

**M.Com Syllabus New Structure
w.e.f. July-August, 2014**

The course structure for M.Com Course w.e.f. August 2014 will be as below.

There will be 20 papers including one dissertation in the M.Com Course. In each semester there will be five papers of 80 marks each and there shall be 20 marks for internal assessment. Paper No. 3036 Dissertation shall be of 100 marks and there will be no internal assessment marks for this paper.

1st Semester (Compulsory)

1016: Business Policy Analysis
1026: Financial Reporting & Analysis
1036: Marketing Policy Analysis
1046: Business Statistics
1056: Financial Markets & Institutions

2nd Semester

(Paper 2016, 2026 and 2036 are compulsory)

2016: Economic Legislations (Compulsory)
2026: Organisational Behaviour (Compulsory)
2036: Operations Research & Computer in Business (Compulsory)
2046: Advanced Financial Management
Or
2066 : Strategic Human Resource Management
2056: Security Analysis & Portfolio Management
Or
2076: Marketing Research & Consumer Behaviour

3rd Semester

(Paper 3016, 3026, 3036 are compulsory.)

3016: Research Methodology (Compulsory)
3026: Project Management (Compulsory)
3046 A: International Financial Management
Or
3066: Industrial Relations & Labour Laws
3056: Advance Cost & Management Accounting
Or
3076: International Marketing
3036: Dissertation (Compulsory)

4th Semester

(Paper 4016 & 4026 are compulsory. From the remaining papers students shall opt any three papers)

4016: Strategic Management (Compulsory)
4026: Entrepreneurship Management (Compulsory)
4036 EL: Tax Planning
4046 EL: Management of Financial Services
4056 EL: Strategic Services Marketing
4066EL: Micro-Finance
4076 EL: International Business
4086 EL: E-Commerce

M.Com. 1st Semester
COM 1016: Business Policy Analysis

Objectives:

- The objective of the course is to apprise the students about the relevance of welfare and the inevitability of government control over Business environment.
- To enlighten the students of the various structural initiative on the part of the government to boost economic development in the country.

Course Outcome:

Ability to analyze the various structural initiatives undertaken by the Government to boost economic development in the country

Marks:80

Unit-I: State intervention in Business-Role of government in different economic systems-need and objectives of intervention role of state in economy- regulatory, promotional and entrepreneurial.

State intervention in business

- a) Need and objectives and constitutional provisions for intervention.
- b) Role of government: Regulatory, promotional and entrepreneurial
- c) Role of government in different economic system-laissez fairer, capitalism, socialism.

Unit-II: Laws relating to economic practices- IDRA, 1951, FEMA, 1999, Foreign Trade (Development and Regulation) Act, 1992, industrial policies, Industrial Policy Resolutions and statements.

Unit-III: Public enterprises and restructuring- sickness in PE's and Revival- Disinvestment- objectives, components, policy, private sector –growth- investment claimed; public –pvt. Partnership.

Unit-IV: Micro- small and medium enterprises in India- Rationale – government initiatives in the sector- MSMED Act, 2006.

Unit-V: Foreign capital and investment- rationale –new policy for FDI 2011, portfolio investment, foreign institutional investment –advantages –ECB's NRI investment –modes of entry of MNC's –MNC's in India- Foreign Trade Policy.

Unit-VI: Special package for economic development of NER; DONER and its role in economic development, infrastructure and industry; NE industrial policy –promotional measures for cross trade, role of NEC and NEDFI, NE India under look east policy.

Books Recommended:

1. Business Environment: Sikidar, Das Nath and Nath
2. Business and Government: N.K. Sengupta, Vikas Publishing Co, New Delhi.
3. Indian Economy: Rudder Dutta and Sundaram
4. Business and Government: Franchis Cherunilam, Huimalaya Publishing House.
5. Indian Economy: Agarwal, A.N.
6. NEC Journal
7. Indian Economy: S.K. Misra and V.K. Puri, Himalaya Publishing House.

M.Com. 1st Semester

COM 1026: Financial Reporting and Analysis

Objectives:

The primary objective of the paper is to strengthen the theoretical, analytical and applied knowledge base in analysing and reporting financial statements.

The other objectives of the paper are to familiarise the student with (a) the IFRS, (b) the conceptual framework of accounting and (c) the regulatory framework for the preparation of the financial statements

Course Outcome:

Ability to interpret

- the IFRS,
- the conceptual framework of accounting and the regulatory framework for the preparation of the financial statements

Marks: 80

Unit I: International Financial Reporting Standards & their scope and objectives:

International Accounting Standards Committee Foundation (IASCF) and its objectives and responsibilities; International Financial Reporting Interpretations Committee (IFRIC); Objectives, scope and process of issuing International Financial Reporting Standards (IFRS).

Unit II: The Conceptual framework for the preparation and presentation of financial statements

Meaning and significance of conceptual framework of financial statement: conceptual framework:

I. Issued by the ICAI, and

II. Issued by the International Accounting Standards Board ('IASB') – under IFRS covering (i) objectives and users of financial statements, (ii) the reporting entity, (iii) the qualitative characteristics that determine the usefulness of information in financial statements, (iv) the definition of the elements of financial statements, (v) the recognition of the elements from which financial statements are constructed (vi) the measurement of assets and liabilities reported in financial statements and (vii) concepts of capital and capital maintenance.

Unit III: Regulatory Framework and National differences:

- (a) The regulatory frameworks for the preparation and presentation of financial statements: Relevant provisions of Companies Act and compliance with the Accounting Standards and SEBI Guidelines.
- (b) Comparison of Indian Accounting Standards and IFRS.
- (c) National differences in financial reporting practices; Reasons for national differences in financial reporting practices; Attempts to reduce national differences.

Unit IV: Reporting Criteria:

Criteria for information appearing in a published income statement and balance sheet; Reporting comprehensive income; Segmental reporting; Accounting policies; Directors' report; Notes to the accounts.

Unit V: Application of Accounting Ratio's in Decision Making:

Predictive Value of Accounting Ratios. Ratio Analysis for Performance Evaluation (Activity and Profitability). Ratio Analysis for Financial Health (Solvency and Structural Analysis).

Unit VI: Liquidity Analysis

Application of Accounting Ratios in the Analysis of Working Capital and Inter Firm Comparison.

Unit VII: Valuation of Assets, Liabilities and Owners' Equity; Application of relevant Accounting Standards.

Books Recommended:

1. Financial Statement Analysis- Foster, Pearson Education, New Delhi.
2. Financial Policy and Management Accounting, - Bhabatosh Banerjee, Prentice hall of India, New Delhi.
3. Financial Statement Analysis – Sujit Sikidar & H.C. Gautam, New Central Book Agency, Kolkata
4. Management Accounting – M.Y. khan and P.K. Jain, Tata McGraw Hill Publishing Co. Ltd. New Delhi.
5. Financial Accounting for Business Managers Ashis Kumar Bhattacharjee, Prentice Hall of India, New Delhi.
6. Accounting Theory- L.S. Porwal, Tata McGraw Hill Publishing Co. Ltd., New Delhi.

M.Com. 1st Semester

COM 1036: Marketing Policy Analysis

Objectives: To familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm

Course Outcome:

Ability to implement the conceptual and analytical skills required to manage marketing operations of a business firm

Marks 80

Unit I : Marketing challenges in a liberalizing and globalizing India; Holistic marketing concept; the value framework; global marketing environment; measuring demand and forecasting, relationship with other functional areas.

Unit II: Product Policies; Differentiation; Challenges in new Product Development; Branding Strategies & Packaging, Role of Brands, Brand Equity, Brand Loyalty, Brand Awareness, Brand Associations, selection, creation & maintaining Associations

Unit III: Importance of Integrated Marketing Communication, Developing effective communication; Managing Mass Communications: Advertising, Sales Promotion, Events and Public relations, Personal selling

Unit IV : Pricing Strategies; Setting the price; Adapting the price and responding to price changes; Marketing Channels structures & functions, Channel design & Implementation, Channel Power, Conflict, Cooperation and Competition.

Unit V :Retail Organisation, Retail Planning Strategic issues in retail, Non store retailing & electronic channels, Market logistics .Direct marketing ,Types and benefits, Online advertisement and promotion ;Ethical issues in E-marketing

Books Recommended

1. Philip Kotler, Keller Lane Kevin, Marketing Management, Prentice Hall of India, 2005.
2. P.K Agarwal, Marketing Management an Indian Perspective, Pragati Prakasan, 2003.
3. Judy Straus, Adel EL-Ansary, Raymond Frost, E-Marketing, Prentice Hall of India, 2004
4. Roger J Best, Market Based Management Strategies fro Growing Customer value an profitability, Prentice Hall of India Pvt Ltd, 2004.
5. V.S Ramswamy, S Namakumari, Marketing Management Planning, Implementation and Control, Macmilan India Ltd, 2001.
6. Dr. S.L Gupta, Brand Management, Text & Case an Indian Perceptive, Himalayan Publication House, 2000.
7. Kumar, Marketing Branding, Perason Education, Delhi-92.
8. Cox Roger, Brittain Paul, Retailing An Introduction,2006, Pearson Education
9. Coughlan, Anderson, Stern, Ansary, Marketing Channels, Sixth Edition,2006, Pearson Education
10. Aaker A. David, Managing Brand Equity,1991,The Free Press
11. Badi R.V, Badi N.V,Rural Marketing,2009, Himalaya Publishing House
12. Keller Lane Kevin, Strategic Brand Manager, Building, Measuring and Managing Brand Equity, 2007, Pearson Prentice Hall.

M.Com. 1st Semester

COM 1046: Business Statistics

Objectives: The objective of this paper is to acquaint the students with the knowledge of basic statistics required for business data analysis in quantitative terms

Course Outcome: Ability to implement various statistical techniques and tools in research and business decision making process

N.B.: At least three classes should be devoted to a discussion on probability, probability distribution, mathematical expectation and normal probability distribution before teaching the topics included in the syllabus.

Marks:80

Unit I: Sampling Distribution and Theory of Estimation

Concept of Sampling fluctuations, sampling distribution of a statistic and its standard error, statement of Central Limit Theorem, estimation of the mean and the variance of the sampling distribution of the sample mean, point estimation and interval estimation for population parameter.

Unit II: Testing of hypothesis

Null hypothesis, alternative hypothesis, simple hypothesis, composite hypothesis, Type I error, Type II error, level of significance, critical region, distinction between parametric and non-parametric tests, tests based on standard normal test or Z –test, t-test, chi-square test, F-test, paired –sample sign test, wilcoxon signed Rank-sum test, Mann-Whitney U-test, Run test and Median test for randomness.

Unit III: Partial and Multiple Correlation and Regression, Association of Attributes:

Concept of partial and multiple correlation and regression, various formulae and problems, uses and limitations of partial and multiple correlations and regressions, coefficient of multiple determination; Association of attributes: concept, order of a class, class frequency, consistency of data, kinds of association of attributes, methods of measuring association between two attributes, partial association.

Unit IV: Measures of Inequality

Standard deviation and variance, coefficient of variation, Lorenz curve and Gini coefficient, Pareto's Law of income distribution, deprivation index.

Unit V: Statistical Decision Theory

Basic terminologies in decision theory, payoff table, opportunity loss table, steps in decision making process, decision making under conditions of uncertainty and risk, decision trees, advantages and limitations of decision trees.

Books Recommended:

1. Essential Statistics for Economics and Business Studies: Padmalochan Hazarika, Akansha Publishing House, New Delhi.
2. Business Statistics: S. Saha, New Central Book Agency.
3. Basic Statistics: B.L. Agarwal, New Age International Limited.
4. Statistics for Management: Prentice Hall of India Limited Levin Richard, and Rubin David
5. Quantitative Techniques for Decision Making: Anand Sharma, Himalaya Publishing House.

M.Com. 1st Semester

COM 1056: Financial Markets and Institutions

Objectives: This course intends to help the students in understanding the role of financial institutions and markets in the business environment. The course is designed to learn various applications of principles from finance and economics that explore the connection between financial markets, financial institutions and the economy

Course Outcome: Ability to apply various principles from finance and economics that explore the connection between financial markets, financial institutions and the economy.

Marks:80

Unit-I

Financial System- Concept and Functions of a Financial System; Components and Structure of Indian Financial System, Financial Markets, Financial Instruments, Financial Institutions and Financial Services; Financial Development and Economic Development, Flow of Funds Accounts, Indicators of financial Development; Reforms in the Indian Financial System.

Unit II

Financial Markets- Functions, Types; Money Market: Nature and Scope, Types of money markets and instruments: Call Money Market, Treasury Bill Market, Commercial Bills, Certificate of Deposits, and Repos.

Unit III

Capital Market: Nature and Scope, Types: Primary Market- Equity Market, Debt Market, IPOs, and Private Placement; Secondary Market- stock exchanges, their functions, Trading Mechanism, Security Depositories and its Benefits- NSDL and CDSL.

Unit IV

Money and Commercial Banks: Meaning and Functions of money and money supply, Functions of a Modern Commercial Bank, Credit creation process, Types of Banks and Banking system, Structure of Commercial Banks in India, Recent Developments in Banking Operations: E- Banking, Mobile Banking, Core Banking Services, Electronic Fund Transfer, RTGS and NEFT, Central Bank and its functions- Reserve Bank of India.

Unit V

Financial Institutions and Services: Financial Intermediaries –Banking and Non Banking Financial Institutions and their services/products, Leasing, Credit Rating Services, Venture Funds, Mutual Funds and Insurance; Regulating Framework for Financial System and its importance.

Suggested Books:

1. The Indian Financial System by Bharati Pathak, Pearson Education.
2. Financial Institutions and Markets by L M Bhole, Tata MC Graw Hill.
3. Dynamics of Financial Markets and Institutions in India by R M Srivastava and Divya Nigam, Excel Books.
4. Indian Financial System by H R Machiraju, Vikas Publishing House.
5. The Indian Financial System and Development by Vasant Desai, Himalaya Publishing House

M.Com. 2nd Semester COM 2016: Economic Legislations

Objectives: The course aims

- (i) To enable the students to earn professional skill in business;
- (ii) To make them conscious against the unscrupulous forces working against the financial growth of the country;
- (iii) To make the students socially conscious and responsible citizen.

Course Outcome:

Ability to identify and recognise unscrupulous forces working against the financial growth of the country and also the various consequences of violations of the legal bindings.

Marks:80

Unit1: Competition Act. 2002

Objective and definitions- Prohibition of certain agreements, abuse of dominant position and regulation of combinations- Competition commission of India: duties, powers and function of commission- Duties of Director General, Penalties- Provisions relating to finance, account and audit- Miscellaneous provisions.

Unit II: Foreign Exchange Management Act. 1999

Objects and definitions- Regulation and management of foreign exchange, Dealings in foreign exchange, holding of foreign exchange etc, current account transactions, capital account transactions, export of goods and services, realization and repatriation of foreign exchange, exemption, authorized person- contravention & penalties- Adjudication & appeal, directorate of enforcement- Miscellaneous provisions.

Unit III: Standards of Weights and Measures Act 1976

Objects, detailed study of the provisions relating to packaged commodities under the Act- Applicable provisions concerning penalties and offences.

Unit IV: Securities and Exchange Board of India Act. 1992

Objects, organization and management of SEBI- powers and functions of the board- registration certificate- provisions relating to finance, accounts and audit- penalties and adjudication- Securities appellate tribunal.

Unit V: Prevention of Money Laundering Act, 2002

Definition- offences- punishment for money laundering –attachment of properties- adjudicating authorities- Banking Companies and Financial Institutions to maintain records- summons searches and seizures- special counts- authorities- reciprocal arrangement for assistance in certain matters and procedure for attachment and confiscation of property.

Unit VI: Law relating to pollution control and environment protection

Silent features of the Air (prevention and Control of Pollution) Law, Water and Environment (Protection) Law- various Boards and their functions and powers; duties of occupier of specified industries to ensure adherence to standards; offences by companies. Legal and regulatory framework, procedures of obtaining various environments clearances: role and functions of Environment Tribunal Authority.

Unit VII: The Right to Information Act 2005

Preliminary, right to information and obligation of public authority, The Central Information Commission, the State Information Commission, powers and functions of the Information Commissions, appeals and penalties.

Books Recommended:

1. Economic Laws- Taxman Publication
2. Foreign Exchange Law & Practice- Gupta S.k. & Ajay Jain
3. Commentaries on Essential Commodities Act.- D.P. Varshini.
4. Essential Commoties Act Sarjoo Prasad.
5. Lall's Commentaries on water and Air Pollution Act- Law Publisher, Allahabad
6. Economic Laws & Practice- Sanjeev Kumar (Vrinda Publication)
7. R.T. Act., 2005.
8. Economic Labour & Industrial Laws- Gulshan & Kapoor.

M.Com 2nd Semester
COM 2026: Organisational Behaviour

Objectives: To provide an overview of theories and practices in organizational behaviour in individual, group and organizational level.

Students will have a better understanding of human behaviour in organization. They will know the framework for managing individual and group performance.

Course Outcome:

- Ability to comprehend complex human behaviour in organization.
- Ability to identify the framework for managing individual and group performances in an organisational structure

Marks: 80

Unit I: Introduction to organisational behaviour: Organisation Behaviour Framework; Environmental forces, Individual, Interpersonal, team and Organisational Process, Change process. Behaviour in times of Globalisation, Emerging Issues and challenges in OB: Managing Workforce Diversity, Downsizing and Technology: Corporate Social Responsibility -ethics and ethical behaviour in organisation, Cultural Differences and cross cultural sensitivity- Hofstede's dimensions, Managing through knowledge: Behaviour in terms of emerging organisations: Learning and Virtual Organisation- Organisational structure and design.

Unit II

Personality, Perception, and Attribution:-

Personality and attitude- Culture and Personality- Personality theories- Big Five Personality factors- Locus of Control-emotional intelligence, individual's personality and work place, organisational socialisation.

Perception- Social Perception and Perceptual Selectivity- Perceptual Errors-Perceptual Organisation- Impression Management- Attribution in Organisation: process theory and errors.

Unit III

Motivation: Early and contemporary theories, motivation at work-design, traditional and modern approach motivating through job design, Motivation by empowerment goal setting and performance.

Unit IV

Leadership : Trait, behavioural, and contingency theories;; - Leadership Styles- Emerging issues in leadership- Creating and Building- Leader's Role in reinforcing culture- - stages- challenges to develop cohesive culture. Creating and building shared and organisational vision- From transactional to transformational leadership: Organisational change and development; organisational culture and climate; Power and Politics.

Unit V

Learning and Reinforcement: Importance and Barriers to learning, Behavioural models and theories of learning- Cognitive and Programmed Learning- Contingencies of Reinforcement- Positive reinforcement- Negative Reinforcement- Behaviour Modification- Limitation- Transfer of Learning, Performance Management feedback and Rewards.

Unit VI

Group Dynamics: Group behaviour and norms, group decision making, Group Formation- stages of group development, Group effectiveness Cohesiveness, Group think, Work teams in modern work place, Common Threat to Group Effectiveness, Managing Culturally Diverse Group; Organisational conflict: management of conflict in organisations, Causes and types strategies, techniques- Negotiations.

Recommended Books:

1. Organizational Behaviour, 9th Ed. - **Stephen Robbins**
2. Human Behaviour at work - **Davis and Newstorm**
3. Organizational Behaviour - **Uma Sekaran**
4. Organizational Behaviour - **Fred Luthans**
5. Organizational Behaviour - **K.Aswathappa**
6. Human Behaviour at Work - **Keith Davis**
7. Organizational Behaviour - **Jit S.Chandran**
8. Human Relations & Organizational Behaviour - **R.S.Dwivedi**
9. Organizational Behaviour - **McShane**
10. Organizational Behaviour – **Sharma.**
11. Organisational Behaviour Text and Cases- **Kavita Singh.**

M.Com 2nd Semester

COM 2036: Operations Research & Computer in Business

Objectives: The objective of the course is to equip students with the knowledge of higher statistics as applied in commerce as well as business study and with elementary ideas relating to computer in business

Course Outcome:

Ability to enumerate complex business issues and research related activities with the aid of Statistical Models

Group-A: Operations Research

Marks: 50

Unit I:

Origin and development of Operations Research (O.P.), phases of O.R., characteristics of O.R. model, role of O.R. in managerial decision making, use and limitations of O.R.

Unit II: Linear Programming Problem (LPP)

Meaning, uses and limitations, formulation of general LPP, solutions of LPP, solutions of LPP by graphic method and simplex method, artificial variable technique.

Unit III: Assignment and Transportation Problems:

Concept of assignment problem; transportation problem: definition, mathematical formulation of transportation problem, to find the initial basic feasible solution, to derive optimal solution by Modi Method, difference between a transportation problem and an assignment problem.

Unit IV: Theory of Games and Queueing Theory:

Theory of Games: Origin and development of game theory, two person zero-sum (rectangular) game, maximin and minimax criteria of optimality, saddle point, solution of a rectangular game with and without saddle point, limitations of games in competition;

Queueing Theory: Meaning and objective of a queueing model, application of queueing model, queue discipline, relationship between poisson process and exponential probability distribution, M/M/I queueing model application of queueing model in inventory problems.

Books Recommended:

1. Operations Research- Swarup Kanti, P.K. Gupta, Sultan Chand & Sons.
2. Quantitative Techniques in Management- N.D. Vohra, Tata McGraw Hill.

3. Operations Research- An Introduction –A. Taha Hamdy, Mecomillan Publishing Company.
4. Operations Research- P.K. Gupta and D.S. Hira, S. Chand & Sons Company Ltd.
5. Operations Research- S.D. Sharma, Kedar Nath Ram Nath & Co.

Group-B: Computer Business

Marks: 30

Unit V: System Analysis and Design: concept of system; characteristics of a system, elements of a system; types of systems, systems models; open or closed systems; man-made information system; computer based information system.

Information System Development: The process of system development, system life cycle; system development methodologies.

System Analysis: System planning and initial investigation, information gathering, tools-interview, questionnaire; tools used in structured analysis data flow diagram (DFD), data dictionary, structured English, decision trees, decision tables.

System Design: The process and stages of system design, logical and physical design, design methodologies, input/output and forms design; file organization and data base design.

System Implementation: System testing quality assurance, hardware/software selection, system security.

Unit VI: Introduction to E-Commerce:

Meaning and concept; scope and promise; E-commerce and E-business; lure of E-commerce; different categories of E-commerce; encryption and authentication; elements of encryption, encryption keys; different devices of authentication, digital signatures, categories of digital signature, cryptographic algorithms, digital certificates, secure socket layer (SSL) secure electronic transaction (SET) biometrics; future of E-commerce.

Books Recommended:

1. Understanding Electronic Commerce- Kosiv, David, Microsoft Press, Washington.
2. E-Commerce- A Managers' Guide to E-Commerce- Parag Diwan and Sunil Sharma, Excel Books, New Delhi.
3. System Analysis and Design- Kendall and Kendall, Pearson Education, Singapore.
4. System Analysis and Design- E.M. Award, Galgotia Publication, New Delhi.
5. An Introduction to Database System- C.J. Date, Pearson Education, (Singapore), New Delhi.

M. Com 2nd Semester

Group: A

COM 2046: ADVANCED FINANCIAL MANAGEMENT

Objectives: To make students understand various issues involved in financial management of a firm and equip them with advanced analytical tools and techniques that are used for making sound financial decisions and policies

Course Outcome:

Ability to analyse and interpret advanced analytical tools and techniques that are used for making sound financial decisions and policies

Marks:80

UNIT I: Financial Management: Its scope and functions, Objectives of Financial management, Finance Function and its approaches, Financial Decisions, Emerging role of finance managers in different functional areas of finance.

Time value of money, Risk associated with finance function, measurement of risk, computation of beta; Return – its measurement; Valuation of bonds and shares.

UNIT II: Cost of Capital: Cost of debt, cost of preference capital, cost of equity capital, cost of retained earnings, Weighted Average Cost of Capital, Beta estimation and cost of capital, Cost of equity using CAPM; Operating, financial and combined leverage.

Capital Structure Theories: Net Income Approach, Net Operating Income Approach, Traditional Approach, Modigliani and Miller Approach.

UNIT III: Appraisal Techniques of Capital Investment proposals: Payback Period, Discounted Payback, ARR, NPV, IRR, Profitability Index; Replacement of existing assets.

Working capital management: Estimation of working capital; Receivables Management; Inventory Control and Management; Cash Management; Financing working capital: sources, regulation of bank finance and recommendations of various committees.

UNIT IV: Dividend Decision: Forms of Dividend, Buyback of shares, Employee Stock Option Scheme; Dividend Policies; Dividend Decision Models – MM Hypothesis, Walter's Model, Gordon's Model; Legal mandate under the Companies Act, 2013 and Income Tax Act, 1961.

UNIT V: Corporate Restructuring: Merger, Acquisition and Combination, Motives of mergers, Valuation Methods, Forms of financing a merger, International acquisition and merger.

Recommended Books:

1. Financial Management, I M Pandey, Vikas Publishing House, New Delhi.
2. Financial Management, Bhabatosh Banerjee, PHI India Pvt Ltd, New Delhi.
3. Financial Management, Khan and Jain, Tata Mc Graw Hill, New Delhi.
4. Financial Management, James Van Horne, PHI, New Delhi.
5. Fundamentals of Financial Management, V Sharan, Pearson Education, New Delhi.
6. Fundamentals of Financial Management, Prasanna Chandra, Tata Mc Graw Hill, New Delhi.
7. Fundamentals of Financial Management, James Van Horne and J M Wachowicz, Pearson Education, New Delhi.
8. Management Control System, Robert Anthony and Govindarajan, McGraw Hill Education, New Delhi.

M.Com 2nd Semester
COM 2066: Strategic Human Resource Management

Objectives: To impart knowledge about the strategic aspect of human resource management. This paper also intends to make the students understand the linkage between human resource strategies and corporate strategies

Course Outcome:

Ability to compare and contrast the existing correlation between strategies, policies and principles of human resource management

(Total Marks-80)

Unit-I: Human Resource Environment

Technology and structure; Workforce diversity; Demographic changes
Temporary and contract labour; Global environment; Global competition
Global sourcing of labour; WTO and labour standards.

The changed role of HR in organizations with respect to leading the change and operating from the “Board Room “level; challenges of sustainability with reference to Retention and Talent Management for competitive Advantages; Learning organizations and organizational learning, collective learning (20)

Unit-II: PERFORMANCE MANAGEMENT STRATEGIES

Defining key result areas (KRA); Result based performance Linking performance to pay; Seniority Vs. Merit based promotions. Leadership Critical Role in managing conflict inside the organisation, reduction of unhealthy internal competition, stress management, and bringing about work life balance. (10)

Unit-III: COMPENSATION & RETIREMENT PLANNING

Compensation Management, Objectives and Approaches, Repatriation Process, Labour Relations – Key Issues. Process of payment and pay revision. Broad banding; Profit sharing; Executive Compensation; Variable pay. Constitutional Perspective, International Labour Standards, and Norms for Wage Determination. VRS/CRS etc. (10)

Unit-IV: HRM PRACTICES IN VARIOUS SECTORS

HRM Policies and Practices in India: in service sector (Banks, Insurance etc.), IT Sector, Retail Sector, MNCs and Large Business Houses; HRM practices in SME Sector. (10)

Unit-V: HR in International Context:

Issues that change the context, differences between HRM Domestic and International perspectives, linking hr to international expansion, international recruitment at different levels, issues in staff selection and retention, Performance Management – Criteria’s used, factors associated, evaluation systems. Training and Development, Expatriate Training, Developing International teams, managing virtual teams, aligning educational and training system in the country with industry requirements (domestic and global) (20)

Unit-VI: Re-Engineering HR – Functions and Processes, implementing re-engineering changes.

HRD Accounting and Audit: HRA Introduction, need and objectives, methods and valuation models, benefits of HRA. HRD Audit: Meaning, methodology, issues, audit instruments, HRD Scorecard, Report.
(10)

Books Recommended:-

1. **Personnel Management, Text and Cases**, Author: C. B. Mamoria and S. V. Gankar, Pub: Himalaya Publications
2. **HRD Audit**; Author: T. V. Rao; Pub: “Response Books” Leading HR,
3. **Delivering Competitive Advantages** Author: Clive Morton, Andrew Newall, Jon Sparkes, Pub: Jaico Publishing House 1st edition.
4. **Re-engineering of Human Resources** Author: Lyle Spencer (Jr) Pub: John Wiley and Sons
5. **International HRM – Managing People in International Context**, Author: Dowling, Welch
6. **Re-engineering the Corporation A Manifesto for Business Revolution-** by Michel Hammer and James Champy: Nicholas Brealy Publishing.
7. **Selected Readings in HRD-** by Kuldee Singh, T.V. Rao, Baburaj Nair: Tata McGraw-Hill Publishing Company Limited
8. **Strategic Human Resource Management-** by William P. Athony, Pamela L. Perrewe, K. Michele Kacmar: Harcourt Brace Jovanovich College Publiswhin

M.Com 2nd Semester
COM 2056: Security Analysis & Portfolio Management

Objectives:

The objective of this course is to provide a broad overview of investment management, focusing on the application of finance theory to the issue faced by portfolio managers and investors in general.

Course Outcome:

Ability to examine the various investment related decisions in the corporate world

Marks:80

Unit I:

Investment: concept of investment, investment objectives, security and non-security form of investment, concept of portfolio management, phases of portfolio management; risk and return, types of risk, measurement of risk.

Unit II:

Securities market: securities market and their functions, methods of raising capital, stock market in India, security market Indices- purpose, factors influencing construction of index, methods of constructing index.

Unit III:

Analysis of equity investment: economic analysis, industry and company analysis, technical analysis, efficient market hypothesis.

Unit IV:

Portfolio Analysis: meaning, portfolio risk and return, markowitz risk-return optimization, single index model, sharpe index model, portfolio data, efficient frontier; portfolio selection- risk and investor preference, capital asset pricing model.

Unit V:

Portfolio Revision: meaning, significance and strategies; portfolio evaluation meaning, performance measurement of portfolios, Sharpe's, Treynor's and Jensens's measure of portfolio performance.

Unit VI:

Derivative: meaning and evaluation of derivatives, options, futures, portfolio management using futures and options.

Books Recommended:

1. Investment Analysis and Portfolio Management- M. Ranganathanam and R. Madhumathi, Pearson Education.
2. Security Analysis and Portfolio Management- V.A. Avadhani, Himalaya Publishing House.
3. Security Analysis and Portfolio Management- Jordan and Gordon, Prentice Hall India.
4. Portfolio Management –Samir K. Barua, J. Verma & V. Raghunathan, Tata McGraw Hill.
5. Investment Analysis and Portfolio Management- Prasanna Chandra.

M.Com 2nd Semester**COM 2076: Marketing Research & Consumer Behaviour****Objectives:**

The course aims at exposing the students to the concept, tools and techniques of marketing research and to provide an in-depth understanding of the consumer buying processes and their determinants as relevant for marketing decision making.

Course Outcome:

Ability to illustrate the consumer buying processes and their determinants relevant for marketing decision making.

Marks:80

Unit I:

Introduction to Marketing Research: Its growth and evolution Nature and scope of marketing and research, interaction between management and marketing research, applications and limitation of marketing research, marketing information system.

Unit II:

Marketing Research Management: Importance of research management, qualities of marketing research manager, organization of marketing research deptt. (Organisation within the group and out side the group) organization of marketing research function, evaluation and control.

Unit III:

Scientific method and the marketing research process: Steps in designing a research, formulating the research problem, research design, source of data, primary and secondary data, sampling design, sampling size, organizing and conducting the field survey, processing and analyzing the collected data, preparing the research report. What is scientific method, scientific method in the physical science and marketing, difficulties in applying the scientific method to marketing.

Unit IV:

Data collection, sampling and reporting: Primary data, secondary data, interpretation, analysis, preparation of report and evaluation oral and written reports.

Unit V:

Importance of consumer behaviour in marketing in management approaches to the study of consumer behaviour. Variable influencing consumer behaviour Economic variable determining consumption, income, prices and utility. Social influence or consumer behaviour, cultural and sub-cultural influences, social classes, social groups, life styles, self-concept, family in consumer behaviour.

Unit VI:

Psychological concepts in consumer behaviour, learning process perception, cognition mapping, attribution process, motivation an personality, attitude.

Books Recommended:

1. Marketing Research Text and Cases- Harper W. Boyd Jr. Ralph Westfall Stanely F. Starch, AITBS, 2004.
2. Marketing Research- G.C. Beri, Tata McGraw Hill, 2001.
3. Marketing Research- B.S. Goel, Pragati Prakashan, 1998.

M.Com 3rd Semester

COM 3016: Research Methodology

Objectives:

The objective of the course is to enlighten the students in respect of the methodology to be pursued in any research topic relating to commerce and business study.

Course Outcome:

Ability to carry out a research work with an understanding of the procedures, techniques as well as challenges involved in research activities

Marks:80

Unit I:

Concept and nature of research, objectives of research, criteria of a good research, social science research, business research, approaches to research-qualitative and quantitative research, types of research- pure and applied research, descriptive and analytical research, exploratory and empirical research, case study research, research and research methodology, difficulties of social science research in India.

Unit II:

Research Design- features of a good research design, defining research problem, components of research problem, selection and formulation of research problem; formulation of hypothesis, types of research design research design for experimental, exploratory and descriptive research.

Unit III:

Sampling Design: meaning and significance of sample, sampling process, principles of sampling: essentials of a good sample, methods of sampling: random sampling, stratified sampling, judgment or purposive sampling, double and multistage sampling; determination of sample size.

Unit IV:

Data Collection: types of data, methods of collection of primary data, collection secondary data and limitations of secondary data.

Unit V:

Data processing, analysis and interpretation: steps in data processing, editing, coding, classification and tabulation, analysis and interpretation of data.

Unit VI:

Test of Significance and Analysis of Variance (ANOVA): testing of hypothesis, Z-test, chi-square test and F-test; ANOVA: meaning, basics principles, assumptions, one-way and two-way ANOVA.

Unit VII:

Report Writing: Types of report, steps in report writing, format of report, presentation style.

Books Recommended:

1. Research Methodology in Social Science- P. Sarvanavel, Katiab Mahal.
2. Research Methodology in Management- V.P. Michael, Himalaya Publishing House.
3. Research Methodology: Methods and Techniques- C.R. Kothari, New Age International.
4. Research Methodology for Business Students- M. Saunders, Philip Lewis and Adrian Thornhill, Pearson Education.
5. Statistics for Management- R.I. Levin and D.S. Rubin, Prentice Hall of India.

M.Com 3rd Semester**COM 3026: Project Management**

Objectives: The aim of the course is to enable the student to have the basic idea of the preparation, appraisal, monitoring and control and hedge risk of industrial project including the issues involved in Project implementation.

Course Outcome:

Ability to illustrate and trace time, schedule and cost related issues in various phases of project life cycle

Marks:80

Unit 1: Project Management – Meaning and scope, Need of project management, Life cycle of a project – conception and selection, planning and scheduling, implementation and control, evaluation and termination. (6)

Unit 2: Project Analysis and Selection – Identification of investment opportunities, project initiation, Market and Demand Analysis, Technical Analysis, Economic and Financial Analysis, Social Cost and Benefit Analysis, Formulation of Detailed project report. (18)

Unit 3: Project Planning & Scheduling – Planning Resources, Planning of Physical Resources, Planning of Human Resources, Planning Financial Resources, Project organizing, Planning Time Scales-Network/PERT Analysis. (10)

Unit 4: Implementation and Control – Project Management Information System, Monitoring and Reporting –Physical resources, human resources, and financial resources-cost control.

Unit 5: Project Completion and Evaluation- Integrated Project Management Control System, managing Transition for project to operation, project completion and evaluation, project review, project termination. (8)

Suggested Readings:

1. Project Planning, Analysis, Selection Implementation and Review by Prasanna Chandra, Tata McGraw Hill, New Delhi.
2. Fundamentals of Project Management by P Lewis, AMACOM Div, American Management Association.

3. Project Management – A Systems Approach to Planning and Controlling by Harold Kerznor, Pearson Education Inc.
4. Project Management and Control by Narendra Singh, Himalaya Publishing House, Mumbai.

M.Com 3rd Semester

COM 3046: International Financial Management

Objectives:

The course objective is to provide a clear, conceptual framework for analyzing key financial decisions in multinational firms through an extension of the principles learned in the introductory financial management course. The learners are expected to apply critical thinking skills in identifying and evaluating international financial issues and information.

Course Outcome:

Ability to apply critical thinking skills in identifying and evaluating international financial issues and information.

Marks:80

Unit I:

International Finance- Importance, Finance Function in Multinational Firm, Trends in International Trade and Cross-border Financial Flows, Gains from international trade and investment, Balance of Payments. Currency convertibility, concept of revenue account and capital account convertibility.

Unit II:

International Monetary System. Exchange Rate Regimes, International Monetary Fund, European Monetary System, European Monetary Union, World Bank.

Unit III:

International Finance Markets-Euro-markets Institutions.

Unit IV:

Foreign Exchange Market, Structure of Foreign Exchange Markets and participants, Type of Transactions, Mechanism of Currency Dealing. Exchange Rate Quotations, Arbitrage, Forward Rates. Foreign Exchange Market in India.

Unit V:

Exchange Rate Theories: Purchasing Power Parity Theory, Interest Rate Parity, future spot exchange rate, methods of forecasting exchanges rates.

Unit VI:

Nature and measurement of exposure and risk- defining foreign exchange exposure, transactions exposure, translation exposure, operating exposure, hedging strategies.

Books Recommended:

1. International Financial Management- P.G. Apte, Tata McGraw Hill.
2. International Financial Institutions and Monetary Management- S. Sikidar, D. Bhoreli, Kalyani Publishers.
3. International Financial Management- P.K. Jain
4. Multinational Financial Management- Shapiro, Prentice Hall India.
5. International Financial Management- V. Sharan, Prentice Hall of India, New Delhi.

M.Com 3rd Semester**COM 3056: Advanced Cost and Management Accounting****Objectives:**

The objective of the course is to enable students to acquire knowledge on (i) various cost concepts useful for managerial decision making; (ii) methods and technique of management accounting; (iii) Cost accounting rules as per Companies Act and (iv) to make the students to develop competence with their usage in managerial decision making and control.

Course Outcome:

Ability to use accounting techniques in managerial decision making and control.

Marks:80

Unit I

Cost concepts and Analysis: Relevant costs for decision making, Decision in pricing, product mix, make or buy, shut down etc.

Unit II:

Management control system: Objectives, Maximization of value or Profit, Management control system Vis-à-vis strategy formulation and control, Management control procedure.

Unit III:

Responsibility Accounting: Transfer Pricing; Related Party Transactions, Safe Harbour Rules.

Unit IV:

Budgetary control: Behavioural aspect of Budget, Participation in budgetary process, performance budgeting and zero-based budgeting.

Unit V:

Management Information System: Concept, Objectives, Functions, types and nature or Reports and their contents. Application of computer in Management Accounting Purposes.

Unit VI:

Value analysis, cost control and cost reduction, and productivity, cost efficiency and effectiveness.

Cost accounting records and cost audit under companies Act 2013, cost accounting record Rules 2011, Cost compliance reports by cost accountants.

Unit VII:

Activity based costing; Target Costing, Life Cycle Costing, Throughput Accounting Human Resource Accounting; Environmental Accounting, Management Audit.

Unit IX:

Case studies

Books Recommended:

1. Advanced Cost Accounting- Khan & Jain
2. Cost Accounting- B. Banerjee, PHI Pvt. Ltd., New Delhi..
3. Principles and Practice of Cost Accounting- N.N. Prasad, Book Syndicate.
4. Principles and Application of Cost Accounting- Mitra & Ghosh, Tee Dee Pub.
5. Cost and Management Audit- Saxena, Vishist, Sultan Chand & Sons, New Delhi.
6. Introduction to Management Accounting- Pearson Education, Delhi 092.
7. Management Control Systems- Anthony, Weldon & Vancil.
8. Management Accounting- Shastry & Dhameja.
9. Cost Accounting by B.K. Bhar, Allied Publishing Co. Ltd. Kolkata.
10. Management Accounting by Anthony and Gobindarajan.

M.Com 3rd Semester

COM 3066 : Industrial Relations & Labour Laws

Objectives: The objective of the course is to make student apprised of the various issues of labour in India and to ameliorate the conditions of labour in India.

- to equate the Indian Labour Standards with that of recognised standard of ILO.
- to bring about peace and healthy working environment in industrial work life

Course Outcome:

Ability to comprehend the need for maintaining peace and harmony in the industrial work life.

Marks:80

Unit-I: Industrial work force analysis, characteristics of Indian Labour

Unit-II: Trade Union Movement in India –problems of trade union –Role of trade unions in changed economic scenario.

Unit-III: Industrial Relations- Industrial Relations and Labour Policy since independence –factors affecting industrial relations.

Unit-IV: Industrial conflicts –Resolution of conflicts –bipartite and tripartite bodies.

Unit-V: Standing orders and grievance procedure; ethical codes –indiscipline –misconduct –termination of employment –punishment.

Unit-VI: Settlement machinery conciliation and mediation –voluntary Vs. compulsory conciliation, arbitration,- investigation procedure, submission of award.

Adjudication –labour counts, industrial and national tribunal; unfair labour practices

Unit-VII: Labour welfare and social security –unfair labour practice- related legislations.

Unit-VIII: ILO- convention and recommendations, WTO- Labour Standards.

Unit-IX: Case study.

Books Recommended:

1. Dynamic of Industrial Relationship- C.B. Memoria.
2. Industrial Relations and Labour Law- S.C. Srivastava.
3. Labour and Management in Industrial Society- Keer Clark
4. Industrial Relations- Mayers Chars A. and Subbiah.
5. Industrial Relations and the government- Me Naughtm, Wayne HH & Joseph Hazn.
6. Labour Management Relations in India- Subramaniam
7. Unions, Employees and Government- V.D. Kennedy.
8. Labour Problems in India- S.N. Mehrotra
9. Collective Bargaining and the Indian SCENE- B.K. Tandon
10. Industrial Relations Systems- Dunlop, J.T.
11. Issues in Indian Labour Policy- Johri C.K.
12. National Commission of Labour- Report.
13. Industrial Relations & Personnel Management- Dale Yoder.
14. Human Resource Management- Biswajit Pattnaik.

M.Com 3rd Semester

COM 3076: International Marketing

Objectives:

To familiarize the students with the concept and issues of international marketing and enable them to be able to analyze the foreign market environment

Course Outcome:

Ability to interpret and analyse the various challenges related to international marketing

Marks:80

Unit I:

Framework of International Marketing: concept, scope its growing importance, factors affecting international marketing; controllable and uncontrollable factors; International Marketing environment: cultural, political, geographical economic and legal requisitions trade clearance (tariff and non tariff behaviours).

Unit II:

Market Selection- Market profiling, market segment selection. Market entry strategies: MNCs and World Markets. Market Agreements in Force Free trade zones. Export Finance- EXIM Bank, Institutional Finance for import; IDBI ECGC and export credit insurance.

Unit III:

International Marketing decision; International product planning Product design strategy, new product development; branding packaging and labeling. International pricing strategy. Pricing objectives, pricing methods dumping, transfer pricing, retrograde pricing, International Channels of Distribution; International channel system direct exports, indirect exports, marketing environment and distribution strategies, international logistics. International promotion: determining advertising strategy, communication mix role of export organization, management of sales force.

Unit IV:

Organization and Planning International Marketing. New perspectives on organization- corporate, networking; dimensions of international planning and strategy. International marketing information system and marketing research.

Unit V:

WTO and trade liberalization; International Marketing institutions; Central advisory council; Export development councils, commodity boards, Export promotion council, Trade development authority; Trade fair authority, STC, MMTC, India's foreign trade and balance of payment position. Export procedure, export incentives and subsidies.

Books Recommended:

1. International Marketing- Francis Cherunilam, Himalaya Publishing House.
2. International Marketing- Subhash C. Jain, Asian Book Pvt. Ltd., New Delhi, 2001.
3. International Marketing- Rathore, Jain Rathore, Himalaya Publishing House.
4. International Marketing- Sreenivasan, Prentice Hall India.

M.Com 3rd Semester

3036: Dissertation

Objectives: To familiarise student with field exposure and how to prepare project report

Report Writing: 75 Marks

Viva-voce: 25 marks

Course Outcome:

Ability to link across different areas of knowledge and to generate, develop and evaluate ideas and information so as to apply these skills in their research enquiry.

M.Com 4th Semester
COM 4016: Strategic Management

Objectives:

To help students understand strategy making process that is informed integrative and responsive to rapid changes. It also familiarise the learner about the organization's mission, vision and objectives, developing policies and plan to understand the analysis and implementation of strategic management in strategic business units.

Course Outcome:

Ability to interpret and illustrate the organization's mission, vision and objectives and can also analyse the implementations of strategic decisions in strategic business units.

Marks – 80

1. Corporate strategy & Planning: Concept Strategy-organizational purpose and missions- Objective and Goals- Policies-Programme Strategies, Kinds of Strategies-McKinsey 7-S framework-Corporate Policy & Planning in India-Definition-Characteristics-benefits- Why Corporate planning fails.
2. **Board of Directors:** Role & Function- Responsibility of BOD's- Size, Types and composition of Boards- Boards in Public & Private Sector Enterprises, Enhancing Boards Effectiveness0 Top Management- CEO- Role & Functions of top management- Corporate values.
3. **SWOT Analysis:** Environmental analysis- Constituents and Impacts Assessing the impact of Opportunities-Competitive Analysis- Economist's Viewpoint- Marketing Viewpoint- Porter's Framework- Competitor.
Analysis-Strategy-Performance-Strengths & Weaknesses- Reaction; Internal Corporate Analysis- Criteria for determining & measuring Strengths & Weaknesses- Identifying Strengths & Weakness- Concept of Synergy.
4. **strategic Analysis:** Cost Dynamics- Cost levels in India-Causes & Effects of High Cost in India-Break-Even Analysis-Sensitivity Analysis-portfolio Display Matrices-Boston Consulting Group's Growth Share Matrix; McKinsey Matrix- Artur D. Little Company's matrix; Operating & Financial, Analysis- Techniques of strategic Financial Analysis- Financial Ratios, Return on Sales & Investment.
5. **Strategic Choices:** Strategic alternatives- classification- selection; Diversification-Types- Related & Unrelated-Integration-synergy; diversifications vs. Expansion- Mergers & acquisitions- Merger Motivations- screening process- Valuation for Mergers & Acquisitions- Merger policies.
6. **Implementation & evaluation of Strategy:** Resource Allocation-Organisation structure- Leadership-Communication of strategy-evaluation and control of strategy-evaluation & control process- key variables-performance standards Analysis & follow up action for control-problems of control systems, turnaround strategies
7. **Case Studies:** What is case? –Objective of Case Method-Benefits Analytical Tools-SWOT Analysis-Ratio analysis-Portfolio Analysis-Strategic Audit-Guide for Case Preparation.

Books Recommended:

1. Corporate Business Policy and Planning –P.K. Ghosh, Sultan Chand Sons, New Delhi-2.
2. Corporate Strategy – Ranjan Das, Tata McGraw Hill Pub. Company.
3. Business Policy-Azhar Kazmi, Tata McGraw Hill.
4. Business Policy and Strategic Management – Cherruneelam Francis, Himalaya Publishing House.

M.Com 4th Semester
COM 4026: Entrepreneurship Management

Objectives: This Course aims at imparting Entrepreneurial education to the students by giving an overview of who the entrepreneurs are and what competences are needed to become an entrepreneur.

Course Outcome:

Ability to initiate, manage and carry out small business enterprises.

Marks: 80

UNIT I:

Importance of entrepreneurship in 21st century, Historical evolution of entrepreneurship, theories of entrepreneurship, Entrepreneurship and economic development, private entrepreneurship in India, status and prospects. Entrepreneurship in the world, Global Entrepreneurship Monitoring (GEM) study reports. Role models in entrepreneurship in India and abroad (Case studies).

UNIT II:

Entrepreneurial Process and business opportunities, Timmon's model, opportunity identification process, contemporary entrepreneurial opportunities, conceiving business opportunities in different sectors. Evaluating business opportunities, different entrepreneurship support services, role of support organisations like SIDBI, IIE, MSME institutes etc. Steps in setting up of a business enterprise (Case studies)

Unit III:

Concept of MSME sectors in India. MSME Act 2006, MSME sector as germinating bed for small enterprises.

Financing of enterprises, effect of over or less capitalisation, capital structure planning, role of debt or equity in capital structure.

Business plan preparation, capital structure of a small enterprise, Estimating fixed capital and working capital requirement, establishing feasibility of a business plan.

Role of Creativity and techno commercial innovation for business success, Management of functional areas in the start-up phase and growth phase.

Unit IV:

Different modes of start-up finance. SME promotion scheme of Government, Angel investors and venture capital, venture capital financing in India. Funding the start up with venture capital, Stages of venture capital financing. Business feasibility assessment process of venture capitalist

Books Recommended:

1. Indian Entrepreneurship and Industries: Challenges Ahead- Dr. Vivek Deolankar, Commonwealth Publishers, New Delhi, 1996.
2. Management of Small Scale Industries- Dr. Vivek Deolankar, Commonwealth Publishers, New Delhi, 1996.
3. Entrepreneurship of Small Scale Industries; Concept Growth Management M.U. Deshpande, Deep and Deep Publications, New Delhi, 1982.

4. Labour Laws- Taxman, Taxman Allied Services, (P) Ltd. New Delhi, 1995.
5. Small-Scale Industries and Entrepreneurship- Dr. Vasanta Desai, Himalaya Publishing, 1st Edn. 1995.
6. Entrepreneurial Challenge in Under Developed Sectors- P. Subba Rao & M. Sundaram, Entrepreneurial Development Programme Series, Kanishka Publishers Distributors, Delhi, 1993.
7. Self-Mode Impact Making Entrepreneurs- Research Teamby Gautam Raj Jani and M. Akbar Ansari, Entrepreneurship Development Institute of India, Ahmedabad 1988.
8. No-born- The created entrepreneurs- Jose Subastian and Thakur, Entrepreneurship Development Institute of India, Ahmedabad 1994.
9. Zimmerer: Essential of Entrepreneurship and Small Business Management, Pearson Education, Delhi-6.

M.Com 4th Semester

COM 4036: Tax Planning

Objectives:

To familiarize the student with latest provisions of the Indian Income tax laws and related judicial pronouncements having implications for tax planning

Course Outcome:

Ability to compute, interpret and analyse regulations, laws and statements of Income Tax.

Marks:80

Unit I:

Meaning concept of tax planning and tax management- distinction between tax planning, tax evasion and tax avoidance with illustrations. Tax planning through selection of suitable form of business organization, selection of type of business and industry and location; diversion of income and application of income.

Unit II:

Tax planning through the provisions of section 10 of the Income Tax Act. Relating to 'tax free incomes'- tax planning in regard to salary income of an individual; deductions and exemptions allowed in computing income from salaries and income from house property. Tax planning in regard to setting up and dates of commencement of business, make or buy decision; valuation of stock and export and domestic sales decision.

Unit III:

Capital assets in the context of capital gains and assets outside the purview of capital gains- taxation of long term and short term capital gains and exemptions thereof, for tax planning purposes.

Unit IV:

Tax planning in regard to residuary and non-residuary headings of income from other sources; taxability of interest on government securities and dividend from Indian companies- Tax planning and clubbing of incomes under section 64 of the IT Act. Important factors to be considered in regard to tax planning in case of an individual with reference to splitting of

income and investment of surplus funds in selected securities. Tax planning and tax deducted at source and advance payment of tax by an individual assesses.

Unit V:

Tax planning by a partnership firm assessed as such and as association of persons. Tax planning by a company through the timing of payment of statutory dues, joint ventures abroad and foreign collaboration and transfer from holding company to subsidiary. Function of the tax planning department of a company Fringe benefit tax.

Books Recommended:

1. Taxation- Vinod Kr. Singhania, Taxmann Publication, New Delhi.
2. Official publication of national institute of Financial Planning, New Delhi.
3. Official Publication of CBDT, New Delhi.
4. Lal: Direct Taxes, Income Tax, Wealth Tax and Tax Planning; Pearson Education, New Delhi.

M.Com 4th Semester

COM 4046: MANAGEMENT OF FINANCIAL SERVICES

Objectives:

The course is an extension of the course on financial services learned at graduate level and designed to enable students to acquire theoretical knowledge as well as enhance their ability to apply those in the work place in the financial services industry. The course focus is on management of the various financial services in the modern times

Course Outcome:

- Ability to explain the broad dimension of financial services market.
- Ability to apply those theoretical knowledge in the work place of the financial services industry

Marks:80

UNIT-I: Introduction

Review of Indian Financial System, Financial Services and its significance, Indian Financial Services Industry- Market Players- Commercial Banks, DFIs, Merchant Banks, Insurance Companies, Mutual Funds, NBFCs, Credit Rating Agencies etc.

Unit-II: Management of Banking Services

Concept of Bank- Development of Banking in India, Types of Banks and their functions, Market Players, Retail Vs. Business Banking, Customer Relationship Management, Customer satisfaction, Asset and Liability Management in Banks, Recovery Management, Risk Management in Banks- Basel Norms.

Unit-III: Management of Insurance Services

Concept of Insurance- Insurance Business in India, Life and Non-life Insurance, Important aspects of Insurance- Actuary, Underwriting, PoS, Claim Management, Marketing and Distribution channel-

Agents, Brokers, Direct selling, Bancassurance, Risk Management in Insurance, Regulation of Insurance Business- IRDA.

Unit-IV: Management of Capital Market Services

Review of Capital Markets in India, Management of New Capital Issues- IPOs, FPOs, Rights and Bonus issue, Issue Managers- instrument designing and pricing, Registrar, Underwriter, Bankers to the issue, Brokers; Management of Stock Exchanges- Corporatisation Vs. Mutualisation of Stock Exchanges, Members of stock exchanges- eligibility, duties and responsibilities, Listing of securities, Portfolio Management services.

Unit V: Credit Rating Services

Concept of Credit Rating- its significance, Rating Process-Types of Ratings: Formal Rating Vs. Shadow Rating, Debt Rating, Equity Rating, Country Risk Rating, Methodology- Rating Parameters, Credit Rating Agencies in India, Symbols and Implications, Registration of Credit Rating Agencies.

Suggested Readings:

1. Financial Services- M Y Khan, Tata McGraw Hill.
2. Financial Services – Sandeep Goel, PHI Learning Pvt Ltd.
3. Financial Services in India – Rajesh Kothari, Sage Publication.
4. Management of Banking and Financial Services- Justin Paul and P Suresh, Pearson Education.
5. Emerging Scenario of Financial Services, Gordon and Natarajan, Himalaya Publishing House.

M.Com 4th Semester

COM 4056: Strategic Services Marketing

Objectives:

To develop students' understanding of marketing strategies that meets the unique challenges and opportunities of the services sector.

Course Outcome:

Ability to interpret the variations in the strategies applied in products and services marketing.

Marks:80

Unit I:

Nature of service; service continuum; classification of services; consumer behavior in service encounter, service triangle, service models.

Unit II:

Balancing demand and capacity; service strategy; strategic management Trap; measuring service quality; elements of TQM, SERVQUAL System; Gap Model

Unit III:

Service Marketing mix; Service package; Product levels; Branding of services; Approaches to pricing services; Price & Customer value; Issues in service promotion; Need for external marketing.

Unit IV:

Service location and promotion; working of a service distribution system; Importance of people in marketing of services; Influence of employee behavior in service quality; Importance of service process; customer as co-producers.

Unit V:

Role of physical evidence; Service scape; service recovery and empowerment; customer relationships in service; Importance of frontline; Relationship building.

Books Recommended:

1. Text-book of Marketing Services- Nimit Choudhury, Monica Choudhury, The Indian Experience, McMillan, 2005.
2. Service Marketing- K. Rama Mohana Rao, Pearson Education, 2005.
3. Service Marketing- R. Srinivasana, The Indian Context, PHI, 2005.
4. Service Marketing- S.M. Jha, Himalaya Publishing House, 2004.
5. Service Marketing- Christopher Love Lock, Wirtz, People Technology Strategy, Pearson Education, 2005.
6. Verma, Harsh, Service Marketing, Pearson Education, 2008.

M.Com 4th Semester

COM 4066: Microfinance

Objectives: The objective is to enable students in learning the basic concepts of Microfinance and its role in the economic development of a nation. Learners are expected to understand the reason behind failure of formal credit market to meet the financial needs of the poor; be knowledgeable about the challenges and controversies facing Microfinance, and be equipped with a framework to objectively examine and assess these issues.

Course Outcome:

- Ability to identify the challenges and controversies facing microfinance;
- Ability to objectively examine and assess the issues of microfinance.

Marks:80

1. Micro Finance - Meaning and Concept, Nature and Scope, Objectives of micro finance, micro finance and micro credit, Evolution and characteristics of micro finance, Benefits of micro finance, Development of micro finance in India.
2. Micro finance Institutions- Structure of micro finance institutions, various models of micro finance institutions and their functions, sources of fund, credit delivery mechanism for micro credit, Non-financial services and MFIs.

3. Micro finance in India- Indian financial sector- financial inclusion, micro finance movement in India, demand for and supply of micro financial services, Role of NABARD for micro finance, Problems and Prospects of MF in India.
4. Management of MFIs- Fund Management, Various types of risk in MFIs and their management, Performance Management- measurement of operational efficiency and productivity, Impact Assessment and Social Assessment of MFIs.
5. Legal and Regulatory Framework for Micro Finance, Need for Regulation of MF and MFIs, Various Laws governing MF activities in India, The Cooperative society Act., The RBI Act, The Banking Regulation Act, The Micro Finance Institutions (Development and Regulation) Bill 2012.

Suggested Books:

1. Micro Finance: Perspectives and Operations, IIBF, Macmillan, 2009.
2. Micro Finance-Redefining the Future, V. Somnath, Excel Books.
3. Fundamentals of Micro Finance, D.Das and R Tiwari, Global Publishing House, Guwahati (India).
4. Understanding Micro Finance, D. Panda, Wiley India Pvt. Ltd., 2009.
5. The Economics of Microfinance, Armendr Z, Beatriz, Morduch and Jonathan, PHI.
6. Micro Finance: Impacts and Insight, Rajgopalan S and Nirali Parikh, ICFAI Press.

M.Com 4th Semester

COM 4076: International Business

Objectives:

The purpose of this course is to acquaint the students with nature, scope, structure and operations of international business and familiarize them with trends and developments in International Business Environment and policy framework

Course Outcome:

Ability to illustrate and interpret the trends and developments in International Business Environment and policy framework.

Marks:80

1. Foreign Direct Investment and Multinational Corporations – MNC culture, MNCs and LDCs, joint ventures.
2. Regional Economic Integration, SAARC, ASEAN, European Economic Community, EEU, NAFTA, SAFTA, SAPTA.
3. India and WTO – Free and Fair trade, Trade in Services, Removal of trade barriers, Tariff and non-tariff barriers Dispute settlement mechanism, Innovation and Intellectual property Rights.

4. Export Import policy, Duty entitlement Pass Book (DEPB), Letter of credit, Bank finance for export and import, documentation, customs duty Foreign exchange management, Foreign exchange exposure, risk management, transfer of international payments-Western Union Money Transfer.
5. Convertibility of Rupee currency, current and capital account transactions, Issues and Perceptions-heading techniques, derivatives and future IMF and World Bank.
6. Foreign Investment Institutions, Instruments: GDRs, ADRs, FIIs-their role in Indian Capital Market. Double Taxation Avoidance Agreement (DTAA).
7. Merger, Acquisition, takeover International merger and acquisition (M&A) International Strategic Alliance.

Suggested Books:

1. Heniz Weihrich, Mark V Cannice, Harold Koontz, Management: A Global and Entrepreneurial Peerspective, Tata McGraw Hill Publishing Co. Ltd., New Delhi 2008.
2. Y.K. Sarma, International Financial Management Prentice Hall of India, New Delhi.
3. V.A. Avadhani, International Finance, Himalaya Publishing House, Mumbai.
4. Helen Doresky, International Management, Prentice Hall of India, New Delhi.
5. Magandhi Ananta R, International Management, Prentice Hall of India, New Delhi.
6. Franchis Cherunilam, International Business, Prentice Hall of India, PHI, New Delhi.

M.Com 4th Semester

COM 4086: E-COMMERCE

Objectives:

The purpose of this course is to acquaint the students with mechanism for conducting business transactions through electronic means

Course Outcome:

Ability to understand the various modes and tools of conducting electronic business.

Total Marks: 80

Unit-I: Introduction to E-Commerce: Emergence of E-Commerce, different business models, E-business model based on relationship of transaction types- Brokerage Model, Aggregator Model, Info-mediary model, community model, value chain model; scope and promises of E-commerce, future of E-commerce.

10

Unit-II: Technology in E-commerce: Introduction to internet environment, Types of Network, Data Communication, Modes of data transmission, Network topologies, OSI models, different layers, concept of Protocols, URLs, ISP, Switching, Cookies, Bandwidth, www Browsers, Services, DNS.

20

Unit-III: Privacy and Security in E-commerce: Security methods, Encryption and Authentication, Elements and algorithm of encryption, Digital Signature and its categories, cryptographic algorithms, Encryption Standard, Digital certificates and their uses, Concept of Biometrics technology, Pretty Good Privacy (PGP) and its features, Firewall concept and its benefits.

15

Unit-IV: E-marketing: Concept of online marketing and its advantages, Idea of E-advertising, E-branding, Spiral branding, Different marketing strategies, Internet marketing trends; E-customer Relationship Management (CRM)- different issues of E_CRM.

10

Unit-V: E-payment Systems: Online payment categories, Micro payment system, E-cash –properties and legal issues, Idea of digital currency and E-cheque, Designing E-payment systems.

10

Unit-VI: E-banking: Impact of IT on Bank, functions of ATM, advantages and limitation of ATM, concept of Mobile Banking, Tele Banking, Internet Banking, Technique of Electronic Funds Transfer, Automated Clearing System (ACS) and its elements.

15

SUGGESTED READINGS

1. E-Commerce – A Managerial Perspective, P.T. Joseph, Prentice Hall of India.
2. Electronic Commerce –A Manager's Guide, by Ravi Kalakota and Andrew B. Whinston, Pearson Education, New Delhi.
3. E-Commerce Logistics & Fulfillment by Deborah L. Bayles, Pearson Education, New Delhi.