential statistical techniques and inculcate soft skills to their analytical capabilities.*

Unit - I: Introduction:

Need of statistics for Business decision making, Graphical Presentation of data using softwares.

Probability theory: Concept and Approaches, Independent and Dependent Events, Mutually Exclusive Events. *Theoretical Distributions* – Binomial, Poisson and Normal.

Sampling ; Population and Samples, Types of Sampling, Sampling of Variables –Sampling of Attributes
Sampling Distribution, Point and Interval Estimation.

Unit - II: Analysis of Multivariate Data

Correlation Analysis; Properties of Karl Pearson's Coefficient of Correlation, Spearman's Rank Correlation(ρ), Simple and Partial Correlation, P-Value. Business implications.

Regression analysis; Constants, Properties, Methods; Simple Regression, Multiple Regression; Constants, properties, Application in business and finance.

Use of MS Excel and SPSS for: Correlation and Regression analysis

Unit - III: Testing of Hypotheses – Types of hypotheses – Steps involved – Level of Significance –Type I and Type II errors — Test for single mean for small and large samples – Test for difference between two means for small and large samples – Paired t test, Analysis of variance (ANOVA) one way and two way classifications – F test – Chi-square test – Mann Whitney U test – Wilcoxon signed rank test – Kruskal Wallis Test for equality of several means. Use of SPSS and other free wares for testing Hypotheses.

Unit -IV: Analysis of Time Series Data – Components of Time series – Additive and multiplicative models – Measurement of trend by moving averages and by least square methods – Construction of seasonal indices by sample averages and ratio to moving averages – create the seasonality graph by using E-views – conduct the time series analysis and forecasting by using the iNZight package– conducting Trend Analysis, Moving Average, Exponential Smoothing, Decomposition Analysis, Correlogram and Linear Regression by using Zaitun Time Series package.

Activities: Students will be trained to use statistical software and will gain analysis and interpretation of results so obtained.

Suggested Readings

1. Gupta, S.P. & Gupta, M.P.(2015), Business Statistics, Sultan Chand & Sons, New Delhi
2. Levin, R.I. & Rubin D.S.,(2010) Statistics for Management, Prentice Hall of India (PHI), New Delhi.
3. Amir Aczel & Jayavel Sounderpandian(2010), Complete Business Statistics (6th Edition), Tata Mcgraw Hill Education Private Limited, New Delhi.
4. Davis & Pecar(2009) Business Statistics using Excel, Oxford University Press.
5. Winston, Microsoft Excel (2013), Data Analysis and Business Modeling, Prentice Hall of India (PHI), New Delhi.
6. Berenson Mark,(2015), Basic Business Statistics 5/E with SPSS, Pearson Education.
7. Andy Field,(2013) Discovering Statistics using SPSS, SAGE publication, London.
8. George A. Morgan, Nancy L. Leech, Gene. W. Gloeckner & Karen C. Barrett(2014), SPSS for Introductory Statistics Use and interpretation (Second Edition), Lawrence Erlbaum Associates, Publisher, London.
9. Zaitun Software Developer Team, Zaitun(2010) Time Series User Manual, http://www.zaitun software. com /system/files/zaitunTS_ENmanual.pdf.
10. George E. P. Box, Gwilym M. Jenkins, Gregory C. Reinsel,(2013) Time Series Analysis: Forecasting and Control, 4th Edition, Wiley India.

Course Code: COM-PG-C105 **MARKETING MANAGEMENT**

***Objective:** This course is designed to inculcate the students with knowledge and skills essential for marketing and applied marketing research.*

Unit-I Introduction

Nature and Scope of Marketing: Meaning, Importance, Process, Marketing Mix (Basic Concept) Evolution of Marketing Concepts, Selling vs Marketing,

Marketing Environment: Meaning, Internal and External Environment – (Micro and Macro Environment), Importance of Scanning Marketing Environment.

Unit-II Understanding Consumer Behaviour & Selecting Target Market:

Buyer Behaviour- meaning, factor influencing buyer behaviour, buying decision process, types of buyer behaviour situation, Consumer vs. business buying behaviour

Market Segmentation, Targeting and Positioning: Meaning and importance of market segmentation, bases of market segmentation, Criteria for effective market segmentation,

Market Targeting meaning, strategies of Market Targeting, Positioning- meaning & criteria of effective positioning, Product differentiation, Repositioning.

Unit-III. Product Decision and Pricing

Product Decision: Product concept meaning and Product classification, Product mix , Product line strategies, Services- Nature and meaning of services, service marketing mix.

Product innovation, Product life cycle, implication of PLC on marketing Strategies.

Branding; criteria for selecting brand name, packaging and labelling.

Brand Equity; Aker model and Keller model of Brand equity.

Pricing: Objectives, factor influencing pricing, basic method of pricing,

Price adjustments- meaning and techniques, Price change- Initiating Price Change i.e. Price cuts, price increase, responding to price changes by competitors, Pricing of new products.

Unit-IV Distribution and Promotion Decisions

Distribution Decision: Distribution Channels and Logistics; Concept and Functions, Various Channels and levels, Factors influencing the choice of channel, Channel Management,

Marketing Intermediaries; middlemen – meaning, types and role.

Promotion Decision: Marketing Communication, Meaning and function, Communication Process, Promotion Mix- Components of Promotion Mix – Advertising, Sales Promotion, Public relation and publicity, Advertising Vs Publicity, Personal Selling.

Emerging Trends / Issues in Marketing- CRM, Marketing of Services, Rural Marketing, Online Marketing, Green Marketing.

Suggested Readings

1. Arun Kumar and N Meenakshi,(2006) Marketing Management, Vikas.
2. McCarthy and Perreault, (2004) Basic Marketing Managerial Approach, Irwin.
3. Philip Kotler and Armstrong, (1999) Principles of Marketing Prentice Hall.
4. Philip Kotler, (2004) Marketing Management – Analysis, Planning, Implementation and Control, Prentice Hall.
5. Philip Kotler, Keller Koshy and Jha, (2000) Marketing Management – A South Asian Perspective, Pearson.
6. Ramaswamy and Namakumari, (2010) Marketing Management, Macmillan,
7. Srinivasan R. (2008) Case Studies in Marketing: The Indian Context, Prentice Hall.
8. Stanton, Etzel and Walker, (2007) Fundamentals of Marketing, McGraw Hill.
9. Still, Cundiff and Govoni, (1997) Sales Management: Decisions, Strategies and Cases, Prentice Hall

Course Code: COM-PG- C106

MANAGERIAL ECONOMICS

Objectives: *To familiarise students with the importance of economic approaches in managerial decision making.*

Unit – I Introduction

General Foundations of Managerial Economics - Economic Approach
 - Circular Flow of Activity - Nature of the Firm - Objectives of Firms -
 Demand Analysis and Estimation - Individual, Market and Firm demand -
 Determinants of demand - Elasticity measures and Business Decision Making
 - Demand Forecasting.

Unit-II Firm Theories

Law of Variable Proportions - Theory of the Firm - Production
 Functions in the Short and Long Run - Cost Functions – Determinants of
 Costs – Cost Forecasting - Short Run and Long Run Costs –Type of Costs -
 Analysis of Risk and Uncertainty.

Unit-III Market Structures and Competitions

Product Markets -Determination Under Different Markets - Market
 Structure – Perfect Competition – Monopoly – Monopolistic Competition –
 Duopoly - Oligopoly - Pricing and Employment of Inputs Under Different
 Market Structures – Price Discrimination - Degrees of Price Discrimination.

Unit-IV Introduction to Macro- Economics, and Economic Environment

Introduction to National Income – National Income Concepts - Models
 of National Income Determination - Economic Indicators - Technology and
 Employment - Issues and Challenges – Business Cycles – Phases – Management
 of Cyclical Fluctuations - Fiscal and Monetary Policies.
 Macro Economic Environment - Economic Transition in India - A
 quick Review - Liberalization, Privatization and Globalization - Business
 and Government - Public-Private Participation (PPP) - Industrial Finance -
 Foreign Direct Investment(FDIs)

Suggested Readings

1. Maheswari Y(2009), Managerial Economics, PHI Learning, New Delhi.
2. Gupta G.S(2005) Managerial Economics, Tata McGraw-Hill, New Delhi.
3. Moyer & Harris,(2005), Managerial Economics, Cengage Learning, New Delhi.
4. Geetika, Ghosh & Choudhury, (2011), Managerial Economics, Tata McGraw-Hill, New Delhi.

Course Code: COM-PG-C 201 CORPORATE ACCOUNTING AND REPORTING

Objective is to enhance students' understanding about corporate accounting practices with emphasis on the implications of Ind AS.

Unit I: Preparation of Financial Statements:

Presentation of Financial Statements (Ind AS 1), Balance Sheet, Statement of Profit and Loss, Statement of Cash Flows (Ind AS 7) , Accounting policies, changes in accounting estimates and errors (Ind AS 8) , Fair Value Measurement (Ind AS 113).

Unit II: Accounting for Business Combinations:

Accounting for Business Combinations (Ind AS 103) , acquisition method- Recognition and measurement of the identifiable assets acquired, liabilities assumed and any non-controlling interest in the acquiree, consideration for combination including cash and cash equivalents and the fair value of any non-cash consideration.

Foreign Exchange Transactions: Effects of changes in foreign exchange rates and financial reporting in hyperinflationary economies: Ind AS 21 and Ind AS 29.

Unit III: Accounting for Group Companies:

Accounting for investments in subsidiaries, joint ventures and associates- Separate financial statements: (Ind AS 27), Investment in associates and joint ventures: (Ind AS 28), Consolidated Financial Statements (Ind AS-110)

Unit IV: Corporate Reporting and Disclosures:

Corporate Disclosure: Purpose, Type of Disclosure, Fair Disclosure and its objectives, Determinants of the extent of Disclosure. Segment Reporting: Operating segments: (Ind AS 108), Related-party disclosures: (Ind AS 24), Interim financial reporting: (Ind AS 34), Disclosure requirements for financial instruments as addressed in three standards :(Ind AS 107, 'Financial Instruments: Disclosure', Ind AS 32, 'Financial Instruments: Presentation', Ind AS 109, 'Financial Instruments', - requirements for recognition and measurement: Sustainability Reporting.

Note: *Indian Accounting Standards (Ind AS) as revised from time to time will be applicable.*

Activity: *Students are required to deal with Corporate Annual Reports.*

Suggested Readings:

1. Arulanandam & Raman, (2011) Advanced Accounting, Himalaya Publications, New Delhi.
2. Basu & Das, (2010) Practice in Accountancy, Rabindra Library, Kolkata.
3. Hanif & Mukherjee, (2016) Corporate Accounting, TMG, New Delhi.
4. Maheshwari & Maheshwari, (2015) Advanced Accountancy, Vikash Publications, New Delhi.
5. Shukla & Grewal, (2011) Advanced Accounting, S. Chand, New Delhi.
6. Srinivasan, (2016) Law & Practice relating to Company Accounting Standards, Taxmann, New Delhi.
7. Mohapatra, A K Das (2011), International Accounting, PHI, New Delhi.
8. Rajsekharan, V.; Lalitha, R. (2011) Corporate Accounting, Pearson, New Delhi.
9. Zack, Gerard M. (2009) Fair Value Accounting Fraud: New Global Risks and detection Techniques, Wiley Canada.
10. Greuning, Hennie Van. (2009) International Financial Reporting Standards: A Practical Guide, World Bank Publications, Washington.

Course Code: COM-PG-C202

FINANCIAL MANAGEMENT

Objective: *This course is developed to equip students with knowledge and skills essential for management of funds.*

Unit- I: Introduction

Financial Management: Meaning, nature and scope, goal – profit, wealth, value maximization.

Finance functions – Investment, financing and dividend decisions.

Relationship of Finance with other disciplines, time value of money

Sources of Finance: Long-term, medium-term, and short-term; domestic and international sources

Unit II: Capital Budgeting and Cost of Capital

Globalised sources of finance and cost of capital an overview.

Capital Budgeting: Nature of investment decisions, investment evaluation criteria –Non-Discounted and Discounted Cash flow Techniques, capital rationing, risk analysis in capital budgeting.

Cost of Capital: Meaning and significance; calculation of cost of debt, preference capital, equity capital and retained earnings, Weighted Average Cost of Capital.

Unit III: Capital Structure

Leverages: Operating and Financial Leverage: Measurement of leverages; Effects of operating and financial leverage on profit; analysing alternate financial plans; Combined Leverage.

Capital Structure Theories: NI NOI, Traditional Theory and M-M approach ; determining capital structure in practice.

Unit IV: Dividend Policies and Working Capital Management

Issues in Dividend decisions: Concepts and issues, forms of dividends, types of dividend policy ,Walter's model, Gordon's model;

M-M hypothesis: dividend and uncertainty, relevance of dividend. Forms of dividend; Stability in dividend policy; corporate dividend behaviour, Dividend policy in practice.

Management of Working Capital: Meaning, significance and types of working capital; Estimation of working capital requirements; factoring services.

Management of Cash, Receivables and Inventory: Dimensions of working capital management financing of working capital and norms of bank finance; Baumol's Model

Suggested Readings:

1. Archer, Stephen, H., Choate G Marc, Racette, George(2010); Financial Management; John Wiley, New York.
2. Bhattacharya, Hrishikesh(2005) Working Capital Management: Strategies and Techniques, Prentice Hall.
3. Block, Stanley B, Geoffrey A Hilt(2003) Foundations of Financial Management; Richard D. Irwin, Homewood, Illinois.
4. Brealey, Richard A and Steward C. Myers(2011) Corporate Finance, McGraw Hill; New York.
5. Chandra, Prasanna(2010) Financial Management, Tata McGraw Hill.
6. Hampton, John(1998) Financial Decision Making, Prentice Hall.
7. Khan MY, Jain PK(2008) Financial Management; Tata McGraw Hill.
8. Pinches, George E(1998) Essentials of Financial Management; Harper and Row, New York.
9. Van Horne, J.C. & J.M Wachowicz Jr(2010) Fundamentals of Financial Management, Prentice Hall.

Course Code: COM-PG- C203 HUMAN RESOURCES MANAGEMENT

Objective: *To familiarize the students with concepts and intricacies in handling the human resource effectively.*

Unit I: Introduction:

Human Resources Management (HRM); Nature, Scope and Functions, Personnel Management vs HRM Knowledge economy and Human Resources (HR), Modern HR challenges, Strategic Framework of HR – people as competitive advantage, Emergence of the New People Management (NPM) concept.

Unit II: HR Acquisition:

Human Resource Planning – Meaning, importance, benefits, process, requisites and impediments. Job analysis, job description, job specification, job design – basic concept and applications, Expanding the talent pool - Recruitment, selection, placement and induction – concepts, methods.

Unit III: HR Maintenance & Human Resource Retention:

Training and Development – challenges, methods, Training for leadership, creativity and quality, Executive Development, MDPs. Promotions, Transfers. Managing careers, career stages, Succession planning, Work-life balance, Performance Management Systems (PMS) – need and importance, Performance vs Potential Appraisal, Corporate Appraisal methods, 360-degree PMS, HR Compensation Framework (*Base, Variable, Supplementary*), Job evaluation systems, Separation, Organisational Exit, Exit Interviews.

Unit IV: International HRM:

Global economy and HRM, Concept of International HRM, Cultural differences, International Recruitment, selection policies, International Training & Development, Leadership and motivational issues in Global HRM context.

Activity: Case study and Role Play are integral part of the pedagogy and semester examination question paper setting, carrying at least 20% weightage.

Suggested Readings:

1. Rao, V. S. P., (2010), Human Resource Management-Text and Cases, 3/e Excel Books.
2. Edwin Flippo, (1984), Personnel & Human Resource Management, Tata McGraw Hill.
3. Snell, Bohlander, Vohra, (2012), HRM -A South Asian perspective, Cengage Learning.
4. Gupta, C. B., (2008), Human Resource Management, Sultan Chand & Sons.
5. Sarma, A.M,(2002), Personnel & Human Resource Management, Himalaya Publishing House.
6. Gomez Mejia, Balkin, Cardy, (2015), Managing Human Resources, Pearson Education.
7. Lepak, Gowan, (2008), Human Resource Management, Pearson Education.

Course Code: COM-PG- C204 FINANCIAL INSTITUTIONS AND MARKETS

Objective: *The course is designed to develop among students an understanding about the financial markets*

Unit I: Introduction

Saving and Intermediation, Transfer process proposed by Goldsmith, Financial Intermediation and Transmutation effect, Organization of the Financial System, Phases of Development of Indian Financial System; Challenges of Indian Financial system

Unit II: Financial Markets

Stock and Debt Market

- a. Primary Issue market of Equity, IPO management, role of Merchant bankers in IPO management, Book Building Process, Green Shoe Option, Anchoring. Challenges of the Primary Market in India.
- b. Primary Issue market of Debt, Registration of trustees, Construction and management of special purpose entity or special purpose vehicle (SPV), Schemes of SPV, Public offer of SDI, Rights of investors, Listing of SDIs, Inspection and disciplinary procedure, Action in case of default
- c. Secondary Market, Trading and settlement, Dematerialization process, Depository and its role, Some concepts of Chart reading, Cash/Spot Market and Derivative Market. SEBI and its Role in the Stock Market

Unit III: Money Market and Foreign Exchange Market

Money market, Components of Money Market, Role of RBI in money market, Instruments of Money market, Foreign exchange market, role of RBI in foreign exchange and regulation in India, International Money market, LIBOR, settlement processes.

Unit IV: Banks and other allied institutions

Schools of Banking Process (American, British and German), Fund based and fee based banks, Factors affecting banking, Challenges of Banking, Retail Vs Wholesale banking

Commercial Banks in India, Definition, characters, Functions, services, Risk Management in Commercial Banks, RBI and its guidelines on Asset and Liability Management, Capital Adequacy requirement, Risk Adjusted Capital adequacy.

NBFC and its role in Indian Financial System. Mutual Funds and AMCs, NFO, Role of AMFI, NAV calculation, Various types of MFs, Settlement and trading.

Development Banks and its Role in Indian Financial System

Suggested Readings

1. Khan,(2012) Indian Financial System, Tata McGraw-Hill, Delhi
2. Dutta Abhijit(2015), Indian Financial System, Excel Books, Delhi
3. Machiraju,(2010) Indian Financial System, Prentice-Hall of India, Delhis
4. Fabozzi, Modigliani Jones and Ferri, (2010) Foundations of Financial Markets and Institution, PHI, New Delhi.
5. Avdhant(2009) Investment and Securities Markets in India, Himalaya Publication, Delhi.
6. Bhole, L.M. (2010): Financial Markets and institutions, Tata McGraw Hill, Delhi.
7. Varshney, P.N(2006) India Financial System, Sultan Chand & Sons, New Delhi.
8. Averbach, Rebert D(2011) Money, Banking and Financial Markets; MacMillan, London.
9. Srivastava R.M(2012):Management of Indian Financial institution, Himalaya Publishing House, Mumbai.

10. Verma JC(2010) Guide to Mutual Funds and Investment Portfolio, Bharat Publishing House, New Delhi.
11. Gorden and Natarajan(2005),”Financial Markets and Services”. Himalayan Publishing House, N.Delhi.
12. Srivastava, R.M. and Nigam, D.(2009) , Management of Indian Financial Institutions, Himalaya Publishing House, New Delhi.

Course Code: COM-PG- O205 **ENTREPRENEURSHIP DEVELOPMENT**

Objective: *This course is incorporated to equip students with knowledge on entrepreneurial development, creativity and skills essential for business plan development.*

UNIT-I **Introduction**

Concept of Entrepreneur and Entrepreneurship; Role of Entrepreneurship in Economic Development; Factors impacting emergence of entrepreneurship; Managerial vs. entrepreneurial approach; Types of Entrepreneurs. Characteristic of successful entrepreneurs; Entrepreneurship process; Women Entrepreneurs; Social entrepreneurship; Entrepreneurial challenges.

UNIT-II **Entrepreneurial Traits, Motivation and Development**

Types of startups; Entrepreneurial class Theories; EDP Programmes; Characteristics of entrepreneurial leadership; International Entrepreneurship- Opportunities and challenges; Source of innovative ideas; Entrepreneurship and creativity; Techniques for generating ideas, Impediments to creativity, SWOT. Entrepreneurial Ethics. Success stories of some Indian entrepreneurs.

UNIT-III **Entrepreneurship Development Institutions**

Government Initiatives; MSME, KVIC, NEISBUD, DIC, SSI, (Special reference to Sikkim) Policies for North Eastern Region; Role of government in entrepreneurship development; Recent trends, Vision 2020.

Institutional Support: SIDBI, NABARD, State Cooperative Banks.

UNIT-IV **Enterprise Launching Feed back and follow-up**

Project Development; Identification of business idea, Preparation of Project Report, Project Organisation, Project Implementation.

Launching the Enterprise: Registration; Approvals and Clearance.

Project Control; Feed Back and Follow-up.

Activities: Course will involve development of feasible Business Plan by students in Groups. Case studies may be developed and discussed for students’ exposure to practical scenario.

Suggested Readings:

1. Kumar, Arya, (2010)Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Pearson, India.
2. Hishrich., Peters,(2008) Entrepreneurship: Starting, Developing and Managing a New Enterprise, Irwin.
3. Allen, K.R.,(2001) Launching New Ventures: An Entrepreneurial Approach, Cengage Learning.
4. Ramachandran, K.,(2010) Entrepreneurship Development, Tata McGraw Hill, India.
5. Roy, Rajeev, (2009)Entrepreneurship, Oxford University Press.
6. Hisrich, Robert D.(2012) Michael Peters and Dean Shepherd, Entrepreneurship, Tata McGraw Hill, New Delhi.
7. Holt, David H.,(2004) Entrepreneurship: New Venture Creation, PHI Learning.
8. Kuratko, D.F., and T. V. Rao,(2010) Entrepreneurship: A South-Asian Perspective, Cengage Learning.
9. Robert, H. M., Manimala, M. Peters, and D. Shepherd(2008), Entrepreneurship, Tata McGraw Hill, India.

10. Barringer, B. R., and R. D. (2005) Ireland, Entrepreneurship: Successfully Launching New Ventures, Pearson Education, India.
11. Natarajan., K and E. Gordon,(2006), Entrepreneurship Development, Himalya Publication, India.
12. Vasant., Desai, (2006)Small- Scale Industries and Entrepreneurship, Himalya Publication, India

Course Code: COM-PG- C206 **COMPUTER APPLICATIONS IN BUSINESS**

Objective: *This course is designed with a view to enrich students' skill in business oriented application of electronic technology.*

Unit - I: Basic features of word processor – Text manipulations – Usage of Numbering, Bullets, Headers and footers – features of page setup: page orientation – multi columns designs – Usage of Spell Check and Find and Replace – Text Formatting – Picture Insertion and Alignment – Creation of Table of Content – Creation of Citations – Insert bibliography – Inserting Symbols, equations in Documents – Mail Merge Concept – Creation of Tables, Formatting Tables – Splitting the Screen.

Unit - II: Basic features of excel spreadsheet – data transposes, auto fill, formatting the cell, copying and moving the worksheet, absolute references and relative references, writing the formula, inserting the functions: Financial functions – Logical functions – Look up and reference function. Conditional formatting – Create the chart – sorting the data – remove duplicate data – text to column – Financial statement forecasting – using what if analysis : data table – goal seek – scenario. Modeling examples: Present Value and Net Present Value – The difference between Excel's PV and NPV Functions – Internal Rate of Return and Loan amortization Tables.

Unit - III: Basic features of PowerPoint presentation – create and working on PowerPoint presentation – Inserting, Deleting, copying and duplicate the PowerPoint slides – adding Tables, Graphs, Music and Movies in the PowerPoint presentations – Creating the visual effects to the PowerPoint presentations – Introduction to Internet – Features of Internet browsers – search engines and its strategies – basic features and working principles of Email, concepts of Carbon Copy (CC), Back Carbon Copy (BCC) and forwarding the emails – creating the group mail Id. Creation of online data base by using the Google Docs – create the online survey form – Visualizing the online survey results – using the online cloud storage such as Dropbox, One Drive, My brifecase.

Unit - IV: Enterprise Resource Planning (ERP) system – ERP basic features – benefits – selection – implementation. Tally basic and advance features – Company Creation – Configure and Features settings – Ledger Creation with predefined Primary Groups, Predefined Sub Groups and New Sub Groups – Creating Stock Items and Groups – Preparation of Ledger accounts on Tally – Preparation of Invoices – Vouchers Entry – Generating Reports: Cash Book, Ledger Accounts, Trial Balance, Profit and Loss Account, Balance Sheet, Funds Flow Statement, Cash Flow Statement and Display of final accounts – Ratios – Selecting and shutting a Company – Backup and Restore data of a Company.

Practical /Lab Activities

Suggested Readings

1. Wallace Wang,(2010) Microsoft Office 2007 for Dummies, Willey Publishing Inc.
2. Joan Preppernau & Joyce Cox,(2009) Microsoft Office Word 2007 Step by Step, Microsoft Press, US
3. Curtis Frye,(2008) Microsoft Office Excel 2007 Step by Step, Microsoft Press, US
4. Egbert Jeschke, Helmut Reinke, Sara Unverhau, Eckehard Pfeifer, Bodo Fienitz & Jens Bock,(2014) Microsoft Excel 2010 Formulas and Functions Inside Out, Microsoft Press, US
5. Barbara Obermeier & Ted Padova,(2010) PowerPoint 2007 Just the Steps for Dummies, Willey Publishing Inc.
6. Brad Hill,(2009) Google for Dummies, Wiley Publishing Inc.
7. John R. Levine & Margaret Levine Young,(2009) The Internet For Dummies, Willey Publishing Inc.
8. Asok K. Nadhani,(2010) Tally 9 Training Guide, BPB Publication,
9. A.K.Nadhani & K.K.Nadhani,(2012) Implementing Tally 9 (Comprehensive Guide for Tally 8.1 & 9), BPB Publication,

10. Ellen Monk & Bret Wagner,(2013) Enterprise Resource Planning, (3rd edition), CENGAGE Learning Custom Publishing.

Course Code :COM-PG-O 301 STRATEGIC MANAGEMENT

Objective: *To familiarise the students with the concepts, tools and techniques of Strategic Management so as to make them a competent problem-solver in dynamic business affairs.*

Unit I Conceptual framework:

Introduction Concept of strategy, Vision, Mission, Goal, Objective, Strategic Management Process, Corporate planning –an overview, SBU, Modes of strategic decision making, Strategic intent, Hierarchy of strategy, Basic model of Strategic Management. Strategic fit and stretch, Strategic Drift, Characteristics of strategic decisions, Levels of strategy.

Unit II Strategy formulation:

Environmental Scanning, SWOT analysis, Internal and External environmental analysis, Competition Analysis: Porter's Five Forces Theory, Generic strategies, Competitive Advantage, Value chain analysis, Mckinesey's 7s framework, Balance Score card.

Unit III Strategic Choice:

Bases of strategic choice: Concept of SBUs, Basis of competitive advantage (*Bowman's strategic clock*); Enhancing SBU strategy (*corporate parenting*), sustaining competitive advantage (*Porter's generic strategy*); Corporate level / grand strategies (*stability, expansion, retrenchment, combination* – family tree representation), managing corporate portfolio (*BCG, GE Nine cell, Hofer's Product-Market evolution & directional policy matrices*); directions for strategy development.

Unit IV Strategic Implementation and Control:

Who implements strategy and what must be done? Organising for action, Corporate Development Stages, Re-engineering, MNCs and Strategy implementation, Staffing and Directing, Executive Succession, Downsizing, Leading/Directing, Management by Objective (MBO), Management by Exception, Total Quality Management(TQM), Importance & Nature of Strategic Evaluation; Strategic and Operational Control; Evaluation Techniques for Strategic and Operational Control.

Note: Case study shall be an integral part of the pedagogy and semester examination question paper setting, carrying at least 20% weightage.

Suggested Readings

- 1) Johnson, Scholes, Whittington (2005). Exploring Corporate Strategy, Pearson/PHI.
- 2) Azhar Kazmi, (2008). Strategic Management & Business Policy, Tata McGraw Hill.
- 3) Porter, (1980). Competitive Strategy, Free Press.
- 4) P Subba Rao, (2010). Business Policy and Strategic Management, Himalaya Publishing House.
- 5) Hitt, Hoskisson, Ireland, (2009). Management of Strategy, Cengage Learning.
- 6) Hill, Jones, (2013). An Integrated approach to Strategic Management, Cengage Learning.
- 7) Pitts, Lei, (2006). Strategic Management, Cengage Learning.
- 8) Porter, (1985). Competitive Advantage, Free Press.
- 9) Porter, (1990). Competitive Advantage of Nations, Free Press.
- 10) Fleisher, Bensoussan, (2015). Business & Competitive Analysis, Pearson Education.

Course Code :COM-PG-C302 INTERNATIONAL TRADE

Objective: *This course is designed to acquaint students with the international organisations essential for conduct of trade*

Unit I: Theories of Trade and Investment:

Absolute and comparative advantage theories, Modern theory of trade- Hecksher-Ohlin theory; Terms of trade; Theory of international trade in services.
Foreign investment: Types, theories and barriers.

Unit II: Export Import Documentation & Institutional Support:

Export Import Documents: An Overview, Processing of an Order, Terms of Payment, Export Financing, Import Finance, Institutions for Export promotion in India and Export assistance in India.

Unit III: Regional and International Economic Environment:

EU, NAFTA, SAFTA, ASEAN, SAARC, BIMSTEC and other grouping.
India and WTO, UNCTAD, IMF, World Bank: An overview.

Unit IV: Recent Developments in International Trade:

Global competitiveness, Technological Advantage and Trade, Ecological and social debates.

Suggested Readings:

1. Institute of Company Secretaries of India (2015), WTO International Trade and Collaborations, Taxmann's, New Delhi
2. Bhattacharya B (1996), Going International response Strategies for Indian Sector, Wheeler Publishing Co. New Delhi.
3. Bastable, C F (2010), The Theory of International Trade, Nabu Press, NJ, USA.
4. Black and Sundaram(1996), International Business Environment, Prentice Hall India.
5. Aserkar R, and Paul J (2014) Export Import Management, OUP, New Delhi.
6. Sudhir Kochhar (2014) IBO4 Export Import Documentation and Procedures, Gully baba Publishing House, New Delhi.
7. Gangadeep Khillan(2015) IBO3 India's Foreign Trade, Gully baba Publishing House, New Delhi.

Course Code : COM-PG-C303 PROJECT MANAGEMENT

Objective: *This course is designed for students' orientation towards development and management of business projects, and inculcate skills essential for handling projects.*

UNIT-I Introduction

Definition , Objective, Scope and Nature, Concepts, Philosophy, Principles.

Project Features; Project types, and Regulatory framework.

The Project Life Cycle: Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions.

Taxation; Incentives, Planning and Investment decisions, Zero based project formulation.

Project Identification Process; Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point.

UNIT-II Planning and Organization

Project Planning: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS).

Responsibilities of Project Leader; Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Management of Team, Diversity and Change.

UNIT-III Resource Allocation and Information flow

Resources Considerations in Projects: Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts, Quality, Quality Concepts, Value Engineering, Purchase Cycle, Contract Management, Procurement Process. Social Cost Benefit Analysis.

PERT and CPM; Introduction, Development of Project Network, Time Estimation, PERT Model, Measures of variability, CPM Model, Network Cost System.

Project Management Information System(PMIS);Need, Plan and Design.

UNIT-IV Project Appraisal and Control

Project Close-out; Termination and Follow-up: Introduction, Project Close-out, Steps for Closing the Project, Project Termination, Project Follow-up

Project Risk Management; Role, Steps, Risk Identification, Risk Analysis, Remedial Measures for Risk aversion.

Performance Measurement; Productivity, Performance Evaluation, Benefits and Challenges, Controlling the Projects.

Activities : Case studies of popular successful and failed projects will be discussed.

Suggested Readings:

1. Project Management Institute (2013) A Guide to the Project Management Body of Knowledge (PMBOK Guide) Fifth Edition, PMI, PEN, USA.
2. James P. Lewis(2010), Project Planning, Scheduling, and Control: The Ultimate Hands-On Guide to Bringing Projects in On Time and On Budget , Fifth Edition. Mc Graw Hills Professional. NY. USA.
3. Harold R. Kerzner, and International Institute for Learning (2010), Project Management - Best Practices: Achieving Global Excellence (The Iil/Wiley Series in Project Management), John Wiley & Sons; 2nd Edition, NY, USA.
4. Nancy Lyons (2012), Interactive Project Management: : Pixels, People, and Process, 1/e, Pearson Education, New Delhi.
5. Richard Newton (2012), The Project Management Book: How to Manage Your Projects To Deliver Outstanding Results, 1/e, Pearson Education, New Delhi.
6. Shri Narendra Singh(2015), Project Management and Control, Himalaya Publishing House, New Delhi.
7. Nagarajan K (2015), Project Management, New Age International, New Delhi.
8. Das S C (2015), Project Management, PHI, New Delhi.

Course Code : COM-PG-C401

BUSINESS ETHICS AND CORPORATE GOVERNANCE

Objective : *The course is designed to foster candidates' understanding of the ethical influences on economic, financial, managerial and environmental aspects of business.*

Unit I: Conceptual framework:

Business Ethics- An overview- Concept, nature, evolving ethical values, Arguments against business Ethics. Work life in Indian Philosophy: Indian ethos for work life, Indian values for the work place, Work-life balance, Application of Ethical theories in Business

(i) Utilitarianism (J. Bentham and J.S. Mill),

(ii) Deontology (I. Kant) Virtue Ethics (Aristotle), Economic Justice: Distributive Justice, John Rawls Libertarian Justice (Robert Nozick)

Unit II: Ethics and Corporate Excellence:

Relationship between Ethics & Corporate Excellence-Corporate Mission Statement, Code of Ethics, Organizational Culture, TQM, Gandhian Philosophy of Wealth Management-Philosophy of Trusteeship, Ethical Issues in Functional Areas of Business:

(i) Marketing: Characteristics of Free & Perfect competitive market, Monopoly oligopoly, Ethics in Advertising

(ii) Finance: Fairness and Efficiency in Financial Market, Insider Trading, Green Mail,

(iii) HR: Workers Right and Duties: Work place safety, sexual harassment, whistles blowing.

(iv) Ethics in Information Technology.

Unit III: Corporate Governance:

Origin and Development of Corporate Governance, Theories underlying Corporate Governance (Stake holder's theory and Stewardship theory, Agency theory, Separation of ownership and control, corporate Governance Mechanism: Anglo American Model, German Model, Japanese Model, Indian Model, OECD, emphasis on Corporate Governance, Ethics and Governance, Process and Corporate Governance (Transparency Accountability and Empowerment).

Unit IV: Role Players:

Role of Board of Directors & Board Structure, Role of Board of Directors, Role of the Non executive Director, Role of Auditors, SEBI Growth of Corporate Governance, Role of Government, Corporate governance in India, Kumaramangalam Birla Committee, CII, Report, Cadbury Committee.

Note: Case study may be an integral part of the pedagogy and semester examination question paper setting, carrying at least 20% weightage.

Suggested Readings:

- 1) C.S.V.Murthy, (2011), Business Ethics and Corporate Governance, Himalaya Publishing House.
- 2) 2. Francis & Mishra, (2009), Business Ethics, Tata McGraw Hill.
- 3) 3. Fernando, (2009), Corporate Governance, Pearson Education.
- 4) S. Prabakaran, (2009), Business Ethics & Corporate Governance, Excel Books.
- 5) Mallin, (2013), Corporate Governance, Oxford University Press.
- 6) U.C.Mathur, (2005), Corporate Governance & Business Ethics, MacMillan Publishers

Objective: *The course is designed with an objective to inculcate in students with skills related to application and analysis via electronic media in the field of commerce and trade.*

UNIT-I Introduction:

Evolution, Perspectives, Need, Qualities of an effective E-Commerce Model
 Managerial Implications of E-Commerce
 Models of E-Commerce; B2C, B2B, G2B, C2C, Revenue Model
 Current Trends in E-Commerce; Cases
 Concepts; Hypertext publishing and hypertext information network, URLs, HTTP , HTTPD servers, HTML, HTML forms and CGI gateway service

UNIT-II Operational Process

Internet Protocols: Layers and networking, OSI layering and TCP layering: TCP, UDP, IP, DNS, SLIP, and PPP; Emerging scenario in ISP.
 Workflow Management; Digitization of Products, Services and Processes, Media convergence.
 EDI; Features, Architecture, Standards, Cost, VANs.

UNIT-III Web Designing and Simulation of Transactions

Role of web site in B2C e-c commerce; web-site strategies and website design principles, push and pull technologies, methods of communication.
 Electronic Payment System: Features, Components of an effective E-payment system and Types. Cases

UNIT-IV Security and Legal Concerns

Regulatory Interface for start-up, Risk management; Layers of Security; Fire Walls
 Threats; Source and Types, Security; exposure of resources, Policy
 Corporate Digital Library. I.T. Act, 2000 and amendments of 2008.

Practical/ Lab Activities

- a) Web Designing , b) Analysis of recent developments, c) Case Studies

Suggested Readings

1. Agarwal, K.N and Deeksha Ararwalar (2009), Business on the Net; What s and How s of E-Commerce; Macmillan, New Delhi.
2. Agarwal, K.N and Deeksha Ararwala(2012), Business on the Net; Bridge to the Online Storefront; Macmillan, New Delhi.
3. Cady, Glcc Harrab and McGregor Pat, (2015) Mastering the Internet, BPB Publication, and New Delhi.
4. Diwan, Prag and Sunil Sharma(2009) Electronic Commerce A Manager s Guide to E Business , Vanity Books International, Delhi.
5. Anal, D.S, (2011), On-line Marketing Hand Book, Van Nostrand Reinhold, New York.
6. Kosivr, David, (2012) Understanding Electronic Commerce, Microsoft Press, Washington.
7. Minoli and Minol, (2011), Web Commerce Technology Hand Book, Tata McGraw Hill, New Delhi.
8. Schneider, Gray P(2008), Electronic Commerce, Course Technology, Delhi.
9. Young, Margaret Levine(2010), The Complete Reference to Internet, Tata McGraw Hill, New Delhi.
10. O'Brien J(2009), Management Information Systems, Tata McGraw Hill, New Delhi.

Course Code: COM-PG-304(A)

ADVANCED COST & MANAGEMENT ACCOUNTING

Objective: *This module is aimed at broadening students' knowledge in the field of accounting for managerial decisions.*

Unit I: Introduction

Management Accounting in Social Context
 Designing Cost & Management Accounting System in an Organisation
 Target costing
 Behavioural Aspects of Management Accounting
 Changing world of Management Accounting - Strategic Cost Management Framework

Unit II: Cost Analysis for Managerial Decision

Cost Concepts, Terminology and Classifications Cost centres and activities
 Absorption Costing,
 Variable Costing and Differential Costing
 Cost-Volume- Profit Analysis,
 Make or Buy Decision Pricing Decision for Domestic and Export Order including
 Transfer Pricing
 Key Factor Utilisation
 Decision Shut Down Decision Input Mix Decision

Unit III: Performance measurement

Activity Based Costing
 Throughput Accounting
 Economic Value Added
 Balanced Scorecards
 Comparison of ABC, EVA and BSCs

Unit IV: Cost Analysis for Control

Standard Costing and Variance Analysis
 Budgetary Control and Profit Planning
 Zero Base Budgeting
 Activity Based Budgeting
 Responsibility Accounting and Control Reports

Suggested Readings

1. Horngreen, C.T,(2008), Introduction to Management Accounting, Prentice Hall of India, N. Delhi.
2. Lal Jawahar,(1996), Managerial Accounting, Tata McGraw Hill, New Delhi.
3. Saxena & Vashist.(2002), Advanced Cost and Management Accounting, Sultan Chand & Sons, New Delhi.
4. Atkinson et.al,(2008), Management Accounting, Prentice Hall of India, N. Delhi.
5. Sharma & Gupta, (2004), Management Accounting, Kalyani Publisher, New Delhi.
6. Anthony, R.N, Dearden, J and Vancil, R.F.(1995), Management Control System: Cases and Readings, Richard D. Irwin.
7. Reeve, James. M. (2000) Readings and Issues in Cost Management, South western College Publishing, NY USA.
8. Shank, J. & Govindarajan, V. (1993), Strategic Cost Management, The Free Press.

Objective : *Course on Accounting Theory is aimed at fostering in students' cognitive domain the theoretical and application foundations of Accounting.*

UNIT-I Introduction:

Accounting Theory; Genesis, Approaches, Classification, Role and Methods.
Accounting Concepts and Conventions; GAAP and Classification of Indian GAAP.

UNIT-II Assets Liabilities and Equities

Definition, Classification, Measurement, Theories of Equity.
Income Statement and Balance Sheet; Concepts and Conventions.

UNIT-III Accounting Standards

Definition, Benefits, Management and Standard Settings, Problems of Standard Setting, Accounting Standards (with Special Reference to India), Harmonization and Global Convergence of Accounting Standards-) International Financial Reporting Standards (IFRS), Relative view of Indian -AS and IFRSs.

UNIT-IV Depreciation Accounting and Analysis of Financial Statements:

Depreciation ;Definition, Concepts, Relationship with Repairs and Replacements, Methods, Evaluation of Various Methods.

Analysis of Financial Statements; An overview, Techniques, Analysis of: Fund Flow, Cash Flow, Economic Value Added and Financial Ratios, Recent Developments.

Activity: Students will be exposed to cases involving reporting of financial statements as per Indian Accounting Standards and IFRS.

Suggested Readings

1. Backer, M(2013), Modern Accounting Theory; PHI Pvt. Ltd.
2. Jawaharlal(2012) Accounting Theory: Vikas Publishing House Pvt. Ltd., NewDelhi.
3. Hlautier, M.W.W., and B. Underown,(2014) Accounting – Theory and Practice; Arnold-Heinemann Publishers.
4. Hendriksen, E.S. (2008) Accounting Theory; Khosla Publishing House, New Delhi-2.
5. Ghosh, P.K., Maheshwari, and R.N. Hoyale m(2014), Studies in Accounting Theory; Wiley Eastern Ltd. India.
6. Colditz, B.T. and R. W. Hibbins: Accounting Perspectives; McGraw Hill Book Co. Sydney, Australia.
7. Bhattacharyya, S.K. and Dearden (2015) Accounting for Management; Text and Case; Vikas Publishing House Pvt. Ltd., New Delhi.
8. Baxter, W.T. and S. Davidson (1977), Studies in Accounting, The Institutions of Chartered Accounts England and Wales, London, UK.

Course Code: COM-PG-306 (A) ACCOUNTING FOR SERVICES

Objective : *This course is designed to equip students with accounting knowledge essential for services sector.*

Unit I: Accounting for Hotels, Hospitals and Educational Institutions

Accounting for Hotels: Accounting for cash, accounting for sales, allowances to guest, preparation of Final Accounts, Special Adjustment features and ratios .

Accounting for Hospitals: Types of hospitals, Items of income and expenditure, Preparation of financial statement, Profit & Loss A/c and Balance Sheet.

Accounting for Educational Institutions: Introduction, Books of accounts, Annual statement of accounts, Receipts and Payments Account, Income & Expenditure Accounts and Balance Sheet.

Unit II: Accounting for Transportation and Electricity Companies

Accounting for Transport Companies

Accounting for Electricity companies

Unit III: Accounting for Banking and Insurance Companies

Preparation of Financial Statements of Banking Sector Companies

Preparation of Financial Statements of Insurance Sector Companies

Unit IV: Accounting for Government and Cooperative Organisations

Government Accounting: Fundamentals; Switch over from cash to accrual basis accounting.

Local Government: Municipal Department, Panchayat;

Cooperative Organisations: Basic books of account.

Activity : Students will be shared with annual reports for analysing the financial status of organisations.

Suggested Readings:

1. Coltman, M.M. & Jagels, M.G.(2007) Hospitality Management Accounting - John Wiley & Sons Inc. USA.
2. Comptroller and Auditor General of India, 'Report of the Task Force on Accounting and Budget Formats for Urban Local Bodies', Government of India, New Delhi
3. Herkimer, Allen G (2006) Understanding Health Care Accounting, An Aspen Publication
4. Kulkarni, G. R.(2004) Managerial Accounting for Hotels, Vikas Publishing House.
5. Maheshwari, S.N. & Maheshwari, S.K.(2009) Advanced Accounting (Vol. II), S Chand New Delhi.
6. Mukherjee, A & Hanif, M (2009) Modern Accounting, Vol-I and II Tata Mc Graw Hills.
7. Piland, Neill F. & Glass, Kathryn P.(2010): Chart of Accounts for Health Care Organisations, Medical Group management Association (AMACOM)
8. The Institute of Chartered Accountants of India, 'Technical Guide on Accounting and Financial Reporting by Urban Local Bodies', Accounting Standards Board, New Delhi.
9. Tulsian, P.C.(2008) Advanced Accounting (Vol. I), Pearson Education.
10. William J Ward(2009) Hand Book of Health Care Accounting and Finance, an Aspen.

FINANCIAL SERVICES

Unit I: Introduction

Meaning, Needs, Significance, Types – Fee Based and Fund based services, Financial Innovation-importance, Banking and non-banking services, Financial Sector Reforms.

Merchant banking; meaning, activities - Loan syndication; Venture capital; Custodian services; Advisory services; Mutual Funds; Credit cards instruments; Micro Finance & Role of SHGs ; Factoring and Forfeiting.

Unit II: Financing methods of Hire Purchase and Lease

Hire-Purchase: Conceptual framework, Legal Frame Work, features, advantages, terms of agreement in hire - purchase; Hire-purchase , Credit sales and Instalment sales.

Leasing: Meaning, types of Leasing; Advantages and disadvantages of Leasing; Leasing Vs Hire-purchase; Legal aspects of Leasing; Challenges of lease companies;

Unit III: Housing Finance and Venture Capital

Housing finance: Role of National Housing Bank (NHB); Housing and Urban Development Corporation (HUDCO); Role of housing finance corporations and the housing schemes; Recent developments.

Venture capital: Meaning, features, scope and significance; Methods of venture financing; Venture capital scenario in India.

Unit IV: Credit rating and Securatization

Credit Rating: Meaning, functions and significance of credit rating; Credit rating in India; Rating process and methodology; Credit rating agencies in India; Debt rating systems of CRISIL, ICRA and CARE; Limitations of rating;

Securitisaton – Meaning, Benefits, Securitisation in India;

Suggested Readings:

1. Bhatia, B.S. and Batra, G.S (2009). Management of Capital Markets, Financial Services and Institutions, Deep and Deep Publications, New Delhi.
2. Gordon and Natarajan (2011): Financial Markets and Services, Himalaya Publishing House.
3. Gurusamy (2010), Financial Systems and Services, Thomson.

4. Khan, M.Y. (2010) Indian Financial System – Theory and Practice, Vikas
5. L.M. Bhole (2012) Financial Institutions and Market, Tata McGraw Hill.
6. Pathak: (2011) Financial Markets and Services, Pearson.
7. Singh, H.K. and Singh, Meera (2011): Mutual Funds and Indian Capital Market, Kanishka Publishers' Distributors, New Delhi.
8. Vasant Desai: (2009) Indian Financial System, Himalaya Publishers, Mumbai.

Course Code : COM-PG-405(F)

INVESTMENT MANAGEMENT

Objective: *This course is designed to acquaint students with concepts and approaches to investment management.*

Unit - I : Basics of Investment – Investment, Speculation and Gambling, Investment Categories, Computation of stock index, Security Returns, Measurement of Returns; Calculation of security mean return, Standard deviation to returns and estimation of security returns using excel. Risk; Systematic and Unsystematic Risk Basics of Economic, Industry Analysis, Company analysis, Financial and Non - Financial Parameters, Analysis of Financial Statements. Technical Analysis; The Dow Theory, WTechnical indicators: Moving averages, Resistance and Support levels, Price, Volume and Open Interest graphs, RSI Index, Charting Techniques using excel.

Unit - II: Fixed Income Securities and their Valuation: Features of Bonds, Risks and Returns of Bonds Bond Pricing analytics; Current Yield, Time-adjusted Yield to Maturity, Yield to Call, Duration Fixed Income Security: Preference Shares – Current Yield – Planning or Holding Period Return. Valuation of Variable Income Security; Equity Valuation, Book Value vs Market Value, Liquidation Cost, Replacement Cost – Intrinsic Value vs Market Price, Dividend Discount Model, Constant Growth Model(CGM), Multistage Growth Models, Price–Earnings Ratio, Earnings Multiplier Approach.

Unit - III: Portfolio Returns and Risk: Mean Variance Criterion; calculation of Portfolio mean and variance using excel, Risk return representation of portfolios, Markowitz Diversification, Efficient Frontier, Using solver to find efficient points, combining risky and risk free securities, Capital Market Line – Optimal Portfolio – Sharpe's Single Index Model – Characteristic Line. Estimation of Beta coefficient for select stocks in select industries – variance covariance matrix – Working out leads and lags in the stock market – Capital Asset Pricing Model (CAPM) – Testing CAPM using excel – Solving an Unconstrained Portfolio Problem – Solving a Constrained Portfolio Problem – Security Market Line – Assumptions – Testing the Security Market Line: The First-Pass Regression – The Second – Pass Regression – Arbitrage Pricing Model (APT) – Portfolio Performance Models.

Unit –IV : Portfolio Management – Passive vs. Active Management – Passive Equity Portfolio Management Strategy – Index Portfolio Construction Techniques – Tracking Error – Methods of Index Portfolio Investment – Fundamental Active Strategies – Technical Strategies – Market Anomalies – Value vs. Growth Investments – Investor Behaviour and Stock Returns – Portfolio Performance Measures: Treynor, Sharpe, Jensen and Information Ratio. Event Studies: Outline of an Event Study – Measuring the Stock's Behavior in the Estimation Window and the Event Window – Market Adjusted and Two-Factor Models – The Event Window – Impact of Earnings Announcements on Stock Prices – Cumulative Abnormal Returns.

Recommended Books

1. Sharpe, Alexander & Wiley,(2008), Investment, Prentice Hall of India, New Delhi.
2. S. Kevin,(2009) Security Analysis and Portfolio Management, PHI learning.
3. Pandian,(2010), Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi
4. Reiley & Brown,(2011) Investment Analysis & Portfolio Management, Thomson Learning, Bombay
5. V. A. Avadhani,(2007) Securities Analysis Portfolio Management, Himalaya Publishing House.
6. Prasanna Chandra,(2010) Investment Analysis and Portfolio Management, McGraw-Hill Professional.
7. Simon Benninga Financial Modeling(2008), The MIT Press Cambridge, Massachusetts.
8. Chandan Senguptha,(2010) Financial Modeling: Using excel and VBA, John Wiley and sons limited.

9. Mary Jackson & Mike Staunton(2007), Advanced Modelling using Excel and VBA John Wiley and sons limited.
10. Gottlieb Isaac,(2009) Next Generation Excel: Modeling in Excel for Analysts and MBAs, John Wiley and sons limited.

Course Code: COM-PG-406(F)

DERIVATIVES AND RISK MANAGEMENT

Objective: *To familiarise students with the concepts and practices of financial derivative trading and valuation.*

Unit I Introduction

Introduction to derivatives, F&O Market and its growth in India, Forward and Futures, Cost of carry for futures and forwards, risk management using futures and forwards, Hedging, options and futures, types of payoffs

Unit II Options

Options, Options Valuation, Risk Neutral Valuation, Binomial option pricing model, the Black-Scholes option pricing model, use of options, Delta, Gamma, Theta, Vega, Rho, complex option strategies.

Unit III Volatility

Volatility and implied volatilities, implied risk neutral distributions, exotic options, warrants and convertibles, interest rate and currency swaps, caps, floors, swoptions

Unit IV: Risk Management

Derivative accounting: methods and process, Regulatory Process of Derivative trading In India, Risk management through use of derivatives.

Suggested readings

1. Verma,(2012) Derivatives and risk management, TMH, New Delhi.
2. Srivastava, (2010) Derivatives and risk management, OU P, New Delhi.
3. Dubofsky & Miller,(2012) Derivatives, Oxford
4. Hull, (2012) Options Futures and Derivatives, Pearsons Education, New Delhi.
5. Fabozzi Frank J(2010) Investment Management, Pearson Education, Delhi
6. Gupta L.C: (2000) Stock Exchange Trading in India; Society for Capital Market Research and Development, Delhi
7. J C Hill (2010) Options, Futures & other derivatives, Pearsons, New Delhi.
8. T.V. Somanathan(2014), Derivatives, Tata McGraw Hill.
9. Redhead(2011), Financial Derivatives, Prentice Hall.
10. Lasys Walter, Lexinton,(2012) Speculation, Hedge and Commodity Price Forecasting, Wiley, New Delhi.

Course Code: COM-PG-304(M)

SERVICES MARKETING

Objective: *This course is designed to familiarize students with the concept of services and inculcate skills essential for marketing the same.*

UNIT-I Concept of Services Marketing.

Definition and development of Special characteristics of services, Classification of services, Service as a process; Reasons for growth of service sector, Marketing Challenges in service business; Service Marketing Environment, 7 P's of Marketing, Modern Trends in Service Marketing.

UNIT-II Service Quality and Customer Focus

Determinants of Service Quality with Core Features; Customer expectation and perception of services quality, Quality Models- The Integrated Gaps Model of Service quality(SERVQUAL, SEVPERF); The service consumer behaviour; Factors Influencing Customer Satisfaction.

UNIT-III Service Planning and Management

Service Planning- Key components in the design of service offering; Service Encounter; Service Vision and Service Strategy; Service Delivery; Service Blueprint; Servicescape. Advertising, Branding and Packaging of Services; Pricing of Services.

UNIT-IV Service Marketing Application

Concepts of Marketing of Financial Services, Tourism Services, Health Services. Service Failure; Service Recovery; Customer Retention With special reference to India

Suggested Readings:

1. Love Luck,(2014), Marketing of Services, Pearson Education, New Delhi.
2. K Ram Mohan Rao(2010), Service Marketing; Pearson Education,New Delhi.
3. Zeithaml, V.A and Bitner, M J (2010), Service Marketing; TMH, New Delhi.
4. Nimit & Monika Chowdhary (2014), Text Book of Marketing of Services: The Indian Experience; McMillan , New Delhi.
5. Rajendra Nargundkar (2013), Service Marketing; TMH
6. Bhattacharjee, (2011), Service Marketing; Excel Books.

Course Code: COM-PG-305(M)

CONSUMER BEHAVIOUR

Objective : *This course is designed to offer students with knowledge and skills essential for developing interpersonal qualities to deal with prospective consumers.*

UNIT-I Introduction

Concept, Definition, Nature, Scope and Applications of consumer behaviour. Consumer behaviour and life-style marketing. Concept of Man- Economic, passive, cognitive and emotional.

UNIT-II Determinants of Consumer Behaviour

International Determinants; Consumer motivation and involvement; Information processing and consumer ; perception Learning; Consumer attitude; Personality; Values and life-style

External Determinants; Family and household influences; Reference groups and social class ; Cultural and sub-cultural differences; Family life-style.

UNIT-III Consumer Decision Making

Introduction to buying process; Problem recognition; Information processing; Evaluation of alternatives; Purchase and post-purchase behaviour; Models of consumer decision making.

UNIT-IV Cross Cultural Consumer and Industrial Buying Behaviour

Industrial buying behaviour; Urbanisation of consumer markets and marketing implications ; Impact of information technology on consumer behaviour Recent trends.

Suggested Readings:

1. Asseal, H (1994); Consumer Behaviour and Marketing (South Western Publ. Co., Ohio, 1994)
2. Bennet, P.D. & H.H. Kassajion (2002); Consumer Behaviour, Prentice Hall, New Delhi, 2002
3. Block and Roering (1997); Essentials of Consumer Behaviour, Dryden Press, Chicago.
4. Nair, Suja (2001); Consumer Behaviour: Text and Cases, Himalaya Publishing House, Mumbai.
5. Laudon, D.L (1997); Consumer Behaviour, Tata McGraw Hill, New Delhi.
6. Schiffan, L G. & Kanuk, L (2002), Consumer Behaviour, Pearson, New Delhi.
7. Wilkey, William L (1998), Consumer Behaviour, John Willey & sons, New York.

Course Code: COM-PG-306(M)

MARKETING RESEARCH

Objective: *This course is designed to orient students towards the methods and processes involved in marketing research.*

UNIT-I Introduction to Marketing Research and Research Design

Definition, Process, Decision Making, Defining the Problem, Management-Decision Problem and Marketing Research Problem, Research Questions and Hypothesis, Basic Research Design and the Types of Research.

UNIT-II Exploratory and Descriptive Research

Exploratory Research; Secondary vs. Primary Data, How to Use Secondary Data, Sources of Secondary Data, Introduction to Qualitative Research, Focus Groups
Descriptive Research; Survey Methods, Observational Methods, Choice Between Surveys and Observation methods.

UNIT-III Scaling and Sampling

Scaling : Primary Scales of Measurement, Comparative Scales, Non-comparative Scales. Non-comparative Scale Decisions, Scale Evaluation, Questionnaire Design.
Sampling; The Concept of Sampling, The Sampling Design Process, Non-probability Sampling, Probability Sampling, Internet Sampling.

UNIT-IV Data Analysis and Reporting

Data Collection, Data Preparation, Data Analysis, Communicating the Research Results.

Suggested Readings:

1. Malhotra N K (2016) Essentials of Marketing Research, 1/e Pearson Education, New Delhi.
2. Malhotra N K (2016) Marketing Research, 7/e Pearson Education, New Delhi
3. Bajpai N (2015) Marketing Research, Pearson Education, 3/e New Delhi.
4. Wilson A (2014), Marketing Research: An Integrated Approach, 5/e, Pearson Education, New Delhi.
5. Arora, Richa, Mahankale, and Nitin R (2015), Marketing Research, PHI, New Delhi.
6. Green , et.al (2016) , Research for Marketing Decisions, PHI, New Delhi.

Course Code:COM-PG-404(H)

STRATEGIC HUMAN RESOURCE MANAGEMENT

Objective: *To familiarise the students with the pragmatic applications of Strategic Management to the Human Resource so as to make them a competent achiever in the era of competitive advantage.*

Unit I: Introduction:

Evolution of the concept of Strategic Human Resource Management (HRM) Role of HR in Strategic Management of Organisations. Perspectives on Strategic HRM, the HR environment and the Knowledge economy.

Unit II: Strategic Acquisition and maintenance of HR:

HR Evaluation-need and rationale, approaches involved, Measurement of Firms' Performance, Strategic HR planning; Outsourcing as an option, Strategic approaches to Recruitment and Selection, Hiring in the era of Workforce diversity, Significance of strategy in Training and Development, Linkage between Business strategy and Training, Emerging dimensions in Training and Development.

Unit III: Strategic Retention of HR:

Strategic importance of implementing Performance Management System in Organisations, Bottlenecks encountered. Compensation and Reward – Determinants, approaches and modern developments, Business Strategy and Compensation

Unit IV: Contemporary HR Strategies:

Mentoring and its strategic role in Career Planning, Development and Management, Barriers to effective Mentoring, Mentoring Relationship, Changing concept of Work-family relationships, Strategic approach to Work-life Integration.

Note: *Case study may be an integral part of the pedagogy and semester examination carrying at least 20% weightage.*

Suggested Readings:

- 1) Agarwala Tanuja, (2007). Strategic Human Resource Management, Oxford University Press.
- 2) Dreher, Dougherty (2001). Human Resource Strategy, Tata McGraw Hill.
- 3) Mello, (2011). Strategic Human Resource Management, Cengage Learning.
- 4) Belcourt, (2010). Strategic Human Resource Planning, Cengage Learning.
- 5) Rajib Lochan Dhar, (2008). Strategic Human Resource Management, Excel Books.
- 6) Regis, (2008). Strategic Human Resource Management and Development, Excel Books.
- 7) K Prasad, (2005). Strategic Human Resource Management -Text and Cases, Macmillan Publication.
- 8) Kandula, (2010). Strategic Human Resource Development, Prentice Hall of India.
- 9) Armstrong, (2011). Strategic Human Resource Management, Kogan Page.
- 10) Viswanathan, (2010). Strategic Human Resource Management, Himalaya Publishing House.
- 11) S.C. Gupta, (2011). Advanced Human Resource Management -Strategic Perspective, Ane Publication.

Course Code:COM-PG-405(H)

INDUSTRIAL RELATIONS & LABOUR LAWS

Objective: *This course is framed to acquaint students with the legal and regulatory framework guiding the Human Resources Management practices in the organisation.*

UNIT-I Industrial Relations and Dynamics:

Concept, Scope, Significance and Objectives of Industrial Relations (IR). Industrial Conflicts and Unrest, Preventive Machinery, Industrial Discipline, Grievance handling procedures, Disciplinary procedure. Suspension and Dismissal, Misconduct, Labour Turnover and Absenteeism, Collective Bargaining – concept, significance, functions and procedure.

UNIT-II Trade Unionism & Industrial Democracy:

Concept and Nature of Trade Union (TU), its objectives, functions and problems, Regulation and Recognition of TUs, Important provisions of the Trade Unions Act, 1926, Concept of Industrial Democracy, Workers' Participation in Management (WPM), Works Committees, Joint Management Councils (JMC), Shop Council, Basics of Industrial Health and safety, social security.

UNIT-III Industrial and Wage Policy Legislations:

The Industrial Disputes Act, 1947: Object. Features, Definitions, Authorities, Procedure, Powers of Authorities, Strikes and Lockouts, Penalties, Lay-off and Retrenchment.

The Factories Act, 1948: Objects, Definitions, Inspection of Factories. Provisions related to Health, Safety and Welfare, Employment of Women, Young Persons, Annual Leaves and Hazards.

The Minimum Wages Act, 1948: Features. Definitions, Fixation, Revision and Payment, Enforcement.

The Payment of Wages Act, 1936: Objects. Definitions, Rules, Deductions and Enforcement.

The Payment of Bonus Act, 1965: Objects. Features, Definitions, Eligibility and disqualification for Bonus. Determination, payment and recovery of bonus, Enforcement.

UNIT-IV Employee Social Security & Welfare Legislations:

The Workmen's Compensation Act, 1923: Objects, Definitions, Rules, Notice, Claims, Appeals.

The Payment of Gratuity Act, 1972: Definitions, Obligations of employers.

The Employees' PF & Miscellaneous Provisions Act, 1952: Definitions, Schemes, Recovery, Inspectors.

Note: Case study may be an integral part of the pedagogy and semester examination question paper setting, carrying at least 20% weightage.

Suggested Readings:

1. Padhi, (2012). Labour and Industrial Laws, Prentice Hall of India.
2. BD Singh, (2008). Industrial Relations and Labour Laws, Excel Books.
3. Arora, (2008). Labour Law, Himalaya Publishing House.
4. Chhabra, Suri, (2009). Industrial Relations-Concepts and Issues, Dhanpat Rai Publication.
5. Tripathi, (2013). Personnel Management and Industrial Relations, Sultan Chand & Sons.
6. Mamoria, (2013). Dynamics of Industrial Relations, Himalaya Publishing House.
7. Bhogoliwal, (1995). Industrial Relations in India, Himalaya Publishing House.

8. Venkatratnam, (2011). Industrial Relations, Himalaya Publishing House.
9. R. Sivarethinamohan, (2010). Industrial Relations and Labour Welfare, Prentice Hall of India.
10. Subba Rao, (2011). Essentials of HRM & Industrial Relations, Himalaya Publishing House.

Course Code: COM-PG-406 (H)

COMPENSATION MANAGEMENT

Objective: *To acquaint the students with the emerging scenario concerning compensation and rewards across the world to retain talent of highest order so as to make the organization most competitive globally.*

UNIT-I Introduction:

Compensation, Types of compensation, Conceptual framework of compensation management, Theories of wages: Subsistence theory, Wage fund theory, Marginal productivity theory, Bargaining theory; Criteria of wage fixation.

UNIT-II Strategic Compensation Planning & Variable Pay:

Strategic perspectives towards compensation – Developing a total compensation strategy, Source of competitive advantage -Three tests, Designing pay levels, Mix and pay structures, Variable Pay: Strategic reasons for incentive plans, Administering incentive plans, Individual incentive plans-Piecework, Standard hour plan, Bonuses, Merit pay, Group incentive plans, Team compensation, Gain sharing incentive plans, Enterprise incentive plans- Profit sharing plans, Stock options, ESOPs.

UNIT-III Managing Employee Benefits:

Nature and types of benefits, Employee benefits programs: security benefits, retirement security benefits, health care benefits, time-off benefits, benefits administration, employee benefits required by law, discretionary major employee benefits, employee services, Designing a benefits package.

UNIT-IV Wage Determination:

Principles of wage and salary administration, Methods of wage determination in India, Internal and external equity in compensation systems, Wage administration in India: Wage policy in India, Wage boards: Structure, scope and functions, Compensation practices in different industries, Compensation practices of multinational and global organizations.

Note: Case study may be an integral part of the pedagogy and semester examination question paper setting, carrying at least 20% weightage.

Suggested Readings:

1. Henderson, (2006). Compensation Management in a knowledge-based world, Pearson Education.
2. Milkovich, (2004). Compensation Management, Tata McGraw Hill.
3. Bhatia, (2009). New Compensation Management in a changing environment, Himalaya Publishing House.
4. Sarma, (2014). Understanding the Wage System, Himalaya Publishing House.
5. Deepak Bhattacharya, (2009). Compensation Management, Oxford University Press.
6. Tapomoy Deb, (2009). Compensation Management, Excel Books.
7. B.D. Singh, (2012). Compensation and Reward Management, Excel Books.
8. Anderson (2009). Compensation Management in Knowledge based world, Pearson Education.
9. Milkovich & Newman (2008). Compensation, Tata McGraw Hill.
10. Joseph J. Martocchio (2011). Strategic Compensation, Pearson Education.

Course Code: COM-PG-404(T)

CORPORATE TAX PLANNING AND MANAGEMENT

Objective: *To familiarize the students with the concepts and skills essential for tax Planning and management of companies.*

Unit-I: Tax planning, management and Taxation of Companies:

Tax planning, evasion and tax avoidance; Nature and scope of tax planning and management in the corporate sector; Justification of corporate tax planning and management.

Residential status of companies and tax incidence, Classification of companies for taxation, Corporate tax rates, Minimum Alternate Tax and Dividend Tax.

Unit-II: Tax planning with reference to management decisions:

Implications of tax concessions and incentives for corporate decisions in respect of setting up a new business, location of business, nature of business, Special Economic Zones.

Capital structure decisions; Dividend Policy; Bonus Share; Investments and Capital Gains, Owning or leasing of an asset; purchasing of assets by installment system or Hire System; Purchasing of an asset out of own funds or out of borrowed capital; manufacturing or buying; Repairing, replacing, renewing or renovating an asset; Sale of assets used for scientific research; Shutting down or continuing operations.

Unit-III: Tax Planning in respect of Business Restructuring:

Amalgamations, Demergers and Slump sale, transfer of assets between Holding and Subsidiary Companies, conversion of private company/ unlisted public company into limited liability partnership.

Unit-IV: Tax Management:

Return of Income and Assessment:- Types of Return, Types of assessment, Advance payment of taxes, Tax Deducted at Source (TDS) and TDS return, Interest and penalties.

Activity: Students will be introduced to cases and filing of returns.

Suggested Readings (Duly revised on Annual basis from 2016 and onwards)

1. Singhanian, Vinod K.: Singhanian, Monika; Corporate Tax Planning & Business Tax Procedures with case studies; Taxmann, New Delhi.
2. Ahuja, Girish; Gupta, Ravi; Simplified approach to Corporate Tax Planning; Bharat Law House; New Delhi.
3. Ghosh,G and Dhar S.N. , Corporate Taxes : Fiscal Incentives and Effective Tax Rates in India, Northern Book Centre, New Delhi.
4. Mehrotra HC and Goyal S P Income Tax Law and Accounts Sahitya Bhawan Publications, New Delhi.
5. Agarwal RK Tax Planning for Companies, Hindu Law Publisher, New Delhi.
6. Agrawal K K Direct Tax Planning and Management Atlantic Publication, New Delhi.

Course Code: COM-PG-405(T)

CENTRAL EXCISE AND CUSTOMS LAW

Objective: *This course is designed to familiarise students with knowledge regarding central excise and customs law.*

UNIT-I Introduction:

Need and business Significance of Central Excise and Customs law, Evolution of the basic concepts in Central Excise Administration, Provisions of the Central Excises Act, 1944 and the Central Excise Rules, 1944. Stamp Act 1899, Court Fee Act 1870.

Basis of Chargeability of Duties of Central Excise - Goods, Manufactured, Classification and Valuation Rules, 1975 and 2000, Rule No.2 of 2002, Tariff Act, 1985, The Industrial (Development & Regulation) Act, 1951. The Additional Duties of Excise (Goods of Special Importance) Act, 1957.

UNIT-II Procedures

Excisable Goods, Registration, Assessment, Provisional Assessment.

Manner of Payment of Duty, Exemption, Recovery and Refunds of Duties Clearance of Excisable Goods; Invoice System.

Central Excise Bonds; Maintenance of Accounts and Records and Filing of Returns, Large Tax Payer Units, Excise Audit 2000, Audit u/s 14 and 14AA of Central Excise Act 1944.

Exemption to First Clearance of Specified Goods, Export Incentives under Central Excise such as SEZs, STPI, EHTP, EPZ. Investigation, Adjudication, Appeal and Revision.

Settlement of Cases, Advance Ruling, Search, Seizure, Arrest, Prosecution and Compounding; Offences and Penalty, Miscellaneous Provisions under Central Excise.

UNIT-III Customs Law

Levy of Customs Duties, Types of Customs Duty Leviable, Tariff Classification & Exemptions, Valuation of Imported and Exported goods. Provision of Assessment, Payment of Duties, Recovery and Refund of Customs Duties, Duty Drawback. Procedure for Clearance of Imported and Exported Goods.

Transportation and Warehousing. Confiscation of Goods and Conveyances and Imposition of Penalties; Search, Seizure and Arrest, Offences and Prosecution Provisions. Adjudication, Appeal and Revision; Settlement of Cases, Advance Ruling, Other Relevant Areas and Case Studies under Custom Laws and Rules.

UNIT-IV Product Specific Provisions

Promissory Estoppel in Fiscal Laws – Principles and Applicability with reference to Indirect Taxes.
Planning and Management – Scope and Management in Customs, with Specific Reference to important Issues in the Respective Areas , Negative List Approach, Statutory Provisions, CENVAT Credit for Service Tax, Returns, Refunds, Demands, Appeals, Revisions, Advance Rulings, Settlement, Commission, Audit under Section 72A of Finance Act, 1994.

Suggested Readings

1. Report of the Taxation Enquiry Commission 1953-54 (Vol. I & II).

2. Report of the Central Excise Reorganisation Committee.
3. R. K. Jain's (2015) Central Excise and Custom Law Manual; Centax Publications Pvt. Ltd, New Delhi
4. Report of the Indirect Taxation Enquiry Committee 1977 (Part I & II).
5. Statistical Year Book – Central Excise (latest edition (Vol. I & II).
6. The Central Excise Manual (Directorate of Publicity and Public Relations, Customs & Central Excise).
7. The CBEC Excise Manual of Supplementary Instructions for New Excise Procedures as on 01.09.2001.
8. Service Tax Act and Rules. Commentaries on Central Excises Act, 1944;

Course Code: COM-PG-406(T)

SERVICE TAX ,VAT AND CST

Objective: *This course is designed to inculcate knowledge and skills essential for indirect tax filing.*

UNIT-I Introduction

Need and Significance of Services Tax for business entities, Practices and Current trends in India.
Goods and Service Tax (GST) – Concept and Developments , overview,
Concept and Mechanism of VAT; Need significance and recent trends.
Central Sales Tax ; Need and Significance, overview, trends and developments.

UNIT-II Services tax Computation and Filing

Services Tax : Statutory Provisions, Taxable Services, Valuation, Point of Taxation, Place of Provision of Service, Administrative Mechanism and Procedural Aspects.
Assessment, Computation, Levy, Collection and Payment of Service Tax, Exemptions,

UNIT-III VAT computation and Filing

VAT : Classification , Invoicing, Exemption, Returns, Refunds, Demands, Appeals, Revisions.
Liability under VAT, Set off and Composition Scheme, Computation of VAT, Assessment
VAT on Works Contract, Right to use Property, Rate of Tax, Procedural Aspects including
Registration, Preparation and Filing of E>Returns, Audit and Appearances.

UNIT-IV Central Sales Tax Computation and filing

Central Sales Tax; Salient Features of CST Act , Stock Transfer, Branch transfer, Inter State Sale.
Various forms for filing of returns under CST , Procedures under Central Sales Tax (CST)

Suggested Readings (Revised on annual basis)

1. V. S. Datey : Indirect Taxes – Law & Practices, Taxmann Publications, New Delhi.
2. V.S. Datey : Service Tax Ready Reckoner; Taxmann, Publications, New Delhi.
3. J.K. Mittal : Law, Practice & Procedure of Service Tax; CCH , Walters Kluwer (India) Pvt. Ltd. New Delhi.
4. Balram Sangal & Jagdish Rai Goel, All India VAT manual (4 Vols.); Commercial Law Publisheres (India) Pvt. Ltd. Delhi.

Course Code: COM-PG-404(E)

E- BUSINESS INFORMATION SYSTEMS MANAGEMENT

Objective: *this course is designed to acquaint students with intricacies of management of e business information system .*

Unit – I : *Information Systems* : Concepts and Definitions, Classifications and Types of Information Systems, Components of an information system; How IT supports People and Organizational Activities, How It supports Supply Chains and Enterprise Systems, Information Systems Infrastructure and Architecture, Different types of information systems; Management Information System, Enterprise Resource Planning: Business modelling; Integrated data model. Emerging Computing Environments: SaaS, SOA and more, Managerial issues.

Unit – II : *Essentials of Enterprise systems* and supply chains, supply chain challenges, supply chain opportunities, Business value of Enterprise systems, Enterprise resource planning systems, Business Process Management, Product life cycle Management, Customer Relationship Management, Managerial Issues. Inter-organizational Activities and order fulfillment, Inter-organizational information Systems and Virtual Corporations, Global Information Systems, Facilitating Internetwork Operating System (IOS) and Global Systems from Demand driven Networks to RFID, Inter-organizational Information Integration, Partner relationship Management and collaborative commerce, Managerial issues.

Unit – III: *Decision Support Systems* – Definition – Characteristics & capabilities of DSS – Components of DSS-database, Model base, Communication subsystem & User – Classes of DSS. Managers and Decision making, Decision support systems: for Individuals groups and Enterprise, Intelligent Support Systems : The basics, Expert Systems(ES) – fundamentals – Types of expert systems – Developing ES – Problems & Limitations of ES. Other intelligent systems. Automated Decision Support (ADS), Managerial Issues.

Unit – IV: *Role of IT in Modern E – Business*: IT Strategic Alignment, Competitive Forces Model, Value Chain Model, Strategic Resources and Capabilities, IT Planning, Inter-organizational and international IT planning, Managing the IS department, How IT supports to Managing the Production / Operations and Logistics, to managing Marketing and Sales Systems, to managing the accounting and Finance Systems, and to managing Human Resource Systems and its related Managerial issues.

Suggested Reading

1. Efralm Turbon (1995), Decision Support and Expert Systems: Management Support Systems 2nd Ed. Prentice Hall, USA.
2. Ralph H. Sprange, Jr. and Eric. D.Carlson (1982), Building Effective ESS, Prentice Hall.
3. R. Jayshankar (1989), Decision Support Systems, Tata McGraw Hill
4. Janakiraman and Sarukesi (2008), Decision Support Systems, Prentice Hall of India New Delhi.
5. Efrain Turban, Dorothy Leidner, Ephrain McLean, James Wetherbe (1995), Information Technology for Management: Transforming Organizations in the Digital Economy.
6. Kenneth C. Laudon & Jane P. Laudon (2014), Management Information Systems : Managing the Digital Firm(7th Edition), Prentice Hall Publication.

7. V.K. Narayanan (2001), Managing Technology and Innovation for Competitive Advantage (1st Edition), Pearson Education.
8. Rainer, Turban (2006), Introduction to Information Systems: Supporting and Transforming Business .
9. David M. Kroenke(2006), Using MIS, Prentice Hall.
10. William Stallings and Tom Case (2013), Business Data Communications - Infrastructure, Networking and Security (7th Edition), Pearson.

Course Code: COM-PG-405(E)

ENTERPRISE RESOURCE PLANNING (ERP)

Objective: *This course is designed to provide an exposure to students regarding ERP.*

UNIT-I Enterprise Resource Planning – Introduction, Need , Advantages, Growth , Tools and Software. ERP Selection Methods and Criteria; Process, Vendor Selection, Products and technology R/3 overview. SAP; advantage, Baan Company, Oracle Corporation; Products and technology; Oracle Application; Vertical solutions, Microsoft Corporation, Ramco Systems, Systems Software Associates Inc. (SSA), QAD. ERP Implementation Lifecycle, Pros and cons of ERP implementation, Factors for the Success of an ERP Implementation. ERP Security: Concepts, strategies, and various tools to promote security of an ERP System.

UNIT-II ERP Manufacturing, Production Planning, Inventory Cum Quality Management
Modules: Material and Capacity Planning; Shop Floor Control. Management of Quality; JIT Manufacturing, Cost, Engineering Data, Engineering Change Control and Configuration. Serialisation / Lot Control; Tooling, Human Resource. Plant Maintenance, Preventive Maintenance Control; Tracking; Equipment, Component, Plant Maintenance Calibration, Plant Maintenance Warranty Claims. Materials Management - Pre-purchasing, Purchasing, Vendor Evaluation, Inventory Management and Invoice Verification and Material Inspection. Quality Management - Functions of Quality Management; CAQ and CIQ;

UNIT-III ERP Sales & Distribution, and CRM Modules :

Role of ERP in Sales and Distribution, Order management, Warehouse management, Shipping and transportation, Billing and sales support, Foreign trade, Integration of Sales and Distribution Module with Other Modules Role of ERP in CRM, Concept of CRM: Objectives of CRM; Benefits of CRM; Components of CRM, Types of CRM : Operational CRM, Analytical CRM, Sales intelligence CRM, Collaborative CRM, Sub-Modules of CRM: Marketing module; Service module; Sales module.

UNIT-IV ERP Finance and Human Resources(HR):

Financial Module ; Features, Benefits, Accounting and Finance Processes; Cash management; Capital budgeting.

ERP in HRM: Role, Workflow, Advantages. HRM; Functions of HRM module; Features, Benefits, Common Sub-Modules of HRM Module: Management of Personnel, Organization, Payroll, Time and Personnel development.

Suggested Reading

1. Mary Sumner (2005), Enterprise Resource Planning, PHI Learning India Pvt. Ltd. Pearson Education, Inc. New Delhi.
2. T. F. Wallace and M. H. Kremzar (2001), ERP: Making It Happen: The Implementers' Guide to Success with Enterprise Resource Planning, Wiley, India.
3. Ellen F. Monk and Bret J. Wagner (2013), Concepts in Enterprise Resource Planning, 4th Ed., Cengage Learning, USA.
4. Alexis Leon(2000), ERP Demystified, TMH

5. S. Parthasarathy (2007), "ERP – A managerial and Technical Perspective", New Age International Publications.
6. V.K. Garg & N.K. Venkitakrishnan (2004), ERP Ware: ERP Implementation Framework, Prentice-Hall Of India Pvt. Limited.
7. V.K. Garg & N.K. Venkitakrishnan (2005), Enterprise Resource Planning: Concepts and Practice, Second Edition, Prentice-Hall of India Pvt. Limited.

Course Code: COM-PG-406(E)

DATA MINING & BUSINESS INTELLIGENCE

Objective: This course acquaints students with data mining problems concepts with particular emphasis on business intelligence applications.

Unit – I: Introduction to Data Mining: Motivation for Data Mining, Data Mining-Definition & Functionalities, Classification of DM systems, DM task primitives, Integration of a Data Mining system with a Database or a Data Warehouse, Major issues in Data Mining. **Concept of Data warehousing** like star schema, fact and dimension tables, OLAP operations, From OLAP to Data Mining. **Data Preprocessing:** Descriptive Data Summarization, Data Cleaning: Missing Values, Noisy Data, Data Integration and Transformation. **Data Reduction:** Data Cub Aggregation, Dimensionality reduction, Data Compression, Numerosity Reduction, Data Discretization and Concept hierarchy generation for numerical and categorical data.

Unit – II: Data mining of frequency, association and correlation: Market Basket Analysis, Frequent Item sets, Closed Item sets, and Association Rules, Frequent Pattern Mining, Efficient and Scalable Frequent Item set Mining Methods, The Apriori Algorithm for finding Frequent Item sets Using Candidate Generation, Generating Association Rules from Frequent Itemsets, Improving the Efficiency of Apriori, Frequent Itemsets without Candidate Generation using Frequent-Patten(FP)Tree, Mining Multilevel Association Rules, Mining Multidimensional Association Rules, From Association Mining to Correlation Analysis, Constraint-Based Association Mining.

Unit – III: Data Classification & Prediction: Issues regarding to data classification and prediction: Classification methods: Decision tree, Bayesian Classification, Rule based method of Prediction: Linear and nonlinear regression. Accuracy and Error measures, evaluating the accuracy of a Classifier or Predictor. Cluster Analysis: Types of Data in cluster analysis, Categories of clustering methods, Partitioning methods K-Means, K-Medoids. Hierarchical Clustering- Agglomerative and Divisive Clustering, BIRCH and ROCK methods, DBSCAN, Outlier Analysis.

Unit – IV: Data Mining for Business Intelligence Applications: Data mining for business Applications like Balanced Scorecard, Fraud Detection, Clickstream Mining, and Market Segmentation. Business Intelligence (BI): BI – Definition – Concepts – Need – basic principles of Business Intelligence, Approaches, Methods and BI User Interfaces: Business Analytics and Data Visualization such as Building ad-hoc queries, BI dashboards, BI Applications relating to in the field of banking & finance, human resource management, Marketing & Customer Relationship.

Suggested Readings

1. Han, Kamber (2000), "Data Mining Concepts and Techniques", Morgan Kaufmann 2nd Edition.
2. P. N. Tan, M. Steinbach, Vipin Kumar (2006), Introduction to Data Mining, Pearson Education.
3. Michael Berry and Gordon Linoff (2000), Mastering Data Mining, John Wiley & Sons.
4. Efraim Turban, Ramesh Sharda and Dursun Delen (2010), Decision Support and Business Intelligence Systems, Pearson.
5. G. Shmueli, N.R. Patel, P.C. Bruce (2010), Data Mining for Business Intelligence: Concepts, Techniques, and Applications in Microsoft Office Excel with XLMiner, Wiley India.
6. Cindi Howson (2007), Successful Business Intelligence: Secrets to Making Business Intelligence: A Killer Approach, Mc Graw Hill.
7. Swan Scheps (2008), Business Intelligence For Dummies, Wiley Publishing, Inc., NJ
8. Rajiv Sabherwal, Irma Becerra-Fernandez (2010), Business Intelligence, Wiley, NJ, 2010
9. Efraim Turban, Ramesh Sharda, Jay E. Aronson and David King (2007), Business Intelligence: A Managerial Approach, Prentice Hall, US.
10. Arijay Chaudhry & P. S. Deshpande (2009), Multidimensional Data Analysis and Data Mining Dreamtech Press.

