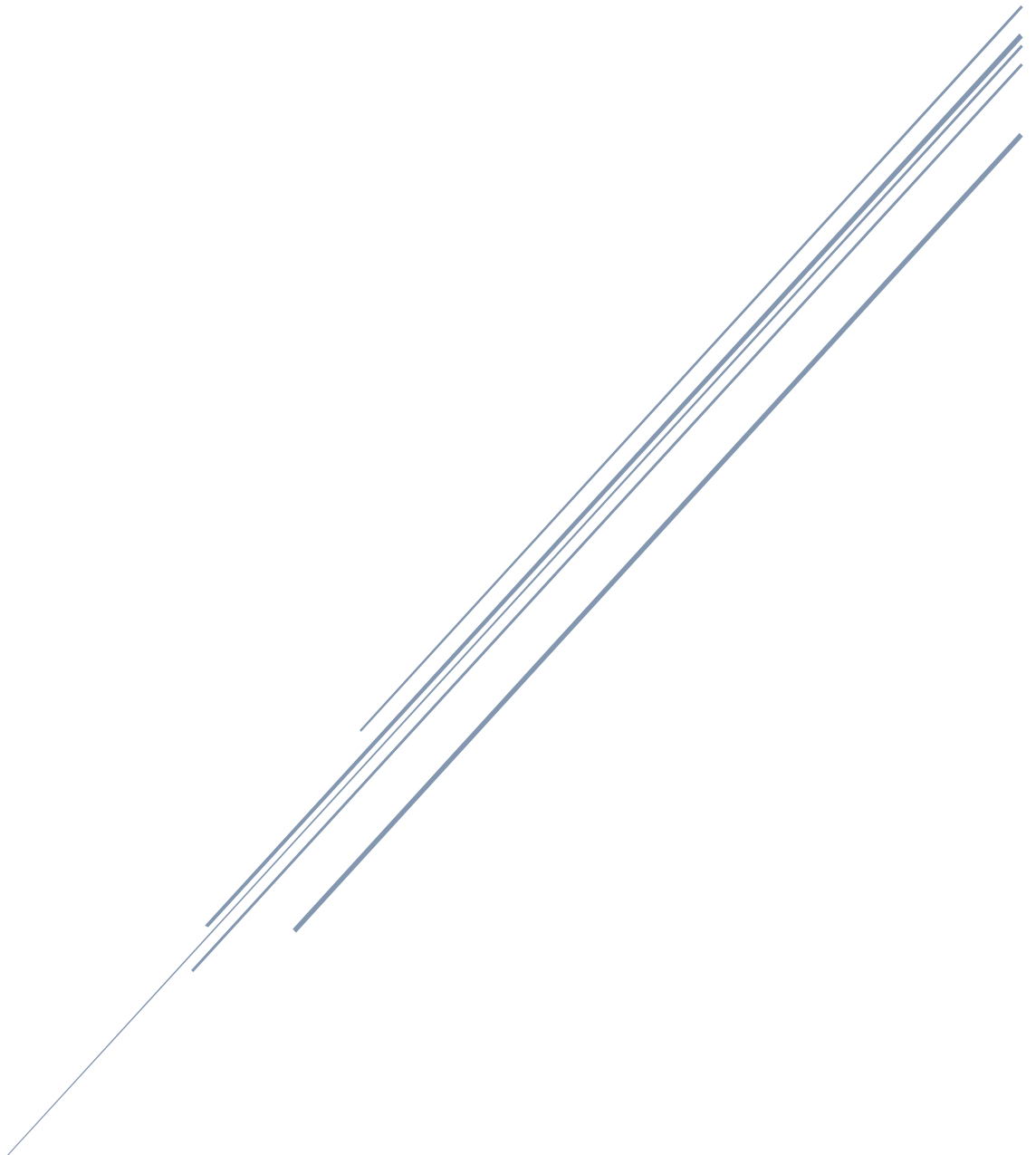


# MASTER OF COMMERCE-ODL

## PROGRAMME PROJECT REPORT (PPR)



**School of Professional Studies**

PPR of Master of Commerce science approved by 39th Academic Council (vide memo no.: Reg/0322 dated 14.03.2023) for delivery of programme through Open Distance Learning mode.

**i. Programme's mission and objectives:**

The objectives of this programme are to equip the learners with necessary conceptual, entrepreneurial and analytical skills required for handling business operations *so as to develop specialized competency in the field of Commerce as well in the business particularly the oral and written communication, Information Technology and statistical skills as well as legal knowledge*. This programme consists of 20 papers of 50 marks each divided in 1<sup>st</sup> & 2<sup>nd</sup> year. Considering the importance of self-employment, the programme aims to develop and inculcate *entrepreneurial skills* among the students. The post graduate degree in commerce is designed for the workforce who wish to work in commerce and industry. The fresh graduates and existing workforce can take the advantage of ODL system to increase their skills and competency in this particular field without disturbing their work schedule. The programme thus aims to provide students with the opportunity to develop and broaden their management and leadership with specialized skills. The curriculum seeks to develop managerial knowledge and strategic agility, providing students with a broader skill set and a fresh perspective and to encourage them to seek out bold, innovative solutions for today's business and societal challenges.

**ii. Relevance of the program with HEI's Mission and Goals:**

The mission of the university is to spread higher education in different parts of the state and to provide access to different skill enhancing educational programmes at affordable cost to the disadvantaged and to provide the facility for lifelong learning to intending learners. This particular course/programme may give an opportunity to gain knowledge in the domain of commerce and management.

**iii. Nature of prospective target group of learners:**

The main target group of learners are people from different age groups who wishes to pursue higher education in Commerce and enhance their knowledge in the discipline to seek for a better career and lead a responsible life. The learners are from different socio-economic background and are located in different parts of the state of West Bengal and also from neighbouring other states. In compliance with the ultimate objective of distance education to reach the unreached, special care is taken to include learners from marginalised sections of the society, backward caste and tribes.

The target group of learners for the Post Graduate level are the Graduate students interested in studying Commerce at a higher level.

**iv. Appropriateness of programme to be conducted in Open and Distance Learning and/or Online mode to acquire specific skills and competence:**

The post graduate degree in commerce is designed for the workforce of commerce and industry. The fresh graduates and existing workforce can take the advantage of ODL system to increase their skills and competence in this particular field without disturbing their work schedule.

The course prepares learners of the University to step out in the competitive job market, at par with students who take the course from Conventional University departments. The students at this University are rather better trained to equip themselves with modes of ICT, through using online student support services, audio-visual lectures above the use of printed SLMs, and thus in every way ready to face the challenges of the twenty-first-century scenario.

**v. Instructional Design:**

**a. Introduction:** The University makes use of several methods to provide maximum possible exposure of the learners to the course-contents and to each instructional programme. To start with, printed SLMs (Self Learning Materials) packages and contact programmes involving face-to-face interaction with academic counsellors are available. Moreover, Audio-visual presentations, Teleconferences and occasional discussion sessions through Web TV and Web Radio channels have been introduced.

**Personal Contact Programme (PCP):** PCP schedules for PG courses are prepared by concerned School of Studies and circulated among the Study Centres as well as notified in the official website of the University well ahead of the schedule. PCPs are conducted at selected accredited Study Centres (known as PCP Centre) of this University from different regions of West Bengal. PCP sessions are generally scheduled on weekends/ holidays, though, under special circumstances, special sessions may be arranged on weekdays with a notification in the University Website. Students are recommended to read their SLMs thoroughly before participating in the PCP session to find it immensely useful. For each 50 marks of a theoretical paper there are being generally conducted 4 PCP sessions of 3 hours' duration. During these sessions, teachers will help the learners/students with their course work. Attendance at PCPs are optional, unless otherwise specified:

b. Course Structure: (Please see the detailed table below):

	Paper	Paper Code	Paper Type	Weightage for Assignment	Weightage for Term End	Full Marks
1 <sup>st</sup> Year	Organisational Behaviour	PGCO-I	Theory	20%	80%	50
	Managerial Economics	PGCO-II	Theory	20%	80%	50
	International Business	PGCO-III	Theory	20%	80%	50
	Business Environment	PGCO-IV	Theory	20%	80%	50
	Taxation	PGCO-V	Theory	20%	80%	50
	Corporate Financial Accounting & Reporting	PGCO-VI	Theory	20%	80%	50
	Statistics for Managerial Decisions	PGCO-VII	Theory	20%	80%	50
	Corporate Governance & Business Ethics	PGCO-VIII	Theory	20%	80%	50
	Accounting for Managerial Decisions	PGCO-IX	Theory	20%	80%	50
	International Accounting & Finance	PGCO-X	Theory	20%	80%	50
2 <sup>nd</sup> Year	Strategic Management	PGCO-XI	Theory	20%	80%	50
	Marketing Management	PGCO-XII	Theory	20%	80%	50
	Human Resource Management	PGCO-XIII	Theory	20%	80%	50
	Financial Management	PGCO-XIV	Theory	20%	80%	50
	Financial Statement Analysis	PGCO-XV	Theory	20%	80%	50
	Corporate Tax Planning and Management	PGCO-XVI	Theory	20%	80%	50
	Security Analysis and Portfolio Management	PGCO-XVII	Theory	20%	80%	50
	Research Methodology	PGCO-XVIII	Theory	20%	80%	50
	Audit and Assurance Service	PGCO-XIX	Theory	20%	80%	50

Computer Applications in Business	PGCO-XX	Theory	20%	80%	50
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**(a) Detailed Syllabus****1<sup>st</sup> Year****Paper-1: Organisational Behaviour**

**Course Objectives and Outcomes:** The main objectives of the course, Organizational Behavior are to understand the human interactions in an organization, find what is driving it and influence it for getting better results in attaining business goals. The organizations in which people work affect their thoughts, feelings, and actions. After going through this course, the learners will be able to know the concept of Organization, Organization Theory, Organisational Behaviour, Individual Behaviour in Organisation, Group Behaviour in Organisation, Group Decision Making & Communication, Motivation, Leadership, Organisational Culture, Stress Management, etc.

**Module-I (25 Marks)****Unit 1: Organization, Organization Theory and Organisational Behaviour:**

Organisation: Concept, System, Structure; Modern Theories (Systems Approach, Contingency Approach, Quantitative Approach, Behavioural Approach); Challenges of Managers, Organisational Behaviour – Overview, Meaning, Importance, Field of Activity, Contributing Disciplines, Applications in Industry. Organisational Behaviour in Global Context.

**Unit 2: Individual Behaviour in Organisation**

Personality: Meaning, Determinants, Theories, Measurement, Development; Perception: Process, Principles, Nature and Importance, Factors Influencing Perception, Perceptual Selectivity, Social Perception; Learning: Concepts and Principles, Theories of Learning, Types, Techniques of Administration, Reinforcement, Punishment, Learning about Self; Attitudes: Sources, Types, Attitudes and Consistency, Cognitive Dissonance Theory, Attitude Surveys; Job Satisfaction.

**Unit 3: Group Behaviour in Organisation**

Groups: Concept, types, Process of formation; foundation of Group behaviour, Group Dynamics, Creativity, Power and Politics; Organisational Conflicts and their resolution.

**Unit 4: Group Decision Making and Communication**

Group Decision Making: Concept, Nature, Individual versus Group Decision Making, Nominal Group Technique and Delphi Technique, Communication: Concept, Nature, Models, Communication Effectiveness in Organizations. Johari Window.

**Module-II (25 Marks)****Unit 5: Motivation**

Motivation: Approaches, Contemporary Theories of Motivation (ERG, Cognitive Evaluation, Goal Setting, Equity) Expectancy Model; Behavior Modification; Motivation and Organisational Effectiveness.

**Unit 6: Leadership**

Leadership: Concept, Theories (Trait, Behavioural, Situational, System), Style (Behavioral approach, Situational approach), Leadership Effectiveness, Contemporary Issues in Leadership.

**Unit 7: Organisational Culture and Stress Management**

Organisational Culture: Concept, Determinants; Stress: Concept, Potential Sources; Consequences of Stress on Individual and Organisation; Individual and Organisational Factors; Managing of Stress.

**Unit 8: Organisational Development**

Organisational Development: Concept and Intervention Techniques, Emerging Challenges, Managing Diversity, Globalization, Technology Transformation, E-business, Promoting Ethical Behavior.

**Suggested Readings:**

- Aswathappa, K., Organisational Behaviour, Himalaya Publishing.
- Gray and Starke, Organisational Behaviour, Merrill.
- Hersey, Blanchard and Johnson, Management and Organisational Behaviour: Utilizing Human Resources, Prentice Hall.
- Hicks and Gullett, Organisations: Theory and Behaviour, McGraw Hill International.
- Ivanicevich and Matteson, Organisational Behaviour and Management, McGraw Hill.
- Kreitner and Kinicki, Organisational Behaviour, McGraw Hill
- Kurtz and Rosenzweig, Organisational Behaviour, McGraw Hill.
- Luthans, F., Organisational Behaviour, McGraw Hill.
- Moorhead and Griffin, Organisational Behaviour, Houghton-Mifflin.
- Newstorm and Davies, Organisational Behaviour: Human Behaviour at Work, Tata McGraw Hill.
- Newstrom & Davis: Organizational Behaviour, McGraw Hill.
- Porter, Lawler and Hackman, Behaviour in Organisations, McGraw Hill.
- Robbins, S.P.: Organizational Behaviour, Prentice Hall,
- Sukla, M., Understanding Organizations: Organisation Theory and Practice in India, Prentice Hall.
- Tyagi, A.: Organizational Behaviour, Excel Books.

**Paper-2: Managerial Economics**

**Course Objectives and Outcomes:** The objectives of the course, Managerial Economics are to acquaint learners with the basic principles of micro and macroeconomics for developing the understanding of theory of the firm, markets and the macro environment, which would help them in managerial decision-making processes. After going through this course, the learners will be able to know the concept of Demand Analysis, Production Analysis, Cost Analysis, Market Structure, Alternative Theories of the firm, etc.

**Module-I (25 Marks)**

**Unit1: Nature and Scope of Managerial Economics.**

**Unit 2: Demand Analysis:** (a) Neo-Classical Consumer Theory-A review of Neo-Classical Consumer Theory. (b) Lancaster's Characteristics Approach to Consumer Theory. (c) Statistical Demand Curve. (d) Elasticity of demand: Own price elasticity, income elasticity and cross price elasticity---definitions, measurement and uses, Product-Line Pricing. (e) Short-run & Long-run Elasticities (f) The Product Life-Cycle.

**Unit 3: Production Analysis:** The concept of production function, total product curve-three stages on the total product curve and the most efficient stage to be accepted. The concept of isoquant and different types of isoquants, properties of an isoquant, the concept of the isocost line and its properties.

**Unit 4: Cost Analysis:** The equilibrium of a firm with a given level of output and varying cost and also the same for a given level of cost and varying level of output. Different types of production functions: -Cobb-Douglas, Leontief type & CES Production Functions: Properties of these production functions. Recapitulations of Basic cost concept and relationship among them. Short run and long run cost curves, elasticity of scale. (c) Multi-plant Operation. Cost minimization & Multi-plant Production. (d) The Learning Experience Curve. (e) Alternative Methods of Cost Estimation-Engineering Analysis. Statistical Cost Estimation. Estimating Learning Curves.

**Module-II (25 Marks)**

**Unit 5: Market Structure -I:** (a) Perfectly Competitive Market, (b) Monopoly Market including Discriminatory Monopoly.

**Unit 6: Market Structure -II:** (a) Monopolistically Competitive Market and Oligopoly Market.

**Unit 7: Alternative Theories of the firm:** Sales Maximization of a Firm with and without profit constraint.

**Unit 8: Inflation:** Demand Pull and Cost Push Types, Inflationary Gap, Effects of Inflation, Phillips Curve.

**Suggested Readings:**

- Baumol, W.J.—Second Edition, New Economic Theory and Operations Analysis, Prentice Hall.
- Dobbs Lan M (2000)—Managerial Economics—Firms, Markets and Business Decision, Oxford University Press.
- Douglas, E.J. (1992)-Managerial Economics: Analysis and Strategy, Engle Wood Cliffs, Prentice Hall.
- Haynes W.W. (1969): Managerial Economics, Second Edition, New York: Business Publications Inc.
- Sarkhel, Jaydeb: Managerial Economics, Book Syndicate Private Limited, Kolkata.

**Paper-3: International Business**

**Course Objectives and Outcomes:** From this course, the learners will be in a better position to deal with international business and systemic problems associated with inadequate regulation of financial markets. After going through this course, the learners will be able to know the concept of International Business, Foreign Exchange Market, Balance of Payments, Multinational Companies, Global Strategic Management, Regional Economic Integration, etc.

**Module-I (25 Marks)**

**Unit 1: International Business:** Concept, Importance, Composition, Difference with Domestic Business, Trends in International Business.

**Unit 2: The Foreign Exchange Market:** Meaning, Functions and its Structure. Quotations - Direct and Indirect quotes, Exchange Rate - Devaluation and Up-valuation of Domestic Currency, Different Exchange Rate Regimes and their Mechanisms.

**Unit 3: Balance of Payments:** Definition, Composition, Identity and Equilibrium, Fundamental Disequilibrium.

**Unit 4: Multinational Companies:** Basic Concept, Advantages and Disadvantages, Multinational Companies in Emerging Economies

**Module-II (25 Marks)**

**Unit 5: Global Strategic Management:** Concept of Global Strategic Management; Theory of Global Competitiveness Alignment; Porter's Diamond Model of Competitive Advantage.

**Unit 6: The Strategy and Organization of International Business:** Strategy in international business-motivation and pressures in internationalization, the global firm as a value chain, Market Entry Strategy- entry objectives; entry modes.

**Unit 7: Regional Economic Integration:** European Union, ASEAN and SAARC

**Unit 8: International Financing and International Economic Institutions:** International Financial Markets – Foreign Access to Domestic Markets – Development Banks – The Euro Markets; IMF, WTO, World Bank, ADB

**Suggested Readings:**

- Chacholiades Miltiades, *International Economics*, McGraw Hill.
- Hill Charles WL and Jain A.K., *International Business*, Tata McGraw Hill.
- Cherunilam, Francis: *International Business Environment*, Himalaya Publishing House, Mumbai.
- Reid W. Click and Jashua D. Coval: *International Financial Management*, Pearson Education.

**Paper-4: Business Environment**

**Course Objectives and Outcomes:** The course, Business Environment aims to develop the understanding about the Business Environment and the role of corporations in society keeping oversight on the functioning of the company, global developments in Governance and Corporate Citizenship. The course will also provide about the necessary knowledge and skills for building professional boards, stakeholder engagement and shareholder activism. After going through this course, the learners will be able to know the concept of Business Environment, Environmental Analysis, Socio-cultural Environment of Business, Economic Environment of Business, Demographic Environment, Political Environment, Legal Environment, Natural Environment, etc.

**Module-I (25 Marks)**

**Unit 1: Business Environment:** Concept, Nature and Significance of business environment – Types and elements of business environment – Competitive Environment – Micro Environment – concept, features and principal variables of micro environment, Task environment – meaning and nature of task management; Factors producing changes in business environment.

**Unit 2: Environmental Analysis:** Concepts and features of environmental analysis- importance, benefits, and uses of environmental analysis – process of environmental analysis- environmental forecasting, -limitations of environmental forecasting- linkages between environmental analysis and strategic management- limitations of environmental analysis.

**Unit 3: Socio-cultural Environment of Business:** Concept and importance of socio-cultural environment of business – Elements of culture in India – Cultural Resources – Societal Culture and Organizational Culture – Business and Society, Changing Objectives of Business.

**Unit 4: Economic Environment of Business:** Social Responsibility of Business – Concept, importance and factors of economic environment of business – Economic Role of the Government of India – Economic Reforms – meaning, objectives and types of economic reforms in India.

**Module-II (25 Marks)**

**Unit 5: Demographic Environment:** Concepts, features, importance of demographic environment - components of demographic environment - linkages between demographic environment and business environment.

**Unit 6: Political and Legal Environment:** Concept and scope of political and legal environment of business in India – Intellectual Property Rights – Concept and importance of Intellectual Property Rights, types of intellectual properties – The Patents Act: Objects, Definitions, Procedure for granting sealing of patents, office and authority of controller, surrender and revocation of patents – Consumer Protection Act: Definitions, rights of consumers, consumer disputes redressal agencies

**Unit 7: Natural Environment:** The Environmental Protection Act, 1986: objects, definitions, important provisions of the Act, various pollution prevention laws in India. Government Policy on Environment: Water Pollution Act, Air Pollution Act.

**Unit 8: International and Technological Environment:** Importance of International Environment – Concept of Globalisation – Reasons for globalization of business – Multinational Corporations: Concept and Characteristics, benefits and dangers of multinational companies – Origin and functions of WTO – Difference GATT and WTO – WTO Agreements, Trading Blocks and India. Government Policy on Foreign Investment, Foreign Collaboration & Indian Experience.

**Suggested Readings:**

- Adhikary, M., Economic Environment of Business, Sultan Chand & Sons.
- Agarwal, R., & Parag, Diwan, Business Environment, Excel Books.
- Agrawal, Raj, Business Environment, Excel Books, New Delhi
- Ahluwalia, I.J., Industrial Growth in India: Stagnation Since the Mid-sixties, Oxford University Press.
- Alagh, Y.K., Indian Development Planning and Policy: A Re-evaluation, Vikas Publishing.
- Aswathappa K., Essentials of Business Environment, Himalaya Publishing.
- Chakravarty, S., Development Planning: The Indian Experience, Oxford University Press.
- Ghosh, B., Economic Environment of Business, Vikas Publishing.
- Velasquez, Manuel G, Business Ethics, Prentice-Hall of India.
- Bhatia. S.K., Business Ethics and Managerial Values, Deep & Deep Publications Pvt. Ltd.
- Avtar Singh, Mercantile Law, Bharat Book.
- Satish C. Sharma, Environmental Law, Eastern Law Book House.
- Uberoy, U.K., Environmental Analysis, Excel Books, New Delhi
- Reddy, Intellectual Property Laws.

**Paper-5: Taxation**

**Course Objectives and Outcomes:** The primary purpose of taxation is to raise revenue to meet huge public expenditure. Most governmental activities must be financed by taxation. In other words, taxation policy has some non-revenue objectives. After completion of this course the learners will be able to know the policies formulated in developed countries, the purpose of indirect taxes which is to catch the general public in the tax net. In most of these countries, on an average, a major per centage of tax revenue is collected through indirect taxation. Such things have been discussed in detail to acquaint the learners about the taxation system in India.

**Module-I: Direct Tax (25 Marks)**

**Unit 1: Exempted Income:** Exemptions from income tax (Sections 10A, 10AA, 10B, 10BA)

**Unit-2: Taxation of Business Income:** Computation of business income in case of Corporate and Partnership Firms/ LLP with reference to relevant provisions under the Income Tax Act; Deemed profit; Deductions from gross total income Provision for MAT (Minimum Alternate Tax), Dividend Distribution Tax, Provision for Set off and Carry Forward of Accumulated Losses.



**Unit-3: Clubbing of Income:** Income of other persons included in assessee's own income. Case -study approach based on landmark judgements.

**Unit-4: Assessment Procedure:** Returns of Income, Due dates of filing return, Assessment of Income, Penalties and Prosecution, Advance Payment of Tax, Provisions regarding TDS, Refund of Tax, Interest, Appeals and Revisions, Settlement of cases.

**Module II: Indirect Tax (Goods and Service Tax) (25 Marks)**

**Unit 5: Introduction to GST:** Concept and understanding the objectives of GST; Impact on the Indian economy, exports from India -GST is the driving force for economic reforms; GST as an enabler for robust economic development in the country.

**Unit 6: Goods and Services Tax –Act & Rules**

Understanding the GST Law; Concept of Supply, levy of tax, concept of taxation, person responsible for taxation, point of levy of tax, concept of place of supply, applicability of CGST and SGST with case studies; Central GST Act; State GST Act., Interstate GST Act; Union Territory GST Act; Understanding Relevant Rules.

**Unit 7: GST Management:** GST Registration Rules; GST Return Rules; GST Refund Rules; GST Invoice Rules; GST Payment Rules; Input Tax Credit Rules; Transition Rules; GST Composition Rules; GST Valuation Rules; Procedure for Migration of existing Dealers/ tax payers; Procedure for Transfer of un-availed Input Tax Credit; Procedure for valuation of taxable goods and services; Return, Assessment, Audit, refund, appeal, revision.

**Unit 8. Customs Duties:** Introduction, Definition, Types of Customs Duties, Basic Customs Duty, Additional Duty of Customs, Special Customs Duty, Protective Duties, Safeguard Duty, Countervailing Duty, Anti-Dumping Duty, Export Duty, National Calamities Contingent Duty of Customs, Levy of and Exemption from Customs Duties, Valuation of Goods for the Purpose of Assessment, Clearance of Imported Goods, Restrictions on Custody and Removal of Imported Goods, Entry of Goods on Importation, Clearance of Goods for Home Consumption, Clearance of Export Goods, Entry of Goods for Exportation, Drawback, Drawback on Imported Materials used in the Manufacture of Goods which are Exported, Prohibition and Regulation of Drawback in certain Cases.

**Suggested Readings:**

- Acharjee, M. Goods and Service Tax
- Ahuja and Gupta, Tax Planning, Bharat Publishers
- Income Tax Act, 1961 (Amended as per the recent Finance Act)
- Singhanian, V. K. Direct Taxes, Taxmann
- Singhanian, V.K. and Kapil, Direct Taxes, Taxmann Publications, New Delhi

**Paper-6: Corporate Financial Accounting & Reporting**

**Course Objectives and Outcomes:** The objective of financial reporting is to track, analyze and report your business income. The purpose of these reports is to examine resource usage, cash flow, business

performance and the financial health of the business. Financial reporting helps investors decide whether your business is a good place for their cash. All such things have been discussed in detail in this course. After going through this course, the learners will be able to know the concept of Disclosure in Company Accounts, Accounting Standards, Valuation of Shares including Goodwill, Accounting for Liquidation of Companies, Accounting for Financial Instruments, Consolidated Accounts, Scheme for Corporate Restructuring, Segment Reporting, etc.

### **Module-I: (25 Marks)**

**Unit 1: Disclosure in Company Accounts and Accounting Standards:** Disclosure requirements as per Companies Act, Accounting Standard and SEBI Guidelines; Concept of International Accounting Standards (IAS) and IFRS, Indian Accounting Standards (Ind AS), Ind AS and IFRS, Presentation of Financial Statements (Ind AS 1)

**Unit 2: Valuation of Shares including Goodwill** – advanced problems including application of market-based valuation multiples.

**Unit 3: Accounting for Liquidation of Companies**-Preparation of The Statement of Affairs and The Liquidator's Final Statement of Accounts.

### **Unit 4: Accounting for Financial Instruments**

### **Module-II: (25 Marks)**

**Unit 5: Consolidated Accounts** – Preparation of Consolidated Balance Sheet and Income Statement under Chain Holding Structure (simple type excluding cross holding)

**Unit 6: Scheme for Corporate Restructuring** – Merger and acquisition and internal reconstruction.

**Unit 7: Segment Reporting** – concept of segment information and segment reporting, benefits of segment reporting, provisions of Ind AS 108.

**Unit 8: Contemporary Issues in Corporate Reporting** – Business Responsibility Report, Corporate Social Responsibility Reporting, Global Reporting Initiative (GRI) and Sustainability Reporting, Integrated Reporting.

### **Suggested Readings:**

- Baker, Lembke and King, Advanced Financial Accounting, McGraw Hill.
- Bedford, N. M. Extensions in Accounting Disclosure, Prentice Hall.
- Chakraborty, H., Advanced Accountancy, Oxford University Press.
- Hanif & Mukherjee, Corporate Accounting, McGraw Hill.
- Ind AS notified by MCA, Govt. of India.
- Maheshwari, S.N., Advanced Accountancy, (Vol. - II), Vikas Publishing House.
- Shukla, Grewal and Gupta, Advanced Accounts (Volume-II) S. Chand & Co.
- Taxmann's Indian Accounting Standards (Ind AS), Taxmann Publication

### **Paper-7: Statistics for Managerial Decisions**

**Course Objectives and Outcomes:** After completion of this course, the learners will be in a better position to know this branch of mathematics with its own concepts, methods and values, which find many applications in trade, commerce and other disciplines. The basic aim of statistics in this sense of a subject of study is to provide methods of organizing and simplifying data so that their significance is comprehensible. The objective of this course is to equip Learners with the important statistical techniques for managerial decision making and to provide ground for learning advanced analytical tools used in research.

### **Module-I (25 Marks)**

**Unit 1: Probability Theory:** Basic concept of probability; Different definitions of probability; Total probability theorem; Conditional probability; Compound probability; Independent events; Bayes' theorem on conditional probability.

**Unit 2: Random Variable and Probability Distributions:** Random variable; Probability functions; Expectation and Variance of a random variable; Moments; Binomial, Poisson, Normal and Exponential distributions; Joint distribution of two random variables(discrete).

**Unit 3: Sampling Theory:** Basic concept of sampling; Sampling and non-sampling errors; Practical methods of selecting random sample; Random and non-random sampling techniques; Sampling distributions; Sample size decisions.

**Unit 4: Multiple Regression Analysis:** Multiple linear regression model; Multiple and Partial correlations; Identification of problems in regression and remedies.

### **Module-II (25 Marks)**

**Unit 5: Theory of Attributes:** Notations - classes and class frequencies – relation between class frequencies - class Symbols as Operators-independence and association of attributes - Yule's coefficient of association - Coefficient of Colligation, application of these with numerical illustrations.

**Unit 6: Test of Hypotheses:** Basics of hypothesis testing; Small sample and large sample parametric tests; Tests based on Z, t, Chi-square and F statistic; Confidence intervals; non-parametric tests.

**Unit 7: Analysis of Variance:** Analysis of one-way classified data; Analysis of two-way classified data with one observation per cell.

**Unit 8: Statistical Quality Control:** Different types of quality measures – control charts for variables and attributes - Process control and product control. Illustration with numerical examples.

### **Suggested Readings:**

- Das, J. K. - Statistics for Business Decisions, Academic Publishers
- Das, N G and Das J K – Business Mathematics and Statistics, Tata McGraw Hill
- Gupta, S. C. - Fundamentals of Statistics, Himalaya Publishing House
- Hanke, J. E., Wichern, D. W. and Reitsch, A. G. - Business Forecasting, Prentice Hall of India
- Hooda, R. P. - Statistics for Business and Economics, Macmillan
- Johnson, R. A. and Wichern, D. W. - Business Statistics, John Wiley and Sons
- Markakis, S., Wheelwright, S. C. and Hyndman R. J. - Forecasting Methods and Applications, John Wiley and Sons
- Sharma, J. K. - Business Statistics, Pearson Education
- Sounder Pandian, J. and Aczel, A. D. - Complete Business Statistics, Tata McGraw Hill

### **Paper-8: Corporate Governance & Business Ethics**

**Course Objectives and Outcomes:** The foremost objectives of corporate governance are to make efficient management as well as inspire and strengthen the trust and confidence of the people by ensuring business's commitment to higher growth and development whereas the objectives of Business Ethics are to evaluate the human behaviours and calling up on the moral standards. The ethical standards also prescribe how to act morally in specified situations. After going through this

course, the learners will be able to know the concept of Corporate Governance in India, Shareholders, Corporate Governance, Corporate Social Responsibility (CSR), Ethical Principles in Business, Business Ethics as a Strategic Response, etc.

### **Module-I (25 Marks)**

**Unit 1: Introduction:** Composition of Board of Directors; Corporate Governance and Role of Board: Corporate Governance other components; Corporate Governance system worldwide: Single board vs. Dual board; Germany Japanese system - 'networked model' vs. Anglo American system - 'high-tension model'; Corporate Governance in India A journey through the historical models.

**Unit 2: Corporate Governance in India:** Salient features; Main recommendations of the Corporate Governance Committees and Codes in India; Corporate Governance and legislations in India; Corporate Governance in the Public Sector in India.

**Unit 3: Shareholders and Corporate Governance:** Rights and privileges of shareholders; Grievance redressal process in India; Relationship between Investor Protection and Corporate Governance; Shareholder activism.

**Unit 4: Corporate Social Responsibility (CSR):** CSR and the Stakeholder justification of CSR; Scope of CSR; CSR and Indian corporations; CSR reporting.

### **Module-II (25 Marks)**

**Unit 5: Introduction:** The nature of business ethics; the relationship between business ethics, corporate governance and ethical leadership; Kohlberg's six stages of moral development; levels of ethical analysis; concept of corporate integrity.

**Unit 6: Ethical Principles in Business:** The teleological approach; the deontological approach; the virtue ethics approach; the systems development approach; universalism versus ethical relativism.

**Unit 7: Business Ethics as a Strategic Response:** Strategic vision, corporate philosophy and the concept of enterprise strategy; stakeholder theory and the "stakeholder" inclusive organization; stakeholder mapping; ethical leadership.

**Unit 8: Managing Ethical Dilemmas in Business:** Ethical dilemma versus ethical issue; characteristics of ethical dilemmas; the dilemma resolution process; common ethical dilemmas in different business areas-finance, marketing, HRM and international business.

### **Suggested Readings:**

- Boatright, J. R., Ethics and the Conduct of Business, Pearson Education.
- Cherunilam, F.: Strategic Management, Himalaya Publishing House, New Delhi.
- Crane, A. And Matten, D. Business Ethics; Oxford University Press.
- Fernando, A.C., Business Ethics: An Indian Perspective Pearson Education.
- Fernando, A.C.: Corporate Governance: Principles, Policies and Practices, Pearson Education; New Delhi.
- Petrick, J.A and Quinn, J.F., Management Ethics: Integrity at Work, Response Books.
- Satheesh Kumar, T.N.: Corporate Governance, Oxford University Press, New Delhi
- Trevino, L.K. and Nelson, K.A. Managing Business Ethics; John Wiley and Sons

### **Paper-9: Accounting for Managerial Decisions**

**Course Objectives and Outcomes:** The objective of this course is to equip the learners with the knowledge of concepts, methods and techniques of management accounting and enable them to use various techniques of cost ascertainment, budget preparation and variance analysis, while focusing on its need for managerial decision making. After going through this course, the learners will be able

to know the concept of Tools of Strategic Cost Management, Performance Measurement, Transfer Pricing, Cost Analysis for Managerial Decision Making, Marginal Costing and Managerial Decisions, etc.

**Module-I (25 Marks):**

**Unit 1: Introduction:** Role of Cost and Management Accounting in a Globalized Competitive Environment, Concept and importance of Strategic Cost Management in Managerial Decision Making, Nexus between Strategic Management and Strategic Cost Management.

**Unit 2: Tools of Strategic Cost Management:**

- (i) Activity Based Costing System and Activity Based Cost Management.
- (ii) Target Costing, Life Cycle Costing, Quality Costing, JIT.

**Unit 3: Performance Measurement:** Return on Investment, Residual Income, Different Value-Added Concepts like Economic Value Added, Market Value Added, Cash Value Added etc., and Balanced Scorecard, Responsibility Accounting and Reporting.

**Unit 4: Transfer Pricing:** Need, Principles, Different Methods and their Applicability.

**Module-II (25 Marks):**

**Unit 5: Cost Analysis for Managerial Decision Making:** Relevant Costing

**Unit 6: Marginal Costing and Managerial Decisions**

**Unit 7: Management Control Systems-I:** Budgetary Control System

**Unit 8: Management Control Systems-II:** a) Standard Costing and Variance Analysis, b) Cost Control, Cost Reduction, Benchmarking, Value Chain Analysis and Value Engineering

**Suggested Readings:**

- Atkinson, Kaplan, Matsumara, Yong & Kumar, Management Accounting, Pearson Education, New Delhi
- Bhabatosh Banerjee, Cost Accounting, Prentice Hall of India, New Delhi.
- Bhabatosh Banerjee, Financial Policy and Management Accounting, Prentice Hall of India, New Delhi.
- Colin Drury, Management and Cost Accounting, Thomson Learning
- Horngren, Datar, Foster, Cost Accounting - A Managerial Emphasis, PHI and Pearson Education. New Delhi

**Paper-10: International Accounting & Finance**

**Course Objectives and Outcomes:** This is the course that will equip the learners with cutting-edge theory and application of finance and critical knowledge of accounting in the context of international markets. Its primary objective, is to develop, in the public interest, a single set of high-quality, understandable, enforceable and globally accepted International Financial Reporting Standards (IFRS Standards) based upon clearly articulated principles. After going through this course, the learners will be able to know the concept of International Dimensions of Accounting, International Accounting Convergence, Foreign Currency Transactions and Translation, International Transfer Pricing, International Monetary System, Foreign Exchange, Derivatives Markets, Parity Conditions in International Finance, etc.

**Module-I: International Accounting (25 Marks)**

**Unit 1: International Dimensions of Accounting:** Definition of International Accounting – Need for studying International Accounting – Factors influencing Accounting Development in different countries.

**Unit 2: International Accounting Convergence:** Meaning of convergence, Standardization and Convergence – Advantages of Accounting Convergence – Major International Organizations Working

Towards convergence of International Accounting including IASB, IOSCO and IFAC – Regional Accounting Organizations (names only) – Global Convergence of Accounting Standards.

**Unit 3: Foreign Currency Transactions and Translation (IAS 21):** Foreign Currency Transactions recording – Foreign Currency Translation – Reasons for Foreign Currency Translation – Procedure of Foreign Currency Translation.

**Unit 4: International Transfer Pricing:** Meaning – Objectives – Techniques – Advance Pricing Agreement, Safe harbour.

#### **Module-II: International Finance (25 Marks)**

**Unit 5: International Monetary System:** The IMF – Classification of Exchange Rate Systems – Currency Depreciation, Appreciation, Devaluation and Revaluation – Currency Convertibility.

**Unit 6: Foreign Exchange and Derivatives Markets:** Spot – Forwards – Futures – Options and Swaps.

**Unit 7: Parity Conditions in International Finance:** the equilibrium framework, especially Purchasing Power Parity and Interest Rate Parity (including covered interest arbitrage).

**Unit 8: Foreign Exchange Risk Management (FERM):** Concept of Foreign Exchange Risk –Types of Exposure – Techniques of FERM – Strategic and operational responses, Internal financial techniques and External risk management techniques (particularly numerical problems on forward market hedge and money market hedge).

#### **Suggested Readings:**

- Apte, P.G., International Finance, Tata McGraw Hill
- Choi, Fredrick, D., Meek, G.K., International Accounting, Pearson
- Das Mahapatra, A.K., International Accounting, PHI
- Doupnik, T.S., Perera, H., International Accounting, McGraw- Hill international edition
- Levi, M.D., International Finance, Routledge
- R. Srivastava, International Finance, Oxford University Press
- Shapiro, A.C., Multinational Financial Management, Wiley

#### **Paper-11: Strategic Management**

**Course Objectives and Outcomes:** Strategic objectives are purpose statements that help to create an overall vision and set goals and measurable steps for an organization to help achieve a desired outcome. A strategic objective is most effective when it is quantifiable either by statistical results or observable data. There are two main objectives of strategic management. Such as- to gain competitive advantage, to outperform the competitors and achieve market dominance and to act as a guide to the organization to help in surviving the changes in the business environment. After going through this course, the learners will be able to know the concept of Strategic Management, Analysis, Diagnosis, Strategic Options, Strategy Implementation, Evaluation, International Strategy, etc.

#### **Module-I (25 Marks):**

**Unit 1: Introduction:** Concepts of strategy and strategic management—Levels of strategy—Mission and objectives—Basic idea about strategic intent and core competence.

**Unit 2: Analysis and Diagnosis:** Environmental analysis and diagnosis—Overview of environmental factors—Porter's five-forces model—Internal analysis and diagnosis—Overview of internal factors

**Unit 3: Strategic Options-I:** Alternative grand strategies: Types and Features.

**Unit 4: Strategic Options-II:** Michael Porter's Generic Strategies— Means for Achieving Strategies: First Mover Advantages, Cooperation, Joint Ventures, Mergers/Acquisitions, Outsourcing, etc.

#### **Module-II (25 Marks):**

**Unit 5: Strategy Analysis and Choice:** Important considerations and tools in strategy analysis and choice—Portfolio analysis.

**Unit 6: Strategy Implementation and evaluation:** Issues in strategy implementation: Basic idea about management issues and functional strategies— Strategy evaluation framework and tools.

**Unit 7: International Strategy**

**Unit 8: Emerging Issues in Strategic Management**

**Suggested Readings:**

- Azhar Kazmi, Strategic Management and Business Policy, Mc Graw Hill
- Dilip Roy, Discourses on Strategic Management, Asian Books.
- Fred R. David, Strategic Management: Concepts and Cases, PHI.
- Michael A. Hitt R. Duane Ireland, , Robert E. Hoskisson, S. Manikutty, Strategic Management: A South Asian Perspective, Cengage.
- Thomas L. Wheelen and J. David Hunger, Concepts in Strategic Management and Business Policy, Pearson.

**Paper-12: Marketing Management**

**Course Objectives and Outcomes:** The objectives of this course are to inculcate the fundamentals of marketing management within the learners. Management of marketing activities and campaigns in order to achieve the desired marketing objectives is termed as marketing management. It involves planning of strategies & their implementation, monitoring & controlling of activities and directing the staff members to achieve the intended goals of marketing. There are different objectives for marketing management. After going through this course, the learners will be able to know the concept of Scanning the Marketing environment, Rural Marketing, Digital Marketing, Brand Management, Marketing Strategies, Promotion, etc.

**Module-I (25 Marks):**

**Unit 1: Marketing Concepts:** Marketing, nature, scope and importance, Challenges in new economy, Societal marketing, Consumerism.

**Unit 2: Scanning the Marketing environment:** Market segments and selecting Target markets, Positioning, Macro and Micro Environment, Marketing Mix, Consumer buying behaviour.

**Unit 3: Rural Marketing:** Features of Indian Rural Market, Rural buying pattern, Challenges & Opportunities.

**Unit 4: Digital Marketing:** Differences: Mass & Direct Marketing, Forms of Direct Marketing, Concept of Digital Marketing, Advantages of Digital Marketing, Tasks & Components of Digital Marketing.

**Module-II (25 Marks):**

**Unit 5: Brand Management:** Branding and Positioning, Product differentiation, Product Life Cycle, Pricing Strategies.

**Unit 6: Marketing Strategies:** Porter's Competitive strategies, SBU analysis, Business level strategies.

**Unit 7: Promotion:** Managing Sales Force, Personal selling, Logistics Management, Promotion Mix, Media Planning and scheduling, Publicity and Public relation.

**Unit 8: Services Marketing:** Nature of services, Categories of service mix, Characteristics of services, Classification of services, Service marketing mix.

**Suggested Readings:**

- Implementation and Control – The Indian Context, Macmillan India.
- Kotler and Armstrong, Principles of Marketing: Pearson.
- Kotler, Marketing Management: Pearson
- Neelamegham, Marketing in India: Cases and Readings, Vikas.
- Rajan Saxena, Marketing Text and Cases; TMH
- Ramaswamy and Namakumari, Marketing Management; Planning,
- Srinivasan, Case Studies in Marketing: The Indian Context, PHI.

### **Paper-13: Human Resource Management**

**Course Objectives and Outcomes:** The primary objectives of Human Resource Management (HRM) are to ensure the availability of competent and willing workforce for an organization. Beyond this, there are other objectives too. Specifically, the course objectives are as- defining organizational structure and driving productivity; building coordination between organizational departments; offering employee satisfaction; keeping up with the societal and ethical models; organizational goals. After going through this course, the learners will be able to know the concept of Human Resource Planning, Recruitment and Selection, Performance management system, National Wage Policy, HRIS, Computer Based Information Systems, etc.

#### **Module-I (25 Marks):**

**Unit 1: Introduction:** Meaning, Scope & Objective, Responsibilities of Human Resource Management, Importance of HRM, Qualities, Role of HR Manager, Difference between PM & HRM. HR profession, Structure of HR Department.

**Unit 2: Human Resource Planning, Recruitment and Selection.** (a) HR Planning: Meaning Objectives, Processes, Succession Planning; (b) Recruitment & Selection: Concepts, Objectives, Sources of Recruitment, Selection Process.

**Unit 3: HR training and development, Systematic Approach** to Training, Needs Assessment, Training Programme Design: Incorporating Learning Principles, Instructional Techniques, Training Evaluation: Evaluation Designs, Training Department.

**Unit 4: Performance management system,** Objectives of PMS, Issues and Problems in PMS, Job Description, Job Analysis, Methods of P A, Appraisal Process and Documentation, Performance Feedback and Counselling, Major Job attitudes: satisfaction, Engagement, Commitment, Career Management, Talent management, Employee Turnover management.

#### **Module-II (25 Marks):**

**Unit 5: Strategic HRM, Aligning HRM and Organisational Strategy,** Human capital and Importance to organization, External factors impacting HRM, Global Environment of HR: Change & Diversity, Strategic HR Planning Acquisition and Development, International HRM and Cross-cultural management.

**Unit 6: National Wage Policy:** Objectives, Concepts, Company Wage Policy: Wage Determination, Pay Grades, Economic Principles, External Equity: Wage Surveys, Wage Components, Wage Incentives, Bonus, Performance related pay, Fringe Benefits, Wage Administration: Pay Roll Management, Deductions etc.

**Unit 7: Employee relations & welfare management, Industrial Disputes & Industrial Relations:** (a) Industrial Disputes: Meaning, forms & causes; Methods for Prevention & Settlement (b) Industrial Relations: Meaning, Importance, Characteristics & Factors- Conditions for Congenial IRs: Meaning, Objectives & forms & Workers' Participation in Management. Brief mention of the relevant legislation needs to be made.

**Unit 8: HRIS, Computer Based Information Systems,** HRIS Life Cycle/HR responsibility in each phase of HRIS development, Pre implementation stage of HRIS: • HRIS Planning • HRIS Expectation • Productivity Through HRIS • HRIS Cost-benefit Value Analysis • Getting Management Support for HRIS • Limitations of Computerization of HRIS, Implementation of HRIS: • Tools in HRIS Development, Introduction to HR Audit, HR Score card.



**Suggested Readings:**

- A.M. Sharma, Personnel Management and Human Resource Management, Himalaya Publishing House, Mumbai.
- Armstrong's Handbook of Human Resource Management Practice, 13th Edition, by Stephen Taylor, Michael Armstrong, Publisher: Kogan Page, ISBN: 9780749469641
- Dessler, G. Fundamentals of Human Resource Management (4th Edition, Pearson)
- Fred Luthans, Organizational Behavior (8th Edition) McGraw – Hill International Edition, New York, 1998.
- Fundamentals of Human Resource Management (Nook) by David A. DeCenzo
- G Mejjia, D.B. Balkin and R.L. Cardy, Managing Human Resources, Pearson Education, New Delhi, 2003.
- Human Resource Management. Alan Price by Alan Price
- ISBN: 9780133791532
- K. Ashwathappa, Human Resource Management, Tata McGraw Hill, New Delhi.
- M.S. Saiyadain, Human Resources Management, Tata McGraw-Hill Publishing Company Ltd, New Delhi, 2003.
- N.G. Nair and Latha Nair, Personnel Management and Industrial Relations, S. Chand Publications, New Delhi, 1999.
- P. Subba Rao, Human Resource Management & Industrial Relations, Himalayan Publishing House
- Personnel and Human Resource Management (ebook) by P. Subba Rao published 2009
- Peter Drucker, The Practice of Management, Allied Publishers Pvt Ltd., New Delhi, 2002. 300
- R.W Mondy, R.M. Noe and S.R. Premeaux, Human Resource Management, Prentice Hall International Editions, New Jersey, 1999.
- Rao, T,V. Human Resource Development Audit, Sage Publications, Response Books New Delhi, 2000.
- Robert A. Baron, Behavior in Organizations, Prentice-Hall India, New Delhi, 1999.
- Stephen. P. Robbins Management, Fourth Edition, Prentice-Hall, New Jersey 1994.
- V.S.P. Rao, Human Resource Management – Text and Cases Excel Books, New Delhi, 2000.

**Paper-14: Financial Management**

**Course Objectives and Outcomes:** The Course, Financial Management intent to enable critical thinking in learners with respect to analysis and application of innovative solutions to varied financial problems. To make them understand various issues involved in financial management of a company and equip them with advanced analytical tools and techniques which can enhance their analytical ability for making sound financial decisions and policies in a company. After going through this course, the learners will be able to know the concept of Cost of Capital, Capital Budgeting Decision, Capital Structure Decision, Concept of Leverage, Liquidity Decision, Dividend Decision, etc.

**Module-I (25 Marks):**

**Unit-1: Financial Management:** Definition, Scope and Objective. Decisions in Financial Management, Concept of Time Value of Money.

**Unit-2: Cost of Capital:** Definition, Relevance, Different Approaches to Measurement of Specific costs of capital and Weighted Average Cost of Capital. Marginal Cost of Capital.

**Unit-3: Capital Budgeting Decision:** Capital Budgeting under certainty condition, Risk Analysis in Capital Budgeting, Capital Budgeting Decisions under Capital Rationing, Capital Budgeting Practices in India.

**Unit – 4: Capital Structure Decision:** Concept of capital structure, Various models, Determinants of capital structure.

**Module-II (25 Marks):**

**Unit-5: Concept of Leverage:** Business and Financial risks, Operating Leverage, Financial Leverage, Financial Leverage and Trading on Equity, Financial Leverage and Equity shareholders' return, Concepts of Financial Break-even-point and Financial Margin of Safety, EBIT-EPS Analysis, Total Leverage.

**Unit-6: Liquidity Decision:** Management of Major Components of Working Capital, Working Capital Financing Policies, Concept of Working Capital Leverage.

**Unit-7: Dividend Decision:** Dividend Models, Rationale for paying dividend, Determinants of Dividend Policy, Rationale for Dividend Stability, Bonus Dividend, Stock Splits, Share Buyback.

**Unit-8: Corporate Restructuring:** Concept of Corporate Restructuring, Significance and Forms of Corporate Restructuring, Provisions under the Companies Act, 2013, Financial Restructuring, Leveraged Buyout, Employees Stock Options Plan.

#### **Suggested Readings:**

- Banerjee, B., Fundamentals of Financial Management, PHI Learning.
- Chakraborty, S.K., K.K., Rao, and Sen, P.K., Financial Management and Control-Text and Cases, Macmillan India Ltd.
- Chandra, P., Financial Management-Theory and Practice, Tata McGraw Hill.
- Khan, M.Y. and Jain, P.K., Financial Management-Text and Problems, Tata McGraw Hill.
- Pandey, I. M., Financial Management, Vikas Publishing House Pvt. Ltd.
- Schall, L.D. and Haley, C.W., Introduction to Financial Management, Tata McGraw Hill
- Van Horne, J C., Financial Management and Policy, Prentice Hall of India.

#### **Paper-15: Financial Statement Analysis**

**Course Objectives and Outcomes:** The objectives of this course are to analyse financial statement for any company to provide the necessary information which is required by the users of the financial statement for the informative decision making, assessing the current and past performance of the company, prediction of the success or failure of the business, etc. Main objectives of Financial Statement Analysis are as-to know the current position of the company; Eliminating Discrepancies if any; Future Decision Making; Minimize the Chances of Fraud. After going through this course, the learners will be able to know the concept of Techniques of Financial Statement Analysis, Profitability, Cash Flow Analysis, Liquidity, Solvency Analysis, Analysis of Efficient Stock Market, Distress Analysis, Credit Risk Analysis, etc.

#### **Module-I (25 Marks):**

**Unit 1: Introduction:** Meaning of financial statements – Meaning and objective of financial statement analysis – Origin of financial statement analysis –Sources of financial information – Traditional vs. new approach to financial statement analysis.

**Unit 2: Techniques of Financial Statement Analysis:** Horizontal vs. vertical analysis – Comparative financial statement analysis – Common size analysis – Ratio analysis – Inter-firm and intra-firm comparisons.

**Unit 3: Profitability and Cash Flow Analysis:** Use of ratios for measuring profitability – Du Pont analysis – Concept of economic value added (EVA) – Importance of cash flow analysis – Preparation of cash flow statement – Interpretation of cash flow statement with help of ratios.

**Unit 4: Liquidity and Solvency Analysis:** Measurement of liquidity and solvency by application of ratios – Liquidity and distribution of current assets – Capital structure analysis.

#### **Module-II (25 Marks):**

**Unit 5: Analysis of Efficient Stock Market:** Meaning of efficient stock market – Random walk and market efficiency – Different forms of market efficiency – Anomalies of market efficiency – Role of financial analyst in efficient stock market.

**Unit 6: Distress Analysis:** Meaning of financial distress and corporate failure – Causes and symptoms of failure – Models for prediction of corporate failure – Indian bankruptcy laws Provisions of erstwhile

SICA and newly laid Insolvency and Bankruptcy Code 2016 – Role of BIFR and its replacement by NCLT – Suggested measures for turnaround.

**Unit 7: Analysis of Business Combinations:** Meaning and types of business combinations – Benefits and motives for combinations – Determination of Exchange Ratio – Evaluation of post combination performance.

**Unit 8: Credit Risk Analysis:** Different types of risks in bond holding – Meaning of bond risk premium – Usefulness of prediction of bond risk premium – Meaning of credit rating – Use of ratios in credit rating – Models for prediction of bond rating and bond risk.

**Suggested Readings:**

- Bernstein and Wild, Financial Statement Analysis: Theory, Application and Interpretation, McGraw Hill.
- Foster, G., Financial Statement Analysis, Prentice Hall.
- Sinha, G., Financial Statement Analysis, PHI Learning Pvt. Ltd.
- White, Sondhi and Fried, The Analysis and Use of Financial Statements, John Wiley & Sons.

### **Paper-16: Corporate Tax Planning and Management**

**Course Objectives and Outcomes:** After completion of this course the learners will be able to develop the concept of tax implication in business and financial decisions. The objectives of corporate tax planning are to implement strategies that potentially reduce your tax liability and improve your profitability. We can also keep you compliant, so that you understand when submissions and payments to HM Revenue & Customs are due so as to avoid the pitfalls of stringent fines. And the tax planning is insurance of tax efficiency. Tax planning allows all elements of the financial plan to function in sync to deliver maximum tax efficiency. Tax planning is critical for budgetary efficiency. A reduced tax liability and maximized the ability of retirement plans.

**Module-I (25 Marks):**

**Unit-1: Corporate Assessee:** Definition, types and residential status, Computation of Taxable Income and Tax Liability, MAT provision.

**Unit-2: Corporate Tax Planning:** Basic concepts and objectives -Tax Planning, Tax Avoidance, Tax Evasion and Tax management.

**Unit 3: Tax planning in Functional Management-I:** Employees' remuneration; research & development expenditure; planning for R &D with respect to Section 115JB.

**Unit 4: Tax planning in Functional Management-II:** Nature of Business, Forms of business, amalgamation, demerger.

**Module-II (25 Marks):**

**Unit 5: Tax Planning in Corporate Strategies:** Setting up new business; capital structure decision; amalgamation and Merger; Foreign collaboration; corporate failure and corporate contraction.

**Unit 6: Tax planning in specific Managerial Decision:** Make or buy, own or lease, renewal or replacement of assets.

**Unit 7: International Taxation:** Concept – Problems in International Taxation – Tax equity and tax neutrality – tax harmonization – Principles of taxation – tax havens – types of taxes at the international level – Double taxation –Systems for Relief from double taxation – Tax treaties – treaty shopping – Double taxation avoidance agreements (DTAAs) – Models underlying DTAAs (especially the OECD Model and the UN Model).

**Unit 8: Tax Management:** Voluntary return of income; Procedure of assessment, appeals & Revision; Advance Payment – Concept and Problems, Interest Computation under Sections 234A, 234B and 234C, Tax Deduction at Source in Different Cases.

**Suggested Readings:**

- Ahuja, and Gupta, Professional Approach to Direct Taxes Law and Practice, Bharat Law House Pvt. Ltd.
- Daruwala, B.F., Handbook to Direct Taxes, Bharat Law House Pvt. Ltd.
- Dubey, A.: Taxation: Direct Tax, LexisNexis
- Sengupta, C.H.: Tax practice and procedure, Dey Concern, Kolkata
- Singhania, V.K. and Singhania, K.: Direct Taxes Law and Practice, Taxman Publications Pvt. Ltd

**Paper-17: Security Analysis and Portfolio Management**

**Course Objectives and Outcomes:** There are many objectives of Security Analysis. They are - Capital appreciation, Regular Income, the Safety of Capital, Hedge against Inflation, and Liquidity. It is a method of evaluating the intrinsic value of an asset and analyzing the factors that could influence its price in the future whereas the objectives of Portfolio Management are as- Capital appreciation; Maximising returns on investment; To improve the overall proficiency of the portfolio; Risk optimisation; Allocating resources optimally; Ensuring flexibility of portfolio; Protecting earnings against market risks, etc. After going through this course, the learners will be able to know the concept of Investment Market, Fundamental Analysis, Technical Analysis, Portfolio Analysis & Selection, Capital Market Theory, Financial Derivatives, etc.

**Module-I: Security Analysis (25 Marks)**

**Unit 1: Investments:** Nature and scope – Investment attributes – Comparison between investment, speculation and gambling – Investment alternatives: Real assets vs. financial assets – Meaning, characteristics and types of financial assets – Derivative securities – Mutual fund schemes – New investment alternatives – Direct vs. indirect investments – Investment analysis – Approaches to investment analysis – Fundamental analysis vs. technical analysis.

**Unit 2: Investment Market:** Money market vs. capital market – Primary market vs. secondary market – Role of financial intermediaries – Regulation of Indian financial market: RBI and SEBI – SEBI guidelines on public issue of securities – Size of issue – Pricing of issues: book building method (with problems) etc. – Appointment and role of merchant bankers, underwriters, brokers, registrars, managers and bankers to the issue – Procedure for allotment of securities (with Green Shoe option) – Listing of securities in stock exchanges – Screen based trading in stock exchanges - Stock market indices: concept and calculation (with problems).

**Unit 3: Fundamental Analysis:** Approaches to fundamental analysis – Economic analysis – Industry analysis - Company analysis – Factors to be considered in each form of analysis – Methods of valuation of securities: Equity valuation (with problems) – Bond analysis and valuation (with problems).

**Unit 4: Technical Analysis:** Charting techniques – Trends – Moving average – Relative strength analysis – Key technical indicators – Problems on tools of technical analysis – Dow theory

**Module-II: Portfolio Management (25 Marks)**

**Unit 5: Portfolio Analysis and Selection:** Concept and estimation of risk and return of individual securities (with problems) – Relationship between risk and return – Types of security risk – Systematic risk vs. unsystematic risk – Concept of portfolio and portfolio diversification – Portfolio return and risk measurement (with problems) – Markowitz risk-return optimization principle (with problems) – Feasible portfolio, efficient portfolio and optimal portfolio – Efficient frontier – Introduction of risk free security in portfolio – Capital market line (CML).

**Unit 6: Capital Market Theory:** Capital asset pricing model (CAPM) – Features and assumptions – Concept and estimation of beta coefficient – Problems on CAPM and beta estimation – Security market line (SML) – Application of CAPM in portfolio decisions – Criticisms of capital asset pricing model – Arbitrage pricing theory (APT).

**Unit 7: Financial Derivatives:** Concept and nature of underlying – Players in derivatives market – Pay offs in derivatives – Types of derivatives: Forwards, Futures, Options and Swaps (with basic problems) – Role of derivatives in portfolio decision making – Synthetic derivative products.

**Unit 8: Portfolio Performance Evaluation:** Risk adjusted return measures – Market timing – Evaluation criteria and procedure

**Suggested Readings:**

- Chandra, P., Investment Analysis and Portfolio Management, Tata McGraw Hill.
- Fabozzi, F.J., Investment Management, Prentice Hall.
- Fischer and Jordan, Security Analysis and Portfolio Management, Prentice Hall.
- Hull, J. C., Options, Futures and Other Derivatives, Prentice Hall India.
- Pathak, B.V., The Indian Financial System, Pearson Education.
- Sharpe, Alexander and Bailey, Investments, Prentice Hall.

**Paper-18: Research Methodology**

**Course Objectives and Outcomes:** The main objective of this course is to find out the way to explore the unknown and unlock new possibilities in research context. We know that Research is to see what everybody has seen and is to think what nobody else has thought in a particular domain. Thus, it is a careful and detailed study of a particular problem or concern, using scientific methods. An in-depth analysis of information creates space for generating new questions, concepts and understandings. After going through this course, the learners will be able to know the concept of Research, Research Design, Data, Scaling Techniques, Questionnaire Design, Sample Design, Data Collection, Data Preparation & Presentation, Data Analysis Techniques, Forecasting Models, etc.

**Module-I (25 Marks):**

**Unit 1: Introduction to Research:** Concept of Research- Objectives, Characteristics and Types of Research; Social Research; Legal Research; Business Research-Advantages and Disadvantages of Business Research; Research and Scientific Method; Research in Arts and Humanities; Concept of Research Problem; Literature Survey; Hypothesis Formulation; and Research Proposal.

**Unit 2: Research Design:** Meaning, Needs and Characteristics of Research Design; Different types of research design-Descriptive Research Design, Experimental Research Design, Correlational Research Design, Diagnostic Research Design, Exploratory Research Design.

**Unit 3: Concept of Data, Scaling Techniques and Questionnaire Design:** Concept of Data- Qualitative Data, Quantitative Data, Differences between Quantitative Data and Qualitative Data; Concept of Scaling-Scaling Techniques, Deciding the Scale, Classifications of Measurement Scale, Goodness of Measurement Scales, Sources of Errors in Measurement; Questionnaire Formation, Guidelines for Constructing Questionnaires and Checklist in Questionnaire.

**Unit 4: Sample Design and Data Collection:** Concept of Sample Design- Sampling and Non- Sampling Errors, Differences between Sample Survey and Census Survey, types of Sampling Designs; Concept of Data Collection- Survey and Experiment, Differences between Survey and Experiment, Collection of Primary Data and Secondary Data, Selection of Appropriate Method for Data Collection; Concept of Case Study-Characteristics, Advantages and Limitations of Case Study.

**Module-II (25 Marks):**

**Unit 5: Data Preparation and Presentation:** Concept of Data Preparation Process- Benefits, Steps and Problems in Data Preparation Process; Concept of Data Presentation Techniques-Textual Data Presentation, Tabular Data Presentation and Diagrammatic Data Presentation; Missing Values and Outliers; Concept of Data Analysis-Types, Benefits and Drawbacks of Data Analysis and Statistics in Research Work.

**Unit 6: Data Analysis Techniques:** Concept of Univariate Data Analysis- Univariate Data Analysis Tools; Concept of Bivariate Data Analysis- Bivariate Data Analysis Tools; Concept of Multivariate Data Analysis- Multivariate Data Analysis Tools; Probability Distribution; Estimation Theory; Hypothesis Testing and some Statistical Packages.

**Unit 7: Forecasting Models:** Concept of Forecasting Models- Features, Advantages and Limitations of Forecasting Models; Types of Forecasting Models- Quantitative and Qualitative Forecasting Models; Decomposition of Time Series; Exponential Smoothing and Stationery Time Series.

**Unit 8: Report Preparation and Presentation:** Concept of Report Preparation- Characteristics and format of a Good Research Report, Report Format; Presentation of Report; Layout of a Research Paper- Abstract, Introduction, Literature Review, Research Objectives, Research Methodology, Description / Body Part / Analytical Section, Summary and References.

**Suggested Readings:**

- Business mathematics and Statistics- N G Das & J K Das (Tata McGraw Hill)
- Business Research Methods – S N Murthy and U Bhojanna (Excel Books)
- Marketing Research – G. C. Beri (Tata McGraw Hill)
- Marketing Research: An applied Orientation – N. Malhotra (Pearson Education)
- Marketing Research: Text and Cases – N. Nargundkar (Tata McGraw Hill)
- Marketing Research: Text, Applications and Case Studies – R. Majumdar (New Age Int. Ltd)
- Research Methodology – C. R. Kothari (New Age International Ltd)
- Research Methodology – R. Panneerselvam (Prentice Hall of India)
- Research Methods for Business – U. Sekharan (John Wiley and Sons)
- SPSS for Windows: Step by Step - D. George and P. Mallary (Pearson Education)
- Statistics For Business Decisions – J. K. Das (Academic Publishers)

**Paper-19: Audit and Assurance Service**

**Course Objectives and Outcomes:** After completion of this course the learners will be able to know the fundamental objective of audit which is to express an opinion on financial statements. To give the opinion about the financial statements, the auditor examines the financial statements to satisfy himself about the truth and fairness of the financial position and operating results of the enterprise. All such things have been discussed in detail in this course. After going through this course, the learners will be able to know the concept of Auditing, Audit Evidence, Standards on Auditing, Risk Assessment, Internal Control System, Auditor's Report, Independence of Auditor, Special Audit, Auditing in Computerized Environment, etc.

**Module-I (25 Marks):**

**Unit 1: Concept of Auditing and Audit Evidence:** Introduction, Extended Meaning of Audit, Philosophy of Audit, Types of Audits, Auditing as a Social Science, Social Objects of Audit- From Humanitarian Point of View and from Financial Point of View; Sources, Relevance and Reliability, Sufficiency and Appropriateness, Methods of Obtaining Audit Evidences.

**Unit 2: Standards on Auditing:** Introduction, Scope, Objectives and Significance, Procedure of issuing Standards, Structure of the Standards issued by the AASB, Role of IAASB.

**Unit 3: Risk Assessment and Internal Control System:** Elements of Internal Control, Evaluation of Internal Control System, Techniques including Questionnaire, Flow-chart, Internal Audit and External Audit, Concept of Audit Risk, Elements of Audit Risk, Relationship between Materiality and Audit Risk.

**Unit 4: Auditor's Report and Independence of Auditor:** Qualities of a Good Report, Basic Elements of Auditor's Report as per the Relevant SA, Types of Auditor's Reports –Unmodified and Modified Report-Auditor's Independence-Meaning, Types, Parties of Assurance Independence, Other Related Issues, Audit Committee.

**Module-II (25 Marks):**

**Unit 5: Special Audit:** (a) *Cost Audit*--Objectives, Benefits, Qualification, Disqualification and Appointment of Cost Auditor; (b) *Management Audit*--- Objectives, Benefits , Appointment of Management Auditor; (c) *Green (Environmental) Audit*: ---Concept, Objectives, Current Practice in India; (d)*Forecast Audit* --- Objectives, Benefits, Forecast Audit Program; e)*Government Audit*: Introduction, Local Bodies and Not-for-Profit Organizations, Comptroller and Auditor General and its Constitutional Role.

**Unit 6: Secretarial Audit:** Objectives, Benefits, Qualification and Appointment of Secretarial Auditor, Secretarial Standards (SSs) under the Companies Act, 2013---a brief outline of SSs issued by the ICSI, scope and functions of the Secretarial Standards Board.

**Unit 7: Auditing in Computerized Environment:** Special Aspects of CIS (computerized information system) Audit Environment, Need for Review of Internal Control, Approach to Audit in CIS Environment, Use of Computers for Internal and Management Audit Purposes: audit tools, test packs, Audit of E-Commerce Transaction.

**Unit 8: Professional Ethics and Misconduct:** Professional Ethics, Professional Misconduct and Negligence, Enquiry into Charges of Misconduct, Schedules of the Chartered Accountant Act, 1949

*Note: All topics to be covered with reference to the Companies Act as amended to date and Standards on Auditing (SA) as pronounced by the ICAI*

**Suggested Readings:**

- Auditing: Theory & Practice - P. Kumar, P. Sachdeva & J. Sing
- Basu, B.K, An Insight into Auditing – A Multidimensional approach, Basushree Book Stall
- Contemporary Auditing - Kamal Gupta, Tata McGraw Hill
- Cost Audit & Management Audit – Sexena & Vashit, Sultan Chand & Sons
- Fundamentals of Auditing - Gupta & Aurora, Tata McGraw Hill
- ICAI, Standards on Auditing and Guidance Notes
- ICSI, Secretarial Standards

**Paper-20: Computer Applications in Business**

**Course Objectives and Outcomes:** The aims of Computer Application are to provide learners with an opportunity to develop understanding of the basic operations of a computer system and computer applications software. The learners will be able to develop the skill of using computer applications software for solving problems. After going through this course, the learners will be able to know the concept of Computer System, Internet Technology, Information Systems, Management Information System, Business Application Packages, DBMS, RDBMS, etc.

**Module-I (25 Marks):**

**Unit 1: An overview of Computer System:**

Section A: Introduction to Computer -Types of Computers– Components of Computer-Processor-Primary & Secondary Storage-Input/Output Devices-Emerging Technologies

Section B: Introduction to Computer Software-System Software-Application Software-Operating System-Different types of Programming-Programming languages.

**Unit 2: An overview of Internet Technology**

Section A: Introduction to Computer Network-Types of Computer Network-Internet Protocol-DNS-Wireless Internet-Mobile Internet-Bluetooth-Security issues.

Section B: Basics of Webpage-Website-Client Server Application-Mobile application.

**Unit 3: Enterprise Information Systems & MIS**

Section A: Computer based Information System (CBIS)-Transaction Processing System-Decision Support System-Expert System & AI-Business Process Reengineering-Business Intelligence-Concepts of ERP-ERP packages

Section B: Evolution of Management Information System (MIS)- Elements of MIS-Concepts of MIS-Approaches of MIS-MIS as Information Resources Management-Case Study.

**Unit 4: Business Application Packages (Practical Session required)**

Working in MS-Office / Open Office with Word, Excel, Power Point (Basic & advance features).

Working with Tally for Preparation of Voucher, Salary Statement, Maintenance of Inventory Record, Maintenance of Accounting Records – Preparation of Balance Sheet-Preparation of Annual Report.

**Module-II (25 Marks):**

**Unit 5: DBMS & RDBMS (Practical Session required)**

Section A: Concepts of DBMS & RDBMS-Purpose–Schema - Instances – Entity-Attribute- Concepts of Keys- Relation- ER Model-Table-Tuple.

Section B: DDL, DML, Create, Update, Delete, Insert, Select SQL Commands-Working with MySQL/MS-Access.

#### Unit 6: E-Commerce, m-Commerce & e-Payment

Section A: Basics of e-Commerce –Categories of e-commerce-e-commerce Models-Supply Chain Management-Customer Relationship Management-Electronic Data Interchange-Case Study.

Section B: Basics of m-Commerce-Basics of e-Payment-Types of e-Payment-Payment Gateway-Core Banking Solution.

#### Unit 7: An Overview of Cloud Computing

Introduction to Cloud Computing-Types of Cloud-Public Cloud- Private Cloud-Hybrid Cloud-Cloud Services-Security issues in Cloud computing.

#### Unit 8: IT Law & Regulatory Issues

IT Act 2000 in context of e-Commerce-Digital Signature– Certifying Authorities – e-Tendering – Data protection & Cyber-crime.

#### Suggested Readings:

- Database Concepts & Systems by Ivan Bayross
- E-Commerce: An Indian perspective by Joseph P.T.S.J
- Fundamentals of Computer by V. Rajaraman (Sixth Edition)
- Information Systems Management in Practice by Barbara, C., McMullan, & Ralph H, S.
- Management Information System-A Managerial End-User perspective by O’ Brien, J. A

#### c. Faculty & Support Staff requirement:

Sl. No.	Faculty	Name of the Faculty	Work at (HQ/RC)	Number
1	Professor	Dr. Anirban Ghosh	HQ - 1	1
2	Professor	Dr. Uttam Kr. Dutta	RC - 1	1
3	Professor	Dr. Chitta Ranjan Sarkar	RC - 1	1
4	Associate Professor	Mr. Tapan Kr. Choudhury	RC - 1	1
5	Assistant Professor	Dr. Sudarshan Roy	RC - 1	1

#### d. Support Staffs:

Sl. No.	Office Staff (Designation)	Work at (HQ/RC)	Number
1	Junior Assistant	RC - 1	1
2	Junior Assistant Cum Typist		

#### e. Instructional Delivery Mechanisms:

Mode of Delivery/ Types	Delivery Mechanisms	Provided (Yes/No)	Detailed Information (Please Mention the Activity Hour)
Face to Face Mode	PCP	Yes	For each 4 credit of a theoretical course there are a maximum 15 hours PCP sessions..
	Tutorials/ Special Classes/ Remedial Classes/ ECP	Yes	As per requirement (10-12hours)
	Seminar/ Research Colloquium	Yes	Given as and when is required.
Self- Learning	SLMs	Yes	The University provides its learners Self Learning Materials (SLM) in



			printed and/or digital form for all subjects, to be studied and learnt by them at their convenience.
	Reference Books	Yes	The list of books are given at the end of the units. SLMs.
ICT/ Digital Wellness of students	Online (Web driven/Mobile App)	Yes	NSOU-App/University LMS (5-10 hours)
	Offline DVD/SD Card/USB Drive	Yes	Class Notes in word/PPT format are given for prompt grasp.
	Telecommunications	Yes	As and when is required.
Blended	Smart Classrooms	Yes	Available at RCs
	Flipped Learning	Yes	The ODL system is based on flipped learning system as the SLMs are provided before the counselling sessions.

#### **vi. Procedure for admissions, curriculum transaction and evaluation:**

University frames its policy related to admission entry criteria, method of admission, conduction of admission through the Admission Committee (statutory body) following the guideline of the UGC (Open and Distance Learning and Online Programmes) Regulations, 2020 and Department of Higher Education, Govt. of West Bengal. Admissions are conducted entirely through Online mode centrally by the University.

#### **Information Circulation Policy:**

All information related to the programme like admission policy, eligibility, fee structure, course curriculum, medium of instruction, method of instruction, evaluation method, SLMs etc. are transacted through prospectus, brochure, official notification etc.

#### **Learner Support Services:**

Learner support services are provided by the University at three level of functioning of the Open University architecture i.e. Learner Support Centre (LSC), Regional Centre and Head Quarter.

Following the UGC (Open and Distance Learning and Online Programmes) Regulations, 2020 LSCs are provide various learner support services in order to facilitate the acquisition of teaching-learning experience for its enrolled learners throughout at various phases of learners' study life cycle. LSC also main contact points for access by the learners, responsive and facilitating information centres, arranging contact sessions and other operations like processing of assignments etc.

University has constituted Learner's Facilitation Centre (LFC) at each Regional Centres to provide various support services. Beside that University has also provided learners support services through web based platform/ telephone/ email/ instant messaging services.

#### **Transaction of Curriculum and Academic Planner:**

Department of Commerce also held regular Personal Contact Programme (PCP), organise occasional additional lectures and special lectures to substantiate the study materials with further mechanisms of direct teaching in the mode of discussions and presentations of oratory. In doing so, the department takes every care to provide the students ample opportunities to intimate their difficulties, if any, personally in their PCP or through email to their faculties. This support the student who usually coming from a conventional background with the comfort of not being alienated with the system yet motivates them, who gradually learn to develop the capabilities in carrying out the academic task

individually the process of the evaluation and curriculum transaction criteria are decided in the BOS . Along with the Personal Contact Programme, the Department has also developed Audio-Video Lectures (AVL) for the learners. Besides, the AVL the faculty members of the Department has further made short audio clips (MUKTAK) discussing the major themes of the syllabus to facilitate the learners as an additional resource materials.

- ✓ SLM in Print
- ✓ eSLM on the University Website
- ✓ Live AV Lectures Using LMS platform integrating App based education
- ✓ AV Lectures in DVD Mode; subsequently integrated on NSOU android app (Over 40 hrs run time)
- ✓ Blended Learning through PCP at LSC and online instruction
- ✓ SLP

Curriculum transaction is through Online and or Offline modes as detailed above and all academic activities are conducted following the programme is following the below mentioned activity planner during the academic session:

Name of the Activity	Tentative months schedule (specify months) during Year	
	From (Month)	To (Month)
Admission	Nov	Jan
Distribution of SLM	Jan	Mar
Contact Programmes (counselling, practical, etc.)	Apr	Nov
Assignment Submission	Oct	Nov
Evaluation of Assignment	Nov	Dec
Examination	Dec	Jan
Declaration of Result	Mar	Apr
Renewal/ Re-registration	Jan	Feb

### **Evaluation:**

Evaluation is on a 2-tier basis, divided into Assignment submission (online mode) and Term End Examinations (Offline mode). The weightage is as follows:

Assignment – 20 marks

Term End Examination – 80 marks

Total marks for each course – 100

**Assignment / Internal Assessment/ Continuous Assessment / Formative Assessment:** Assignment submission is the first interaction between the learner and the teacher. It has a very important role to play in the teaching-learning process in distance education. So, submission of Assignment is mandatory for all learners. The assignment responses reflect what the learners have understood and learnt. The assignment answer scripts are returned to the learners so that the assignment answers serve the purpose of providing feedback to the learners and inform them their strengths and weaknesses. Learners will be required to submit assignment for each course and the marks obtained on evaluation of those assignment courses will be entered into his/her individual record of performance. This will constitute 30% (maximum) of the Full marks in the course as per University Grants Commission (Open and Distance Learning Programmes and Online Programmes) regulations, 2020. All the Marks secured by the learners will be progressively entered into the result card. Every

learner is required to submit the assignment courses before each Term-End Examination. In practical course of Science stream, there is no assignment.

**Term-End Examinations:** Minimum 80% of the total credit points of the course (except practical course where it is 100%) would be reserved for Term-End Examination as per University Grants Commission (Open and Distance Learning Programmes and Online Programmes) Regulations, 2020. Minimum qualifying marks in each course is 20% (Term End Examination Marks + Assignment Marks).

#### **Waive of Programme Fee:**

University waive of full course fee for transgender learners.

#### **vii. Requirement of the laboratory support and Library Resources:**

Library facility is one of important services in any higher educational institution. In addition to the Self Learning Materials (SLMs) and other learning resources the University provides library facility to all of its registered learners. The Library Department, Netaji Subhas Open University is located at Kalyani Campus.

Further, to cater to the needs of huge number of registered students, the University needs unlimited libraries to provide educational support to everyone. To cope with the situation, the University has initiated the process of setting up a strategic partnership with the existing network of Public Libraries that are available in the State of West Bengal to offer educational support to our learners all over the State. This initiative taken by NSOU is the first of its kind in the country.

#### **viii. Cost estimate of the programme and the provisions:**

Total course fee is Rs. 7,600/- (Excluding Examination and Studentship Renewal Fees). An approximate distribution of expenditure is given below to get prior view:

Assigned Head	Sub Head	% of Expenditure
Development	SLM Preparation and Development Cost	7
	SLM Printing	44
Maintenance & Programme Delivery	Maintenances Grant	5
	Counselling/ PCP/ Lab Counselling	25
	Delivery Charges	4
	Other Overhead Expenses	8
ICT Support	Admission Processing	1
	ICT Support Services	5
	Computer Training	1

#### **ix. Quality assurance mechanism and expected programme outcomes:**

The Centre for Internal Quality Assurance (CIQA, NSOU) established as per UGC (Open and Distance Learning and online Programme) Regulations, 2020 ensures a quality assurance mechanism for all programmes including the MA History Programme. Faculties, Department of History are actively involved in CIQA related work.

**Board of Studies (BOS):** Board of Studies ensure quality of the Curriculum of Post Graduate Programme in Commerce as per University norms. BOS plays a vital role as the following

- ✓ Curriculum review and development of quality Self Learning Materials (SLMs) in print. The curriculum is reviewed regularly to ensure that it is up-to-date and relevant to the needs of learners.
- ✓ Learner's assessment and evaluation process through a variety of methods, including exams, assignments. This helps to ensure that Learners are meeting the learning outcomes of the Programme.

***Expected Programme outcomes:***

After successful completion of this programme the learners may get increased their knowledge in the domain of commerce and management which intern would increases their employability in the trade and commerce. Such as- Getting higher level knowledge and understanding of contemporary trends in commerce and business finance; Capable of evaluating the environmental factors that influence business operation with the conceptual requirements and skills on preparation and interpretation of financial statements; Knowing the technique of Statistical methods and proficient use of tools for modelling and analysis of business data; Getting proficiency in capital budgeting techniques for investment decisions; Developing within them to appraise the structure and operations of banking system; Having an in-depth analysis of investment, portfolio management, investment banking and liquidation of investments; Growing competency about the laws and regulations, and roles of commercial, government and central banks in controlling money market and inflation; Imparting within them the concept of risk mitigation in financial sectors and their role in investment decisions of individuals and business enterprises; Capable of having self-guidance to plan and undertake independent research in a chosen discipline; Capable of doing teamwork, lifelong learning and continuous professional development will be the main outcome.