

Master in Commerce

Each paper will of three-hour duration and will carry 100 marks.

First Semester.

- MC 1.1 Management and Organisation Behaviour
- M.C1.2 Business Environment
- MC 1.3 Managerial Economics
- MC 1.4 Statistical Analysis

Second Semester.

- MC2.1 Corporate Financial Accounting
- MC 2.2. Accounting for Managerial Decisions
- MC 2.3 Marketing Management
- MC 2.4 Financial Management

Third Semester.

- MC 3.1 Computer Applications in business
- MC 3.2 Corporate Legal Environment
- MC 3.3 Corporate tax planning
- MC 3.4. Strategic Management

Fourth Semester

- 4.1 E-Commerce
- 4.2 optional Course-I
- 4.3 Optional Course -2
- 4.4 Optional Course-3

A candidate has to select one area studies three papers relation to that group.

OPTIONALGROUPS : Finance.

- MC 4.2 F: Financial Institutions and Markets
- MC 4.3 F: Project Planning and Control
- MC 4.4. F Security Analysis and Portfolio Management

OPTIONALGROUP :Marketing

- MC 4.2 M: Advertising and Sales Management
- MC 4.3 M: Marketing Research
- MC 4.4 M: International Marketing

MC 4.2 I : International Business Environment

MC 4.3 I : International Marketing

MC 4.4 I: Foreign Trade Policy, Procedures and Documentation

MC 1.1 MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

COURSE OBJECTIVE:

The objective of this course is to help the students to understand management concepts and conceptual frame work of organisation behaviour. It also provides exposure to the various theories of organisational behaviour:

COURSE INPUTS:

1. **SCHOOLS OF MANAGEMENT THOUGHT:** Scientific, process, human behaviour and social system school ;Decision theory school; Quantitative and system school; contingency theory, management ; Functions of a manager;
2. **PLANNING AND CONTROLLING:** Nature process and importance of planning; Types of plan planning premises; Decision making; Making planning effective; concepts, process and techniques of controlling.
3. **ORGANISING:** Process of organising; Grouping of activities; Types of organisations; Span management; delegation of authority; organisational design; Organisational effectiveness.
4. **ORGANISATIONAL BEHAVIOUR:** Introduction to organisation behaviour- significance and meaning; Relationship between management and organisational behaviour; Emergence of organisational behaviour; Ethical perspectives in organisation behaviour.
5. **MOTIVATION :** Process of motivation; Theories of motivation- need hierarchy, theory X and Theory Y, two factor theory, Alderfer' s ERG theory , McClelland's learned need theory Victorvroom's expectancy theory, stacy Adams equity theory; Recent developments
6. **GROUP DYNAMICS AND TEAM DEVELOPMENT:** Group Dynamics, definition and importance types of groups ,group formation, group development, group composition, group performance factors; Principle-centred approach to team development.
7. **ORGANISATIONAL CONFLICT:** Dynamics and management; Traditional and modern approaches to conflict; functional and dysfunctional organisational

of conflicts Management of inter-group conflict;
ective.

8. **LEADERSHIP THEORIES AND BEHAVIOUR:** University of Michigan and Harvard studies, ohio state studies, Lippit and ;White study on leadership; Managerial grid, rensis likert's four systems of leadership; Contingency theories of leadership; Principle-centered leadership concept of Stepen Covey;
9. **INTERPERSONAL AND ORGANISATIONAL COMMUNICATION:** Concept of two-way communication, communication process, barriers to effective communication, types of organisational communication, improving communication; Transactional analysis in communications; Role of credibility ;and character in communication.
10. **ORGANISATIONAL CHANGE AND DEVELOPMENT:** Organisational change and development, significance of change, forces of change: Management of change, resistance to organisational change, Characteristics and process of organisational development -goals and approaches, techniques of organisational development.

REFERENCES:

1. Griffin, Ricky W: Organisational Behaviours Houghton Mifflin Co; Boston.
2. Hellreigel, Don, Jon W Slocum, Jr. and Richard W. Woodman: Organizational Behaviour South Western College Publishing, Ohio.
3. Hersey, Paul, Kenneth H. Blanchard and Dewey E, Jonson: Management of Organisational Behaviour :Utilising Human Resources, prentice Hall, New Delhi.
4. Ivancevich, John and Micheeol T. Matheson: Organisational Behaviour and Management, Business Publication Inc., Texas.
5. Koontz, Harold, Cyril O'Donnell, and Heinz Welhrich: Essentials of Management, Business Publication Inc., Texas.
6. Luthans, Fred: Organizational Behaviour;McGraw-Hill, New York.
7. Newstrom, John W, and Keith Daviss; Organisational Behavior: Human Behavior at work, Tata McGraw-Hill, New Delhi.
8. Robbins, Stephen P, and Mary Coulter Management Prentice Hall, New-Delhi.
9. Robbins, Stephen P: Organizational Behavior, Prentice Hall, New-Delhi.
10. Streers, Richard M. and J. Stewart Black: Organizational Behavior, Harper Collins College Publishers, New York.
11. Sukla, Madhukar: Understanding Organisations Organisation Theory and Practice in India Prentice Hall, New Delhi.

ESS ENVIRONMENT

COURSE OBJECTIVE

One of the most important task of a manger is to make decisions, which in turn are influenced by numerous factor normally beyond the control of the management. One such factor is the environment, which surrounds the organisation. The success of business depends to a large extend not only on its macro environment {surrounding it, but also how management is able to understand and respond to changing business environment. The course objective of this course is to expose the students to the effects of various environment factors on business operation of a firm and also to familiarise them with the techniques available for scanning and monitoring the environment.

COURSE INPUTS:

1. **Theoretical Framework of Business Environment:** Concept, significance and nature of corporate environment; Elements of environment; Changing dimensions of corporate environment; Techniques of environmental canning and monitoring.
2. **Economic Environment of Business:** Significance and element of economic environment; Industrial policy, fiscal policy, monetary policy and business firm; EXIM policy; Union Budget as a tool of control; Public sector and in economic development; Development banks and relevance to Indian business; Economic reforms, liberalisation and structural adjustment programmes.
3. **Political and Legal Environment of Business:** Critical elements of political environment; Government and business; changing dimensions of legal environment in India; FEMA and Consumer Protection Act.
4. **Socio-Cultural Environment:** Critical elements of socio-cultural environment; Social institutions and systems; Social values and attitudes; Social groups; Middle class, Dualism in Indian Society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; Consumerism in India.
5. **International and Technological Environment:** Multinational corporations; Foreign collaborations and Indian business :Non Resident Indians and corporate sector: International economic institutions-WTO,World Bank ,IMF and their importance to India : Foreign trade policies: Impact of Rupee

REFERENCES :

1. Adhikary, M: Economic Environment of Business Sultan chand& Sons New Delhi.
2. Ahluwalia ,IJ: Industrial Growth in India, Oxford University Press, Delhi.
3. Alagh, Yoginder K : Indian Development planning and policy, Vikas publication, New Delhi.
4. Aswathappa K: legal Environment of Business, Himalaya Publication, Delhi .
5. Chakravarty, S: Development planning, Oxford University Press, Delhi.
6. Ghosh, Biswanath: Economic Environment of Business, Vikas publication, New Delhi.
7. Govt. of India:Economic Survey, various issues.
8. Martinunon, John: Transactional Corporations in a Developing Country.
9. Ramaswamy, V.S. and Nama Kumari: Strategic planning for Corporate success, Macmillan, New Delhi.
10. Sengupta, N.K. Government and Business in India, Vikas publication, New Delhi.

MC 1.3.: MANAGERIAL ECONOMIC

COURSE OBJECTIVE.

The objective of this course is to help students to understand the conceptual framework of managerial economics. It is also intended to expose the students to various types of managerial decisions under economic environmental constraints.

COURSE INPUTS

1. **Nature and Scope of Managerial Economics:** Objective of a firm: Economic Theory and managerial theory: Managerial economists role and responsibilities.
2. **Demand Analysis:** Individual and market demand functions; Law of demand, determinants of demand: Elastic idemand- its meaning and importance;Price elasticity, income elasticity and cross elasticity; Using elasticity in managerial decisions:
3. **Theory of Consumer Choice:** Cardinal utility approache, indifference approach, revealed preference and theory of consumer choice under risk: Demand estimation for major

durable and non durable products: Demand
; techniques.

4. **Production Theory:** Stages of production; Economics of scale; Estimation of production function; Cost theory and estimation; Economic concept of cost; Short and long run cost functions - their nature, shape and inter-relationship; Law of variable proportions; Law of returns to scale.
5. **Price Determination under Different Market Conditions:** Characteristics of different market structures; Price determination and firm's equilibrium under perfect competition, monopolistic competition, oligopoly and monopoly - both in the short and long run.
6. **Pricing Practices:** Methods of price determination in practice; Pricing of multiple products; Price discrimination; International price discrimination and dumping; Transfer pricing.
7. **Business Cycles:** Nature and phases of a business cycle, Theories business cycles - psychological, profit, monetary, innovation, cobweb, Samuelson and Hick theories.
8. **Inflation:** Definition, characteristics and types; Inflation in terms of demand-pull and cost-push factors; Effects of inflation.

REFERENCES

1. Baumol, William J: Economic Theory and Operations Analysis, Prentice Hall, London.
2. Baya, Michael R: Managerial Economics and Business Strategy, McGraw Hill Inc.
3. Chopra O.P: Managerial Economics; Tata McGraw Hill Delhi.
4. Dean, Joel: Managerial Economics, Prentice Hall India, Delhi.
5. Dholakia, R. H. and A.L. Oz: Micro Economics for Management Students, Oxford University Press, New Delhi.
6. Eaton, B. Curtis and Diane Faton: Micro Economics Prentice Hall, New Jersey.
7. Gough, J. and S. Hills: Fundamentals of Managerial Economics, MacMillan.
8. Haynes, W.W., V.L. Mote and S. Paul: Managerial Economic, Analysis and Cases, Prentice Hall India, Delhi.
9. Petersen, H. Craig and W. Cris Lewis: Managerial Economics, Prentice Hall, Delhi.
10. Salvatore, Dominick: Managerial Economics in a Global Economy, McGraw Hill.
11. Varian, H. R: International Microeconomics: A Modern Approach, East West Press, New Delhi.

MC 1.4: STATISTICAL ANALYSIS COURSE OBJECTIVE

- Analysis:** Measures of central tendency, dispersion, and skewness.
2. **Probability theory:** Concept of probability; Classical probability, relative frequency probability and subjective probability; Addition and multiplication rules of probability; Baye's theorem.
 3. **Probability Distribution:** Binomial distribution, Poison distribution and normal distribution and their application in business.
 4. **Statistical Decision Theory:** Decision environment; Expected profit under uncertainty and assigning probabilities; Utility theory.
 5. **Sampling and Data Collection;** Sampling techniques- probability and non - probability techniques; Date sources - primary sources and secondary sources; Primary data collection techniques - schedule, questionnaire and interview; Sampling and non - sampling errors; Sampling distribution.
 6. **Estimation and Hypothesis Testing:** Point and interval estimation; Large and small sample tests - Z-test, T-test, and F-test.
 7. **Non Parameoric Test:** Chi-square test; Run test; Sign test; Median test; Mann-Whitney U test; Kruskal-Wallis test; Kolmogorov-Smirnov test and rank correlation test.
 8. **Correlation and Regression Analysis:** Tow variables only.
 9. **Index Numbers:** Meaning and computation of index numbers; Unweighted aggregate index, weighted aggregated index, average of relative method; Quantity and value indices.

REFERENCE

- 1 Heinz, Kohler: Statistics for Business & Economics, Harper Collins.
- 2 Hien, L.W: Qquantitative Approach to Managerial Decisions, Prentice Hall, New Jersery India Delhi.
- 3 Hooda, R.P: Statistics for Business and Economics, McMillan, Bew Delhi.
- 4 Lawrence B. Morse: Statistics for Business & Economics, Harper Collins.
- 5 Levin, Richard I. and David S. Robin: Sta6istic for Managemen6, Prentice Hall, Delhi.
- 6 Watsnam Terry J. and Keith Parramor: Quantitative Methods in Finance International Thompson Business Press.

Second Semester

MC 2.1 CORPORATE FINANCIL ACCOUNTING COURSE OBJECTIVES

This course is to enable the students learn advanced and practices as relating to maintenance of company accounts, valuation of goodwill and shares and handling accounting adjustments in situation of amalgamation, absorption and liquidation of companies.

COURSE INPUTS

1. Accounting for issue and redemption of shares.
2. Accounting for issue and redemption of debentures.
3. Final accounts of companies.
4. Valuation of goodwill and shares.
5. Accounting issues relative to Amalgamation, absorption and reconstruction of companies.
6. Accounting for holding and subsidiary companies.
7. Accounts relating to liquidation of companies.
8. Royalty accounts, voyage accounts and investment accounts.

REFERENCES

-
- Dearden, J. And S.K. Bernstein and: Accounting for Management, Vik--- New Delhi.
- Enger, C., L. A. Bernstein. and K.R. Lambert: Advanced Accounting, Irwin, Chicago.
- Fischer, P. M., W.J. Taylor and J.A Leer: Advanced Accounting, South - Western, Ohio.
- Gupta, R.L: Advanced Financial Accounting, S. Chand & Co. New Delhi.
- Keiso D.E. and J.J.Weygandt: Intermediate Accounting, John Wiley and Sons, NY.
- Maheshwaari, S.N: Fundamental of Accounting.
- Monga, J.R: Advanced Financial Accounting, Mayoor Parerbacks, Noida.
- Narayanaswamy, R: Financial Accounting: A managerial Perspectivde, Prentice Hall of India, Delhi.
- Neigs, R.F: Financial Accounting, Tata McGrewal: Hill, New Delhi.
- Shukla, M.C. and T.C. Grewal: Advanced Accountancy. Sultan Chand &Co. New Delhi.

12. **Reporting to Management:** Objectives of reporting ----- at different management levels; Types of reports, modes of reporting, reporting at different levels of management.

REFECENCES:

1. Anthony, Rrovert: Management Accounting, Tarapore-wala, Mumbai.
2. Barfield, Jessies, Ceily A. Raiborn and Michael R. Kenney: Cost Accounting: Traditions and Innovations, South Western College Publishing.

4. Gadhosh, Kay H. and Eric W. Noreen: *Management Accounting*: Richard D. Irwin, Chicago.
5. Hansen, Don R. and Maryanne M. Moreen: *Management Accounting*, South Western College publishing.
6. Horngren, C. T. Gary L. Sundem and William O. Stratton: *Introduction to Management Accounting*, Prentice Hall, Delhi.
7. Horngren, Charles T., George Foster and Srikant M. Daliar: *Cost Accounting A Managerial Emphasis*, Prentice Hall, Delhi.
8. Lall, B.M. and I. C Jain: *Cost Accounting: Principles and practice*, prentice Hall, Delhi.
9. Maher, Michael W., Cyld P. Stickney and Ronald L. Weil *Managerial Accounting: Introduction to Concepts, Methods and Uses*, Forth-W--- Harcourt Brace College Publishers.
10. Pandey, I.M: *Management Accounting*, Vani Publication, Delhi.
11. Welsch Glenn A., Ronald W. Hilton and Paul N. Gordon: *Budgeting, Profit Planning and Control*, Prentice Hall, Delhi.
12. Warren, C.S. and P.E Fess *Principles of Financial and Managerial Accounting*, South-Western, Ohio.

MC 2.2: ACCOUNTING FOR MANAGERIAL DECISIONS

COURSE OBJECTIVE

The objective of this course is to help the students to use accounting concepts, tools and techniques for managerial decisions. It also intends to expose the students to the various types of managerial decisions under different economic environmental constraints.

COURSE INPUTS

- 1. Introduction to Accounting:** Management accounting as a area of accounting; Objective, nature and scope of financial accounting, cost accounting and management accounting; Management accounting and managerial decisions; Management account's position, role and responsibilities.
- 2. Accounting Plan and Responsibility Centres:** Meaning and significance of responsibility accounting: Responsibility Centres - cost centre, profit centre and investment centre; Problems in transfer pricing; Objectives and determinants of responsibility centres.
- 3. Budgeting:** Definition of budget; Essentials of budgeting; Kinds of budget - functional budgets, master budget; Fixed and flexible budget; Budgetary control; Zero-base budgeting; Performance budgeting.
- 4. Standard Costing and Variance Analysis:** Standard costing as a control technique; Setting of standards and their revision; Variance analysis - meaning and importance, kinds of variances and their uses - material, labour and overhead variances; Disposal of variances; Relevance of variance analysis to budgeting and standard costing.

- Break-even Analysis:** Concept of marginal cost; Job costing; Activity costing; Marginal costing versus direct costing; Cost-volume-profit analysis; Break-even analysis; Assumption and practical applications of break-even analysis; Decisions regarding sales-mix, make or buy decisions and discontinuation of product line etc.
- 6. Analysing Financial Statements:** Horizontal, vertical and ratio analyses; Cash flow analysis.
 - 7. Contemporary Issue In Management Accounting:** Value chain analysis; Activity-based costing; Quality costing; Target and life cycle costing.

MC 2.3: MARKETING MANAGEMENT

COURSE OBJECTIVE

The objective of this course is to facilitate understanding of the conceptual framework of marketing and various types of decisions which marketing managers are required to make under different environmental constraints.

COURSE INPUTS

- 1. Introduction:** Concept, nature; scope and importance of marketing; Marketing concept and its evolution; Strategic marketing planning -an overview.
- 2. Market Analysis and Selection:** Marketing environment; Micro and macro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behaviour; Consumer versus organisational buyers; Consumer decision-making process.
- 3. Production Decisions:** Concept of a product; Classifications of products; Major product decisions; Product line and product mix; Branding; Packaging and labelling; Product life-cycle; New product development and consumer adoption process.
- 4. Pricing Decisions:** Factor affecting price determination; Pricing policies and strategies; Discounts and rebates.
- 5. Distribution Channels and Physical Distribution Decisions:** Nature and functions of distribution channels; Distribution channel intermediaries; Channel management decisions; Retailing and wholesaling; Logistics of distribution.
- 6. Promotion Decisions:** Communication process; Promotion mix-advertising, personal selling, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness.
- 7. Marketing Organisation and Control:** Organising and controlling marketing operations.
- 8. Issue and Developments in Marketing:** Social, ethical and legal aspects of marketing; Marketing of service; International marketing; Green marketing; Cyber Marketing; Relationship marketing and other development in marketing.

REFERENCES:

Strong: Principles of Marketing; Prentice Hall, New

1. Demm.
2. Kotler, Philip: Marketing Management-Analysis, planning, Implementation and Control, Prentice hall, New Delhi.
3. Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi.
4. Mc Carthy, E. Jenome and William D., Perreaulte Basic Marketing: Managerial Approach, Richard Irwin, Homewood, Illinois.
5. Ramaswamy, V.S. and Namakumari, S: Marketing Management, MacMillan India, New Delhi;
6. Srinivasan, R: Case Studies in Marketing: The Indian Context, Prntice Hall, New Delhi.
7. Stanton William J., and Charles Futrell: Fundamentals of Marketing; McGraw Hill Publishing Co., New York.
8. Still, Richard R, Edward W, Cundiff and Norman A.P. Govonl: Sales Management:
9. *Decisions Strategies and Cases, Prentice Hall, New Delhi.*

MC 2.4: FINANCIAL MANAGEMENT COURSE OBJECTIVE

The objective of this course is to help the students to understand the conceptual framework of financial management, and provide exposure to the various types of decisions the financial managers in India are required to make under various environmental constraints.

COURSE INPUTS

1. **Financial Management:** Meaning, nature and scope of finance, Financial goal-profit vs. wealth maximization; Finance function - investment, financing and dividend decisions.
2. **Capital Budgeting:** Nature of investment decisions; Investment evaluation criteria - net present value, internal rate of return, profitability index, pay back period, accounting rate of return; NPV and IRR comparison; Capital rationing.
3. **Cost of Capital:** Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted), Cost of equity and CAPM.
4. **Operating and Financing Leverage:** Measurement of leverages; Effects of operating and financial leverage on profit; Analysing alternate financial plans; Combined financial and operating leverage.
5. **Capital Structure Theories:** Traditional and M.M. hypotheses - without taxes and with taxes; Determining capital structure in practice.
6. **Dividend Policies:** Issues in dividend decisions, Walter's model, Gordon's model, M-M hypothesis, dividend and uncertainty, relevance of dividend; Dividend policy in practice; Forms of dividends; Stability in dividend policy; Corporate dividend behaviour.

Capital: Meaning, significance and types of working capital; Working capital cycle period and estimation of working capital requirements; Financing of working capital and norms of bank finance; Sources of working capital; Commercial paper; Factoring services; Various committee reports on bank finance; Dimensions of working capital management.

8. Management of cash, receivables and inventory.

REFERENCES

1. **Bhattacharya, Hrishikas:** Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.
2. Brealey, Richard A and Steward C. Myers: Corporate Finance, McGraw kHill, International.
3. Chandra, Prasanna: Financial management, Tata McGraw Hill, Delhi;
4. Hampton, Jojn: Financial Decision Making, Prentice Hall, Delhi.
5. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi.
6. Van home, J.C. and J.M Wachowicz Jr.: Fundamentals of Financial Management, Prentice Hall, Delhi.
7. Van Home, James C: Financial Management and Policy, Prentice Hall, Delhi.

THIRD SEMESTER.

M.C 3.1: COMPUTER APPLICATIONS IN BUSINESS

COURSE OBJECTIVE

The objective of this course is to provide an understanding of computers, computer operating system and an application software in managerial decision making .

COURSE INPUTS.

1. Computer Hardware: Computer system as information processing system : Computer system differences - types of computer system, Hardware options- CPU, input devices, Output devices, storage devices, communication devices, configuration of hardware devices and their applications
2. Personal Computers: PC and its main components, Hardware configuration, CPU and Clock speed, RAM and secondary storage devices, other peripherals used with PC: factors influencing PC performance; PC as a virtual office
3. Modern Information technology: Basic idea of local area networks (LAN) and Wide Area Network (WAN); E-mail; internet technologies, access devices, concept of world wide web and internet browsing : multimedia
4. Introduction to Operation System: Software needs, operating systems, application softwares, programming languages; Windows and UNIX; Windows- Window explorer, print manager, control Panel, Paintbrush, calculator, desk top, my computer settings, find run etc.

- Introduction and working with MS-Word in Ms -Office, Formatting- test and documents; Sorting and tables; working with graphics, introduction to mail-merge.
6. Spread Sheets: working with Excel- formatting, functions, chart features; working with graphics in Excel; using worksheets as database in accounting, marketing, finance and personnel areas.
 7. Presentation with Power -Point: Power point basics, creating presentations the easy way; working with graphics in power -point show time, sound effects and animation effects.
 8. Introduction to lotus Smart Suite for Data Sheet Analysis: Structure of spreadsheet and its applications to accounting, finance and marketing functions of business; Creating a dynamic/sensitive worksheet, concept of absolute and relative cell reference; Using various built in functions- mathematical, statistical logical and finance functions; Goal seeking and back solver tools, using graphics and formatting of worksheet, sharing data with other desktop applications strategies of creating error free worksheet.
 9. Introduction to Accounting Packages: Preparation of vouchers, invoice and salary statements; maintenance of inventory records; maintenance of accounting books and final accounts; financial reports generation.
 10. Introduction to Statistical Packages: Usage of Statistical packages for analyses in research as per the availability)

REFERANCES:

- 1 Date, C.J ; An Introduction oto Database systems, Addison Wesley, Massachusetts,
- 2 Dienes, Sheila S Microsoft office, Professional for Windows 95; Instant Reference; BPB publication, Delhi.
- 3 Mansfield, Ron: The Compact Guide to Miicrosoft Office; BPB publication, Delhi.
- 4 Norton, Peter: working with IBM-PC. BPB publication Delhi.
- 5 O'Brain, J.A: Management Information systems, Galgotia Publications New Delhi.
- 6 Ullman, J.O. principles of database systems, Galgotia Publications, new Delhi.

MC3.2: CORPORATE LEGAL FRAMEWORK:

COURSE OBJECTIVES

The objective of this course is to provide the knowledge of relevant provisions): Definition, types of companies; Memorandum of association; Articles of association; Prospectus; Share capital and membership; Meetings and resolutions; Managerial remuneration; Winding up and dissolution of companies

s Act, 1881: Definition, types, negotiation, holder and
ent in due course, endorsement and crossing of

cheque.

3. LEGAL ENVIRONMENT FOR SECURITY MARKETS; SEBI Act, 1992
Organisation and objectives of SEBI; powers under securities Contract
Regulation Act 1956 transferred to SEBI; Role of SEBI in controlling the
security markets.
4. Restrictive and Unfair Trade practices, Consumer Protection Act.
5. Regulatory Environment for International Business: FEMA Act, 1999, WTO-
Regulatory framework of WTO, basic principles and its charter; WTO-
provisions relation to preferential treatment to developing countries; Regional
groupings, technical standards, anti-dumping duties and other NTBs; Custom
valuation and dispute settlement; TRIPS and TRIMS.

REFERENCES:

1. Amarchand, D: Government and Business, Tata McGraw Hill New Delhi.
2. Avadhani V.A.: SEBI Guidelines and listing of Companies, Himalaya
Publishing House, Delhi.
3. Indian Contract Act, 1872.
4. Remaiya, A: Guide to Companies Act, Wadhwa Co.; 1996.
5. SEBI Act 1992 Nabhi Publication, Delhi.
6. Securities (Contract and Regulation) Act, 1956
7. Singh, Avtar: Law Relating to Monopolies, Restrictive and Unfair
Trade practices, Eastern Book Co.
8. Taxman's Company Act, 1998.
9. Taxman's Masters Guide to Companies Act, 1998.
10. Taxman's Mercantile Law, 1997.
11. The Companies Act, 1956.
12. The Negotiable Instruments Act, 1881.

MC. 3.3: CORPORATE TAX PLANNING AND MANAGEMENT.;

COURSE OBJECTIVE.

The main objective of this course is to make the students conversant with the concept
corporate tax planning and familiarize them with Indian tax laws and their
implications corporate management.

COURSE INPUTS:

1. Introduction to Tax Management: Concept of tax planning; Tax avoidance and
tax evasion Corporate taxation and dividend tax.
2. Tax planning for New Business: Tax planning with reference to location,
nature and form organisation of new business.

Financial Management Decisions: Tax Planning relating to
dividend policy, inter-corporate dividends and

4. Tax Planning and Managerial Decisions: Tax planning in respect of own or lease, sale assets used for scientific research, make or buy decisions; Repair, replace, renewal of renovation and shutdown or continue decisions.
5. Special Tax Provisions: Tax provisions relation to free trade zones, infrastructure sector and backward areas; Tax incentives for exporters.
6. tax issues Relating to Amalgamation: Tax planning with reference to amalgamation companies.
7. Tax payment: Tax deductions and collection at source Advance payment of tax.

REFERENCES;

1. Ahuja G.K. and Ravi Gupta; systematic approach to income Tax and Central Sales Tax Bharat Law House, New Delhi.
2. Circulars issued by C.B.D.T.
3. Income Tax Act, 1961.
4. Income Tax Rules, 1962
5. Kanga and Palkhivala: The law and practice of Income Tax, N.M. Tripathi Pvt. Ltd.
6. Lakhotia, R.N.: Corporate Tax Planning, Vision Publication, Delhi.
7. Singhania, V.K. Direct Taxes Planning and Management, Taxman's publication Delhi.
8. Singhania, Vinod K: Direct tax planning and Management, Taxmann Publication, Delhi..

MC 3.4: STRATEGIC MANAGEMENT; COURSE OBJECTIVE.

the objective of this course is to enhance the decision making abilities of students in situations of uncertainty in the contest of dynamic environment.

COURSE INPUTS;

1. Concept of Strategy: Defining strategy, levels at which strategic operates; approaches to strategic decision making; Mission and purpose, objectives and goals; strategic business unit (SBU) ; Functional level strategies.
2. **Environmental Analysis and diagnosis:** Concept of environment and its components; Environment scanning and appraisal; Organisational appraisal; Strategic analysis and diagnosis.
3. **Strategy Formulation and Choice of Alternatives:** Strategies- modernization, diversification, integration; Merger, take over and joint strategies; Turnaround, divestment and liquidation strategies; Process of strategic choice- industry, competitor and SWOT analysis; Factors on strategic choice; Generic competitive strategies- cost leadership, differentiation, value chain analyses, benchmarking, service blue printing.
4. **Functional Strategies:** Marketing, production/ operations and R&D plans and policies.
5. **Functional Strategies:** Personnel and financial plans and policies.

Inter-relationship between formulation and implementation; Resource allocation.

7. **Strategy and Structure:** Structural considerations, structures for strategies; Organisational design and change.
- 8 **Strategy Evaluation:** Overview of strategic evaluation; Strategic control; Technique of strategic evaluation and control.
9. **Global Issues in Strategic Management.**

REFERENCES:

1. Bhattachary, S.K. and N. Venkataramin: Managing Business Enterprises: strategies Structures and Systems, Vikas Publishing House, New Delhi.
2. Budhiraja, S.B. and M.B. Athreya: Cases in Strategic Management, Tata Mcgraw Hill, New Delhi.
3. Christensen, C, Roland, Kenneth R. Andrews, Joseph L. Bower, Rochard G. Hamermesh Michael E. Porter: Business Policy text and Cases, Richard D. Irwin, Inc., Homewood Illinois.
4. Coulter, Mary K. Sstrategic Management in Action, Prentice Hall, New Jersey.
5. David, Fred R: Strategic Management, Prentice Hall, New Jersey.
6. Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategic Management McGraw-Hill International Edition.
7. H.Igor, Ansoff: Implanting Strategic Management, Prentice Hall, New Jersey.
8. Kazmi, Azhar: Business Policy, Tata McGraw Hill, Delhi.
9. Michal, E, Porter: The Competitive Advantage of ----- Machmillan, New Delhi
10. Mintzberg, Henry land James Brian Quinn: The Strategy Proces, Prentice Hall, New Jersey.
11. Newman, William H. and James P. Logan: Strategy, Policy land Central Management, South Weste4n Publishing Co., Cincinnati, Ohio.
12. Sharma, R.A: Strategic Management in Indian Companies, Deep and Deep Publication New Delhi.

Fourth Semester:

MC 4.1: E-COMMERCE

COURSE OBJECTIVES

The objective of this course is enable the students to gain knowledge of E-Commerce and its various components

COURSE INPUTS

- Commerce: Meaning and concept; Electronic Commerce
Commerce; Media convergence; E-Commerce and E-
business Channels of E-Commerce Business applications of E-Commerce;
Need for E-Commerce, E-Commerce is an electronic trading system-
special features.
- 2 Internet Concepts and Technologies: Concept and evolution of internet;
Web technologies global publishing concept, universal reader concept and
client server concept; Hypertext servers,HTML,HTML Forms and CGI
gateway services.
 - 3 Business Models of E-Commerce and Infrastructure: E-Commerce
models; supply chain management, product and service digitisation,
remote servicing, procurement; on-line marketing and advertising; E-
Commerce resources and infrastructure-resources and planning for
infrastructure.
 - 4 Business to Consumer E-Commerce: Cataloguing, order planning and
order generation, cost estimation and pricing, order receipt and
accounting,, order selection and prioritization, order scheduling, order
fulfilling and delivery, order billing and payment management; post sales
services.
 - 5 Web-site Design: Role of Web site in B2C E-Commerce; Web site
strategies and Web-site design principles; push and pull technologies,
alternative methods of customer communication
 - 6 Electronic Payment systems: Special features required in payment systems
for E-Commerce, Types of E-Payment systems; -E-Cash and currency
servers, e-Cheques, credit cards, Smart cards, electronic purses and debit
cards; Business issues and economic implications; operational, credit and
legal risks of e-payment systems; Risk management options in E-payment
systems; Components of an effective electronic payment system.
- 7Business to Business E-Commerce: Need and alternative models of B2B E-
Commerce;Technologies, EDI and paperless trading; EDI architecture, EDI standards
VANS,Costs of EDI infrastructure, characteristics features of EDI service
arrangement, interest based EDI and FTP based messaging.
8. E-Business: Workflow management, mass customization and product
differentiations; organisation restructuring; integrated logistic and distribution;
Knowledge management issues and role of E-Commerce infrastructure.
 9. Internet Protocols: Layers and networking, OSI layering and TCP layering;
TCP, UDP IP DNS,SLIP and PPP; Emerging scenario in ISP.
 10. Security Issues in E-Commerce: Security risks of E-Commerce exposure of
resources,types of threats, sources of threats, security tools and risk-
management approach, E-Commerce security and additional security policy
for E-Commerce Corporate Digital Library; It Act, 2000.
 11. Regulatory and Legal Framework of E-Commerce: Cyber laws aims and
salient provisions; Cyber-laws in India and their limitations; Taxation issues in
E-Commerce.
 12. Multi -Media and E-Commerce: Concept and role of multimedia; Multi-Media
technologies; Digital video and digitization of pr9oduct and customer

REFERENCES;

1. Agarwala, K.N. and Deeksha Ararwala: Business on the Net: What's and How's of E-CommerceMacmillan, New-Delhi.
2. Agarwala, K.N> and Deeksha Agarwala: Business on the Net: bridge to the online Storefront: Macmillan, New-Delhi.
3. Cady, GlccHarrab and Mcgregor Pat: Mastering the internet, BPB Publication, New-Delhi.
4. Diwan, Prag and Sunil Sharma: Electronic Commerce-A Manager's Guide to E-Business, Vanity Books International,Delhi.
5. Janal, D.S: On line Marketing I land Book, VNR.
6. KALAKOTA Rav: and Whinston Andrw B: Frontiers of Electronic Commerce, Addison Wesley.
7. Kosivr, David: Understanding Electronic Commerce,Microsoft Press, Washington.
8. Minoli and Minoli: Web Commerce Technology Handbook, Tata MCGraw Hill,New Delhi.
9. Schneider, Gary P: Electronic Commerce, Course Technology, Delhi.
10. Young Margaret Levine: The complete Reference to Internet, Tata McGraw Hill, New Delhi.

OPTIONAL GROUPS

FINANCE;

MC4.2F: FINANCIAL INSTITUTIONS AND MARKETS;

COURSE OBJECTIVE;

The objective of this course to provide students with an in-depth understanding of the structure, organisation and working of the financial markets in India.

COURSE INPUTS;

1. Introduction: Nature and role of financial system; Financial system and financial markets; Financial system and economic development; Indian financial system- an overview.
2. FINANIAL MARKETS; Money and capital markets Money market- meaning, constituents, functions of money market; Money market instruments- call money; treasury bills certificates of deposits, commercial bills trade bills etc;Recent trends in Indian money market, Capital market-Primary and secondary markets; Governmentsecurities market; Role of SEBI-an overview; Recent developments.
3. Reserve Bank of India : Organisation management and functions; Credit creation and credit control; Monetary Policy.
4. Commercial Basnks:Meaning, functions, managements and investment policies of commercial banks; present structure; e banking and e trading; Recent trends in the activities of commercial banks.

Concept objectives, and functions of development banks; Operational activities of development banks; IFCI, ICICI,

- 1. IDBI, IKBI, SIDBI.**
6. State Level Development Banks: Objectives, functions and role of state level development banks; Role of State level development banks in industrial finance.
 7. Insurance Sector: Objectives and role; Investment practices of LIC and GIC Insurance Regulatory and Development Authority-role and functions.
 8. Unit Trust of India: Objectives, functions and various schemes of UTI; Role of UTI in industrial finance.
 9. Non-Banking Financial Institutions: Concept and role of non-banking financial institutions; Sources of finance; Functions of non-banking financial institutions; investment policies of non banking financial institutions in India.
 10. Mutual Funds: The concept of mutual funds, regulation of mutual funds (with special reference to SEBI guidelines) performance evaluation ; Designing and marketing of mutual funds schemes; latest mutual fund schemes in India- an overview; Performance evaluation of mutual funds.
 11. Merchant Banking: Concept, functions and growth; Government policy on merchant banking services; SEBI guidelines; Future of merchant banking of India.
 12. Interest Rate Structure: Determinants of interest rate structure; Differential interest rate; Recent changes in interest rate structure.
 13. Foreign Investment: Types, trends and implications; Regulatory framework for foreign investments in India.

REFERENCES;

- 1 Avdhani: Investment and securities Markets in India, Himalaya publications, Delhi.
- 2 Bhote, M.K> Financial Marketys and Institutions, Tata MCGraw Hill, Delhi.
- 3 Ghosh, D : Banking Policy in India, Allied Publications, Delhi.
- 4 Giddy, J.H: Global Financial Markets, ALTBS.
- 5 Khan, M.Y. Indian Financial System, Tata McGraw Hill, Delhi.
- 6 Reserve Bank of India, Varrious Reports, RBI Publication Mumbai.
- 7 Varshney, P.N.: Indian Financial System, Sultan Chand& Sons, New Delhi.

MC 4.3. F: PROJECTI PLANNING AND CONTROL

COURSE OBJECTIVE :

The objective of this course is to provide students learn the process and issues relating to preparing, appraisal, and monitoring projects.

COURSE INPUTS.

- Investment Opportunities: Government regulatory
; screening.
2. Market and Demand Analysis: Information required for market and demand analysis; sources of information- primary and secondary; Demand forecasting.
 3. Technical Analysis: Materials and inputs; production technologies; product mix; plant location and layout; Selection of plant and equipment.
 4. Cost of the Project and Means of Financing: Major cost components; means of financing planning capital structure; various financing schemes of financial institution
 5. Profitability, Financial Projections and tax considerations: Cost of production; Break even analysis; Projected Balance sheet, profit and loss account and cash flows statement; Provision and consideration for computing taxable incomes.
 6. Appraisal Criteria and Appraisal Process: Methods of appraisal under certainty and risk and uncertainty; Investment appraisal in practice; Process followed by financial institutions .
 7. Social Cost Benefit Analysis: Rationale for social cost benefit analysis; Methodology of SCBA; L& M approach and UNIDO approach; Measurement of the impact on distribution; SCBA in India.
 8. Network Techniques for Project Implementation, Monitoring and Control: PERT and CPM techniques; Critical path, event slacks and activity floats; Scheduling to match availability of manpower; Measures of variability and probability of completion by a specified date.

MC 4.4. F: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT;

COURSE OBJECTIVES:

The objective of this course is to help the students to understand the security analysis & Portfolio management. It also intends to expose the students to the various methods of building portfolios, evaluation, revision etc. under various economic environmental constraints.

COURSE INPUTS

- 1 Investment: Nature and scope of investment analysis, elements of investment, avenues of investment, approaches to investment analysis, Concept of return and risk: Security return and risk analysis, measurement of return and risk.
- 2 Financial Assets: Types and their characteristics, sources of financial information
- 3 Security markets: Primary and secondary market: Primary market- role functions and methods of selling securities in primary market; Allotment procedure; New financial instruments.
- 4 Public Issue: SEBI guidelines on public issue, size of issue, pricing of issue, promoters contribution, appointment of merchant bankers, underwriters, broker, registrar and managers, bankers and allotment of shares.

- importance, type of brokers, trading mechanism, listing charges, screen based trading, Depository - role and need, Depositories Act 1996.
- 6 Valuation of Securities: bonds, debentures, preference shares, equity shares.
 - 7 Fundamental Analysis. Economic analysis, Industry analysis and company analysis.
 - 8 Technical Analysis: Trends, indicators, indices and moving averages applied in technical analyses,
 - 9 Efficient Market Hypothesis: Weak, semi-strong and strong market and its testing techniques.
 - 10 Portfolio Analysis: Estimating rate of return and standard deviation of portfolio Effect of combining the securities, Markowitz Risk-return optimization; Single Index Model or Market. Model Portfolio total risk, portfolio market risk and Unique risk, Simple Sharpe's optimization solution.
 - 11 Capital Market Theory: Capital market line, security line, risk free lending and borrowings;
Factor models: Arbitrage pricing theory. two factor and multi factor models; principle of arbitrage, arbitrage portfolios.
 - 12 Portfolio Performance Evaluation: Measure of return risk adjusted measures of return market timing,. Evaluation criteria and procedures.

OPTIONAL GROUP MARKETING;

MC4.2.M: ADVERTISING AND SALES MANAGEMENT;

COURSE OBJECTIVE:

The basic objective of this course is to develop students, acquainted with the theory and practice of advertising as well as management of a firm's sales operations.

Advertising

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COURSE INPUTS:

1. Advertising: Defined , advertising as a tool of marketing Economic and social effects of advertising; Advertising and consumer behavior, Advertising scene in India.
2. Advertising Objectives Advertising Budgets.
3. Advertising Media: Print media, broadcasting media; Non-media advertising; Media planning and scheduling.
4. Message Design and Development: Copy development, types of appeal, copy testing.
5. Measuring Advertising Effectiveness: Managing advertising agency- client relationship; promotional scene in India; Techniques for testing advertising effectiveness.
6. Selling : Concept, objectives and functions of sales force management; Fundamentals of selling; Selling process; Salesmanship, Product and customer knowledge.
7. Sales Planning: Importance and types of sales planning., sales planning process; Sales forecasting; Determining sales territories, sales Quotas and sales budget.

up a sale organisation; Planning process; Sales force
determining sales organisation.

9. Sales Force Management. Estimating manpower requirements for sales department; planning for manpower-recruitment and selection, training and development, placement and induction; Motivation sales force; Compensation and promotion policies, sales meetings and contests.
10. Control Process: Sales records and reporting system, managing expenses of sales personnel, evaluation sales force performance, performance appraisal.

MC 4.3 MARKETING RESEARCH; COURSE OBJECTIVE;

The purpose of this course is to enable the students learn marketing research and its tools and techniques of marketing research.

COURSE INPUTS:

1. Introduction to Marketing Research : Importance, nature scope of marketing research; Marketing information system; Data reliability and value issues; Marketing research process and organisation.
2. Problem Identification and Research Design: Problem Identification and definition; Developing a research proposal; Determining research type exploratory, descriptive and conclusive research; Experimental designs.
3. Data Resources: Secondary data sources and usage; online data sources; Primary data collection methods- questioning techniques, online surveys, observation methods questionnaire preparation.
4. Aptitude measurement and scaling techniques.
5. Sampling Plan: Universe, sample frame and sampling unit, Sampling techniques; Sample size.
6. Data Collection: Organization of field work and survey errors- sampling and non- sampling errors
7. Data Analysis: University, vicariate and multivariate data analysis; Report preparation and presentation.
8. Market Research Applications: Product research; advertising research; Sales and market research; International marketing research; Marketing research in India.

MC 4.4 M: INTERNATIONAL MARKETING;:

COURSE OBJECTIVES:

The objective of this course is to develop a conceptual framework of international market in management.

Course Inputs:

- 1 Introduction to International Marketing: Nature and significance; complexities international marketing; Transition from domestic to transnational marketing; International market orientation- EPRG framework; International market entry strategies.
- 2 International Marketing Environment: Internal environment; External environment geographical, demographic, economic, socio-cultural political and legal environment Impact of environment on intonation marketing decisions.

- Selection: Global market segmentation, . Selection, International positioning.
4. Product Decisions: Product planning for global markets; Standardization vs. product adaptation; New product development ; Management of international packaging and labeling; Provision of sales related services.
- pricing Decisions: Environmental influences on pricing decisions; International pricing policies and strategies.
6. Promotion Decision: Complexities and issues; International advertising, personal selling sales promotion and public relations.
 7. Distribution Channels and Logistics: Functions and sales of channels; Channel selection decisions; selection of foreign distributors/agents and managing relations with them International logistics decisions.
 8. International Marketing Planning, Organizing and Control: Issues in international marketing planning; International marketing information's system; organizing and controlling International marketing operations.
 9. Emerging issues and developments in international Marketing: Ethical and social issues International marketing of services ; Information to ideology and international marketing Impact of globalization; WTO ; Technological development.

**OPTIONAL GROUP INTERNATIONAL BUSINESS;
MC 4.2.1; INTERNATIONAL BUSINESS ENVIRONMENT;
COURSE OBJECTIVE:**

The objective of the course is to acquaint students with the environmental dynamics of international business and their impact on international business operations of a firm.

COURSE INPUTS:

1. International Business : Nature, importance and scope; Framework for analyzing international business environment -geographical, economic ,socio-cultural, political and legal environment.
2. International Economic Environment: World economic and trading situation; International economic institutions and agreements-WTO, UNCTAD, IMF, World Bank; Generalized system of preferences, GSTP International commodity agreements.
3. Regional Economic Co-Operation: Types and rationale of regional economic groups; Theory of customs union; EU, NAFTA, ASEAN, SAFTA and other groupings.
4. Multinational Corporations: Conceptual framework of MNCs; MNCs and host and home country relations; Technology transfers- importance and types.
5. Foreign Exchange Market: Determining exchange rates: Fixed and flexible exchange system participants in the foreign exchange markets; Foreign exchange market- cash spot rates, forward exchange rates, forward exchange contracts: Foreign exchange a dealings and currency possession; Information and communication.
6. Foreign Exchange Risk: Transaction exposure, translation exposure and economic exposure; Management of exposure- internal techniques, netting

7. Management of Risk in Foreign Exchange Markets: Fore derivatives-swaps futures options and forward contracts.
8. Foreign Investment: Capital flows- types and theories of foreign investment; foreign investment flows and barriers.
9. Recent Developments in International Business: Ecological issues; Social aspects; It and international business.

MC 4.3I International MARKETING;:

COURSE OBJECTIVES:

The objective of this course- is to develop a conceptual framework of international marketing management.

COURSE INPUTS:

1. Introduction to International Marketing: Nature and significance; Complexities in international marketing; Transition from domestic to transnational marketing International market orientation- EPRG framework; International market entry strategies.
2. International Marketing Environment: Internal environment; External environment -geographical, demographic, economic, socio-cultural, political and legal environment; Impact of environment on international marketing decisions.
3. Foreign Market Selection: Global market segmentation; Selection of foreign markets; International positioning.
4. Product Decisions: Product planning for global markets; Standardization vs. product adaptation; New product development ; Management of international brands; packaging and labeling; Provision of sales related services.
5. Pricing Decision: Environmental influences on pricing decisions; International pricing policies and strategies.
6. Promotion Decisions: Complexities and issues; International advertising, personal selling, sales promotion and public relations.
7. Distribution Channels and logistics: Functions and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions.
8. International Marketing Planning, Organizing and Control: Issues in international marketing planning; International marketing information system; Organizing and Controlling; International marketing operations.
9. Emerging Issues and developments in International marketing: Ethical and social issues; International marketing of secrecies; Information technology and international marketing; impact of globalization; WTO; Technological development.

MC4.4. : FOREIGN TRADE POLICY,PROCEDURES AND DOCUMENTATION:

COURSE OBJECTIVES:

The objective of the course is to acquaint students with the policy procedures and documentation relating to export-import transactions.

COURSE INPUTS

- ories of trade - absolute and comparative advantage
of trade-Heckscher-Ohlin Terms of trade; Trade of
international trade in services; Balance of payments and adjustment
mechanism.
2. Commercial Policy Instruments: Tariffs, quotas, anti-dumping/Countervailing duties; Technical standards; Exchange controls and other non-tariff measures.
 3. India's Foreign Trade And Policy: Structure and direction of foreign trade, India's foreign trade policy; Export promotion infra-structure and the institutional set up; Deemed exports and Rupee convertibility; Policy on foreign collaborations and counter trade arrangement; India joint ventures abroad; Project and consultancy exports.
 4. Instruments of Export promotion: Export assistance and promotion measures- import facilities, duty drawback, duty exemption scheme, tax concessions marketing assistance; Role of State trading houses, 100% Export oriented Units; Export houses and trading houses; EPZ's, SeZ's EPCG schemes:
 5. Documentation Framework: Export impact controls and policy; Types and characteristics of documents; Export contract and Inca terms; procuring and processing of an export order.
 6. Export Financing Methods and Terms of Payment:: Methods of payment, Negotiations of export bills; documentary credit and collection; Pre and post shipment export credit; Bank guarantees; Foreign exchange regulations and formalities.
 7. Cargo Credit and exchange risks: Marine insurance- procedures and documentation for cargo loss claims; ECGC schemes for risk converge and procedure for filing claims; Institutions for credit- pre and post shipment.
 8. Quality Control and Pre-shipment Inspection: Process and procedures; Excise and customs clearance-regulations, procedures and documentation.
 9. Procurement for Exports: Procedure for procurement through imports; financing; Customs clearance of imports; Managing risks involved in importing- transit risk, credit risk and exchange risks



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