The University of Burdwan

Syllabus for 2-Year Post Graduate Programme in Commerce

[Under Curriculum and Credit Framework for Postgraduate Programmes (CCFPP) as per NEP- 2020]

(w.e.f. the Academic Session 2026-28)



About the Department of Commerce, The University of Burdwan

The Department of Commerce of The University of Burdwan commenced its academic activities during the session 1963–65, with classes for the first batch of students beginning in February 1964. Established at a time when commerce education had limited institutional presence in the region, the Department was founded with the vision of expanding and strengthening commerce education at both the undergraduate and postgraduate levels. Starting its journey with only three faculty members and two non-teaching staff members, the Department gradually emerged as one of the leading centres for commerce education and research in Eastern India.

Over the decades, the Department has played a significant role in promoting higher education in commerce, accounting, finance, management, and allied disciplines. With the steady growth in student enrolment and academic activities, the intake capacity of the postgraduate programme was expanded in phases, and the Department also extended academic support to affiliated institutions and the Directorate of Distance Education of the University. At present, the Department offers postgraduate and doctoral programmes in Commerce and has consistently contributed to academic research, curriculum development, and professional education.

The Department has also made pioneering contributions to the growth of management education in The University of Burdwan. Faculty members of the Department played an instrumental role in introducing the university's MBA programme during the 1980s and contributed significantly to its formative development. The Department further introduced professional programmes in Industrial Relations and Personnel Management, which later evolved into specialised management education under the Centre for Management Studies. Through these initiatives, the Department has continuously responded to changing academic and industry requirements.

In keeping with the transformative vision of the National Education Policy (NEP) and the rapidly evolving business environment, the Department has redesigned its M.Com curriculum to incorporate contemporary and interdisciplinary areas of learning. Along with strong foundations in accounting, finance, taxation, auditing, and corporate reporting, the curriculum now includes emerging and professionally relevant courses such as Business Analytics, Sustainability Reporting and Sustainable Business Practices, Business Valuation, Research Methodology, Indian Knowledge System, Behavioural Finance, and Advanced Corporate Reporting based on Indian Accounting Standards (Ind AS). These courses are designed to equip students with the analytical, technological, ethical, and research-oriented competencies required in modern business, financial, and academic environments.

The Department places strong emphasis on academic rigour, professional orientation, research engagement, and industry relevance. The revised curriculum integrates case-based learning, analytical tools, sustainability perspectives, and data-driven decision-making to prepare students for careers in academia, research, corporate management, consulting, finance, analytics, entrepreneurship, and public policy. The Department also provides students with opportunities to participate in internship programmes across various industries, enabling them to acquire practical experience and develop the competencies required to excel in their professional careers. Through its long-standing commitment to academic excellence and curricular innovation, the Department of Commerce of The University of Burdwan continues to contribute meaningfully to commerce education and knowledge creation in India.

Website of the Department: https://sites.google.com/a/com.buruniv.ac.in/department-of-commerce-the-university-of-burdwan/home

The curriculum of the Two-Year Postgraduate Programme in Commerce is structured as follows:

1. The Two-Year Postgraduate Programme in Commerce is spread over **four semesters** and comprises **90 credits** carrying a total of **1,250 marks**. In addition, every student is required to complete a **compulsory 2-credit Community Engagement course**. This course is mandatory for the award of the degree but shall **not be included in the computation of SGPA or CGPA**.

Semester-wise Distribution of marks and credits is presented below.

Semester	Marks	Credits
Semester I	375	28
Semester II	375	22
Semester III	250	20
Semester IV	250	20
Total	**1250**	**90**

After successful completion of the first two semesters, students may opt for any one of the following pathways in accordance with the provisions of the National Education Policy (NEP) 2020 and the Curriculum and Credit Framework for Postgraduate Programmes (CCFPG):

Option I: Coursework in Semester III and Research Thesis/Project in Semester IV: Students shall complete **20 credits of coursework** during Semester III, followed by a **20-credit Research Thesis/Project** in Semester IV.

Semester	Component	Credits	Marks
Semester III	Five Major Courses	20	250
Semester IV	Research Thesis/Project	20	250
Total		**40**	**500**

Option II: Coursework Only: Students shall complete coursework in both Semester III and Semester IV

Semester	Component	Credits	Marks
Semester III	Five Major Courses	20	250
Semester IV	Five Major Courses	20	250
Total		**40**	**500**

Option III: Research Pathway: Students shall undertake research throughout the final year by completing one Research Thesis/Project in each of Semesters III and IV.

Semester	Component	Credits	Marks
Semester III	Research Thesis/Project	20	250
Semester IV	Research Thesis/Project	20	250
Total		**40**	**500**

For each Research Thesis/Project, the evaluation shall be distributed as follows:

Component	Marks	Credits
Dissertation/Project Report	150	12
Seminar Presentation	50	4
Viva-Voce	50	4
Total	**250**	**20**

Each student shall prepare a Research Thesis/Project in each semester under the supervision of a faculty member. The thesis/project report shall be evaluated jointly by the supervisor and an external examiner. Students must submit the title of their proposed thesis/project to the Head of the Department at the beginning of each semester. The completed thesis/project report must be submitted before the commencement of the final examination of the concerned semester.

The panel of external examiners for evaluating the thesis/project reports, seminar presentations, and viva-voce examinations shall be recommended by the P.G. Board of Studies (PGBS) in Commerce.
The allocation of students to faculty supervisors shall be made by the Chairman of the PGBS in Commerce.
The schedule for seminar presentations and viva-voce examinations shall also be determined by the Chairman, PGBS in Commerce, in consultation with the concerned supervisors.

2. The Course **PG2 COMM1011** comprises two modules. From **Module 1, 6 questions shall be set, of which students shall answer any 4 questions. From Module 2, 3 questions shall be set, of which students shall answer any 2 questions.**

3. The courses **PG2 COMM1012, PG2 COMM1013, and PG2 COMM2014 each** comprise two modules each. In the written examination, **5 questions shall be set from each module, of which students shall answer any 3 questions.**

4. **In the courses PG2 COMM1014, PG2 COMM1021, PG2 COMM2011, PG2 COMM2013, PG2 COMM2021, 9 questions shall be set covering 6 units, of which students shall answer any six questions.**

5. The course **PG2 COMM2012: Advanced Computer Applications in Business** shall comprise both theoretical and practical components.
   The distribution of marks shall be as follows:

Components	Marks
Written Examination	**40**
Practical Examination	**20**
Internal Assessment	**15**
Total Marks	**75**

6. The course **PG2 COMM4011: Business Analytics** shall comprise both theoretical and practical components.

Components	**Marks**
Written Examination	**30**
Practical Examination	**10**
Internal Assessment	**10**
Total Marks	**50**

7. During Semester III of the two-year M.Com programme, a student may opt for **either** the **Internship** (PG2COMM3013A) **or Corporate Reporting 2** (PG2COMM3013B).

8. All courses offered in Semesters III and IV consist of two modules, except **PG2 COMM4011: Business Analytics**. In the Semester-End Examination, three questions will be set from each module. Students are required to answer any two questions from each module.

9. All courses across all semesters shall comprise two assessment components: Internal Assessment, carrying 20% of the total marks, and the End-Semester Written Examination, carrying the remaining 80%, except for the courses Advanced Computer Applications in Business, Business Analytics, and the Research Thesis/Project, for which separate assessment patterns are prescribed.

10. **Combination and Option Selection Policy:** Accounting is a compulsory specialisation for all students. In addition to the compulsory specialisation, each student must choose one optional specialisation from the following:
    Finance (F)
    Banking and Insurance (BI)
    Entrepreneurship (E)
    Marketing (M)
    Students are required to select their optional specialisation during the third semester. Once an optional specialisation has been chosen, the same specialisation must be continued in the subsequent semester. Under no circumstances students will be permitted to change their optional specialisation in the later semester.

Structure of 2- Year PG Programme

Semester wise and Course wise Distribution of Credit & Marks under CCFPP as per NEP, 2020

Semester-1								
Course Type	Code & Level	Course Title	Cr.	L-T-P	Marks	Th.	P	IA
Major	PG2 COMM1011 (400-499)	Research Methodology	6	5-1-0	75	60	-	15
Major	PG2 COMM1012 (400-499)	Organisational Behaviour & Strategic Human Resource Management	6	4-2-0	75	60	-	15
Major	PG2 COMM1013 (400-499)	Financial Reporting and Financial Statement Analysis	6	4-2-0	75	60	-	15
Major	PG2 COMM1014 (400-499)	Strategic Cost Management	6	5-1-0	75	60	-	15
Minor	PG2 COMM1021 (300-399)	Business Mathematics and Statistics – III	4	3-1-0	75	60	-	15
	Total		28		375			
Semester-2								
Course	Course Code	Course Title	Cr.	L-T-P	Marks	T	P	IA
Major	PG2 COMM2011 (400-499)	Strategic Financial Management	6	5-1-0	75	60	-	15
Major	PG2 COMM2012 (400-499)	Advanced Computer Applications in Business	4	2-0-2	75	40	20	15
Major	PG2 COMM2013 (400-499)	Financial Institutions and Financial Markets	4	3-1-0	75	60	-	15
Major	PG2 COMM2014 (400-499)	Strategic Management and Corporate Governance	4	3-1-0	75	60	-	15
Minor	PG2 COMM2021 (300-399)	Principles of Economics III	4	3-1-0	75	60	-	15
	Total		22		375			

OPTION- I: Course-work in the 3rd Semester & Research Thesis/Project in the 4th Semester

Semester-3								
Course Type	Code & Level	Course Title	Cr.	L-T-P	Marks	Th.	P	IA
Major	PG2 COMM3011 (500-599)	Indian Knowledge System	4	3-1-0	50	40	-	10
Major	PG2 COMM3012 (500-599)	Corporate Reporting 1	4	3-1-0	50	40	-	10
Major	PG2COMM3013A (500-599) **OR**	Internship **OR**	4	0-0-4	50	0	50 (Internship Report: 40 marks & Viva-voce: 10 marks)	-
	PG2COMM3013B (500-599)	Corporate Reporting 2	4	3-1-0	50	40	-	10
Major	PG2 COMM3014 (F/BI/E/M) (500-599)	Security Analysis & Portfolio Management(F)/ Principles & Practices of Banking and Insurance(BI)/ Fundamentals of Entrepreneurship(E)/ Consumer Behaviour and Retail Marketing(M)	4	3-1-0	50	40	-	10
Major	PG2 COMM3015 (F/BI/E/M) (500-599)	International Business & Finance(F)/ Accounting, Law and Performance Analysis of Banking and Insurance(BI)/ Project Planning & Control(E)/ Marketing Research and Marketing Analytics(M)	4	3-1-0	50	40	-	10
	Total		20		250			

Semester-4								
Course	Course Code	Course Title	Cr.	L-T-P	Marks	T	P	IA
Research Thesis/ Project	PG2 COMM4031 (500-599)	Research Thesis/ Project	20	0-0-20	250		0-250-0 Preparation & Submission of Research Thesis/ Project Report (12 Credits,150 marks), Seminar Presentation(4 Credits), 50 Marks, & Viva–voce (4 Credits) 50 Marks	
Two-credit Compulsory Course	PG2 COMM4041 (500-599)	Community Engagement	(This shall not be taken into consideration in the calculation of SGPA and CGPA)					
	Total		20		250			

OR

OPTION- II: Only Coursework in 3rd & 4th Semesters

Semester-3								
Course Type	Code & Level	Course Title	Cr.	L-T-P	Marks	Th.	P	IA
Major	PG2 COMM3011 (500-599)	Indian Knowledge System	4	3-1-0	50	40	-	10
Major	PG2 COMM3012 (500-599)	Corporate Reporting 1	4	3-1-0	50	40	-	10
Major	PG2COMM3013A (500-599) **OR**	Internship **OR**	4	0-0-4	50	0	50 (Internship Report: 40 marks & Viva-voce: 10 marks)	-
	PG2COMM3013B (500-599)	Corporate Reporting 2	4	3-1-0	50	40	-	10
Major	PG2 COMM3014 (F/BI/E/M) (500-599)	Security Analysis & Portfolio Management(F)/ Principles & Practices of Banking and Insurance(BI)/ Fundamentals of Entrepreneurship(E)/ Consumer Behaviour and Retail Marketing(M)	4	3-1-0	50	40	-	10
Major	PG2 COMM3015 (F/BI/E/M) (500-599)	International Business & Finance(F)/ Accounting, Law and Performance Analysis of Banking and Insurance(BI)/ Project Planning & Control(E)/ Marketing Research and Marketing Analytics(M)	4	3-1-0	50	40	-	10
	Total		20		250			

Semester-4								
Course	Course Code	Course Title	Cr.	L-T-P	Marks	T	P	IA
Major	PG2 COMM4011 (500-599)	Business Analytics	4	3-0-1	50	30	10	10
Major	PG2 COMM4012 (500-599)	Sustainable Business Practices and Sustainable Reporting	4	3-1-0	50	40	-	10
Major	PG2 COMM4013 (500-599)	Corporate Reporting 3	4	3-1-0	50	40	-	10
Major	PG2 COMM4014 (F/BI/E/M) (500-599)	Business Valuation(F) / Management of Risk in Banking & Insurance(BI)/ Entrepreneurial Finance & Management(E)/ Services, Relationship and International Marketing(M)	4	3-1-0	50	40	-	10
Major	PG2 COMM4015 (F/BI/E/M) (500-399)	Behavioural Finance and Financial Derivatives(F) / Management of Commercial Banks & Insurance(BI)/ Enterprise Sustainability, Revival And Information Systems(E)/ Strategic Marketing, Branding and Digital Communication(M)	4	3-1-0	50	40	-	10
Two-credit Compulsory Course	PG2 COMM4041 (500-599)	Community Engagement	(This shall not be taken into consideration in the calculation of SGPA and CGPA)					
	Total		20		250			

OR

OPTION- III: Only Research Thesis/ Project in 3rd & 4th Semesters

Semester-3								
Course Type	Code & Level	Course Title	Cr.	L-T-P	Marks	Th.	P	IA
Research Thesis/ Project	PG2 COMM3031 (500-599)	Research Thesis/ Project	20	0-0-20	250	-	0-250-0 Preparation & Submission of Research Thesis/ Project Report (12 Credits) 150 marks , Seminar Presentation (4 Credits) 50 Marks, & Viva –voce (4 Credits) 50 Marks	-
	Total		20		250			
Semester-4								
Course	Course Code	Course Title	Cr.	L-T-P	Marks	T	P	IA
Research Thesis/ Project	PG2 COMM4031 (500-599)	Research Thesis/ Project	20	0-0-20	250	-	0-250-0 Preparation & Submission of Research Thesis/ Project Report (12 Credits) 150 marks , Seminar Presentation (4 Credits) 50 Marks, & Viva –voce (4 Credits) 50 Marks	-
Two-credit Compulsory Course	PG2 COMM4041 (500-599)		Community Engagement (This shall not be taken into consideration in the calculation of SGPA and CGPA)					
	Total		20		250			

Semester-1

PG2 COMM1011: Research Methodology

Marks: 75 Semester Examination (60 Marks) and Internal Assessment (15 Marks)
Credit: 6 **Lectures: 96**
Objectives: The basic objective of this course is to expose students to the level of research orientation expected of industry practitioners. It aims to provide a comprehensive understanding of the fundamental techniques and tools used in business research while acquainting students with the underlying philosophy and ethics of the research process
Course Outcomes: After successful completion of this course, students will be able to:

1. Understand the foundational principles of business research and its relevance to systematic inquiry and problem solving.
2. Develop skills in writing research proposals, including identifying research problems, setting objectives, designing methodologies, and selecting appropriate data collection techniques.
3. Enhance analytical and critical thinking skills through the evaluation of research frameworks.
4. Gain comprehensive knowledge of various research designs and master data collection techniques, both qualitative and quantitative, employing scaling methods and questionnaire design.
5. Understand different sampling methods and the procedure for selecting a random sample.
6. Learn multiple regression analysis, including its assumptions and estimation techniques.
7. Apply the principles of hypothesis testing to infer properties of a population from a sample and interpret the results of the analysis.
8. Follow the ethical principles while conducting research.

Module 1: Research Methodology

Unit 1: Introduction to Business Research & Research Design **16 Lectures**
Nature and scope of business research; The research process – Steps in the research process; The Research Proposal - Problem Statement, Objectives & Hypothesis, Research Methodology; Role of Business Research in decision making. Applications of business research. Research design formulation.

Unit 2: Data Collection **16 Lectures**
Survey vs. Observations. Qualitative Research Tools: Depth Interviews focus groups and projective techniques; Measurement & Scaling: Primary scales of Measurement-Nominal, Ordinal, Interval & Ratio. Scaling techniques- paired comparison, rank order scale, constant sum scale, semantic differential scale, itemized ratings, scale, Likert Scale; Questionnaire- form & design. Secondary Data Collection Sources: Internal and External Sources.

Unit 3: Sampling and Sampling distributions **16 Lectures**
Census and sampling; Bias in sample survey; Sampling fluctuation and sampling distribution; Standard error of statistic; Sampling techniques - Simple random sampling, Stratified sampling, Systematic sampling; Procedure of selecting random sample; Determination of optimal sample size; Sampling distributions – Z, Chi-square, t and F, characteristics and their uses.

Unit 4: Statistical Inference **16 Lectures**
Assumptions, Model specification, Estimation. Procedure of testing of hypothesis; Small and large sample test based on 't', 'Z' and 'F' statistic; Association of attributes and Chi-square test; Analysis of Variance – one way and two way classified data.

Module 2: Research Publication Ethics

Unit 5: Philosophy of Ethics and Scientific Conduct **16 Lectures**
Introduction of philosophy: Definition, Nature and scope, concept, branches Ethics: Definition, moral philosophy, nature of moral judgements and reactions, Ethics with respect to science and research, Intellectual honesty and research integrity, Scientific misconducts: Falsification an, Fabrication, and

Plagiarism (FFP), Redundant publications: Duplicate and overlapping publications, Salami Slicing, Selective reporting and mispresentation of data.

Unit 6: Publication Ethics, Databases and Research Metrics 16 Lectures

Publication ethics: Definition, introduction and importance, Best practices/standards setting initiatives and guidelines: COPE, WAME, etc., Conflicts of interest, Publication misconduct: Definition, concept, problems that lead to unethical behaviour and vice-versa, types, Violation of publication ethics, authorship and contributorship, Identification of publication misconduct, complaints and appeals, Predatory publishers and journals, Indexing databases, Citation databases: Web of science, Scopus, etc., Impact Factor of journal as per journal Citation report, SNIP, SJR, IPP, Cite Score, Metrics: h-index, g index, i10 index, altmetrics.

Suggested Readings

Chawla, D., & Sondhi, N. *Research Methodology: Concepts and Cases*. Vikas Publishing House.
Cooper, D. R., & Schindler, P. S. *Business Research Methods*. McGraw-Hill Education.
Goon, Gupta and Dasgupta, *Fundamentals of Statistics*, Vol. I & II, World Press Private Ltd.
Kothari, C.R. *Research Methodology*, Wishma Prakashani
Spiegel, M.R.: *Theory and Problems of Statistics*, Schaum Publishing Company.
Saunders, M. N., *Research methods for business students*, Pearson Education India.
Dutta, S., *Research and Publication Ethics in Social Science*, Bharati Publications.

PG2 COMM1012: Organisational Behaviour & Strategic Human Resource Management

Marks: 75 [Semester Examination 60 Marks and Internal Assessment 15 Marks]

Credit: 6 Lectures: 96

Objectives: The basic objective of this course is to equip students with a foundational and practical understanding of organisational behaviour. It aims to integrate theories of individual and group dynamics, motivation, leadership. This holistic perspective prepares students to understand, manage, and improve people-related processes in dynamic business environments. This course also aims to provide learners with a comprehensive understanding of Strategic Human Resource Management (SHRM) by examining its conceptual foundations, evolution, and key theoretical frameworks.

Course Outcomes: After successful completion of the course, students will be able to:

1. Understand and apply key organisational behaviour theories, including classical, neoclassical, and contemporary perspectives, to analyse structures, behaviours, and the bureaucratisation of organisations.
2. Interpret individual and group behaviour in organisations, including personality, perception, group dynamics, conflict, power, politics, and change management using tools like the Johari Window and Lewin‘s Change Model. Apply motivational and leadership theories to enhance organisational effectiveness and distinguish between leadership and management styles in practical workplace settings.
3. Comprehend organisational culture, climate and stress management to avail efficiency in the organisation.
4. Critically analyse strategic HRM frameworks, systems, and practices and evaluate their alignment with organisational strategy, environmental context, and long-term performance.
5. Apply strategic HR tools and metrics to design, implement, and assess HR interventions in dynamic contexts such as globalisation, organisational change, digital transformation, and workforce wellbeing.

Module 1: Organisational Behaviour

Unit 1: Organisation, Organisation Theory and Organisational Behaviour 16 Lectures

Modern Foundation of Organisational Studies, Organisational Theories and Behaviour: Classical, Neoclassical and Contemporary, Flat and Tall structures. Bureaucratisation of organisations.

Organisational Behaviour-concepts, determinants, challenges and opportunities. Models of Organisational Behaviour. Case Studies.

Unit 2: Individual, Group and Leadership 16 Lectures

Important determinants of individual behaviour – Personality, Perception, Attitude, Values, Learning and Job Satisfaction; Group: Concept and types, Difference between Groups and teams, Process of Group formation, Group Cohesiveness, foundation of Group behaviour, Creativity and Group Decision Making; Concepts of Group Dynamics, Johari Window. Motivation: Meaning, Contemporary theories of motivation, Leadership: Meaning, Leadership styles, Theories, Contemporary issues in Leadership. Case Studies.

Unit 3: Organisational Culture, Conflict, Power and Politics **16 Lectures**

Concept and determinants of Organisational Culture, Organisational Culture Vs. Organisational Climate, Organisational Conflict: Concept, Sources, Resolution, Organisational Change: Concept, Resistance to change, Managing resistance to change, Kurt Lewin Theory of Change, Organisational Power and Politics: Concept, Managing politics in organisation, Stress Behaviour: Concept, Drivers of Stress, Stress Management: Dimensions, Techniques, Case Studies

Module 2: Strategic Human Resource Management

Unit 4: Foundations & Strategic Context **16 Lectures**

Concept & evolution of SHRM; Traditional vs Strategic HRM; Theoretical frameworks (Harvard, Michigan, Guest etc.); Strategic fit; HR environment and context.

Unit 5: Strategic HR Systems & Practices **16 Lectures**

HR planning & forecasting; Recruitment & selection; Training & development; Performance management; Compensation & reward; Career & succession planning

Unit 6: Implementation, Evaluation, & Emerging Issues **16 Lectures**

HR evaluation, measurement, metrics, ROI; Change management; HR in M&As, restructuring, outsourcing; Global SHRM, cross-cultural HRM; HR analytics, wellbeing, digital transformation.

Suggested Readings

Buchana, David and Hucznski, Andrzij, *Organisational Behaviour*, Pearson Inc.
Etzioni, Amitai, *Modern organizational Behaviour*, PHI.
Francesco, *International Organisational Behaviour*, Pearson Education.
Hersy, Blanchard and Johnson, *Management of Organisational Behaviour*, PHI.
Kast and Rosenzweig, *Organisation and Management*, MacGraw Hill Int.
Luthans, Fred, *Organisational Behaviour*, McGraw Hill Int.
Robbins, S P and Sanghi S, *Organisational Behaviour*, Pearson Education.
McShane, Glinow and Rai, *Organisational Behavior*, McGraw Hill.
Aswathappa, K., *Organisational Behaviour*, Himalaya Publishing.
Agarwala T. *Strategic Human Resource Management.* Oxford University Press.
Armstrong M., *Armstrong's Handbook of Strategic Human Resource Management*. Kogan Page.
Schuler R.S., Jackson S.E., Tarique I. *Strategic Human Resource Management.* Hoboken (NJ): Wiley.
Boxall P., Purcell J., Wright P. (eds.) *The Oxford Handbook of Human Resource Management.* Oxford
Deb T. *Strategic Approach to Human Resource Management.*Atlantic Publishers.

PG2COMM1013: Financial Reporting and Financial Statement Analysis

Marks: 75 [Semester Examination 60 Marks and Internal Assessment 15 Marks]

Credit: 6 **Lectures: 96**

Objectives: The basic objective of this course is to provide students with a thorough understanding of the application of the relevant Ind-ASs. This course also aims to equip learners with a rigorous understanding of financial statement analysis, earnings quality, and corporate distress assessment.

Course Outcomes: After successful completion of the course, students will be able to:

1. Recognize and apply disclosure requirements as per the relevant Indian Accounting Standards (Ind AS) to prepare and present the financial statements.
2. Analyse and interpret financial statements using traditional and advanced tools—including ratio analysis, cash flow analysis, statistical measures, ESG indicators, and sector-specific frameworks—to assess financial performance, risk, and sustainability.
3. Evaluate earnings quality and financial distress by identifying earnings management practices, forensic red flags, governance failures, and applying corporate failure prediction models for informed financial and strategic decisions.

Module-1

Unit-1: Assets **16 Lectures**

Inventories (Ind AS 2); Plant, Property and Equipment (Ind AS 16); Impairment of Assets (Ind AS 36).

Unit 2: Revenue from Contracts with Customers (Ind AS 115) **16 Lectures**

Core Principles, Identifying a Contract, Performance Obligations, Transaction Price, Recognizing Revenue, Contract Costs

Unit-3: Disclosures in the Financial Statements **16 Lectures**

Related Party Disclosures (Ind AS 24), Earnings per Share (Ind AS 33) & Operating Segments (Ind AS 108).

Module-2

Unit 4: Fundamentals of Financial Statement Analysis **16 Lectures**

Nature, objectives, and scope of FSA, Types of financial statements and their limitations, Tools and techniques of FSA, Ratio Analysis- Cross-sectional, Time-series, Residual and Multivariate analysis; ESG ratios and sustainability-linked performance indicators; Cash Flow analysis, Statistical Measures commonly used in FSA.

Unit 5: Earnings Management and Forensic Accounting **16 Lectures**

Concepts and motives of earnings management; Earnings Management Models: Healy Model (1985)**,** Jones Model (1991)**,** Modified Jones Model (1995)**:** Techniques of earnings manipulation; Red flags and detection of accounting frauds; Forensic accounting.

Unit 6: Corporate Distress Analysis **16 Lectures**

Concept of Corporate Financial Distress/ Corporate Sickness/ Corporate Failure/ Corporate Bankruptcy, Causes of Corporate Failure, Need for Corporate Distress analysis, Corporate Failure Prediction Models: Beaver's Model, Altman's Model, Zmijewski Model.

Suggested Readings

Ghosh, T.P., *Illustrated Guide to Indian Accounting Standards*, Taxmann publication.
B.D. Chatterjee., *Illustrated Guide to Indian Accounting Standards*, Taxmann publication.
Rawat, D.S., *Students' GuidetoIndASs,*Taxmann publication.
Foster, G., *Financial Statement Analysis*,Prentice Hall.
Lev. B., *Financial Statement Analysis– A New Approach*, Prentice Hall.
Sur, D., *Financial Statement Analysis – A Comprehensive Approach*, Excel Books.

PG2COMM1014: Strategic Cost Management

Marks: 75 [Semester Examination 60 Marks and Internal assessment 15 Marks]

Credit 6 **Lectures: 96**

Objectives: The basic objective of this course is to provide students with a thorough understanding of the concepts and applications of strategic cost management techniques and controls.

Course Outcomes: After successful completion of the course, students will be able to:

1. Analyse and apply various strategic cost management techniques for short-term decision-making.
2. Conduct an in-depth study of standard costing, budgetary control, Activity-Based Costing (ABC), and transfer pricing techniques which will help in enhancing overall decision-making quality.

Unit 1: Strategic Cost Management and Control **16 Lectures**

Conceptual Framework, Traditional costing Vs Strategic Costing, Different types of strategic costing and their relevance- Target Costing, Life Cycle Costing, Throughput Costing, JIT and TQM - Basics, Stages, Principles, Control, Corrective actions. Strategic cost reduction techniques and value chain analysis. Kaizen Costing, Business Process Re-engineering.

Unit 2: Short term decision making **16 Lectures**

Make or buy decision, Shut down or Continue decision, Export vs. Local sale decision, Expand or Contract decision, Sell or Further process decision, Change vs Status quo decision, Marketing decisions etc**.**

Unit 3: Standard Costing and Variance Analysis **16 Lectures**

Introduction, Setting up of Standards, Application of Standard Costing, Control through Variance Analysis, Computation of Variances –[Material, Labour, Overhead and Sales], Reporting of Variances, Accounting procedure for Standard Cost. Disposition of Variances.

Unit 4: Budget and Budgetary Control **16 Lectures**

Budgets as planning and control instruments- Types of Budgets and their significance, various approaches to Budgeting. Budgetary Control: Meaning, Objectives, Organisation, Essentials of a good budgetary control system, Advantages and Limitations of Budgetary Control System. Responsibility Accounting.

Unit 5: Activity Based Cost Management **16 Lectures**

Introduction, Stages in ABC, Level of activities under ABC methodology, Activity Based Cost System Installation and Operation, Activity Based Cost Management, ABC – A Decision-Making Tool.

Unit 6: Transfer Pricing **16 Lectures**

Introduction, Objectives of Transfer Pricing System, Methods of Transfer Pricing. Conflict between a division and the company.

Suggested Readings

Horngreen, C.T., *Cost Accounting- A Managerial Emphasis*, Prentice Hall of India.
Maheshwari,S.N., *Management Accounting and Financial Control*, Mahavir Book Depot.
Saxena V.K. &Vashist. C.D., *Advanced Cost Management Accounting*. Sultan Chand & Sons.
Bhattacharya &Dearden, *Accounting for Managerial Decisions*. Prentice Hall of India.
Daff Trevor, *Cost and Management Accounting*, Woodhead Faulkner.
Lal Jawahar, *Cost Accounting*, Tata McGraw Hill.

PG2 COMM1021: Business Mathematics and Statistics – III

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15Marks)
Credit: 4 **Lectures: 64**

Objectives: The basic objective of this course is to provide students with an understanding of Game Theory and some advanced issues of Linear Programming. This course also aims to equip learners with a rigorous analysis of real world problems.

Course Outcomes: After successful completion of the course, students will be able to:

1. Make a business decision in a constrained optimisation framework.
2. Analyse the alternative choices and determine the optimal one by resolving the conflict.
3. Build a strong theoretical foundation in probability concepts and develop the ability to apply these concepts to quantify risk and uncertainty.
4. Identify and apply important estimation techniques to solve problems.

Unit 1: Advanced Linear Programming Problem **10 Lectures**

Concept and assumptions of LPP, Different forms of LPP, Simplex method (solving maximisation and minimisation problems) including special cases (Infeasibility, Unboundedness, Alternative optima, Degeneracy); Big M Method, Two-Phase Method, Duality- Primal and Dual problems, Conversion of primal to dual.

Unit 2: Game Theory **10 Lectures**

Some basic terminologies – Game, Two-person games, Strategy, Value of the game, Pay-off matrix. Two-person zero-sum game - Games with saddle point: Pure strategy, The Maximin-Minimax principle. Games without saddle point: Mixed Strategy – Algebraic Method and Arithmetic Method for 2 X 2 game; Dominance Property

Unit 3: Probability **10 Lectures**

Definition of Probability- Classical definition, Frequency definition and Axiomatic definition; Total probability theorem; Conditional probabilities and independent events; Compound probability theorem, Bayes theorem – Relation between posterior and prior probabilities

Unit 4: Random variable **8 Lectures**

Random variable and its distribution; Mathematical Expectations and Variance of a random variable. Joint probability distribution; Probability mass function and Probability density function; Distribution function

Unit 5: Probability distributions **14 Lectures**

Binomial and Poisson distribution - Mean, Variance, Skewness and Kurtosis; Normal distribution – Mean, Variance, Skewness and Kurtosis; Standard Normal variate; Properties and uses of different probability distributions

Unit 6: Statistical Estimation **12 Lectures**

Basic Concepts of estimation, Types of estimation, Properties of good estimators, Point and interval estimation of population mean, proportion and variance

Suggested Readings

Aczel, A.D. and Sounderpandian, *Complete Business Statistics*, McGraw Hill Publishing Co. Ltd.
Levin, R. I. and Rubin, D.S., *Statistics for Management*, Prentice Hall of India Pvt. Ltd.
Sharma, J.K., *Business Statistics*, Pearson Education.
Das, J.K., *Statistics for Business Decisions*, Academic Publishers.
Sarkhel, J. and Dutta, S. K., *An Insight into Statistics*, Book Syndicate Pvt. Ltd..
Goon, Gupta and Dasgupta, *Fundamentals of Statistics*, Vol. I & II, World Press Private Ltd.
Osborne, Martin J., *An introduction to Game Theory,* Oxford University Press.
Lind, Marchal, and Wathen, *Statistical Techniques in Business & Economics*, McGraw Hill Education.

Semester-2

PG2COMM2011: Strategic Financial Management

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15 marks)
Credit:6 **Lectures:96**

Objectives: The basic objective of Strategic Financial Management is to maximise an organization's long-term value and wealth by effectively planning, acquiring, managing, and utilising financial resources to achieve sustainable

competitive advantage. Through this course, students will be able to apply strategic financial tools and techniques to make informed decisions, optimise resource allocation, and enhance the financial sustainability and growth of an organisation.

Course Outcomes: After successful completion of the course, students will be able to:

1. Analyse and apply strategic financial management concepts such as leverage, working capital management, lease financing, corporate restructuring, and mergers & acquisitions.
2. Develop the ability to evaluate financial risks, design effective financing strategies, assess corporate valuation, and interpret regulatory frameworks.
3. Enhance decision-making skills in complex financial and strategic business situations.

Unit 1: Leverage **15 Lectures**

Business risk, Financial risk and Total risk – Concepts and Different measures (Non-statistical and Statistical measures); Operating Leverage, Financial Leverage and Total Leverage; Relationship between Financial Leverage and Trading on Equity; Relationship between Financial Leverage and Equity shareholders' return; EBIT-EPS Analysis: Financial break-even point, Financial margin of safety and Indifference point.

Unit 2: Management of Working Capital **22 Lectures**

Different strategies of financing working capital; Working capital leverage; Management of Major Components of Working Capital - Inventory Management, Receivables Management, Cash Management.

Unit 3 : Lease Financing **10 Lectures**

Concept of leasing, types of lease agreements, methods of lease financing, Difference between hire purchase and lease financing, Leasing in India.

Unit 4: Corporate Restructuring **10 Lectures**

Corporate restructuring and its various forms; motives, benefits, valuation and financing; Leveraged buyouts; Management buyouts; Demerger, split up, Spin offs; Divestiture; Case study.

Unit 5: Mergers and Acquisitions **22 Lectures**

Meaning of Merger & Acquisition and purpose, valuation of the target, reverse merger, legal and regulatory requirements Companies Act, 2013. The SEBI Takeover Regulations, 1997, Case study.

Unit 6: Share Repurchases **15 Lectures**

Introduction, Legal aspects of share repurchases, Methods of share repurchases, Motives behind share repurchases, Share repurchases activities in India. Case study.

Suggested Readings

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
Sur, D. and Sarkhel, J., *An Introduction to Financial Management*, Book Syndicate.
Van Horne, J C., *Financial Management and Policy,* Prentice Hall of India.

PG2COMM2012: Advanced Computer Applications in Business

Full Marks: 75 Course Evaluation: Semester Examination
(Theory: 40 Marks Practical: 20 Marks) and Internal Assessment (15Marks)

Credit: 4 **Lectures: 96**

Objectives: The basic objective of this course is to provide students with a thorough understanding of advanced issues in the use of computers in business applications. The course aims to develop students'ability to apply digital tools,

software applications and information technologies effectively for business analysis, decision making, communication and problem solving in modern organisational environments.

Course Outcomes: After successful completion of the course, students will be able to:

1. Understand the various concepts associated with ERP.
2. Develop advanced computer skills in the accounting package.
3. Comprehend the advanced principles of RDBMS.

Unit 1: Design of Computerised Commercial Applications **20 Lectures**

Concept, General Form of Business application, Account payable, Payroll Accounting, Finished Goods Inventory Control, Sales Order processing system, Materials Inventory Control, Financial Accounting.

Unit-2: Enterprise Resource Planning **10 Lectures**

Concept of ERP, Business Process Reengineering (BRP), ERP implementation, various types of ERP Systems, Risks involved in ERP implementation, ERP Software Package (SAP), Case Study.

Unit-3: Transaction Processing System **10 Lectures**

Meaning of TPS, Characteristics and importance of TPS, Objectives of TPS in an organisation, Advantages and Limitations of TPS, Functions of TPS, Types of Transaction Processing, Transaction Processing Cycle, Components of the transaction processing system.

Unit-4: Introduction to DBMS and RDBMS **15 Lectures**

Concept of DBMS, Purpose of Database system, instances and schemes, DDL, DML, database users. Entity-Relationship Model: Concept of Entity and Entity Set, attributes, Concept of keys, ERD. The relational database model, relation and its instances, table and tuple, date types. Table handling-create, modify, delete, insert, Query using SQL commands.

PRACTICAL **[20 Marks]**

1. Computer- Based Business Application and Accounting Package (Tally) **20 Lectures**
2. Microsoft Excel (Advanced Level) **16 Lectures**
3. Oracle **15 Lectures**

Suggested Readings

H. Korth, *Database Management Systems*, McGraw Hill.
Ivan Bayross, *Database Concepts and Systems*, SPD.
M. Abbey, *Oracle 8i- A Beginner's Guide*, Oracle press, McGraw Hill.
A. K. Nadhani, *Tally.ERP 9*, BPB Publications.

PG2COMM2013: Financial Institutions and Financial Markets

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15Marks)
Credit: 4 **Lectures: 64**

Objectives: The basic objective of this course is to provide students with an understanding of the role of financial institutions and the financial markets. The course also aims to develop students' knowledge of the structure, functions and regulatory framework of the financial system, enabling them to analyse the mobilization and allocation of financial resources and their impact on economic development.

Course Outcomes: After successful completion of the course, students will be able to:

1. Analyse the components of the financial system, its role in economic development, and the interlinkages between financial institutions and markets for effective capital allocation.
2. Examine the evolution of Indian money and capital markets, their integration with global networks, and the impact of regulatory bodies on market stability and investor protection.
3. Understand the functioning of commercial banks, NBFCs Micro Finance Institutions; Small savings, Provident Funds and Pension Funds, focusing on issues like financial inclusion, restructuring, privatisation, and reforms.
4. Evaluate the role of digitalisation, AI, ML, blockchain, cryptocurrencies, and DeFi in transforming financial markets, enhancing efficiency, and expanding financial inclusion.

5. Analyse India's leadership in promoting financial inclusion through initiatives like Jan Dhan Yojana, PMGDISHA, and UPI, aligning with global standards.

Unit 1: Economy and the Financial System **10 Lectures**

Structure of financial system; Relationship between financial system and economic development – theoretical framework and empirical evidence; The economic basis of financial intermediation; Meaning and process of financial development – financial development indicators and financial development index; Theories of the impact of financial development on savings and investment.

Unit 2: Banking and Non-Banking Institutions **14 Lectures**

Evolution of Indian Banking Sector; Growth and structure of commercial banks in India; Theories of asset management of commercial banks; Credit creation of commercial banks; Universal banking; Small banks and Payments banks; First and Second Generation Reforms of the banking sector in India; Role of technology in banking sector; Recent developments in banking including restructuring, privatisation, MUDRA financing; NBFI; Micro Finance Institutions; Small savings, Provident Funds and Pension Funds

Unit 3: Regulatory and Promotional Institutions **10 Lectures**

Regulatory structure of the financial institutions and markets; Origins, Organisation and Subsidiaries of RBI; Functions of RBI - traditional and promotional; Monetary Management – monetary policy framework, monetary policy transmission, quantitative and qualitative measures, recent policy rates and reserve ratios; Regulation of the Capital Market-SEBI; Regulation of the insurance market-IRDA

Unit 4: Financial Markets I: Money Market **10 Lectures**

Financial markets - integration of Indian financial markets with global financial markets; Money market in India – functions, organisations and participants; money market instruments; role of Reserve Bank of India in Indian money market; Fixed Income Money Market and Derivative Association of India (FIMMDA); Ancient Indian Financial Instruments & Money Markets; Integration of India's Money Market with Global Financial Networks; Digitalization of Money Markets.

Unit 5: Financial Markets II: Capital Market **10 Lectures**

Capital Market - introduction, components, role and functions; Traditional Public Fundraising Methods; Equity Market-methods of issue; Debt Market-concept, significance and classification; capital market instruments; raising funds from global financial markets; primary and secondary markets- concept, similarities, differences; stock exchanges in India - NSE, BSE; Stock Indices: concept and construction, Major stock indices - global (including Dow Jones and NASDAQ) and Indian (NIFTY and BSE-SENSEX); concept of DEMAT account and depositories (NSDL CDSL); SEBI and investor protection. India's position in the global financial markets: Case study on the NSE and BSE

Unit 6: The Future of Financial Markets: Technology and Innovation **10 Lectures**

Indian Contribution to Global Finance: India's leadership in promoting financial inclusion through the Jan Dhan Yojana and PMGDISHA: Community-Driven Financial Inclusion. The Future of Financial Markets: Blockchain, Cryptocurrencies, and Decentralized Finance (DeFi). Role of Artificial Intelligence (AI) and Machine Learning (ML) in Financial Systems. The Role of Financial Inclusion in India: Digital Payments, FinTech, and UPI

Suggested Readings

Bhole, L.M., *Financial Markets and Institutions*, Tata McGraw Hill Publishing Co. Ltd.
Pathak, B.V., *Indian Financial System*, Pearson Education.
Khan, M.Y., *Indian Financial System*, Tata McGraw Hill Publishing Co. Ltd.
Varshney, P.N. and Mittal, D.K., *Indian Financial System*, Sultan Chand & Sons.
Mishkin, F. S. and Eakins, S.G., *Financial Markets and Institutions*, Pearson Education.

Reserve Bank of India, *Functions and Working of RBI*, Reserve Bank Staff College.
Reserve Bank of India, *RBI Bulletin and Report on Currency & Finance*. Different issues.

PG2COMM2014: Strategic Management and Corporate Governance

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15Marks)
Credit: 4 **Lectures: 64**

Objectives: The basic objective of this course is to provide students with a thorough understanding of the theoretical foundations, ethical considerations, regulatory frameworks, and global practices related to strategic management and corporate governance. The course also aims to familiarize learners with national and international emerging scenarios that guide responsible corporate behavior and long-term value creation.

Course Outcomes: After successful completion of the course, students will be able to:

1. Understand and utilize key strategic management tools and models, such as Porter's Five Forces and internal resource analysis, to assess business environments and formulate competitive strategies.
2. Comprehend different strategic options and implementation of the options considering changing requirements of the competitive environment.
3. Develop and implement business strategies using frameworks like the portfolio approach and balanced scorecard, while considering organisational culture, leadership, and execution challenges in real-world case scenarios.
4. Evaluate critically the corporate governance systems, global reforms, and the factors contributing to corporate misgovernance using real-life case studies.
5. Interpret and apply key regulatory frameworks, including provisions of the Companies Act, 2013, SEBI (LODR) Regulations, and CSR mandates under Schedule VII, in corporate.
6. Get familiar with different corporate scams and their consequences.

Module: I
Strategic Management

Unit 1: Introduction to Strategic Management **15 Lectures**

Strategy, Strategic Management and related issues; Four Phases in Strategic Management Process: Stakeholders in business and their roles in strategic management, Strategic Intent – Vision, Mission, Objective, Business definition using Abell's three dimensions, objectives and goals, Drucker's Performance Area, Bennis's Core Problem; Strategic Management Process; External Analysis and Diagnosis. Industry Analysis: Michael Porter's Five-Forces Model; Analysis of Internal Resources and Capabilities. Blue Ocean Strategy: Difference between Blue & Red Ocean Strategies, Strategy Canvass & Value Curves, Case Studies.

Unit 2: Strategic Options, Choice and Implementation **15 Lectures**

Alternative Grand Strategies: Stability, Growth, Retrenchment and Combinations, Mergers, Acquisitions and Joint Ventures; Implementing competitive strategies offensive & defensive moves; Michael Porter's Concept of Generic Strategies and Competitive advantage. Strategic Choice: The Portfolio Approach; Important Issues in Strategy Implementation: McKinsey's 7-S Framework; Mintzberg's 5 Ps, Culture and Strategic Leadership; Concept of Balanced Scorecard. Changing Structures & Processes: Reengineering & strategy implementation, Six Sigma, Case Studies.

Unit 3: Emerging Issues in Strategic Management **10 Lectures**

The rise of E-Commerce, Networked Organization, Artificial Intelligence and Strategic Management, Internet Strategies for Traditional Business, Virtual Value Chain.

Module: II
Corporate Governance

Unit 4: Conceptual Framework of Corporate Governance **15 Lectures**

Meaning, System, Importance, Principles, Theories of Corporate Governance: Agency Theory, Shareholder Value Theory, Stakeholder Theory, Stewardship Theory, Resource Dependency Theory, Models of

Corporate Governance, Anglo-Saxon Model, Continental Model, Japanese Model, Corporate Mis-Governance – Concept, Factors Responsible for Mis-Governance.

Unit 5: Board Structure, Committees and Scams **15 Lectures**

Theoretical Underpinning of Board Structure, Unitary Board, Exemplary Board, Different Committees: International scenario; Indian scenario; Principles Provisions of the Companies Act, 2013 for Corporate Governance; Scope for CSR Activities under Schedule VII, SEBI (LODR) Regulations, 2015 (with latest amendment), Enron Scam, Accounting Fraud in Satyam.

Unit 6: Sustainability in Business **10 Lectures**

Sustainability Concept and Models, ESG, Socially Responsible Investment, CSR.

Suggested Readings

Ansoff, H. Igor., *Implanting Strategic Management*, PHI, Englewood Cliffs, New Jersey.
Jauch, L. R. and Glueck, W.F., *Business Policy and Strategic Management*, McGraw Hill
David, Fred R., *Strategic Management*, Pearson Education
Kazmi, A., *Business Policy and Strategic Management*, McGraw Hill.
Rowe, A.J., Mason, R.O., Dickel, K.E., Mann, R.B. and Mockler, R.J. , *Strategic Management: A Methodological Approach.* Addison-Wesley.
Haberberg and Rieple. *Strategic Management: Theory and Application*.,Oxford.
Grant, *Contemporary Strategic Management*, Wiley
Fernando et al., *Corporate Governance: Principles, Policies and Practices*, Pearson
Bhattacharyya, *Contemporary Corporate Governance,* Non-linear Insights (OPC) Pvt. Ltd, Publication Division
Khorakiwala, K., Kapur and Sengupta, E., *Essentials in Corporate Social Responsibility*, Wockhardt Foundation.

PG2COMM2021: Principles of Economics-III

Marks: 75 Course Evaluation: Semester Examination (60 Marks) and Internal Assessment (15Marks)
Credit: 4 **Lectures: 64**

Objectives: The basic objective of this course is to provide students with a thorough understanding of the different market structures, various criteria used in uncertainty, risk and conflict, the different organisational goals and the concept of gig economy.

Course outcomes: After successful completion of the course, students will be able to:

1. Evaluate different market structures, including perfect competition, monopoly, monopolistic competition, and oligopoly, with real-world applications of price discrimination, cartels, and the impact of digital marketplaces.
2. Analyse the different criteria used in uncertainty, risk, and conflict.
3. Narrate the alternative organisational goals of the firm and the role of government in business regulation.
4. Understand the concept of gig economic and its future in meeting real-world challenges.

Module: I

Unit 1: Market Structures **14 Lectures**

Market structure and managerial decision making; Classification of markets – Substitutability of product criterion, Interdependence of sellers criterion, Ease of entry criterion; Price Determination under Different Market Conditions - Perfect competition, Monopoly, Natural monopoly, Monopolistic competition and Oligopoly. Role of online marketplaces in reshaping competitive market structures

Unit 2: Pricing Mechanism **10 Lectures**

Methods of price determination in practice –Break even pricing, Rate of return pricing, Peak load pricing, Going rate pricing, Pricing of new products – Skimming price, Penetration price, Product line pricing, Price discrimination - International price discrimination and dumping, Two-part tariff, Transfer pricing.

Unit 3: Risk and Uncertainties in Managerial Decision Making **10 Lectures**

Distinction between risk and uncertainty; Measuring risk with probability distributions; One stage decision making problems - Different criteria for decision making under risk and uncertainty; Multi-stage decision making problems – Decision tree; Expected utility theory; Adjusting the Valuation Model for Risk; Uncertainty model in two person zero sum and non-zero sum games.

Module: II

Unit 4: Organisational Goals **10 Lectures**

Neoclassical theory of the firm – assumptions, theoretical framework, limitations, predictions; A representative model of average cost pricing; Bain's Limit-pricing theory; A critique of the Neoclassical theory of the firm – The Marginalist Controversy; Alternative theories of firm - Managerial theories of firm (i.e. Baumol's model of sales maximization, Marris's model of managerial enterprises and Williamson's model of managerial discretion), Behavioural theory of Cyert and March

Unit 5: Government and Business **10 Lectures**

Interaction of Government, Business, and the Public; Market Competition and Social Economic Efficiency; Market Failure and the Role of Government Intervention - Market power and role of antitrust policy, Natural monopoly and regulated price, Externalities and government measure to internalize the external costs, Public goods and need for government provisioning, Imperfect information and government role in disseminating useful information*;* Regulation versus Deregulation Controversy; Transition from Regulation – Deregulation - Liberalization: Indian Experience; Redefining the Role of Government on Business: Experience from Global Financial Crisis.

Unit 6: Foundations of the Gig Economy **10 Lectures**

Definition, Scope, and Evolution; Characteristics of Gig Work: Flexibility vs. Precarity; Types of Gig Work: Digital vs. Non-digital, High-skill vs. Low-skill; Key Stakeholders: Workers, Platforms, Consumers, and Regulators; Comparative Analysis: Traditional vs. Gig-based Employment, The future of gig economy

Suggested Readings

Bertucci, G. &Alberti, A., *Globalization and the Role of the State: Challenges and Perspectives*

Dean, J., *Managerial Economics*, PHI Learning Private Limited.

Hirschey, M. & Pappas, J.L., *Managerial Economics*, The Dryden Press

Jensen, M. C., Value maximization, stakeholder theory, and the corporate objective function. *European Financial Managemen*t, 7(3), 297-314.

Keat, P.G., & Young, P.K.Y, *Managerial Economics - Economic Tools for Today's Decision Makers*, Pearson Education.

Koutsoyiannis, A., *Modern Microeconomics*, Macmillan

OECD. *Business, Government and Regulation*

Peterson, C.H., Lewis, W.C., & Jain, S.K., *Managerial Economics,* Pearson Education.

Salvatore, D. &Srivastava, R., *Managerial Economics*, Oxford University Press

Thomas, C.R., Maurice, S.C., Sarkar, S., *Managerial Economics*, Tata McGraw Hill Publishing Co. Ltd.

Tirole J., *The Theory of Industrial Organization*, Cambridge MIT Press.

World Bank, *Working Without Borders: The Promise and Peril of Online Gig Work*.

Semester-3

PG2 COMM3011: INDIAN KNOWLEDGE SYSTEM

Credit: 4 **Lecture Hours: 64**

Objectives: The objective of this course is to enable students to understand the concepts, systems, and practices of the country's ancient trade and commerce, accounting system, revenue collection, and taxation system.

Course Outcomes: After successful completion of the course, students will be able to:

1. Understand the concepts and practices of ancient Indian trade and commerce.
2. Explain the principles and practices of ancient Indian accounting, finance, banking, and taxation.

3. Present an overview of business management, ethics, and entrepreneurship in ancient India.
4. Apply ancient Indian wisdom to contemporary business responsibility and sustainability practices.

Module: I

Unit 1: Bhāratīya Arthaśāstra Tradition 10 Lectures

Economic lessons from a wide array of śāstric texts, including Cāṇakya Sūtras, Nītiśāstra, and Dharmaśāstra texts, as well as relevant sections from the Rāmāyaṇa and Mahābhārata; Kautilya Arthashastra on International trade, Labour Theory of Value, Wealth creation, Dharmic capitalism; Dharmanomics and its application in Saraswati-Sindhu civilization, Cholas, Pallavas, Pandyas, Vijayanagar. [LH: 10]

Unit 2. Ancient Trade and Commerce 10 Lectures

Overview of IKS and its relevance to Commerce. Historical trade centres, major exports, and imports. Concept of "Superintendent of Commerce" in Arthashastra, Role of Srenis in Dharmic ecosystem.

Unit 3. Ancient Accounting, Finance, Banking and Taxation Practices 12 Lectures

The history of accounting, including the Bahi-Khata (double-entry) system, The Business of Keeping up Accounts in the Office of Accountants as described in Arthashastra. Indigenous banking systems like Hundi and the role of Sahukars (moneylenders). Traditional financial institutions like Shrenis (guilds). Money lending and interest rate regulations in ancient India. Ancient Indian taxation systems. A variety of tax measures (Manu Smriti and the Arthashastra).

Module: II

Unit 4: Business Management, Ethics and Entrepreneurship 12 Lectures

Vedic Foundations, Righteous duty as the basis of management and ethical conduct. Key virtues: Truth, Austerity, and Service. Concept of leadership in the Rigveda, Vedic model for ethical business: harmony, sustainability, and holistic management. Role of dharma in leadership. Upanishadic Insights and Ethical values, Decision making and governance. Evolution of entrepreneurship in India; entrepreneurial traits from Indian philosophy; ethical business practices and value-based entrepreneurship.

Unit 5: Social Responsibility of Business and Sustainability Practices 10 Lectures

Human responsibility and environment; Ancient Indian wisdom- The Vedic Perspective on Nature and Ecology, Eco-swaraj; Practical Applications in Ancient Times- Vedic Agriculture, Water Conservation, interdependence and synergy among the foundational elements of soil, air, water, energy and space.

Unit 6: Indian Economic Thought 10 Lectures

Buddhism and economics; Dadabhai Naoroji and drain theory; Ranade and economic development; Gandhian economics.

Suggested Readings

Dasgupta, A. K.. *A history of Indian economic thought*. Routledge.

Balasubramanian, S.. *Dharmanomics: An indigenous approach to economic wisdom*. Bloomsbury Publishing.

Balasubramanian, S., *Kautilyanomics: For modern times*. Bloomsbury Publishing.

Bhartiya Shikshan Mandal., *Introduction to Indian knowledge system: Concepts and applications*. Bhartiya Shikshan Mandal.

Deodhar, S. and Balasubramanian, S.: The Pre-Kautilyan Period: a sustainable model through ancient economic ideas and practices, EHES Working Paper | No. 199 | November 2020.

Kapoor, K., & Singh,A,*Indian knowledge systems: Education, research and innovation*. Bhartiya Shikshan Mandal.

Chaturvedi, A. ,*Indian knowledge systems: Perspectives and practices*. Sage Publications India.

Jadon, S., Saxena, V., & Jadon, A. (2025). From Gurukul to global: Indian knowledge systems shaping NEP 2020. *International Journal of Innovations in Science, Engineering and Management, 4*(3), 153–160.

Srivastava, M. *The Vedic perspective on nature and ecology*. Sadhana Sansar.

Ramprasad, R. , *Ancient Indian wisdom: Timeless lessons for modern sustainability*. Earth.org.

Waldauer, H., Zahka, W. J., & Pal, S. (1996). Kautilya's Arthashastra: A neglected precursor to classical economics. *Indian Economic Review, 31*(1), 101–108.

PG2 COMM3012: Corporate Reporting – I

Credit: 4 **Lecture Hours: 64**

Objectives: The objective of this course is to develop students' understanding of the recognition, measurement, and disclosure principles of Indian Accounting Standards (Ind AS). The course aims to familiarize them with accounting and reporting requirements relating to fair value measurement, financial instruments, intangible assets, income taxes, and foreign exchange transactions. It also seeks to develop their analytical skills and enable them to apply relevant Ind AS in the preparation and interpretation of financial statements. Indian Accounting Standards in the preparation and interpretation of financial statements.

Course Outcomes: After successful completion of the course, students will be able to:

1. Explain the principles and applications of fair value measurement and valuation techniques under Ind AS 113.
2. Apply the accounting treatment relating to the classification, measurement, and disclosure of financial instruments under Ind AS 109, Ind AS 32, and Ind AS 107.
3. Analyze accounting issues relating to intangible assets, impairment, and goodwill under Ind AS 38.
4. Evaluate the accounting treatment of current and deferred taxes and their impact on financial statements under Ind AS 12.
5. Apply the accounting treatment relating to foreign currency transactions and the translation of foreign operations under Ind AS 21.

Module I

Unit 1: Ind AS 113 **10 Lectures**

Fair Value Measurement Fair value measurement, valuation approaches, fair value hierarchy, principal and most advantageous market, application in financial reporting

Unit 2: Ind AS 109 **10 Lectures**

Financial Instruments Classification and measurement, amortised cost, FVOCI, FVTPL, expected credit loss model, financial liabilities, derecognition, basic hedge accounting

Unit 3: Ind AS 32 and Ind AS 107 **14 Lectures**

Financial Instruments: Presentation and Disclosures Equity and liability classification, compound financial instruments, treasury shares, disclosure of credit risk, liquidity risk, market risk, sensitivity analysis

Module II

Unit 4: Ind AS 38 **10 Lectures**

Intangible Assets Recognition and measurement, internally generated intangibles, amortisation, impairment, distinction between goodwill and intangible assets

Unit 5: Ind AS 12 **10 Lectures**

Income Taxes Current tax, deferred tax, temporary differences, deferred tax assets and liabilities, impact on financial statements

Unit 6: Ind AS 21 **10 Lectures**

Effects of Changes in Foreign Exchange Rates Functional currency, foreign currency transactions, exchange differences, translation of foreign operations.

Suggested Readings

Ghosh TP. *Illustrated Guide to Indian Accounting Standards (Ind AS).* Taxmann Publications.
Chatterjee BD, Jain J. *Illustrated Guide to Indian Accounting Standards (Ind AS).* Taxmann Publications.
Garg K. *Practical Guide to Ind AS and IFRS*. Bharat Law House.
D'Souza D, Bansal V. *Indian Accounting Standards (Ind AS): Interpretation, Issues and Practical Applications.* Snow White Publications.
Ghosh TP. *Economic Value Added: A Tool for Business Planning*. ICWAI Publication.

The Institute of Chartered Accountants of India (ICAI) – *Ind AS Guidance Material*.
Compendium of Indian Accounting Standards (Ind AS), Guidance Notes and Educational Material issued by the Institute of Chartered Accountants of India.

Web Resources

Ministry of Corporate Affairs (MCA) – Indian Accounting Standards
Institute of Chartered Accountants of India (ICAI)
National Financial Reporting Authority (NFRA)

PG2COMM3013A: Internship

Credit: 4

The primary objective of the internship is to bridge the gap between academic theory and practical application by immersing students in a real-world business environment. It enables students to apply classroom concepts to real organisational challenges while fostering the development of essential workplace skills, such as problem-solving and professional communication. Ultimately, the internship is designed to help students expand their professional networks, explore potential career paths, and build competitive résumés, thereby preparing them to become job-ready professionals.

Every student is required to complete an Internship Project (IP) of 2 to 3 weeks' duration at a recognized industrial, business, service, or social organization. As part of the internship, students must undertake a dedicated project study. The final evaluation, conducted by internal and external examiners, will carry a total of 50 marks, comprising 40 marks for the written IP report and 10 marks for the accompanying viva voce. The internship report must be submitted strictly according to the deadlines notified by the department or the university.

OR

PG2COMM3013B: Corporate Reporting – II

Credit: 4 **Lecture Hours: 64**

Objectives: The basic objective of this course is to develop students' understanding of advanced accounting and reporting requirements under Indian Accounting Standards (Ind AS). The course aims to familiarize them with consolidated financial statements, group entity reporting, and sector-specific reporting frameworks, while enabling them to apply advanced corporate reporting standards in complex business and regulatory environments.

Course Outcomes: After successful completion of the course, students will be able to:

1. Apply accounting treatment relating to employee benefits under Ind AS 19.
2. Prepare and analyze consolidated financial statements and account for joint arrangements, associates, and joint ventures under Ind AS 110, 111, 27, 28, and 112.
3. Evaluate accounting and disclosure requirements relating to NBFCs and mutual funds under regulatory frameworks of the Reserve Bank of India and Securities and Exchange Board of India.
4. Analyze valuation-based approaches such as EVA, MVA, and SVA in corporate reporting.
5. Assess emerging developments in corporate reporting including Human Resource Accounting and Intellectual Capital reporting.

Module I

Unit 1: Ind AS 19 **10 Lectures**

Employee Benefits Short-term and long-term benefits, defined contribution and defined benefit plans, actuarial concepts, recognition in profit or loss and OCI

Unit 2: Ind AS 41 **10 Lectures**

Agriculture Biological assets, agricultural produce, fair value measurement, gain or loss recognition

Unit 3: Ind AS 111 **12 Lectures**

Joint Arrangements Joint operations and joint ventures, classification and accounting treatment

Module II

Unit 4: Ind AS 27, Ind AS 28 and Ind AS 112 **12 Lectures**

Separate financial statements, equity method, accounting for associates and joint ventures, disclosure of interests in other entities, changes in ownership interest, step acquisition and partial disposal

Unit 5: Reporting for NBFCs and Mutual Funds 9 Lectures

NBFCs and Mutual Funds NBFC reporting framework as per Reserve Bank of India guidelines, financial statement structure, income recognition and provisioning, mutual fund reporting under Securities and Exchange Board of India regulations, NAV computation, valuation and disclosures

Unit 6: Recent Developments in Corporate Reporting 9 Lectures

Economic Value Added (EVA), Market Value Added (MVA), Shareholder Value Added (SVA), Human Resource Accounting (HRA), Intellectual Capital (human capital, structural capital, relational capital).

Suggested Readings

Ghosh TP. *Illustrated Guide to Indian Accounting Standards (Ind AS).* Taxmann Publications.
Chatterjee BD, Jain J. *Illustrated Guide to Indian Accounting Standards (Ind AS).* Taxmann Publications.
Garg K. *Practical Guide to Ind AS and IFRS*. Bharat Law House.
D'Souza D, Bansal V. *Indian Accounting Standards (Ind AS): Interpretation, Issues and Practical Applications.* Snow White Publications.
Ghosh TP. *Economic Value Added: A Tool for Business Planning*. ICWAI Publication.
The Institute of Chartered Accountants of India (ICAI) – *Ind AS Guidance Material*.
Compendium of Indian Accounting Standards (Ind AS), Guidance Notes and Educational Material issued by the Institute of Chartered Accountants of India.

Web Resources

Ministry of Corporate Affairs (MCA) – Indian Accounting Standards
Institute of Chartered Accountants of India (ICAI)
National Financial Reporting Authority (NFRA)

PG2 COMM3014(F): Security Analysis & Portfolio Management

Credit: 4 **Lecture Hours: 64**

Objectives: The basic objective of this course is to equip students with the analytical tools required for the quantitative valuation of financial assets and to bridge the gap between traditional investment theory and modern empirical research, including factor models. The course also aims to develop a critical understanding of market efficiency and the psychological biases influencing investor behaviour, while providing practical expertise in constructing and evaluating multi-asset portfolios..

Course Outcomes: After successful completion of this course, students will be able to:

1. Formulate investment strategies that integrate ESG criteria and alternative assets like REITs.
2. Execute rigorous valuations using both fundamental E-I-C frameworks and DCF modeling.
3. Evaluate market anomalies and behavioral patterns that challenge the Efficient Market Hypothesis.
4. Optimize portfolios using matrix-based approaches and the Single-Index Model.
5. Critique asset pricing models, including multi-factor models (Fama-French), for risk decomposition.
6. Measure portfolio alpha and attribution using advanced risk-adjusted metrics.

Module 1: Foundations & Market Analysis

Unit 1: The Investment Environment **10 Lectures**

Investment- concept, types and processes; Financial markets in the digital age: NSE, BSE, and Global Exchanges; Asset Classes: Beyond Equity and Debt—Introduction to REITs, InvITs, and ETFs; Modern Indices: Construction methodology of Cap-weighted vs. Equal-weighted indices; The rise of ESG and Sustainability indices. Case Studies

Unit 2: Security Market Analysis **12 Lectures**

Fundamental Analysis: concept, objectives and beliefs, framework- economic analysis, industry analysis, company analysis. Technical Analysis: concept, Dow Theory; Chart patterns, price analysis approaches and price-volume analysis, approaches to forecasting of individual stock performance. Market Indicators (RSI, MACD). Case Studies

Unit 3: Market Efficiency **8 Lectures**

Concept of perfect capital and efficient capital markets; Levels of market efficiency; Different empirical tests on weak form of efficient market hypothesis and semi-strong form of efficient market hypothesis. Market Anomalies: Size effect, Value effect, and Calendar anomalies (The "January Effect"); Case Studies.

Module 2: Portfolio Engineering & Asset Pricing

Unit 4: Modern Portfolio Theory (MPT) **12 Lectures**

Risk and Return- concept, types and measurements; Markowitz Optimization: The Efficient Frontier and Risk Pooling; The concept of the Minimum Variance Portfolio. Optimal portfolio selection; Simplifying Complexity: The Sharpe Single-Index Model; Beta as a measure of sensitivity; Multi-index models for sector-specific risks; Case Studies

Unit 5: Advanced Asset Pricing Models **12 Lectures**

Capital Asset Pricing Model (CAPM) – concept, assumptions, CAPM with unlimited borrowing and lending at a risk-free rate, Pricing of securities with CAPM; CAPM & Its Critics. Factor Investing: Arbitrage Pricing Theory (APT); Introduction to the Fama-French Three-Factor and Five-Factor Models. Case Studies

Unit 6: Performance Evaluation & Attribution **10 Lectures**

Risk-Adjusted Metrics: Sharpe, Treynor, and Jensen's Alpha; The Information Ratio and M-Squared (M^2). Performance Attribution: Decomposing returns into Selection, Allocation, and Interaction effects. Active vs. Passive Management: Tracking Error and Active Share analysis. Case Studies

Suggested Readings

Bodie, Z., Kane, A., & Marcus, A. J. (2024). *Investments.* McGraw Hill.
Chandra, P. *Investment Analysis and Portfolio Management*. Tata McGraw Hill.
Malkiel, B. G. , *A Random Walk Down Wall Street*, W.W. Norton & Company.
Francis, J. C., *Investment – Analysis and Management*, Tata McGraw Hill.
Fischer and Jordon, *Security Analysis and Portfolio Management*, Pearson Education.
Sharpe, W.F. et al., *Investments*, PHI.
Kahn,M.N., *Technical Analysis*, Pearson Education
Bhalla, V. K., *Investment Management*, S Chand

PG2 COMM3014 (BI): Principles & Practices of Banking and Insurance

Credit: 4 **Lecture Hours: 64**

Objectives: The basic objective of the course is to familiarize students with the principles, practices, and key issues related to banking and insurance.

Course Outcomes: After successful completion of the course, students will be able to:

1. Explain the fundamental principles and operations of banking and insurance.
2. Demonstrate an understanding of the bank–customer relationship and related banking services.
3. Analyze recent developments and emerging trends in the banking and insurance sector in India.

Module: I

Unit 1: Banks and Banking System **10 Lectures**

Role & functions of banks, Banking structure, Types of Bank Accounts, Credit information, analysis, and appraisal techniques, Mortgage, Reverse Mortgage, Securitization.

Unit 2: Banker-Customer Relationship **10 Lectures**

Definitions and features of a Banker and a Customer, Types of Customers, KYC Norms, Banker's duty of secrecy, Rights of Bankers, Garnishee Order Law of limitation, Termination of relationship.

Unit 3: Emerging Areas in Banking **12 Lectures**

Evolution of Indian banking sector; Reform in Banking; Electronic fund management; Banking Innovations-Universal Banking, Islamic Banking, Women's Banks, SME Banking, Payment Bank, Small Bank, Mobile Banking, Merchant Banking, Investment Banking, Retail Banking, Digital Banking & Neobanks, Green Banking & Sustainable Finance.

Module: II

Unit 4: Evolution of Insurance **10 Lectures**

Meaning of Insurance-Definition, Nature, Functions, History of Insurance; Different Classifications: Comparison of Life Insurance with other Insurances; Types of Insurance organization; Insurance organizations in India.

Unit 5: Basic Principles of Insurance **12 Lectures**

Key concepts, Economic Principles, Principles of insurance viz. Utmost good faith, Insurable interest, Indemnity, Subrogation, Contribution and Proximity Cause. Emerging Areas of Insurance-Life insurance**:** Health insurance, Postal Life Insurance, Credit Insurance, Marine Insurance.

Unit 6: Reinsurance **10 Lectures**

Methods of reinsurance: shopping reinsurance, facultative reinsurance, automatic or treaty reinsurance; Advantages of treaty method over facultative, Reinsurance treaty contracts; Some legal conventions of reinsurance.

Suggested Readings

Indian Institute of Banking and Finance. , *Principles and Practices of Banking* (5th ed.). Macmillan

Insurance Institute of India , *Principles of Insurance*, https://www.insuranceinstituteofindia.com/documents/10156/7b65c3ab-b4a8-426c-bc64-61b36ad41618

Jadhav, N. (Ed.). *Challenges to Indian Banking: Competition, Globalisation and Financial Markets*. Macmillan

Maheshwari, S. N., & Maheshwari, S. K. ,, *Banking Law and Practice* (11th ed.). Kalyani Publishers.

Mittal, R. K., Saini, A. K., & Dhingra, S. (Eds.). *Emerging Trends in the Banking Sector*. Macmillan

Paul, J., & Suresh, P. *Management of Banking and Financial Services* (2nd ed.). Pearson Education.

Shekhar, K. C. *Banking Theory and Practice*. Vikas Publishing House.

Sundaram, K. P. M., & Varshney, P. N. *Banking: Theory, Law and Practice* (3rd ed.). Sultan Chand & Sons.

Tannan, M. L., & Mitra, M. *Banking Law and Practice*. Indian Law House.

Tripathy, N.P. & Pal, P. *Insurance: Theory & Practice*, 2nd Edition, Prentice –Hall of India P Ltd

PG2 COMM3014 (E): FUNDAMENTALS OF ENTREPRENEURSHIP

Credit: 4 **Lecture Hours: 64**

Objectives: The objective basic of this course is to develop students' understanding of entrepreneurial concepts, behaviour, legal frameworks, and emerging entrepreneurial opportunities. The course also aims to foster entrepreneurial competence, innovation, and the skills required to contribute to economic and social development.

Course Outcomes: After successful completion of the course, students will be able to:

1. Explain the concepts and role of entrepreneurship in economic and social development.
2. Analyze entrepreneurial theories and the behavioural dimensions of entrepreneurship.
3. Interpret the legal and policy framework governing entrepreneurial ventures.
4. Evaluate the opportunities and challenges associated with social and women entrepreneurship.

Module I

Unit 1: Entrepreneur and Entrepreneurship **10 Lectures**

Meaning, Nature and Scope of Entrepreneurship, Entrepreneur: Concept, Characteristics and Functions, Distinction between Entrepreneur and Intrapreneur, Entrepreneurial Culture and Ecosystem, Ownership Patterns of Entrepreneurial Ventures, Classification of Entrepreneurship based on Size and Nature of Enterprise, Role of Entrepreneurs in Economic Development, Evolution and Growth of Entrepreneurship in India, Case Studies

Unit 2: Entrepreneurial Theories and Behaviour **12 Lectures**

Theory of Entrepreneurial Class, Classical and Contemporary Theories of Entrepreneurship: Joseph A. Schumpeter's Innovation Theory, David C. McClelland's Need for Achievement Theory, Frank W. Young's Group-Level Pattern Theory, Max Weber's Sociological Theory, Entrepreneurial Motivation and Motivational Behaviour, Behavioural and Psychological Approaches to Entrepreneurship, Creativity, Innovation and Opportunity Recognition, Entrepreneurial Self-Efficacy and Risk-Taking Behaviour, Entrepreneurial Ethics, Values and Social Responsibility, Contemporary Behavioural Issues in Entrepreneurship, Case Studies.

Unit 3: Legal and Regulatory Framework for Entrepreneurship **10 Lectures**

Legal Requirements for Establishing and Promoting Business Ventures, Registration and Regulatory Compliance for Enterprises, Industrial Policy and Entrepreneurship Development in India, The Factories Act, 1948, Labour Laws and Industrial Relations: Key Provisions Relevant to Entrepreneurs, Micro, Small and Medium Enterprises Development (MSMED) Act, 2006, Start-up and MSME Promotion Policies in India, Emerging Regulatory Issues for Entrepreneurs, Case Studies.

Module II

Unit 4: Social Entrepreneurship **10 Lectures**

Concept, Nature and Scope of Social Entrepreneurship, Social Enterprise: Meaning and Characteristics, Boundaries between Commercial and Social Entrepreneurship, Forms and Models of Social Enterprises, Objectives and Impact of Social Entrepreneurship, Challenges in Developing and Managing Social Enterprises, Social Innovation and Sustainable Development, Contemporary Trends and Issues in Social Entrepreneurship in India, Case Studies

Unit 5: Women Entrepreneurship **10 Lectures**

Concept and Significance of Women Entrepreneurship, Characteristics and Functions of Women Entrepreneurs, Women Entrepreneurship and Economic Empowerment, Institutional and Policy Support for Women Entrepreneurs, Requisites for Developing Women Entrepreneurship, Challenges and Constraints Faced by Women Entrepreneurs, Emerging Opportunities and Future Prospects of Women Entrepreneurship in India, Case Studies.

Unit 6: Rural, Tourism and Agri-Entrepreneurship **12 Lectures**

Rural Entrepreneurship: Concept, Nature and Scope of Rural Entrepreneurship, Rural Entrepreneurial Ecosystem, Problems and Prospects of Rural Entrepreneurship, Role of Non-Governmental Organizations (NGOs), Self-Help Groups (SHGs) and Cooperatives in Rural Enterprise Development, Tourism Entrepreneurship: Concept and Scope of Tourism Entrepreneurship, Tourism Policies and Institutional Framework in India, Eco-Tourism, Nature Tourism and Rural Tourism, Tourism Entrepreneurship and Sustainable Development, Contribution of Tourism to the Indian Economy, Agri-Entrepreneurship: Concept and Importance of Agri-Entrepreneurship, Agribusiness and Value Chain Development, Opportunities in Agri-Startups and Agri-Innovation, Challenges and Policy Support for Agri-Entrepreneurship in India. Case Studies.

Suggested Readings

Cherunilam, F. *Business and government*. Himalaya Publishing House.
Desai, V. *Entrepreneurial development*. Himalaya Publishing House.
Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2018). *Entrepreneurship*, McGraw-Hill Education.
Kapila, U. *Indian economy since independence* (31st ed.). Academic Foundation.
Kumar, A. *Entrepreneurship: Creating and leading an entrepreneurial organization*. Pearson Education India.
Lall, M., & Sahai, S. *Entrepreneurship*. Excel Books.
Natarajan, K., & Gordon, E. *Entrepreneurship development*. Himalaya Publishing House.

PG2 COMM3014(M): Consumer Behaviour and Retail Marketing

Credit: 4 **Lecture Hours: 64**

Objectives: The basic objective of this course is to develop students' understanding of consumer behaviour and decision-making processes in contemporary markets. The course aims to familiarize them with the psychological, social, and cultural factors influencing consumer behaviour, provide knowledge of retail marketing strategies and emerging retail formats, develop their analytical understanding of consumer insights and retail management practices, and enable them to evaluate changing consumer trends in both physical and digital marketplaces.

Course Outcomes: After successful completion of the course, students will be able to:

1. Explain the concepts and models of consumer behaviour.
2. Analyze consumer decision-making processes and the factors influencing consumer behaviour.
3. Evaluate consumer behaviour in digital and retail environments.
4. Apply retail marketing strategies related to merchandising and customer engagement.
5. Assess emerging trends in organized, digital, and omnichannel retailing.

Module 1

Unit 1: Introduction to Consumer Behaviour **10 Lectures**

Concept and scope of consumer behaviour, consumer decision-making process, models of consumer behaviour, consumer involvement, consumer journey mapping, online and offline buying behaviour.

Unit 2: Consumer Psychology and Behavioural Insights **10 Lectures**

Motivation, perception, learning, memory, attitudes, personality and self-concept, lifestyle and psychographics, behavioural economics in marketing, nudging and consumer biases.

Unit 3: Social and Cultural Influences on Consumer Behaviour **12 Lectures**

Culture and subculture, social class, family and reference groups, opinion leadership, diffusion of innovation, consumer socialization and lifestyle marketing.

Module 2

Unit 4: Retail Marketing and Merchandising **10 Lectures**

Retail formats, store location and layout, merchandising, retail pricing, private labels, visual merchandising and retail customer service.

Unit 5: Digital and Omnichannel Retailing **12 Lectures**

E-retailing, omnichannel retailing, mobile commerce, personalization, AI and analytics in retailing, customer experience management.

Unit 6: Emerging Trends in Consumer and Retail Marketing **10 Lectures**

Influencer culture, experiential retailing, sustainable retailing, ethical issues in consumer behaviour, data privacy and future retail technologies.

Suggested Readings

Schiffman LG, Wisenblit J. *Consumer Behaviour*. Pearson Education.

Solomon MR. *Consumer Behaviour: Buying*, *Having and Being*. Pearson Education.
Levy M, Weitz BA. *Retailing Management*. McGraw Hill Education.
Majumdar R. *Consumer Behaviour: Insights from Indian Market*. PHI Learning.
Berman B, Evans JR. *Retail Management*. Pearson Education.

PG2 COMM3015 (F): International Business & Finance

Credit:4 **Lectures: 64**

Objectives: The basic objective of this course is to provide students with an understanding of contemporary international business issues and the global business environment. The course aims to familiarize them with the principles and practices of international business and international finance, enabling them to analyze global economic developments and their implications for business decision-making.

Course Outcomes: After successful completion of the course, students will be able to:

1. Analyse the scope of international business and the emerging trends in different modes of international business.
2. Examine the role of balance of payments adjustment mechanisms and their implications for monetary and fiscal policies.
3. Explain the evolution of the international monetary system and the role of regional economic cooperation in promoting international trade.
4. Explain the functioning of foreign exchange markets and the determination of exchange rates.
5. Analyse the mechanisms and instruments used to manage foreign exchange exposure and risk.

Module 1

Unit 1: Trends of International Business **10 Lectures**

Meaning, Nature and scope of international business; Multinational Corporations; Functional operations of International Business; Modes of international Business- Foreign trade, Foreign investment (Foreign Direct Investment, Foreign Portfolio Investment), Contractual entry mode (Franchising contract, Licensing contract, Management contract, Turn-key projects); Modes of FDI- Greenfield investment, Merger and Acquisitions, Brownfield investment; Changing scenario of international business under Globalisation.

Unit 2: Balance Of Payments (BOPs) and its Adjustment Mechanism **12 Lectures**

BOPs accounting; Layout of BOPs as per IMF BOP Manual; Equilibrium and disequilibrium of BOPs; National Income Accounting and BOPs; Capital account convertibility; Adjustment of BOP with fixed and flexible exchange rates; Adjustment of BOP and economic policy - Internal and external balance, Monetary - Fiscal policy mix, Devaluation, Direct control

Unit 3: International Monetary System and Regional Economic Cooperation **10 Lectures**

Evolution of international monetary system– Specific commodity standard, Classical gold standard, Interwar period, Bretton Woods system, Collapse of the Bretton Woods system, Smithsonian arrangement, Exchange rate regime since 1973 to present; Different forms of Regional cooperation; Theory of Custom Union- concept of trade creation and trade diversion, the effect of trade creating custom union, the effect of trade diverting custom union

Module 2

Unit 4: Foreign Exchange Market **12 Lectures**

Foreign exchange market – structure, functions, participants, trading and turnover; Major foreign exchange markets – spot, forward, futures, options and swaps; Quotations of exchange rates, spot and forward quote, cross rates; Nominal, real and effective exchange rates; Determination of exchange rate in spot and forward market – International Parity theories; Currency arbitrage, Covered and Uncovered interest rate arbitrage; Forward market hedging, Case Studies.

Unit 5: Foreign Exchange Exposure Management **10 Lectures**

Types of exposure –translation, transaction and economic exposure, Measurement of economic exposure, Determinants of operating exposure, Internal and external techniques of hedging, Case Studies.

Unit 6: Foreign Exchange Derivatives and Risk Management **10 Lectures**

Market for derivatives, currency forwards, futures, options and swaps; Currency risk management, Case Studies.

Suggested Readings

Apte, P.G.: *International Financial Management*, Tata McGraw Hill Education.
Dekaert, G., Hodrick, R.G.: *International Financial Management*, PHI.
Eun, C.S. &Resnick, B.G.: *International Financial Management*, Tata McGraw Hill.
Levi, M.D.: *International Finance*, Routledge.
Mithani, D.M.: *International Economics*, Himalaya Publishing House.
Salvatore, D.: *International Economics*, John Wiley and Sons Inc.
Shapiro, A.C.: *Multinational Financial Management,* Wiley
Sharan, V.: *International Financial Management*, Prentice Hall of India Pvt. Ltd.
Soderstein, B and Reed, G..: *International Economics*, Macmillan

PG2 COMM3015(BI): Accounting, Law and Performance Analysis of Banking and Insurance

Credit: 4 **Lecture Hours: 64**

Objectives: The basic objective of this course is to familiarize students with the accounting, legal, and performance analysis aspects of the banking and insurance sectors. The course also aims to develop their understanding of the regulatory and operational issues associated with banking and insurance.

Course Outcomes: After successful completion of the course, students will be able to:

1. Explain the accounting principles and practices applicable to banks and insurance companies.
2. Interpret the legal and regulatory framework governing the banking and insurance sectors.
3. Evaluate the financial performance of banks using appropriate accounting and performance measurement techniques.

Module: I

Unit 1: Accounting for Banks **Lectures 10**

Preparations, presentation and disclosure of different financial statements.

Unit 2: Legal aspects of Banking **Lectures 10**

The Banking Regulation Act, 1949, The Reserve Bank of India Act, 1934, Foreign Exchange Management Act, 1999, Basel III Norms, Narasimham Committee's Recommendation

Unit 3: Measurement of Financial Performance of Banks **Lectures 12**

Analysis and Interpretation of Key Financial Performance Indicators, CAMELS Framework.

Module: II

Unit 4: Accounting Aspects of Insurance Companies **Lectures 10**

Preparation and presentation of different financial statements.

Unit 5: Legal Aspects of Insurance Companies: **Lectures 10**

The Insurance (Amendment) Act, 2002; IRDA Act, 1999, Three-pillar or "sectoral" regulatory model (banking, insurance, and securities) vis-à-vis the two-pillar or "twin peak" model (prudential and business conduct), Recent reform measures to obviate dual regulation of insurance sector.

Unit 6: Measurement of Financial Performance of Insurance Companies **Lectures 12**

Analysis and Interpretation of Key Financial Performance Indicators.

Suggested Readings

Bhattacharyya, B. *Commercial banking in India: A contemporary perspective*. Oxford University Press.
Indian Institute of Banking and Finance. *Accounting and finance for bankers*. Taxmann Publications.
Indian Institute of Banking and Finance. *Legal and regulatory aspects of banking*. Taxmann Publications.

Insurance Institute of India *Principles of Insurance*,
https://www.insuranceinstituteofindia.com/documents/10156/7b65c3ab-b4a8-426c-bc64-61b36ad41618
Maheshwari, S. N., & Maheshwari, S. K. *Banking law and practice*, Kalyani Publishers.
RBI. 2025. All you wanted to know about NBFCs. *Reserve Bank of India.* 23 April. https://www.rbi.org.in/commonman/english/scripts/FAQs.aspx?Id=1167
Saunders, A., Cornett, M. M., & Erhemjamts, O. *Financial institutions management: A risk management approach* ,McGraw-Hill Education.
Shekhar, K. C., & Shekhar, L. *Banking theory and practice* , Vikas Publishing House.
Singh, A. *Principles of Insurance Law*, Easter Book Co.
Sundaram, K. P. M., & Varshney, P. N. , *Banking: Theory, law and practice* (3rd ed.). Sultan Chand & Sons.
Tripathy, N.P. & Pal, P. *Insurance: Theory & Practice*, Prentice –Hall of India Pvt. Ltd.

PG2 COMM3015(E): PROJECT PLANNING & CONTROL

Credit: 4 **Lecture Hours: 64**

Objectives: The objective of this course is to develop students' understanding of project planning, formulation, appraisal, implementation, monitoring, and control. The course also aims to equip them with the analytical skills required to evaluate project feasibility and performance in business and development contexts.

Course Outcomes: After successful completion of the course, students will be able to:

1. Explain the concepts, characteristics, life cycle, and organisational dimensions of projects and project management.
2. Identify and evaluate business opportunities using project screening and selection techniques.
3. Prepare and analyse project reports using project formulation tools and network analysis techniques.
4. Assess the feasibility and viability of projects through financial, economic, market, technical, and managerial appraisal methods.
5. Apply social cost–benefit analysis techniques to evaluate the societal impact of projects.
6. Evaluate project performance and implement appropriate monitoring, control, and project audit mechanisms.

Module I

Unit 1: Project and Project Management **Lectures 10**

Project: Concept, Nature and Characteristics of Projects, Classification and Dimensions of Projects, Project Life Cycle, Project Planning and Organisational Structure, Project Management: Concept and Scope of Project Management, Importance and Benefits of Project Management, Project Management Information System (PMIS), Case Studies

Unit 2: Project Screening and Selection **Lectures 10**

Business Environment and Environmental Dynamics, Identification of Business Opportunities, Project Objectives and Goal Formulation, Generation and Screening of Project Ideas, Preliminary Screening Techniques, Project Rating Index and Selection Criteria, Case Studies.

Unit 3: Project Formulation **Lectures 12**

Concept, Content and Significance of Project Formulation, Guidelines for Project Report Preparation, Project Scheduling and Network Analysis (PERT and CPM), Time Scheduling and Resource Allocation, Factory Design and Plant Layout Considerations, Common Errors in Project Planning and Formulation, Case Studies.

Module II

Unit 4: Project Appraisal **Lectures 10**

Concept and Importance of Project Appraisal, Market Appraisal, Technical Feasibility Analysis, Financial Feasibility Analysis, Economic Analysis, Managerial Competence Assessment. Environmental and Fire Safety Clearances: Procedures and Regulatory Requirements, Feasibility Study Report: Structure and Evaluation Techniques, Case Studies

Unit 5: Social Cost-Benefit Analysis **Lectures 12**

Concept and Significance of Social Cost-Benefit Analysis, Traditional Financial Analysis versus Social Cost-Benefit Analysis, Techniques of Social Cost-Benefit Analysis, Socially Desirable Factors in Project

Evaluation, OECD Approach to Social Cost-Benefit Analysis, UNIDO Approach to Social Cost-Benefit Analysis, Comparative Analysis of OECD and UNIDO Approaches, Social Cost-Benefit Analysis by Financial Institutions, Case Studies.

Unit 6: Project Control and Evaluation **Lectures 10**

Project Coordination and Control, Project Cost Evaluation and Cost Control, Project Performance Analysis, Causes of Project Failure, Project Monitoring Systems, Techniques of Project Control, Project Audit and Entrepreneurship Audit**,** Case Studies.

Suggested Readings

Bangra, T. R., & Sharma, S. C. *Industrial organization and engineering economics* (26th ed.). Khanna Publishers.
Chandra, P. (2019). *Projects: Planning, analysis, financing, implementation and review* (10th ed.). McGraw Hill
Choudhury, S. *Project management*. McGraw Hill Education.
Desai, V. *Project management and entrepreneurship* , Himalaya Publishing House.
Kerzner, H. *Project management: A systems approach to planning, scheduling, and controlling*, John Wiley & Sons.
Kishore, R. M. *Financial management* , Taxmann Publications.
Kothari, C. R. *Quantitative techniques* , Vikas Publishing House.
Maheshwari, S. N., Maheshwari, S. K., & Maheshwari, S. K., *Management accounting and financial control,*. Sultan Chand & Sons.
Meredith, J. R., Mantel, S. J., & Shafer, S. M. *Project management: A managerial approach*, John Wiley & Sons.
Vora, N. D.,*Quantitative techniques in management* , McGraw Hill Education.

PG2 COMM3015 (M): Marketing Research and Marketing Analytics

Credit: 4 **Lecture Hours: 64**

Objectives: The basic objective of this course is to develop students' understanding of the concepts and applications of marketing research. The course aims to familiarize them with research design and sampling techniques, introduce analytical tools used in marketing decision-making, develop their skills in interpreting and presenting marketing data, and enable them to apply marketing analytics to generate consumer and business insights.

Course Outcomes: After successful completion of the course, students will be able to:

1. Explain the process and applications of marketing research.
2. Design marketing research studies and apply appropriate sampling techniques.
3. Analyze marketing data using statistical and analytical tools.
4. Interpret consumer and market analytics to support managerial decision-making.
5. Prepare and present marketing research reports effectively.

Module I

Unit 1: Introduction to Marketing Research **10 Lectures**

Marketing research process, research design, marketing information system, exploratory, descriptive and causal research.

Unit 2: Sampling and Measurement Techniques **10 Lectures**
Sampling design and procedures, probability and non-probability sampling, questionnaire design, scaling techniques, validity and reliability.

Unit 3: Data Collection and Statistical Analysis **12 Lectures**
Primary and secondary data collection, online data collection, coding, editing, hypothesis testing, report writing.

Module II

Unit 4: Consumer and Market Analytics **10 Lectures**
Customer analytics, market segmentation analytics, customer lifetime value, predictive analytics and dashboard reporting.

Unit 5: Digital Marketing Analytics **10 Lectures**
Web analytics, social media analytics, Google Analytics concepts, sentiment analysis and campaign analytics.

Unit 6: AI and Emerging Trends in Marketing Analytics **12 Lectures**
Artificial intelligence in marketing analytics, machine learning applications, data visualisation, privacy, ethics and data governance.

Suggested Readings

Malhotra NK. *Marketing Research: An Applied Orientation*. Pearson Education.
Cooper DR, Schindler PS. *Business Research Methods*. McGraw Hill Education.
Kumar V. *Marketing Analytics*. Pearson Education.
Hair JF, Bush RP, Ortinau DJ. *Marketing Research*. McGraw Hill Education.
Zikmund WG, Babin BJ. *Essentials of Marketing Research*. Cengage Learning.

Semester-4

PG2 COMM4011: Business Analytics
(Theory: 30 Marks, Practical: 10 Marks) and Internal Assessment (10Marks)

Credit: 4 **Lectures: 80**

Objectives: The basic objective of this course is to develop students' understanding of the concepts, scope, and applications of business analytics in data-driven decision-making. The course aims to familiarise them with data visualisation techniques and analytical tools used for business intelligence and reporting, provide knowledge of data mining techniques, performance evaluation methods, and analytical models for extracting business insights, develop analytical skills in risk analysis, simulation, and prescriptive decision-making under uncertainty, and enable them to apply optimisation techniques to solve business problems related to resource allocation, transportation, assignment, and workforce scheduling.

Course Outcomes: After successful completion of the course, students will be able to:

1. Explain the concepts, types, and applications of business analytics and identify appropriate data sources and measurement scales.
2. Apply data visualisation techniques and analytical tools for the effective presentation and interpretation of business data.
3. Analyse business data using data mining techniques, similarity measures, and performance evaluation methods.
4. Evaluate business risks and apply simulation techniques for decision-making under uncertainty.

5. Apply optimisation techniques to solve business problems related to capital budgeting, transportation, assignment, and workforce scheduling.

THEORY: [30 Marks]

Unit 1: Foundations of Business Analytics and Data Management 12 Lectures

Meaning and scope of business analytics, overview of business analytics and its applications, descriptive, predictive and prescriptive analytics, types of data, variables and scale of measurement, data sources and file formats, data collection and preprocessing, data privacy, data security and data ethics.

Unit 2: Data Visualisation and Exploratory Analytics 12 Lectures

Methods to visualise a single variable, methods to visualise the relationship between two variables, advanced data visualisation methods, dashboards and storytelling with data, introduction to Apache Superset, Tableau and Power BI.

Unit 3: Data Mining and Analytical Techniques 12 Lectures

Data mining process, supervised and unsupervised data mining, classification and clustering techniques, similarity measures, performance evaluation, Principal Component Analysis.

Unit 4: Risk Analysis, Simulation and Optimisation Applications 12 Lectures

Overview of prescriptive analytics, concept of risk and uncertainty, risk analysis techniques, Monte Carlo simulation, optimisation in business decision-making, capital budgeting, transportation problem, assignment problem and workforce scheduling.

PRACTICAL [10 Marks]

1. Advanced Microsoft Excel for Business Analytics 12 Lectures

Data cleaning, Pivot Tables, dashboards, Solver, What-if analysis, Data Tables, descriptive statistics and regression analysis using Analysis ToolPak.

2. Data Visualisation using Tableau / Power BI / Apache Superset 12 Lectures

Charts, dashboards, KPI visualisation, business reporting, trend analysis and interactive visualisation.

3. Business Analytics using TORA and Other Software 8 Lectures

Linear programming problems, transportation problems, assignment problems, integer programming, sensitivity analysis, project scheduling and decision analysis using TORA.

Suggested Readings

Sanjiv Jaggia, Kevin Lertwachara, Alison Kelly, and Leida Chen, *Business Analytics*, McGraw Hill.
Schniederjans, M. J., Schniederjans, D. G., & Starkey, C. M., *Business analytics: Principles, concepts, and applications—What, why, and how*. Pearson.
Dangi, H. K., & Kaur, G.. *Business analytics: Underscoring the pivotal role of data in the contemporary business landscape for data analysis and strategic implementation*. Taxmann Publications.
Evans, J. R., *Business analytics*. Pearson Education.
Mariappan, P. , *Operations research*. Pearson Education India.

PG2COMM4012: Sustainable Business Practices and Sustainable Reporting

Credit: 4 Lecture Hours: 64

Objectives: The basic objective of this course is to develop students' understanding of sustainability and socially responsible business practices. The course aims to familiarise them with sustainable development goals, sustainability reporting frameworks, climate-related disclosures, and ESG reporting, while developing their ability to evaluate sustainability practices and analyse emerging challenges in sustainable business management.

Course Outcomes: After successful completion of the course, students will be able to:

1. Explain the concepts, principles, and dimensions of sustainability and socially responsible business practices.

2. Analyze different forms of socially responsible business (SRB) practices and evaluate their implications for stakeholders and sustainable development.
3. Interpret major sustainability reporting frameworks, standards, and climate-related disclosure requirements.
4. Assess ESG performance, sustainability assurance practices, materiality issues, and governance aspects of sustainability reporting.
5. Critically evaluate sustainability reporting practices, business cases, and contemporary challenges, including greenwashing and ESG-related disclosures.

Module I

Unit 1: Socially Responsible Business (SRB) 10 Lectures

Idea of Sustainability and its meaning for business—Triple Bottom Line, Quadruple Bottom Line, Environment, Social and Governance metrics; Basic idea and various components of SRB and their linkage with SDG; SRB Model for a Sustainable Future, Debate on SRB, Externality and its solution, Analysis of Business cases.

Unit 2: SRB practices 10Lectures

Different forms of SRB practices-corporate philanthropy, socially responsible investment, social enterprises; Characteristics, stakeholders and implications of SRB practices; Analysis of Business cases.

Unit-3: The Responsible Investing Landscape 12 Lectures

The history of responsible investing; From SRI to ESG-the UN sponsored Principles of Responsible Investment; Between ESG and Impact Investing: The Impact Economy; The Responsible Investing Field: Key actors and roles

Module II

Unit 4: Reporting Framework and Standards 12 Lectures

Sustainability reporting frameworks and standards (GRI, UN Global Compact, BRSR, Companies Act, 2013, etc.).

Unit5: Climate-Related Financial Disclosure 10 Lectures

Climate-related risks, opportunities and financial impacts; Recommendations of the task force (TCFD) — Governance, Strategy, Risk Management, Metrics & Targets; Guidance for the Financial and Non-financial Sectors; Select Disclosure Frameworks -- Governments and Exchange Listing Requirements & Indices-- Country comparisons.

Unit 6: Sustainability Measurement, Assurance and Governance 10 Lectures

ESG metrics and KPIs, sustainability performance measurement, materiality assessment, stakeholder engagement, sustainability assurance and audit (ISAE 3000, AA1000AS), ESG indices (Dow Jones Sustainability Index, FTSE4Good), greenwashing and reporting challenges, corporate governance in sustainability, linkage between ESG performance and financial performance.

Suggested Readings

Agarwal, S.K., *Corporate Social Responsibility in India,* SAGE Publications Pvt. Ltd,
Boatright, J.R., *Ethics and the Conduct of Business*, Pearson Education.
Daniel Esty, Andrew Winston, Green to Gold, John Wiley & Sons Inc.
Khorakiwala, K., Kapur and Sengupta, E., *Essentials in Corporate Social Responsibility,* Wockhardt Foundation.
Philip Kotler, *Corporate Social Responsibility,* Nancy Lee, John Wiley & Sons Inc.
Prahalad, C.K., *The Fortune at the Bottom of the Pyramid,* Wharton School Publishing.
Velasquez, M.G. *Business Ethics: Concepts and Cases,* Prentice Hall of India
ESCAP: *Socially Responsible Business: A Model for Sustainable Future*
Websites of GRI, UNGC, UNDP, MCA of GOI, etc.

PG2 COMM4013: Corporate Reporting – III

Credit: 4 **Lecture Hours: 64**

Objectives: The objective of this course is to develop students' understanding of the accounting treatment, recognition, measurement, and disclosure requirements under Indian Accounting Standards (Ind AS) relating to provisions, leases, government grants, business combinations, agriculture, and share-based payments. The course also aims to familiarise students with the accounting principles governing complex corporate transactions, develop their analytical skills in applying relevant Ind AS in specialised accounting situations, and enable them to apply these standards effectively in financial reporting and corporate decision-making.

Course Outcomes: After successful completion of the course, students will be able to:

1. Apply accounting treatment relating to provisions, contingent liabilities, and contingent assets under Ind AS 37.
2. Analyse lease transactions and prepare accounting treatment for lessee and lessor arrangements under Ind AS 116.
3. Evaluate accounting and disclosure requirements relating to government grants and business combinations under Ind AS 20 and Ind AS 103.
4. Apply accounting principles relating to biological assets and agricultural produce under Ind AS 41.
5. Analyse and account for equity-settled and cash-settled share-based payments under Ind AS 102.

Module I

Unit 1: Ind AS 37 **10 Lectures**

Provisions, Contingent Liabilities and Contingent Assets, Recognition and measurement of provisions, contingent liabilities and assets, onerous contracts, practical applications

Unit 2: Ind AS 116 **10 Lectures**

Leases: right-of-use model, lease liability measurement, lessee and lessor accounting, impact on financial statements

Unit 3: Ind AS 20 **10 Lectures**

Government grants, recognition and measurement, capital and revenue grants, grants related to assets and income, disclosure requirements

Module II

Unit 4: Ind AS 103 **14 Lectures**

Business Combinations Acquisition method, identification of acquirer, consideration, goodwill and bargain purchase, post-acquisition adjustments

Unit 5: Ind AS 110 **10 Lectures**

Consolidated Financial Statements Concept of control, preparation of consolidated financial statements, non-controlling interest, intra-group adjustments.

Unit 6: Ind AS 102 **10 Lectures**

Share-Based Payments Equity-settled and cash-settled payments, measurement principles, vesting conditions, employee stock options.

Suggested Readings

Ghosh TP. *Illustrated Guide to Indian Accounting Standards (Ind AS).* Taxmann Publications.

Chatterjee BD, Jain J. *Illustrated Guide to Indian Accounting Standards (Ind AS).* Taxmann Publications.

Garg K. *Practical Guide to Ind AS and IFRS*. Bharat Law House.

D'Souza D, Bansal V. *Indian Accounting Standards (Ind AS): Interpretation, Issues and Practical Applications*. Snow White Publications.

Ghosh TP. *Economic Value Added: A Tool for Business Planning*. ICWAI Publication.

The Institute of Chartered Accountants of India (ICAI) – *Ind AS Guidance Material*.

Compendium of Indian Accounting Standards (Ind AS), Guidance Notes and Educational Material issued by the Institute of Chartered Accountants of India.

Web Resources

Ministry of Corporate Affairs (MCA) – Indian Accounting Standards
Institute of Chartered Accountants of India (ICAI)
National Financial Reporting Authority (NFRA)

PG2 COMM4014 (F): Business Valuation

Credit: 4 **Lecture Hours: 64**

Objectives: The basic objective of this course is to develop students' understanding of the concepts and techniques of business valuation. The course aims to equip them with the skills to apply discounted cash flow and relative valuation methods, value different asset classes, and integrate valuation theories with real-world business practices.

Course Outcomes: After successful completion of the course, students will be able to:

1. Distinguish between different business valuation approaches and select the most appropriate method for a given firm.
2. Estimate the value of a firm or its equity using free cash flow valuation models.
3. Analyze valuation multiples and peer groups for relative valuation.
4. Apply valuation techniques to complex entities, including distressed firms, start-ups, and financial service providers.
5. Evaluate the impact of intangible assets and corporate governance on firm value.

Module 1: The Core Framework

Unit 1: Foundations of Valuation **10 Lectures**

Need for valuation; approaches to valuation- intrinsic, Relative, and Contingent Claim valuation. Basics of Risk-defining risk, diversifiable and non-diversifiable risk, Capital Asset Pricing Model, Arbitrage Pricing Model, risk-free rate, determinants of betas, country risk exposure (lambda), cost of equity and cost of capital, measurement of earnings. Estimating growth. Case Studies

Unit 2: Equity Valuation and Firm Valuation **12 Lectures**

Dividend Discount Models (DDM)-Stable growth, two-stage, and H-models. Free Cash Flow to Equity (FCFE)-defining FCFE, link between FCFE and Dividends. Free Cash Flow to the Firm (FCFF)-Calculating FCFF from EBIT; reinvestment needs, estimating terminal value. Case Studies.

Unit 3: Relative Valuation & Market Multiples **10 Lectures**

The Fundamentals of Multiples- Defining, describing, and analysing a multiple; the four steps to using multiples correctly. Equity Multiples: P/E Ratio, PEG Ratio, Price-to-Book (P/B), and Tobin's Q. Enterprise Value (EV) Multiples: EV/EBITDA, EV/Invested Capital, and Sector-specific multiples (e.g., EV/Sales for retail or tech). Case Studies.

Module 2: Advanced Topics & Special Situations

Unit 4: Valuation of Complex Entities **10 Lectures**

Financial Service Firms- general framework, the crisis effect. Start-ups and Young Growth Firms: Dealing with the "No History" problem, high failure rates, and the "Survival" bias. Private Firms: Estimating discount rates for non-public entities, Illiquidity discounts, and key-person discounts. Case Studies.

Unit 5: Bond Valuation **12 Lectures**

Bond Fundamentals: Term structure of interest rates, YTM, Spot rates, and Forward rates. Sensitivity & Risk: Modified Duration, Macaulay Duration, and Convexity. Immunisation Strategies: Matching assets and liabilities, and the role of bond valuation in corporate liability management. Case Studies.

Unit 6: Intangibles, Digital Assets & M&A **10 Lectures**

Valuing Intangibles: Brand value, Patents, and Customer loyalty. Digital Economy Valuation: User-based valuation models for platform businesses;Valuation in M&A: Estimating Synergy (Operating vs. Financial), Control Premiums, and Post-merger integration value. Case Studies.

Suggested Readings

Damodaran, A., *Investment Valuation: Tools and Techniques for Determining the Value of Any Asset*, Wiley.
Koller, T., Goedhart, M., & Wessels, D., *Valuation: Measuring and Managing the Value of Companies* (McKinsey & Company), Wiley.
Fabozzi, F. J., *Bond Markets, Analysis*, and Strategies, Pearson.
Palepu, K. G., & Healy, P. M., *Business Analysis and Valuation: Using Financial Statements*, Cengage.
Pratt, S. P., *Valuing a Business: The Analysis and Appraisal of Closely Held Companies*, McGraw Hill.
Grandville, O.de.L., *Bond Pricing and Portfolio Analysis*, PHI.

PG2 COMM4014B (BI): Management of Risk in Banking & Insurance

Credit: 4 **Lecture Hours: 64**

Objectives: The basic objective of this course is to familiarise students with the concepts, principles, and practices of risk management in the banking and insurance sectors, enabling them to understand and analyse the key risks and risk management frameworks in these industries.

Course Outcomes: After successful completion of the course, students will be able to:

1. Explain the principles and practices of bank investment management.
2. Apply the concepts of Asset–Liability Management (ALM) in the banking sector.
3. Analyse the management of non-performing assets (NPAs) in banks.
4. Explain the role of actuarial science in managing insurable risks.

Module: I

Unit 1: Management of bank investments **Lectures 10**

Nature and principles of security investment of commercial banks; Valuation of investment, formulating investment policy; volume and pattern of investment of commercial banks.

Unit 2: Asset and Liability Management **Lectures 12**

Asset Liability Mismatches - location-wise, maturity-wise, and currency-wise, Different types of risks and Strategy to manage risks, RBI guidelines for asset and liability Management, ALCO, Instruments for liquidity management.

Unit 3: NPA Management **Lectures 10**

Classification of assets, NPA Accounting, SARFAESI Act, 2002, Debt Recovery Tribunals (DRTs), Insolvency and Bankruptcy Code (IBC).

Module: II

Unit 4: Risk management through insurance **Lectures 10**

Meaning of risk – objective risk and subjective risk; Chance of loss; Basic categories of risk – pure risk, speculative risk, fundamental risk, particular risk, enterprise risk; Burden of risk on society; Methods of handling risk; Law of large numbers – the mathematical foundation of insurance; Risk management – meaning, objectives, steps in risk management process, loss exposures and its treatment techniques (risk control, risk financing), loss forecasting; Actuaries profession.

Unit 5: Actuarial Practice on Life Contingencies **Lectures 12**

Mortality tables; Premium – law of large numbers, classic criteria of premium, factors influencing premium, natural and level premium system, risk premium, net premium, office premium, tabular premium; Calculation of net single premium and net annual level premium; Calculation of table premium and bonus; Policy reserve, Determining the cost of life insurance; Elementary functions, the central death rate, Single life annuities and assurances, Commutation columns, Temporary and deferred annuities and assurances, Conversion tables, Special annuities and assurances, Periodical payments, Complete annuities, Policy value, Select and other tables.

Unit 6: Actuarial Practice on Joint-life Annuities and Assurances **Lectures 10**

Annuity; Standard international actuarial notations under conventional life insurance contracts; Multiple state models – the alive-dead model, the accidental death model, the permanent disability model, the disability income insurance model, the joint life and last survivor model; Some ethical issues in life insurance.

Suggested Readings

Bhattacharyya, B. , *Commercial banking in India: A contemporary perspective*. Oxford University Press.
Choudhry, M., *Bank asset and liability management: Strategy, trading, analysis*. John Wiley & Sons.
Choudhry, M., *The principles of banking* (2nd ed.). John Wiley & Sons.
Indian Institute of Banking and Finance. , *Risk management*. Taxmann Publications.
Karve, S.L.: *Principles of Life Insurance*, Himalaya Publishing House.
Khan, M. Y., *Indian financial system* (12th ed.). McGraw Hill Education.
Koch, T. W., & MacDonald, S. S. , *Bank management* , Cengage Learning.
Mishkin, F. S., *The economics of money, banking, and financial markets* (13th ed.). Pearson.
Rejda, George E. & McNamara, M. *Principles of Risk Management and Insurance*, Pearson Education.
Rose, P. S., & Hudgins, S. C. , *Bank management and financial services* , McGraw-Hill Education.
Saunders, A., & Cornett, M. M.*Financial institutions management: A risk management approach*. McGraw-Hill Education.
Sinkey, J. F., *Commercial bank financial management in the financial services industry,* . Prentice Hall.

PG2 COMM4014 (E): ENTREPRENEURIAL FINANCE & MANAGEMENT

Credit: 4 **Lecture Hours: 64**

Objectives: The basic objective of this course is to develop students' understanding of entrepreneurial finance, enterprise development, production, marketing, and institutional support systems for Micro, Small, and Medium Enterprises (MSMEs). The course aims to equip them with the knowledge and skills required to establish, manage, and promote MSMEs in a dynamic business environment.

Course Outcomes: After successful completion of the course, students will be able to:

1. Explain the sources of entrepreneurial finance and financial policies relevant to MSMEs.
2. Assess fiscal incentives, tax benefits, and government support available to MSMEs in India.
3. Evaluate the role of Entrepreneurship Development Programmes (EDPs) and training institutions in entrepreneurial development.
4. Analyze quality management, production planning, and regulatory requirements in MSME operations.
5. Examine marketing strategies, export promotion mechanisms, and global market challenges faced by MSMEs.
6. Assess the role of infrastructural support, industrial estates, clusters, and government incentives in enterprise development.

Module I

Unit 1: Entrepreneurial Finance and Financial Policies **Lectures 12**

Entrepreneurial Finance: Sources of Entrepreneurial Finance Venture Capital Financing, Lease Financing and Hire Purchase, Factoring and Financial Services, SME Listing and Financing through Stock Exchanges, Working Capital Management in MSMEs
Financial Policies: Banking and Non-Banking Financial Institutions, Financial Assistance for MSMEs, Government Financial Policies and Support Schemes for MSMEs in India. Case Studies

Unit 2: Fiscal Benefits to MSMEs in India **Lectures 10**
Fiscal Incentives and Tax Benefits for MSMEs, Tax Concessions for Enterprises in Rural and Backward Areas, Tax Treatment of Expenditure on Patents, Copyrights, and Intellectual Property, Subsidies, Rebates, and Other Fiscal Benefits for MSMEs, Contemporary Government Initiatives for MSME Promotion. Case Studies

Unit 3: Entrepreneurship Development Programmes **Lectures 10**
Entrepreneurship Training Institutions in India, Objectives and Components of Entrepreneurship Development Programmes (EDPs), Methods and Techniques of Entrepreneurial Training, Evaluation of EDPs, Role of EDPs in Entrepreneurial Development and MSME Promotion, Case Studies

Module II

Unit 4: Entrepreneurial Production and Practice: **Lectures 10**
Concept and Dimensions of Quality, Quality Standards and Certification Systems, Total Quality Management (TQM) in MSMEs, Production Planning and Production Mix Decisions, Quality Control Techniques, Government Regulations and Standards for Production, Case Studies

Unit 5: Entrepreneurial Marketing and Practice **Lectures 12**
Marketing Channels and Distribution Strategies, Export Promotion and Export Management, Institutions Providing Marketing Assistance in India, Consortium Marketing, Competitive Bidding and Tender Marketing, Negotiation with Principal Customers, Subcontracting Systems and Supplier Networks, Challenges and Opportunities for MSMEs in Global Markets Case Studies

Unit 6: Infrastructural Support and Industrial Estates **Lectures 10**
Institutions Providing Infrastructure Support to Enterprises, Incentive Schemes of Central and State Governments, Industrial Estates, Industrial Parks, and MSME Clusters, Startup and MSME Ecosystem in India, Infrastructure-Related Challenges Faced by Enterprises. Case Studies

Suggested Readings

Charantimath, P. M., *Entrepreneurship development and small business enterprises* (3rd ed.). Pearson Education .
Desai, V. , *Small-scale industries and entrepreneurship* (2nd ed.). Himalaya Publishing House.
Holt, D. H., *Entrepreneurship: New venture creation*. Prentice Hall of India.
Pandey, I. M. , *Venture capital: The Indian experience*. Prentice Hall of India.
Shane, S. A., *A general theory of entrepreneurship: The individual-opportunity nexus*. Edward Elgar Publishing. (*This is often cited in place of the difficult-to-trace "Entrepreneurial Megatrends" reference.*)
Srivastava, S. B. , *A practical guide to industrial entrepreneurship*. Sultan Chand & Sons.
Tandon, B. C., *Environment and entrepreneur*. Chugh Publications.

PG2 COMM4014 (M): Services, Relationship and International Marketing

Credit: 4 **Lecture Hours: 64**

Objectives: The basic objective of this course is to develop students' understanding of services marketing and customer relationship management. The course aims to familiarise them with service quality and customer experience strategies, provide knowledge of the international marketing environment and global marketing strategies, develop their understanding of digital service platforms and customer engagement, and enable them to analyse emerging trends in services and global marketing.

Course Outcomes: After successful completion of the course, students will be able to:

1. Explain the concepts and characteristics of services marketing.
2. Analyze customer relationship management practices and service quality issues.

3. Evaluate international marketing strategies and global consumer behaviour.
4. Apply customer engagement and retention strategies in service industries.
5. Assess emerging trends in digital services and global marketing environments.

Module I

Unit 1: Introduction to Services Marketing **10 Lectures**

Nature and characteristics of services, service marketing mix, service quality and customer satisfaction.

Unit 2: Service Design and Customer Experience **10 Lectures**

Service blueprinting, service encounters, customer experience management, service recovery and customer delight.

Unit 3: Customer Relationship Management **12 Lectures**

CRM concepts, customer lifecycle management, customer retention strategies, loyalty programmes and AI-enabled CRM.

Module II

Unit 4: International Marketing Environment **10 Lectures**

Global marketing environment, globalization and localization, global consumer behaviour and international market entry strategies.

Unit 5: Digital Services and E-Marketing **10 Lectures**

Digital services ecosystem, fintech and platform-based services, social media marketing, SEO, SEM and omnichannel engagement.

Unit 6: Emerging Trends in Services and Global Marketing **12 Lectures**

Artificial intelligence in services marketing, automation and chatbots, green services marketing, sustainability, ethics, cross-cultural communication and consumer protection.

Suggested Readings

Zeithaml VA, Bitner MJ, Gremler DD. *Services Marketing*. McGraw Hill Education.
Lovelock CH, Wirtz J. *Services Marketing*. Pearson Education.
Kumar V, Reinartz W. *Customer Relationship Management*. Springer.
Czinkota MR, Ronkainen IA. *International Marketing*. Cengage Learning.
Chaffey D, Ellis-Chadwick F. *Digital Marketing*. Pearson Education.

PG2 COMM4015 (F): Behavioural Finance & Financial Derivatives

Credit: 4 **Lecture Hours: 64**

Objectives: The basic objective of this course is to develop students' understanding of behavioural finance and financial derivatives. The course aims to familiarise them with market efficiency, behavioural biases, and their impact on financial decision-making, while equipping them with the knowledge and skills to analyse, price, and apply derivative instruments for hedging, risk management, and investment decision-making.

Course Outcomes: After successful completion of the course, students will be able to:

1. Explain the limitations of traditional finance models and the role of behavioural finance in investment decision-making.
2. Analyse behavioural biases and their impact on individual, corporate, and market-level financial decisions.
3. Apply behavioural finance concepts to improve financial decision-making and risk management.
4. Explain the concepts, pricing, and applications of futures and options in the Indian stock market.
5. Apply derivative strategies and calculate option payoffs, margins, and Greeks for hedging and investment decisions.

Module I: Behavioural Finance

Unit 1: Foundations & The Rationality Debate **10 Lectures**

Foundation of Finance: Expected Utility Theory, Asset Pricing, Market Efficiency and Agency Relationship; Standard Finance vs. Behavioural Finance; History of Behavioural Finance; Prospect Theory; Framing; Mental Accounting; Challenges to Market Efficiency. Case Studies.

Unit 2: Psychology of the Investor: Heuristics & Biases **12 Lectures**

Concept of Behavioural Biases; Categorisation of Behavioural Biases; Cognitive Biases; Emotional Biases. Case Studies.

Unit 3: Applied Behavioural Finance & Corporate Behaviour **10 Lectures**

Behavioural Explanations for anomalies; Do behavioural factors explain stock market puzzles?; Rational Managers and Irrational Investors; Behavioural Corporate Finance and Managerial Decision-Making; Nudges. Case Studies.

Module II: Financial Derivatives

Unit 4: Introduction to Derivatives **8 Lectures**

Concept of derivatives, Types of derivatives, Features of financial derivatives, Historical Background, Importance of derivatives, Market Players, Operation of the derivative market. Case Studies.

Unit 5: Forwards and Futures **12 Lectures**

Concept of forwards and futures, Pay-off of futures, Margin accounting system in futures, Measurement of interest rates, Pricing of futures contracts, Hedging strategies with futures. Case Studies.

Unit 6: Options and Swaps **12 Lectures**

Concepts, features, types, terminology of options and swaps, Pricing of options and swaps, Payoffs and trading strategies involving options, The Greek letters. Case Studies.

Suggested Readings

Ackert, A and Deaves,R., *Behavioral Finance: Psychology, Decision-Making, and Markets*, Cengage Learning
Andrei Shleifer. *Inefficient Markets: An Introduction to Behavioral Finance,* Oxford University Press
Daniel Kahneman. *Thinking, Fast and Slow*, Penguin Books
Andrew W. Lo., *Adaptive Markets: Financial Evolution at the Speed of Thought,* Princeton University Press
Sujata Kapoor and Jaya Mamta Prosad, *Behavioural Finance,* Sage
William Forbes, *Behavioural Finance,* Wiley
Hull, J. C. and Basu, S., *Options, Futures and Other Derivatives Securities,* Pearson.
Dubofsky, D. et al., *Derivatives Valuation and Risk Management*, Oxford University Press.
Klob, R. W., *Futures, Options and Swaps,* Blackwell Publishing, Oxford.
Gupta, S. L., *Financial Derivatives,* PHI.
Vohra, N.D. and Bagri, B. R., *Futures and options,* Tata McGraw-Hill Publishing Company Ltd.

PG2 COMM4015(BI): Management of Commercial Banks & Insurance

Credit: 4 **Lecture Hours: 64**

Objectives: The basic objective of this course is to develop students' understanding of the concepts, principles, and practices of risk management in the banking and insurance sectors, enabling them to analyse and manage financial and insurable risks effectively.

Course Outcomes: After successful completion of the course, students will be able to:

1. Explain the principles and practices of liquidity management in commercial banks.
2. Analyse reserve management practices in the banking sector.
3. Evaluate deposit management strategies and their role in banking operations.

Module: I

Unit 1: Liquidity management in commercial funds **Lectures 10**

Theories of liquidity management; Priorities in the employment of bank funds; Management of capital funds in commercial banks: capital adequacy standards; present standards in India for capital adequacy of banks.

Unit 2: Management of reserves **Lectures 10**

Nature and purpose of primary reserves; Legal reserves, Working reserve; Cash management in commercial banks. Management of secondary reserves; factors influencing secondary reserves. Digital Cash Management Systems.

Unit 3: Management of deposits **Lectures 12**

Digital Banking and Deposit mobilisation; Characteristics and Management of bank loans; loan policy in a commercial bank; evaluation of loan application; SARFAESI Act, Insolvency and Bankruptcy Code (IBC), Priority sector lending policies of commercial banks in India.

Module: II

Unit 4: Underwriting management in insurance **Lectures 10**

Scope of insurance underwriting, Underwriting in life insurance, Underwriting in general insurance, Underwriting and Ratemaking.

Unit 5: Claim management in insurance **Lectures 10**

Significance of claims settlement, Claims under various classes of insurance, Disputes, Arbitration and Litigation, Trends in claims.

Unit 6: Management of Private Insurance Companies **Lectures 12**

Privatisation of insurance industry, Impact of privatization on insurance product diversification, Role of IRDA in regulating insurance sector in India.

Suggested Readings

Desai, V., *Banks and institutional management*, 2nd Edition, Himalaya Publishing House.
Hatler, G., *Bank Investments and Funds Management*, Macmillan
Indian Institute of Banking and Finance. *General bank management*, Macmillan.
Joel, B. , *Risk Management in Banking,* John Wiley.
Kotch, T, *Bank Management*, Dryden Press, Chicago
Stigum, *Managing Bank Assets and Liabilities*, Dow-Jones Irwin.
Sinkey, J. F. , *Commercial Banks Financial Management*, Prentices Hall, Delhi.

PG2COMM4015 (E): Enterprise Sustainability, Revival and Information Systems

Credit: 4 **Lecture Hours: 64**

Objectives: The basic objective of this course is to develop students' understanding of entrepreneurial challenges, enterprise sickness and revival strategies, market research, information systems, e-commerce, and accounting practices for social enterprises. The course aims to equip them with the knowledge and skills required to manage and sustain enterprises in a dynamic business environment.

Course Outcomes: After successful completion of the course, students will be able to:

1. Analyse the operational and strategic challenges faced by enterprises, particularly MSMEs, in a globalised economy.
2. Identify and evaluate the causes of enterprise sickness and appropriate revival strategies.
3. Assess policies and institutional mechanisms for the rehabilitation of sick enterprises.
4. Apply market research techniques to support entrepreneurial decision-making and business development.
5. Evaluate the role of information systems, ERP, BPR, and e-commerce in enhancing enterprise performance.

6. Explain the accounting and reporting practices applicable to social enterprises and social entrepreneurial ventures.

Module I

Unit 1: Entrepreneurial Problems and Enterprise Sickness **Lectures 10**

Entrepreneurial Problems: Problems in Functional Areas of Enterprises (Finance, Production, Marketing, Human Resource Management), Challenges Faced by Enterprises in a Globalised Economy, Enterprise Sickness: Concept, Nature and Indicators of Enterprise Sickness, Sickness in Micro, Small and Medium Enterprises (MSMEs), RBI Committees and Policy Initiatives on Industrial Sickness, Recent Trends in Sick Enterprises in India, Case Studies.

Unit 2: Identification of Sickness in Enterprises **Lectures 12**

Causes of Industrial and Enterprise Sickness, Early Warning Signals and Identification of Sickness, Financial Diagnosis through Ratio Analysis, Models for Predicting Enterprise Sickness - W. H. Beaver Model, Altman's Z-Score Model, L. C. Gupta Model, Empirical Approaches to Measuring Enterprise Sickness, Contemporary Methods of Business Failure Prediction, Case Studies

Unit 3: Revival and Rehabilitation of Sick Enterprises **Lectures 10**

Concept and Process of Enterprise Revival, Rehabilitation Strategies for MSMEs, Government Policies for Revival of Sick Enterprises, Role of Financial Institutions in Rehabilitation, Role and Functions of the Board for Industrial and Financial Reconstruction (BIFR): Historical Perspective, Debt Recovery Mechanisms and Regulatory Framework, Credit Rating and Enterprise Performance, MSME Rating by CRISIL and Other Rating Agencies, Case Studies

Module II

Unit 4: Market Research in Enterprises **Lectures 10**

Concept and Scope of Market Research, Importance of Market Research for Entrepreneurs, Market Research Process, Methods of Data Collection, Qualitative and Quantitative Research Techniques, Recent Developments in Market Research and Business Analytics, Case Studies.

Unit 5: Information Systems and E-Commerce in Enterprises **Lectures 12**

Enterprise Information Systems: Enterprise Resource Planning (ERP), Business Process Re-engineering (BPR), Decision Support Systems (DSS), Database Management Systems (DBMS), E-Commerce and Digital Business: Concept, Evolution and Scope of E-Commerce, E-Commerce Models and Applications, Web Design Fundamentals for Business, E-Commerce Opportunities for MSMEs, Challenges of Digital Transformation in MSMEs, Digital Entrepreneurship and Emerging Technologies, Case Studies.

Unit 6: Accounting and Reporting for Social Enterprises **Lectures 10**

Concept and Characteristics of Social Enterprises, Accounting Framework for Social Enterprises, Accounting Practices for Non-Profit and Social Ventures, Social Accounting and Social Audit, Sustainability Reporting and Impact Measurement, Reporting Standards for Social Enterprises, Emerging Trends in ESG and Social Impact Reporting, Case Studies.

Suggested Readings

Charantimath, P. M., *Entrepreneurship development and small business enterprises*, Pearson Education India.

Greenstein, M., & Feinman, T. M., *Electronic commerce: Security, risk management and control*. McGraw-Hill Education.

Jain, G. R., & Gupta, D. (Eds.). *New initiatives in entrepreneurship education and training*. Entrepreneurship Development Institute of India (EDII).

Kalakota, R., & Whinston, A. B. , *Electronic commerce: A manager's guide*. Addison-Wesley.

Nabil, R. A., Dogramaci, O., Gangopadhyay, A., & Yesha, Y. *Electronic commerce: Technical, business and legal issues*. Prentice Hall.

Storey, D. J., *Small business and entrepreneurship,*. Routledge.

PG2 COMM4015 (M): Strategic Marketing, Branding and Digital Communication

Credit: 4 **Lecture Hours: 64**

Objectives: The basic objective of this course is to develop students' strategic understanding of marketing management in competitive business environments. The course aims to familiarise them with branding and integrated marketing communication strategies, provide knowledge of digital communication and emerging marketing technologies, develop their analytical understanding of strategic marketing planning and customer engagement, and enable them to evaluate contemporary branding and communication practices.

Course Outcomes: After successful completion of the course, students will be able to:

1. Develop strategic marketing and positioning strategies.
2. Analyse branding and brand equity management practices.
3. Evaluate integrated marketing communication campaigns.
4. Apply digital branding and customer engagement strategies.
5. Assess emerging trends in strategic and digital marketing.

Module I

Unit 1: Strategic Marketing and Competitive Positioning **10 Lectures**

Strategic marketing planning, market segmentation, targeting and positioning, competitive analysis and customer-centric marketing.

Unit 2: Product and Pricing Strategies **10 Lectures**

Product strategy, innovation and new product development, pricing strategies, value-based pricing and platform-based business models.

Unit 3: Distribution and Channel Management **12 Lectures**

Distribution strategy, channel management, logistics interface, supply chain coordination and digital distribution systems.

Module II

Unit 4: Brand Management and Brand Communication **12 Lectures**

Brand identity, brand equity, brand positioning, brand extension, storytelling, emotional branding and brand valuation.

Unit 5: Integrated Marketing Communication **10 Lectures**

Advertising management, media planning, sales promotion, public relations, influencer marketing and digital campaigns.

Unit 6: AI and Emerging Trends in Marketing **10 Lectures**

Marketing automation, programmatic advertising, neuromarketing, immersive marketing, sustainability communication, ethics and privacy in digital marketing.

Suggested Readings

Kotler P, Keller KL. *Marketing Management*. Pearson Education.
Keller KL. *Strategic Brand Management*. Pearson Education.
Aaker DA. *Strategic Market Management*. Wiley India.
Chaffey D, Ellis-Chadwick F. *Digital Marketing*. Pearson Education.
Ryan D. *Understanding Digital Marketing*. Kogan Page.

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