

ASSAM UNIVERSITY: SILCHAR

MASTER OF COMMERCE (M.COM)

SYLLABUS



M.COM Syllabus as per revised course structure to be effective from Academic Year 2018-19 and onward

STRUCTURE OF M. COM SYLLABUS

(to be effective from 2018-19 academic session)

M.Com 1 st Semester.	
M.C- 101	Management Thought and Organisation Behaviour
M.C- 102	Business Statistics
M.C- 103	Corporate Financial Accounting
M.C- 104	Managerial Economics
M.C- 105	Business Environment
M.Com 2 nd Semester.	
M.C- 201	Financial Management
M.C- 202	Business Ethics and Corporate Governance
M.C- 203	Personal Finance (Open Course)
M.C- 204	Entrepreneurship and Small Business Management (Open Course)
M.C- 205	Marketing Management
M.Com 3 rd Semester.	
M.C- 301	Indian Financial System.
M.C- 302	Human Resource Management.
M.C- 303	Dissertation -1 Research Methodology & Computer Application
M.C- 304	Specialization-1 Group: AC: International Accounting Group: MR: Advertising & Sales Management Group: FM: International Financial Management. Group: HR: Organizational Change, Development & Effectiveness
M.C- 305	Group: BK: Indian Banking System Group: ED: Entrepreneurial Creativity and Innovation Management Accounting
M.Com 4 th Semester.	
M.C- 401	Strategic Management.
M.C- 402	International Business.
M.C- 403	Specialization-2 Group: AC: Accounting Theory and Contemporary Issues in Accounting Group: MR: Consumer Behaviour Group: FM: Security Analysis & Portfolio Management Group: HR: Industrial Relations Group: BK: Management of Banking Institutions Group: ED: Social Entrepreneurship and NGO Management

M.C- 404	Specialization-3 Group: AC: Corporate Tax Planning & Management Group: MR: Services Marketing Group: FM: Management of Financial Services Group: HR: Social Security and Labour Legislation Group: BK: International Banking Group: ED: Project Management
M.C- 405	Dissertation II

Note: “1. Students must opt for 203 paper of open course from other department. they can take 204 open paper from Commerce Department or any other Department.

2. Students can opt for only one Specialization group in 3rd and 4th Semesters”.

MANAGEMENT THOUGHT AND ORGANISATION BEHAVIOUR [MC-101]

M.Com Semester-1

Full Marks- 100

Course No. MC-101

Sessional-30

Credit Hour-50

Semester End-70

Total Credit -6

Objective: The objective of the course is to develop a theoretical understanding among students about the structure and behaviour of organization as it develops over time. The course will also make them capable of realizing the competitiveness for firms.

Unit I: Concept, Definition, Nature, Importance, Process of Management, Management and Administration. Development of Management thought: Emergence of Scientific Management, Contribution of Taylor, Fayol, Bernard, Simon, Drucker and Mayo. Human Relations Movement: Hawthorne Experiments. System and contingency approach.

Unit II: Concept, Definition, Principles, Process and Importance of Organisation: Types of Organisation: Formal- Informal, Project Organisation, Matrix Organisation, Organisation Structure and Design; Delegation and Decentralisation, Span of Control. Concept, Nature, Scope, Background, significance and Foundation/ Emergence of Organisational Behaviour, Relationship between Management and Organisational Behaviour.

Unit III: Nature of Human Behaviour, Individual Decision making and problem Solving: Personality, Perception, Learning, Attitude and values. Transactional Analysis: Ego States, Transactions and life script.

Group Behaviour: Definition, Types Characteristics of Group, Reasons of Formation of Groups, Theories of group Formation, Stages of Group Development, Group Behaviour, Group Norms, Group Cohesion, Group Role, Inter Group Behaviour, Group decision making, group Performance Factors.

Unit IV: Motivation – Definition , Types of Motivation; Theories of Motivation- Abraham Maslow's Need Hierarchy Theory, Alderfer's ERG Theory, Fredrick Herzberg's Two Factor Theory, Vroom's Expectancy Theory, Stacy Adam's Equity Theory.

Unit V: Leadership, Concept, Nature, Qualities, Techniques, Need of Leadership; Approaches or Theories of Leadership- Trait Theory, Behaviour Theory, Fiedler's Contingency Theory, Paul; Hersey and Kenneth H. Blanchard's Situational Theory, Path- Goal Model of Leadership; Power and politics: Definition, Sources of power, Organisational Politics, Reasons for Organisational politics, Management of Organisational Politics.

Organisational Conflict: Concept, Types and Sources of Conflict; issues involved in Conflict, Positive (Functional) and Negative (Dysfunctional) Aspects of Conflict- Traditional Versus Modern Approach, Measuring Conflict, Conflict Resolution.

Suggested Reading:

Business Management: R. Ritwik Haldar, Himalaya Publishing House, New Delhi

Management: James A.F. Stoner and Adwars Freedom, Prentice Hall of India, Pvt. Ltd New Delhi.

Management and Organisational Behaviour: Jayantee(Mukharjee) Saha, Excel Books, New Delhi

Management and Organisational Behaviour: P. Subha Rao, Himalaya Publishing House.

Management – Principles and Prentice: Dr. M. Sakthivel Murugan, New Age International Publishers.

Management Process and organizational Behaviour: L. M Prasad, S. Chand & Company.

Organisational Behaviour: S.S Khanka, S. Chand & Company.

M.Com Semester-1
Course No. MC-102
Credit Hour-50
Total Credit -6

Full Marks- 100
Sessional-30
Semester End-70

Objective: The objective of the course is to acquaint students with some of the important statistical techniques for managerial decision making .The emphasis will be on their applications to business and economic situations.

UNIT-I: Probability theory & distribution: Concept, Theorems, Rules of Event operations. Definition of probability: (Three approaches). Basic Postulates, Probability Rules, Bayesian probability rule. Discrete probability distribution: Binomial distribution, Poison distribution and normal distribution: Basic concept, characteristics and applications.

UNIT-II: Sampling methods and techniques, sampling distribution, estimation of sampling mean and variance, Central limit theorem, sampling error

Testing of hypotheses: Type-I & Type –II errors, one tailed & two tailed test, standard normal tests: z-test, t-test, F test

UNIT-III: Non Parametric Tests: Concepts, Utility,

Comparison with parametric tests, conditions for Applications of Non-Parametric Tests.

Spearmen Rank Test, Chi Square test, Sign Test, Run Test, Wilcoxon Signed- Rank Test, Kruskal – Wallis Test (Application only).

UNIT-IV: Partial and multiple correlation & regression, concept and Applications of Partial and multiple correlation & regression.

Time series Analysis: Components of time series and methods of analyzing time series data: Moving average method, method of least square, exponential trend.

UNIT-V: Statistical Quality Control: causes of variation in quality, quality control charts-construction of a control charts- computing the control limits, process of chart making, warning limits, control chart for attributes

Reference:

Fundamentals of statistics-S.C. Gupta, Himalaya Publication, New Delhi

Business Statistics –B.L. Agarwal, New Age International Ltd.

Statistics for management, - Levin Richard & S Rubin David, Prentice Hall of India

Krishnaswami O.R.: Methodology of Research in Social Science, Himalaya publishing house.

Kothari , C.R. : Research Methodology- Methods & Techniques, New Age International Publication

Denzin, N.: The Research Act, Prentice Hall International, London

Srivastava, S.C.: Foundation of Social Research & Econometric Techniques, Himalaya Publishing House.

Courtis J.K. (ed) Research Methodology in Accounting and Financial Management 1980.

Chou Ya Lub: Statistical Analysis with Business and Economics Applications, Ind Eds, New York, Hold Rinehart & Wrinston 1974.

CORPORATE FINANCIAL ACCOUNTING MC: 103

M.Com Semester-1

Full Marks- 100

Course No. MC-103

Sessional-30

Credit Hour-50

Semester End-70

Total Credit -6

Objective: The aim of this course to provide knowledge and skills to the students on contemporary areas of Corporate financial accounting and to bring attitudinal changes to innovations in accounting and to develop professional knowledge and skills in contemporary areas.

UNIT-1: Financial Accounting: Meaning, Nature and Scope—Accounting information and its users—Qualitative characteristics of accounting information and its constraints—GAAPs: Nature, Scope and Structure.

Accounting Standards: Meaning, Nature, Objectives, Merits and Demerits, Process of Preparation and Compliance of accounting standards in India.

UNIT-2: Analysis of Financial Statements: Meaning, Nature and Importance of Financial Statement Analysis—Accounting Ratios: Meaning, Advantages and Disadvantages and Computation. Cash Flow Statement (theory only).

UNIT 3: Accounting for Redemption of Shares and Debentures: Provisions of Companies Act, 1956—Use of algebraic equation for finding out face value—Methods of Redemption of Debentures—Concept of Buy Back of Shares and its advantages.

Valuation of Goodwill and Shares: Nature, Factors, Type and Importance of Goodwill, need of valuation of Goodwill – Need and Factors affecting valuation of Shares.

UNIT 4: Accounting for Amalgamation: Concept and types of Amalgamation—Purchase Consideration—Accounting treatment in the books of Transferor Company and Transferee Company.

Internal Reconstruction of Companies: Meaning, Circumstances and Procedure of Internal Reconstruction—Difference between Amalgamation and internal reconstruction—Steps of Reconstruction—Accounting Treatment.

UNIT-5: Accounting for Holding Companies: Legal definition—Treatment of Minority interest, goodwill/ Capital Reserve, pre-acquisition and post acquisition profits, fictitious assets, un realized profits, contingent liabilities, bonus shares etc.-Meaning and Significance of Consolidated Financial Statement and Preparation.

Accounting for Government Companies, Provisions of Companies Act, 2013—Audit of Government Companies.

References:

Beams,F.D.: Advanced Accounting, Prentice Hall, New Jersey

Dearden, Jand S.K. Bhattacharya: Accounting for management, Vikas Publishing house, New Delhi.

3. Gupta RL: Advanced financial accounting, S Chand & Co, New Delhi.

Neigs, R.L: Financial Accounting, Tata McGraw Hill, New Delhi.

Jain, S.P., Narang K.L. : Advanced accounting, Kalyani Publishers, New Delhi

MANAGERIAL ECONOMICS [MC – 104]

M.Com Semester-1

Full Marks- 100

Course No. MC-104

Sessional-30

Credit Hour-50

Semester End-70

Total Credit -6

Objective: The objective of the course is to acquaint students with the concepts of micro-economic theory and their use in business decision making. The effort is to make them capable of using various concepts to deal with business problems in a globalised economic environment.

UNIT-I: Demand analysis: individual and market demand function, law of demand determinants of demand. Elasticity of demand-its meaning and importance, price elasticity, income elasticity and cross elasticity, use of elasticity in managerial decision making.

Theory of consumer choice: cardinal utility approach, indifference approach, revealed preference theorem and theory of consumer choice under risk, demand estimation for major consumer durable and non durable products, demand forecasting techniques

UNIT-II : Production theory; production firm, production with one & two variable inputs, stages of production, economies of scale, estimation of production function , cost theory and estimation , economic value analysis, short and long run cost function , their nature, shape and interrelationship, law of variable proportion, law of returns to scale

UNIT-III: Market and Price determination under different market conditions; characteristics of different market structures, price determination and firms equilibrium in short run & long run under perfect competition, monopoly, monopolistic competition, oligopoly & monopsony

Pricing practices: methods of price determination in practice, pricing of multiple products, price determination, international price discrimination and dumping, transfer pricing

UNIT-IV: Business cycle: nature and phases of business cycle, theories of business cycle, psychological , monetary, innovation, cobwebs, Samuelson and Hicks theories.

Inflation, deflation, characteristics and types, inflation in terms of demand pull and cost push factors, effects of inflation, remedial measures.

UNIT-V: Development Finance of Government Policies

Source of development finance, deficit financing, foreign capital, surplus from public undertaking, Consequences of various sources of revenue.

Finance Commissions in India, Recommendations of the latest finance Commission in India, Budget analysis of the latest budget of India.

References:

1. Koutsiyannis, A., Modern Microeconomics, Macmillan Press Ltd. (1998 Reprint).
2. Varian, Micro-Economic Analysis (ed. 3), Norton, 1992.
3. Pindyck Robert S. and Daniel L. Rubinfeld, Micro Economics, Third Edition, Prentice Hall of India, New Delhi, 1996.
4. Madala G.S. and Ellen Miller, Micro Economics, Theory and Applications, McGraw Hill, Book Company, New York.
5. Gould, John P., Edward P. Lazear, Micro-Economic Theory, Richard D. Irwin, Inc., Homewood Illinois.
6. Sen Anindya, Micro-Economics: Theory and Applications, Oxford University Press, New Delhi, 1999.
7. Tirole J., The Theory of Industrial Organisation, Cambridge MIT Press, 1988.

BUSINESS ENVIRONMENT [MC-105]

M.Com Semester-1
Course No. MC-105
Credit Hour-50
Total Credit -6

Full Marks- 100
Sessional-30
Semester End-70

Objective:

The objective of the course is to give a basic idea about the contemporary Indian business environment.

UNIT-I

Business Environment - Meaning, Nature and scope of Environment-Macro environment, Environment – Various Components: Economic, Political, Technological, Legal, Social and Cultural.

UNIT-II

State and Business, Different roles of Government, Role of Public Sector in India, Privatization, Liberalization of Indian Economy.

UNIT-III

Business Environment in India after independence, Rationale of Globalization of Indian Economy and its impact on Indian Business Environment in 21st century.

UNIT-IV

Foreign Direct Investment in India, Impact of Multinational Corporations on Indian Economy, Make in India Campaign, Impact of Goods and Service Tax on Traders and Consumers

UNIT-V

Regional Disparities in India, Unemployment in India, Sickness of Indian Industries, Black money. Impact of Demonetization in India

Suggested Readings:

1. Aswathappa, K, Business Environment for Strategic Management, Himalaya Publishing House, Mumbai.
2. Misra & Puri, Economic Environment of Business, Himalaya, Mumbai.
3. Cherunilam, F, Business Environment, Himalaya, Mumbai.
4. Adhikary, Economic Environment of Business, Sultan Chand, New Delhi.
5. Sengupta: Government and Business in India, Vikas, New Delhi.
6. Bagchi, A.K, WTO and India, Eastern Law Book, Kolkata.
7. Global Economy and Business Environment Francis Text & Cases (Ed 2001) Cheranilan Himalaya Publishing house)
8. Indian Economy by Dutta and Sundharam, S Chand & Co. New Delhi.
9. Economic and Political Weekly, Yojana, Survey of Indian Industries and Economic Survey (various issues)

M.Com Semester-II

Full Marks- 100

Course No. MC-201

Sessional-30

Credit Hour-50

Semester End-70

Total Credit -6

Objective: The objective of the course is to acquaint the students with the basic analytical techniques and methods of financial management of business firms. The course also provides students the exposure to certain sophisticated and analytical techniques that are used for taking financial policy decisions.

UNIT: 1

Financial Management – Meaning, Nature & Scope of Finance – Financial goal, Profit Vs Wealth Maximization – Investment, financing & dividend decision –Risk, Return- Risk Return trade off Meaning & Significance of Cost of Capital, Calculation of Cost of Debt. Preference Capital & Retained Earnings; Combined Cost of Capital (weighted).

UNIT: II

Capital Budgeting: Investment Evaluation Criteria – Net present value, Internal Rate of return, Profitability Index, Payback period, Accounting Rate of return, NPV & IRR Comparison;

UNIT: III

Leverages – Meaning & type of leverages, degree of leverage, measurement of leverages; Effects of operating & financial leverage on profit; capital structure theories; capital structure & policy – EPS, EBIT, EPS, Analysis in practice.

UNIT: IV

Dividend theories; Determinants of Dividend policy, Dividend policy in practice; Forms of Dividends; Stability in Dividend policy. Mutual Fund, Concept, Nature and Types.

UNIT: V

Working capital management – meaning significance & types of working capital requirements, sources of working capital, Factoring, Determining working capital requirements – Dimensions of working capital management of cash, receivables & inventory.

Suggested Reference:

Chandra Prasanna – Financial management: Tata Mc Graw Hill, Delhi.

Pandey, IM: Financial management, Vikash Publishing House, Delhi.

Khan MY, Jain PK: Financial management, Tata Mc Graw Hill, Delhi.

Sarma & Gupta: Financial management, Kalyani Publishing House, New Delhi.

Bhattacharya Hrishikesh: Working capital management Strategies & techniques, Prentice Hall, New Delhi.

Van Horne, James C: Financial Management & Policy, Prentice Hall, Delhi.

Balla V.K. Financial Management, Anmol Publication.

Levy & Sarnat: Capital Investment & Financial Decision.

BUSINESS ETHICS AND CORPORATE GOVERNANCE [MC - 202]

M.Com Semester-II

Full Marks- 100

Course No. MC-202

Sessional-30

Credit Hour-50

Semester End-70

Total Credit -6

Objective:

The objective of the course is to give a basic idea about the principles of Business Ethics and Corporate Governance.

UNIT: 1

Business Ethics: Concept, Characteristics & Importance of Business Ethics, Influencing Business Ethics, Roots of Unethical Behavior, Sources of Business Ethics, Relevance of values in Management.

Unit 2:

Ethical Vision of Management: Lessons from Gita on Work, The Law of Karma, Contribution of Vivekananda and Gandhiji on ethics, Ethical Issues in General Management.

Unit 3:

Teleological and Deontological theories of Business Ethics; ethics in functional areas of management
Corporate Social Responsibilities: Arguments for and Against, Various dimensions of CSR.

Unit 4:

Concept, Objectives and Constituents of Corporate Governance, Advantages & Disadvantages of Corporate Governance. Agency Theory and Stakeholder Theory. Cadbury Report, OECD Principles of Corporate Governance.

Unit 5:

CSR and environmental concerns, Designing CSR Policy- Factors influencing CSR Policy, Role of HR Professionals in CSR, Global Recognitions of CSR- ISO- 14000-SA 8000 – AA 1000 – Codes formulated by UN Global Compact – UNDP, Global Reporting Initiative; major codes on CSR., CSR and Sustainable Development , CSR through Triple Bottom Line in Business

Suggested Readings:

Andrew Crane and Dirk Matten, Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, Oxford University Press.

Andrew C. Wicks and R. Edward Freeman, Business Ethics: A Managerial Approach Pearson Education.

Manuel G. Velasquez, Business Ethics: Concepts and Cases Pearson.

Boatright, J.R., Ethics and the Conduct of Business, Pearson Education.

Crane, A, and Matten, D. Business Ethics; Oxford University Press.

A.C.Fernando Corporate Governance : Principles, Policies and Practices, Pearson

A.G.Robert, Monks and Neil Minow, Corporate Governance, Wiley.

PERSONAL FINANCE [MC - 203]

OPEN COURSE

M.Com Semester-II
Course No. MC-203
Credit Hour-50
Total Credit -6

Full Marks- 100
Sessional-30
Semester End-70

Objective:

The objective of this paper is to provide the student with an introduction to the various concepts associated with broad coverage of personal financial decisions, including basic financial planning, tax issues, managing savings and other liquid accounts, buying a Real Estate, the use of credit, insurance, managing investments and saving. The course is geared toward practical knowledge that is necessary for financial decision making in everyday life.

Unit 1: PERSONAL FINANCE

Meaning, objective, scope, importance, various concepts associated with personal finance, sound decisions relating to a personal financial plan including basic financial planning.

Unit 2: PERSONAL FINANCE AND MANAGEMENT

Budgeting- concepts, importance, basic principles in preparing a personal budget, process of preparing a personal budget; Time value of Money(TVM)- concept, application of TVM in personal finance, Financial Statements income and expenditure statement, balance sheet, Financial Aspects of Career Planning.

Unit 3: PERSONAL FINANCE AND TAX ISSUES

Personal tax planning and management- importance, precautions, various concepts related to tax planning and management, current income tax slab as related to individual, process of applying PAN card online, process of filing income tax return(ITR) online, tax planning as they relate to individuals.

Unit 4: PERSONAL SAVINGS AND INVESTMENTS

Personal Savings – meaning, importance, types of Financial Savings- emergency savings, personal savings, personal savings plan, Products; Managing savings and other liquid accounts, savings alternatives; Personal investment- Meaning, Need for investment, characteristics of personal investment, short term and long term investment, types of return-regular return and capital gain, capital gain tax- short term and long term, avenues-Stocks and Bonds, Mutual Funds-SIP, Investing in Real Estate and other Investment alternatives, Portfolio-concept and importance.

Unit: 5: PERSONAL FINANCE AND RISK COVERAGE

Estate Planning – meaning, need, planning process, decision in estate planning, Risk Coverage- Meaning, type of risk as related to personal finance, ways to manage risk, financial risk coverage- importance, firms and plan for risk coverage- Life insurance, General insurance- health insurance, Property insurance.

References:

- Personal Financial Planning, 13th Edition, Lawrence Gitman, Michael Joehnk, and Randall Billingsley, South – Western, Cengage Learning 2014.
- Kapoor, J, Dlabay, L., & Hughes, R. (2008). Focus on Personal Finance. Boston, MA: McGraw- Hill (FPF) Three- Ring Binder Edition
- Chilton, D. (1998). The Wealthy Barber, Three Rivers Press
- Bach, D. (2004). The Automatic Millionaire. New York: Broadway Books.
- Franklin, D. (2006). So you Graduated College: A Financial Guide to Life After Graduation. Los Altos, CA: Keystone Enterprises,LLC.
- Kobliner, B. (2009) Get a Financial Life: Personal Finance in Your Twenties and Thirties, New York: Fireside Books.
- Singhania and Singhania – Direct Taxes Law and Practice.

ENTREPRENEURSHIP AND SMALL BUSINESS MANAGAEMENT [MC - 204]

OPEN COURSE

M.Com Semester-II
Course No. MC-203
Credit Hour-50
Total Credit -6

Full Marks- 100
Sessional-30*
Semester End-70

*15 marks for Sessional test,, 5 marks for case studies, and 10 marks for field visit report in lieu of Group Discussion and home assignment

Objective: The objective of the course is to give a basic concept of Entrepreneurship and. to make student aware of the various issues in Small Business Management.

Unit I:

Concept of Entrepreneurship: Definition, Nature and Characteristics of Entrepreneurship; Types of Entrepreneurship: Corporate Entrepreneurship, Social Entrepreneurship, Destructive Entrepreneurship; Entrepreneurship and Management; Entrepreneurship and Innovation; Role of Entrepreneurship in Economic Development. Case studies on type of entrepreneurship.

Unit II.

Theories of Entrepreneurship: Innovation theory, Economic Forces theory, Resource Based theory, Systematic Entrepreneurship theory; Emergence of Entrepreneurship In India, Features of Indian Entrepreneurship. Entrepreneurship Environment in India.

Unit III

Entrepreneur: Definitions, functions and role of Entrepreneur in Economic growth, types of entrepreneur; entrepreneurs vs intrapreneur, entrepreneurs vs administrators, Entrepreneurial Decision Making; Entrepreneurial leadership; Entrepreneurial attributes and characteristics; Case studies on Traits of successful Entrepreneurs;. Social Responsibility of Entrepreneurs; EDP.

Unit IV:

Small Business Management: concept of MSME, Start up India, Registration of Small Business in India; Project Planning and Conducting Feasibility Studies; Project Report Preparation: Specimen of Project Report; Product protection of Small Business Enterprises: Patents, Trademarks and Copyrights,; Potential crisis areas for Small Business; Success and failure factors of small business enterprises in India; Challenges & Opportunities of Small Business Development in North-East India

Case Studies on Small Business Enterprises in North East India

Unit V:

Role of Promotional Agencies in Small Business Development in India: Role of Government, Financial institutions, MUDRA, DICCC, and other specialized institutions; policies of small business development in North-East India; Industrial Visit.

Suggested Reading :

1. Kumar, Arya, Entrepreneurship : Creating and Leading an Entrepreneurial Organisation, Pearson , India.
2. Drucker Peter F, Innovation and Entrepreneurship, Harper New York
3. Holt, David H, Entrepreneurship New Venture Creation PHI, India
4. Vasant, Desai, Small- Scale Industries and Entrepreneurship , Himalaya Publication, India.
5. Khanka, SS, Entrepreneurial Development
6. Kuratko, D.F., and T.V.Rao, Entrepreneurship: A South – Asian Perspective, Cengage Learning

MARKETING MANAGEMENT [MC –205]

M.Com. Semester II

Full Marks: 100

Course No: MC – 205

Sessional: 30

Credit Hour – 50

Semester End: 70

Total Credit – 6

Objective: The objective of the course is to familiarize the students with the concepts of marketing to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.

Unit 1:

Concepts, Definition, Nature, Scope & Importance of marketing; Types of marketing; Evolution of Marketing Concept; Modern concept of Marketing; Strategic Planning and Marketing Process, Marketing Environment- Macro and Macro components & their impact on marketing decisions.

Unit-II

Concept of Product; classification of products; Major product decision: Product Mix; Product Life Cycle: Strategies & implications; New product development, Branding & packaging.

Pricing: Objective of Pricing, Factors affecting price determination; pricing policies & strategies.

Unit-III

Concept of market segmentation, Based and procedure for segmenting a consumer market; Criteria for effective market segmentation; Target market selection and strategies; Concept, based and process of market Positioning.

Marketing Mix: elements of marketing mix, Promotion mix, Distribution Mix: Channel of distribution and Physical distribution;

Unit-IV

Green Marketing, Rural Marketing, Ethics in Marketing, Digital marketing, Social media Marketing, Legal issues in Marketing in Indian context.

UNIT-V

Meaning & scope of International marketing; Complexities in International Marketing; International Marketing Environment- Geographical, demographic, Economic, legal political and Socio- Cultural Environment. Foreign Market Selection and entry Strategies, Market coverage strategies.

Suggested Readings:

Czinkota, M.R.: International Marketing, Dryden Press Boston.

Jain, S.C.: International Marketing, Prentice Hall, New Delhi.

Keegan, Warren J.: The Essence of International Marketing, Prentice Hall, New Delhi.

Paliwoda, Stanley J.: The Essence of International Marketing, Prentice Hall, New Delhi.

Vasudeva, P.K.: International Marketing, Excel Books, New Delhi.

Cherunilam, F. : International Marketing (Text and Cases) Himalaya Publishing House, ND

Ramaswamy, V.S. and Namakumari, S. Marketing Management.

INDIAN FINANCIAL SYSTEM [MC – 301]

M.Com Semester-III
Course No. MC-301
Credit Hour-50
Total Credit -6

Full Marks- 100
Sessional-30
Semester End-70

Objective of the Paper: The purpose of the course is to provide a sound information and knowledge of broad framework of Financial System in India and its constituents. The course will provide the students an understanding of the inter-linkages and regulatory frame-work within which the system operates in India.

Unit-I: Financial System and Economic Growth:

Components of the formal financial system,, nature &functions of financial system., relationship between the financial system and economic growth. Structure of Indian financial system, recent changes in Indian financial system

Unit-II : Financial Markets in India I:

Money Market : composition, participants, Instruments; recent developments in Indian money market.

Case studies; Regulations of money market in India: Regulatory framework of money market and Reserve Bank of India

Unit-II : Financial Markets in India II:

Capital market: composition, participants, instruments; Primary and secondary market, Stock market, Government securities market, Derivative market, foreign Exchange market in India : role, functions, instruments. Capital Market reforms in India. Regulations of Capital Market in India: The regulatory function of the Securities and Exchange Board of India

Unit-IV : Financial Institutions in India:

Growth of financial Institutions in India; Commercial banks: Structure and Functions of commercial banks. Reforms in the banking sector. Management of nonperforming assets by banks. Investment institutions in India: Insurance, Mutual funds. Development Financial Institutions: role and functions, The non- Banking Finance Companies: types of NBFCs, regulatory norms of NBFCs as per the RBI Act, latest RBI's policy directives to NBFCs. Housing Finance Institutions in India, Micro Finance Institutions.

Unit- V : Financial Services:

Investment banking : Functions and services- Merchant banking . The Depositories and custodians: The National Securities Depository Limited, the Central Depository Services (India) Limited . The Stock Holding Corporation of India limited, Credit rating: CRISIL, ICRA, Factoring , forfeiting , Lease financing, hire purchase, Installment purchase.

References:

1. M.Y Khan- Indian Financial System- Vikash Publishing House.
2. Desai Vasata- Banking & Financial System- HPH.
3. Bhole. L. M. – Financial Market & Institution, Tata McGraw Hill, New Delhi
4. Varshney, P.N- Indian Financial System, Sultan Chand & Sons- New Delhi.
5. R.B.I- Various Report.
6. Ghosh. D- Banking Policy in India, Allied Publication, New Delhi.
7. B.M. Bhotra- New Issue Market in India- Von Publishing .

302: HUMAN RESOURCE PLANNING AND DEVELOPMENT

M.Com Semester-III

Full Marks- 100

Course No. MC-302

Sessional-30

Credit Hour-50

Semester End-70

Total Credit -6

Objective:The objective of the course is to acquaint students with the techniques and principles to manage human resource of an organisation. This knowledge would make the students capable of employing these techniques to harness the best of each individual working in the organisation.

Unit 1- Introduction to Human Resource Management: Introduction, Concept of Human Resource Management, Scope of Human Resource Management, History of Human Resource Management, Function of Human Resource Management.

HRM in India: Introduction, Changing Role of Human Resource in India, Globalization and Its Impact on HR

Emerging Trends in HRM: Competency Mapping, Business Process Outsourcing, Right Sizing of Workforce, Flexi time, Talent Management, Employee Engagement

Unit 2- Human Resource Planning: Process of Human Resource Planning, Need for Human Resource Planning, HR Forecasting Techniques.

Recruitment and Selection: Concept of Recruitment, Factors Affecting Recruitment, Sources of Recruitment, Recruitment Policy, Selection, Selection Process, Selection Test, Interviews, Evaluation, Placement, Induction.

Unit 3- Training and Management Development: Meaning of Training, Area of Training, Methods of Training, Concept of Management Development, Management Development Methods, Differences Between Training and Development, Evaluation of Training and Management Development

Employee Career Planning and Growth: Concept of Employee Growth, Managing Career Planning, Elements of a Career Planning Programme, Succession Planning

Performance Appraisal: Concept and Need for Performance, Reviews, Overview of Performance Appraisal, Types of Appraisal Methods, Benefits and Limitations.

Unit 4- Compensation Management: Wage and Salary Administration, Managing Wages, Concept of Rewards and Incentives, Types of Incentive systems- methods.

Job Evaluation: Concept of Job Evaluation, Objectives, Techniques, Advantages and Limitations. Concept of Job Analysis and Design, Process and method of Job Analysis and Design.

Human Resource Information System: Introduction, Concept, Components, Types, Application, Implementation, Benefits, Impact

Unit 5- Employee Misconduct and Disciplinary Procedure: Meaning and Objectives of Discipline, Principles for Maintenance of Discipline, Disciplinary Action – Penalties, Procedure for Disciplinary Action

Grievance and Grievance Procedure: Concept of Grievance, Causes of Grievances, Forms and Effects of Grievance, the Grievance Handling Procedure, Need for Grievance Redressal Procedure.

Employee Welfare and Working Conditions: Concept of Employee Welfare, Welfare Measures, Types, Employee Welfare Responsibility, Workers Participation in Management, Collective Bargaining.

References:

- Personnel Management – Dr. C.B. Mamoria and Dr. Satish Mamoria, Himalaya Publishing House.
Human Resource Management – Biswajeet Pattanayak, Prentice Hall of India Pvt. Ltd.
Personnel Management – Arun Monappa and Mirja Saiyadain, Tata McGraw Hill Publishing Co. Ltd.
Human Resource Management – K. Ahswathappa, Tata McGraw Hill Publishing Company Ltd.
Personnel Management – Edwin B. Flippo, McGraw Book Company, New Delhi.
Human Resource Management – Dr. L.M. Prasad, S. Chand and Company.
Human Resource Management – Sorab Sadri, Himalaya Publishing House.
Strategic Human Resource Management – Srinivas R. Kandula, Prentice Hall of India.
Human Resource Management and Human Relations – V.P. Michael, Himalaya Publishing House.
Strategic Human Resource Management – Rajib Lochan Dhar, Excel Books.
Human Resource Management – Dipak Kumar Bhattacharya, Excel Books.
Personnel Management and Industrial Relations-P.C.Tripathi

RESEARCH METHODOLOGY & COMPUTER APPLICATION (MC-303)

M.Com Semester-III
Course No. MC-303
Credit Hour-50

Full Marks- 100
Sessional-30
Semester End-

Total Credit -6

Objective: The purpose of this course is to equip the students with basic knowledge of preparation of dissertation and computer application in business, commerce and analysis of data by computer.

Unit I- Foundation of Research

Meaning, Objectives, Scientific Research , Types of Research- Pure and Applied Research, Exploring or Formulative Research , Descriptive Research ,Diagnostic Research/Study, Action Research , Experimental Research, , Historical Research , Surveys , Case Study , Field Studies, Review of Literature

Unit II- Planning of Research & Methods of Data Collection

The planning Process, Selection of a Problem for Research, Theoretical framework, Formulation of the Selected Problems , Objectives, Hypothesis , Research Design/Plan

Sampling vs Census, Sampling Techniques or Methods, Choice of Sampling Techniques, Sample Size, Sampling and Non-Sampling Errors

Methods of data collection- Primary and Secondary data, Methods of Collecting Primary Data---Observation Method, Experimentation, Interviewing, Mail Survey

UNIT III- Methods of Research

Focus Group Study, Qualitative Research, Mixed Method, Longitudinal Study, Interdisciplinary Research

UNIT IV-Tools for data collection-Types of Data (Nominal Data, Ordinal Data, Interval Data, Ratio Data), Construction of Schedules and Questionnaires Measurement of Scales and Indices, Pilot Studies and Pre-tests

Report writing- Importance, Steps, Bibliography & Reference

UNIT V –Application of Computer in Research

Importance of different Statistical software in Research, SPSS.

Calculation of Descriptive Statistics, Correlation, Regression, Hypothesis testing, ANOVA using SPSS and Excel.

For UNIT V: Practical may be conducted and marks may be awarded in lieu of GD/Assignment/Seminar which comprises of 15 marks or as decided by the concerned department.

-Books/References :

- Methodology of Research in Social Sciences by O. R. Krishnaswamy and M. Rangnatham Himalaya publication House, 2005, ISBN: 8184880936
- Research Methodology: Methods and Techniques by C. R. Kothari, New Age International Publishers, ISBN:81-224-1522-9
- Statistical Methods for Research Workers by Fisher R. A., Cosmo Publications, New Delhi ISBN:81-307-0128-6

- Design and Analysis of Experiments by Montgomery D.C. (2001), John Wiley.
- Research Methodology- Concept and Cases by Deepak Chawla & Neena Sondhi, Vikas Publishing, New Delhi.
- Dines, Shila S: Microsoft Office, Professional for Windows 95; Instant Reference; BPB Publication, Delhi.

INTERNATIONAL ACCOUNTING [304 (AC)]

M.Com Semester-III	Full Marks- 100
Course No. MC-304AC	Sessional-30
Credit Hour-50	Semester End-70
Total Credit -6	

Objective: The objective of this course is to develop some conceptual knowledge and understanding of international accounting issues among students. In addition, this course makes students capable of tackling issues in prevailing regulatory environments.

Unit-1

International Accounting: Concept, Development of international accounting, Scope of international accounting, importance of international accounting, difficulties in international accounting, causes of diversity in international financial reporting, framework of extensive Business Reporting Language (XBRL) and its role.

Unit-2

Harmonization of accounting practices: Need for harmonization, process, international efforts in harmonization- role of IASC, IFAC, IOSCO, OECD, ASEANFA and UN, impediments to harmonization. International accounting standards.

Unit-3

International Financial Reporting Standards(IFRS) : Structure, vision and mission of IASB, the IFRS setting process, the IFRS adoption or convergence in countries around the world, Indian accounting standards/ GAAPs vs. IFRS, Status of IFRS adoption in India.

Unit-4

International Financial Statement Analysis: Techniques of Financial Statement Analysis, Difficulties in analysis of foreign financial statements

IFRS requirements on Disclosure, Recognition and Measurement of revenues, expenses, assets and liabilities.

Unit-5

Accounting for Foreign Exchange Rate Fluctuations: An overview of foreign currency markets and exchange rates, Foreign Currency Translation-need for translation, issues in foreign currency translation, Indian and US GAAPs on foreign currency translation, methods of foreign currency translation, IFRS on foreign currency exchange accounting.

References:

- IFRS Part A and Part B, Taxman Publications, PVT. Ltd New Delhi, 2011.
- IFRS: A Practical Approach by Jasmine Kaur, Tata McGraw Hill Education PVT. Ltd. New Delhi, 2011
- International Accounting by A.K. Das Mohapatra, PHI Learning Pvt. Ltd. New Delhi, 2012
- The Vest Pocket IFRS by Steven M Bragg by John Wiley Publications, 2010.

ADVERTISEMENT AND SALES MANAGEMENT [MC-304 MR]

M.Com Semester-III

Full Marks- 100

Course No. MC-304 MR

Sessional-30

Credit Hour-50

Semester End-70

Total Credit -6

Objective: The course aims at enabling the students to develop an in-depth understanding of the modern concepts and latest techniques of advertising and personal selling and sales force management which constitute a fast-growing area of marketing.

UNIT: I

Meaning, nature and Role of Advertising for Business Units, Economic, Social and Ethical issues in advertising, Advertising Planning and Process-Determining advertising message, Developing advertising copy, Importance of advertising as Marketing Mix Element, Celebrity Endorsements.

UNIT: II

Advertising Budget- Preparation models, Advertising Agencies- Their Organisation, Functions, and Needs. Selection and Coordination with an agency, Agency Compensation.

UNIT: III

Planning and Organizing Advertising Campaign, Creative Strategy- Copy writing & layout, Creative Execution & Judgment, Advertising Media- Selection and other relevant decision. Methods of measuring advertising effectiveness- Techniques for testing advertising effectiveness. Social and Legal Control of advertising. Role of Consumer Organizations.

UNIT: IV

Nature of importance of selling ; Types of selling ; Personal selling , Salesmanship and sales management ; Process of effective selling; Sales Forecasting, sales Territories, Sales Budget, sales Quotas. Principles of Sales Organisation, relationship with other departments, Organising Sales Force- Recruitment Selection, Training, Remuneration.

UNIT: V: Meaning of Salesmanship, Sales Promotion and their Components. Purposes and decisions in Sales Promotion. Factors Affecting Promotional Activities, Ethical and legal aspects of selling.

Reference:

Aaker, David A., Rajeev Batra and John G. Mayers, Advertising Management, Prentice Hall of India, New Delhi.

Still, Richard R. Edward W. Cundiff and Norman A.P.Govoni, Sales Management: Decisions, Strategies and cases, Prentice Hall of India, New Delhi.

Batra, Mayers & Aaker- Advertising Management (Pearson Education)

Mohan M. Advertising Management (Tata McGraw Hill)

Cummins, J & Mullin . R. – Sales Promotion: How to Create, Implement and Integ.(Kogan Page)

Rathod, B.S. – Advertising Management (Himalaya publishing House)

Norris: Advertising (Prentice Hall of India)

Singh and Tandon: Advertising with special reference to India (Kalayani Publishing House)

Cundiff and Covanil- Sales Management and Decision.

INTERNATIONAL FINANCIAL MANAGEMENT [MC-304 FM]

M.Com Semester-III
Course No. MC-304 FM
Credit Hour-50
Total Credit -6

Full Marks- 100
Sessional-30
Semester End-70

OBJECTIVE of the paper: The objective of the course is to acquaint the students with financial management problems of multinational corporations and prepare them to tackle these problems.

UNIT: I

International Financial Management: Meaning, importance, nature, scope, finance function in a global corporation. Factors leading to fast growing international finance and rational of globalization of finance. Analysis-Balance of Payment of India- Structure, trend of current account and capital account transactions, consequences of disequilibrium in BOP and measures for corrections.

UNIT: II

International Financial System: Developments in International Monetary system- exchange rate regime; International financial institutions: Monetary Fund, International Bank for Reconstruction and Development, International finance corporation, International Development Association, Asian Development Bank; International financial markets: segments- foreign exchange market, International Bond market, International equity market, International money market and International credit market; International financial instruments: ADRs, GDRs, foreign bonds, Euro bonds, global Bonds, straight bonds, floating rate notes, convertible bonds, Euro notes, Euro commercial paper.

UNIT: III

Foreign Exchange Market and Exchange Rate Mechanism

Foreign exchange market-distinctive features, major participants, spot market and forward market; Exchange rate mechanism: exchange rate quotations, Nominal, Real and Effective exchange rates, factors influencing exchange rate,; Theories of exchange rate: PPP,IRP, expectation theory and balance of payment theory.

UNIT: IV

Foreign Exchange Exposure Management

Need for exchange rate forecasts, technique of forecasting, forecast in a controlled exchange rate regime.; Foreign exchange exposure-concept, type-Transaction, Real operating and translation exposure- nature and Measurement; Management of foreign exchange exposure- need for hedging, hedging of transaction and real operating exposure, managing translation exposure

UNIT: V

International Capital Budgeting and Cross Border Financing

International capital budgeting: evaluation criteria, computation of cash flow, cost of capital, financial and non-financial factors influences in international capital budgeting decision; Cross border trade: export finance- Pre-shipment and Post-shipment. Buyers credit and suppliers credit.

Reference:

- O.P. Agarwal (2014): International Financial Management, Himalaya Publishing House. 3rd .
P.G. Apte- International Management, Tata McGraw Hill.
Sikidar, S. Bhorali D- International Financial Institutions and Monetary Management, Kalyani Publishers.
P.K. Jain- International Financial Management.

Sharma V- International Financial Management, Prentice Hall of India New Delhi.

V.A. Avahadni International Finance, Himalaya Publishing House.

Shapiro- Multinational Financial Management, Prentice Hall of India.

ORGANISATIONAL CHANGE DEVELOPMENT AND EFFECTIVENESS [MC – 304 HR]

M.Com. Semester III

Full Marks: 100

Course No: MC – 304 HR

Sessional: 30

Credit Hour – 50

Semester End: 70

Total Credit – 5

Objective: The objective of the course is to give a basic idea about the Organisational Change Development and Effectiveness.

Unit – I: Organisational Change and Development

Diagnosing the environment: Environmental and Situational variables; Change-Introduction, Forces, Managerial response to pressure for change, Models of change – Systems Model, Lewin's Force - Field Model, The Continuous Change Process Model; Change and Transition Management: Impact of Change, Acceptance, Indifference and Resistance to Change. Sources of resistance to Change, Overcoming Resistance to Change, Approaches to Planned Change;

Organisational Development: Definition, Characteristics, Goal, Types, Assumptions; Action Research Model, Conditions necessary for a successful OD Program, OD Interventions (Techniques), Evaluating OD.

Unit – II: Organisational Climate, Culture and Effectiveness

Organisational Ethos, Organisational Climate; Concept, Definition and features of Organisational Culture, Characteristics and determinants of Organisational Culture, Approaches to Organisational Culture Sustaining and Changing Organisational Culture, Strong Vs Weak Culture, How employees learn culture. Changing Organisational Culture;

Definition and Nature of Organisational Effectiveness, Effectiveness vs. Efficiency, Approaches to O.E., Factors determining O.E., Integration of Goals and Effectiveness, Participation and Effectiveness, style and Effectiveness, Problems of Survival, Growth and Capacity to Adapt to and Manage Change.

Unit – III: Creativity and Innovation

The Landscape of Creativity, Need and Importance; Individual and Group Creativity; The Creative Process, The Creative Personality, The Creative Intelligence, The Creative Environment, The Creative Encounters and Creative Teams, Creative Organisation, How to improve Creativity, Stimulating Innovation, Creating Climate for Organisational Creativity; Techniques of Creative Problem Solving – Brainstorming, Synectics, Attribute Listing; Management of Innovation.

Unit: – IV: Frustration, Stress and Burnout

Heuristics and Biases in Decision Making, Improving the Effectiveness of Problem Solving and Decision Making; Frustration: Definition and Dynamics of Frustration, Circularity of Frustration, Coping Behaviour, Aggression, Regression, Flight and Exploration, Life Stress, Role Stress, Managing Frustration.

Stress: Definition, Sources, Individual, Group and Organisational, Anxiety & Tension, Signs of Stress, Approaches to Stress, Consequences of Stress, Managing with Stress, Coping with Stress, Self Role Distance, Role Expectation Conflict, Role Stagnation, Inter Role Distance, Role Ambiguity, Role Overload, Role Isolation, Role Erosion. Fight vs. Flight; Ethics in Management: The Game of Prisoner's Dilema.

Unit – V: Organisational Effectiveness through Excellence

Nature of Organisation, Transition from Traditionalism to modernity, Turnaround of Sick Enterprises; Organisational Excellence, Concept, Forms, Passion for Organisational Excellence: Core Value, Organisational Missions, Vision for Organisational Excellence; Excellence through Management styles – Professional, Bureaucratic, Organic, Authoritarian, Participatory, Intuitive, Familial, Altruistic;

Management of Different Kinds of Excellence – Competitive, Rejuvenatory, Institutional, Creative, Missionary and Versatile;

Excellence through Goals Policies and Domains – Goals of Growth, Goal of Organisational Capability Development, Goal of Greater Operating Efficiency, Goal of Greater Financial Strength, Goal of Greater Support of Stakeholders.

Excellence through improving Structures and Systems: Infrastructures, Folk vs. Sophisticated Management Systems;

Excellence through Revitalisation – Behavioural Science Approaches to Organisational Renewal, Revitalisation through Leadership, Credibility Building and Organisational Mobilisation.

Reference

Management: James A.F. Stoner and R. Edward Freeman, Prentice Hall of India

Organisational Designs for Excellence: P.N. Khandwala, Tata Mc Grew Hill Publishing Co. Ltd.

Effective Enterprise and Change Management: A.H. Anderson and D. Marker on Blackwell Publisher Ltd.

Organisation Development: W.E. French and C.H. Bell, Prentice Hall of India

Effective Organisation and Social Values: S.R. Kao, Sage Publication New Delhi

Principles and Practise of Management: L.M. Prasad-S. Chand and Company

Management of Organisational Behaviour: Paul Hersey and Kenneth H. Blanchard, Prentice Hall of India Pvt. Ltd.

Fourth Eye- Excellence Through Creativity: P.N. Khandwala, Wheeler Publishing House, New Delhi

Management and Organisational Behaviour: P. Subha Rao, Himalaya Publishing House, New Delhi

Organisational Change and Development: Kavita Singh, Excel Books

Organisation Behaviour: VSP Rao, Excel Books

Understanding Organisation Behaviour: K. Ashwathapa, Himalaya Publishing House

Understanding Organisation Behaviour : Udai Pareek, Oxford University Press

Organisational Behaviour .: P G Aquinas, Excel Books

Organisational Designs for Excellence: P.N. Khandwala, Tata McGraw Hill Publishing Co. Ltd

Indian Banking System: [MC-304BK]

M.Com Semester-III
Course No. MC-304 BK
Credit Hour-50
Total Credit -6

Full Marks- 100
Sessional-30
Semester End-70

Objective: The objective of the course is to give a basic idea regarding the various types of Banking Institutions in India and Inter connection between various financial institutions.

Unit I: Evolution, Functions and Forms of Banking:

Evolution of Banking, Nationalization of Banks, Traditional and Modern Functions of Banks, Forms of Banking- Branch Banking, Group Banking, Chain Banking, Correspondent Banking, Process of Bank Management, Branch location policies and decisions, Organizational structure of Commercial Banks.

Unit II: Commercial Banking:

Credit Creation, Portfolio Management and Investment Policies of Commercial Banks, Balance Sheet Structure and Analysis, Priority Sector Lending by Commercial Banks. NPA Management.

Unit III Central Banking and Monetary Policy:

Functions & Monetary Policy of RBI, Working of Indian Monetary System: the Chakravati Committee Report.

Unit IV: Co-operative Banking and Rural Banking

: Structure of Co-operative Banking, Primary Agricultural Credit Societies, District Central Co-operative Banks, State Co-operative Banks, State Co-operative Agriculture and Rural Development Bank, National Bank for Agriculture and Rural Development, Regional Rural Banks.

Unit V: Development Banking and Universal Banking:

Industrial Development Bank of India (IDBI), Industrial Finance Corporation of India (IFCI), Industrial Credit and Investment Corporation of India (ICICI), Export Import Bank of India (Exim Bank), Small Industrial Development Bank of India (SIDBI), IRBI, Credit Rating Agencies. Universal Banking: Meaning, Genesis

Suggested Readings:

- 1. Prem Kumar Srivastava, Banking Theory and Practice.*
- 2. K.P.M. Sundaram, Banking Theory*
- 3. M.C. Vaish, Money, Banking and International Trade.*

4. *M.L. Seth, Banking Theory*
5. *R.S. Sayers Modern Banking*
6. *Frederick A. Bradford, Money and Banking.*

ENTREPRENEURIAL CREATIVITY AND INNOVATION [MC-304 ED]

M.Com Semester-III

Full Marks- 100

Course No. MC-304 ED

Sessional-30

Credit Hour-50

Semester End-70

Total Credit -6

Objective: The objective of the course is to give a basic idea about the concept, method of the development of creativity and innovation among the entrepreneurs.

Unit- 1:

Definition, importance, nature and scope and examples of creativity and Innovation, Utility of Innovation and Creativity in Entrepreneurship Innovations in different environment, skills and styles related to creativity, Characteristics of Creative people, Conditions when innovations fails.

Unit- 2: Leadership of Creative Organisation, Various creative leadership styles, The Business Model: Connecting Internal and External Innovations, Role of Intellectual Property, Role of Business Model in successful innovation, Focused Innovation Strategy.

Unit- 3:

Functional Innovation and Creativity, Creativity in Business Model, Creativity in functional areas of Management, Creative problem solving The Closed Innovation, The Open innovation, Open Innovation Strategies and Tactic, Innovation and Relationship with Technology, Human Resource, marketing and Finance functions of entrepreneur.

Unit-4:

Role of culture and social Environment on Organisational Innovation, Geographic regions and societies that have spawned innovation, The source of Innovation, Innovating Innovations, Pure Innovations and Market driven Innovations, Practices of Innovations.

Unit-5:

Own creative plan, Personal Innovation Plan, Innovation and impact on Society, Disruptive Innovation. Identifying the areas of Innovation, Innovations in Process and Systems, Role of Customers, Inter-Disciplinary Innovation.

Reference Books:

- Barker: Creativity for Managers, Excel Books, New Delhi.
- Morgan, Gareth: Imagin-i-zation, Response Books, New Delhi.
- Hararika, A: Daring to Dream, Response Books, New Delhi.
- Rastogi, P.N. : Managing Creativity for Corporate Excellence, Macmillan India Ltd.
- Khera, Shiv : You can Win, Macmillan India Ltd, New Delhi.

MANAGEMENT ACCOUNTING [MC- 305]

M.Com Semester-III

Full Marks- 100

Course No. MC-305

Sessional-30

Credit Hour-50

Semester End-70

Total Credit -6

Objective: The objective of the course is to enable students to acquire sound Knowledge of concepts, methods and techniques of management accounting and to make the students develop competence with their usage in managerial decision making and control.

UNIT: I

Introduction: Management Accounting as an area of Accounting, Objectives, Nature and Scope of Financial Accounting and Management Accounting; Management Accounting and Managerial decisions; Management Accountants Position, Role and Responsibilities. Management Accounting vs Cost Accounting vs Financial Accounting.

UNIT: II

Budgeting & Budgetary Control: Concept of budget and budgetary control , types of budgets, Control ratios, ZBB, Performance Budgeting , Preliminaries for the adoption of a system of budgetary control.

Accounting Plan and Responsibility Centers: Meaning and Significance of Responsibilities Accounting; Responsibility Centre- Cost centre, Profit Centre and Investment Centre; Problems in Transfer Pricing; Objectives and Determinants of Responsibility Centre.

UNIT: III

Marginal Costing and Break-even Analysis: Concept of Marginal cost; Marginal Costing and Absorption Costing; Marginal Costing vs Direct Costing. Cost Volume Profit Analysis; Break even analysis, assumption and practical applications of break-even analysis: decision regarding sales mix, make or buy decisions, discontinuation of product line, expert vs local sale decision, expand of contract decision, sell or further process decision, marketing decisions etc.

UNIT: IV

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 and standard costing.

UNIT: V

Contemporary Issues in Management Reporting: Value chain analysis; Activity- based costing, Quality costing; Target and life cycle costing. Meaning and objective of reporting, Financial forecasting and balance score card.

Reference:

Anthony, Robert: Management Accounting, Taraporewala, Mumbai.

Pandey, I. M : Management Accounting, Vai Publications Delhi.

Lall. B.M and I.C Jain: Cost Accounting, Principles and Practice, Prentice Hall, Delhi.

Sikdar, S: Financial Statement Analysis.

Horngran, C. T. Gary, Sundem and William O. Stratton: Introduction to Management Accounting, Prentice Hall, Delhi.

STRATEGIC MANAGEMENT (401)

M.Com Semester-IV

Full Marks- 100

Course No. MC-401

Sessional-30

Credit Hour-50

Semester End-70

Total Credit -6

Objective:

To help students understand strategy making process that is informed integrative and responsive to rapid changes in an organization's globally oriented environment and also to help them understand tasks of implementing strategy in a global market. Contents:

Unit – I : Introduction: Concept and Role of Strategy ; The strategic Management Process; Approaches to Strategic Decision Making; Strategic Role of Board of Directors and Top Management. Strategic Intent; Concept of Strategic Fit. Leverage and Stretch; Global Strategy and Global Strategic Management; International entry options; Strategic flexibility and Learning organization; Corporate mission, vision, objectives and goals.

Unit – II Environmental Analysis:

Analysis of Global Environment- Environmental Profiles; constructing Scenarios ; Environmental Scanning techniques-ETOP, PEST and SWOT (TOWS) Matrix; Michael Porter's Diamond Framework; Analysis of Operating Environment - Michael Porter's Model of Industry Analysis ; Strategic Group Analysis ; The International Product Life Cycle (IPLC) ; Organisational Appraisal and Strategic Advantage Analysis and Diagnosis.

Unit – III Strategic Choice:

Strategic options at corporate level– Growth, Stability and Retrenchment strategies; Corporate Restructuring ; Strategic options at Business Level- Michale Porters' competitive strategies and Cooperative Strategies. Evaluation of Strategic Alternatives– Product Portfolio Models (BCG matrix. GE Matrix).

Unit – IV Situation Specific Strategies:

Strategies for situation like competing in emerging industries, maturing and declining industries. Fragmented industries. hyper – Competitive industries and turbulent industries; Strategies for industry leaders, runner – up firms and weak businesses.

Unit – V: Strategic Implementation:

Strategic implementation issues, planning and allocating resources- organization structure and design-functional strategies- production, HR, Finance, Marketing, and R&D – Managing strategic change Strategic control.

Suggested Reading:

Davidson, W.H., Global Strategic Management, John Wiley, New Work.

Thompson, Arthur A and A.J.Strickland, Strategic Management, McGraw Hill, New York.

Hitt, Michael A., Ireland, R.F., Hokisson, Robert E. and S. Manikutty, Strategic Management: A South- Asian Perspective, Cengage Learning, India.

Barlett, C.A., Ghoshal, S. and P. Beamish, Transnational Management: Text, Cases, and Readings in Cross- Border Management, McGraw Hill, New York.

Porter, Michael E., Competition in Global Industries, Harvard University Press, New York, 1986.

Porter, Michael E. The Competitive Advantage of Nations, Macmillan, London, 1990.
Sengupta, N. and J.S. Chandan, Strategic Management: Contemporary concepts and Cases, Vikas Publishing.

INTERNATIONAL BUSINESS [MC-402]

M.Com Semester-IV

Full Marks- 100

Course No. MC-402

Sessional-30

Credit Hour-50

Semester End-70

Total Credit -6

Objective: The purpose of this course is to acquaint the students with nature, scope, structure and operations of international business and familiarise them with trends and developments

in India's foreign trade and investments and policy framework.

Unit: 1 :Introduction to International Business:

International business: meaning and nature of international business; importance of international business. International business in the 21st century, Ethical issues in international business, competition laws and international business. Global focus on growth of MSMEs

Unit-II: Economic System and International Trade:

Theories of International Trade; Classical , Neoclassical and modern theory of trade, Terms of trade and gains from trade. Globalisation of trade: Free trade and protection, Trade policy : Tarrif & Non- tarrif barriers. Recent developments in international business: cases

Unit- III: Foreign Exchange

Foreign Exchange Rate Systems: Theories and determination: IPP, IRP, Balance of Payment Accounts; Structure, Composition and analysis. Devaluation of currency. Foreign trade multiplier, exchange Control, Convertibility of rupee at current and capital Account.

Unit-IV : Regional Economic Integration and investment

Regional Economic Co-operation: meaning, functions and benefits; regional integration in Asia, Europe, the Americas: Commercial Treaties. WTO, IMF, UNCTAD, FDI: meaning, importance and relationship between international business and FDI

Unit-V: International Business Strategies

International Business Strategies: meaning of going global, entry strategies. Models of global strategy: Porter's Diamond Model, Uppsala model of internalization, Barlett and Ghoshal Framework of Subsidiary roles. Multinational Corporations: Function and importance, growth through mergers and acquisitions. Cases on mergers and acquisitions of business firms

Reference:

1. Menipaz Ehud, Menipaz ehud & Tripathi, International Business, Sage Publishing
2. Ahuja H. L: International Business, S. Chand & Co. New Delhi.
3. Jhingam .M. L: International Economics, Vikas Publishing House.

ACCOUNTING THEORY AND CONTEMPORARY ISSUES IN ACCOUNTING [403AC]

M.Com Semester-IV

Full Marks- 100

Course No. MC-403AC

Sessional-30

Credit Hour-50

Semester End-70

Total Credit -6

Objective: The purpose of this course is to acquaint the students with nature, scope, structure and operations of international business and familiarise them with trends and developments in India's foreign trade and investments and policy framework.

Unit-1

Accounting and its changing role: History of accounting thought- early history, the age of stagnation, Development of accounting theory and practice in European countries and USA, Growth of accounting knowledge- accounting environment- socio economic, legal and statutory, professional and institutional.

Unit-2

Accounting theory: Meaning, Nature, Importance, Classification, levels, foundation of accounting theory- approaches to the formulation of accounting theory- conceptual framework for accounting and reporting, Qualitative characteristics of accounting information.

Unit-3

Cash flow accounting: meaning, objectives, justification, features, models, historical cost accounting vs Cash flow accounting. status of Cash flow accounting.

Measurement of business income: concepts of income, earnings and comprehensive income, measurement of income, measurement of revenues and expenses- elements of financial statement- concepts of revenue and recognition of expenses, matching and measurement of expenses.

Unit-4

Corporate Disclosure and Reporting: Importance and Methods of Corporate Reporting- Annual Reports, Director's Report, Auditor's Report, accounting Report, Current Trends in Corporate Reporting, Segment & Interim Reporting, Concept of Creative Accounting & Forensic Accounting

Value Added Accounting: Meaning, Objectives, Significance and Approaches in preparation of Value Added Statements.

Unit- 5

Environmental Accounting and Auditing: Concept, Scope, Practices, Methods.

Inflation Accounting: Concepts, Methods, Practices

Human Resource Accounting: Concept, Approaches and status of HRA in India.

References:

Porwal, L.S: Accounting Theory(Tata McGrew Hill)

Rathor. S: International Accounting(Tata McGrew Hill)

Dasgupta. N: Human Resource Accounting(Sultan Chand & Sons)

Gupta. R: Inflation Accounting (Tata McGrew Hill)

Maylov. H. Project Management (McMillan India)

ICAI: Chartered Accountant (Journal)

ICWAI: Management Accounting (Journal)

CONSUMER BEHAVIOR [403 MR]

M.Com Semester-IV

Full Marks- 100

Course No. MC-403MR

Sessional-30

Credit Hour-50

Semester End-70

Total Credit -6

Objective: The objective of the course is to provide a canvas about the various aspects of service marketing.

Objectives: This course is designed to give in-depth knowledge in the area of Consumer Behavior in order to prepare the learners to formulate marketing strategy.

Unit-I : Introduction to Consumer Behaviour:

Meaning & definition, stages in consumers decision making process, Problem recognition & Information Search. Analyzing options & choice making. Purchase decision, consumption & post-purchase behavior. Consumer decision making & its implications.

Unit-II : Models of Consumer Behaviour:

Approaches to consumer behavior-Economic, Psychological, socio-cultural. Consumer Behaviour Models: Howard-Seth Model, Engel-Kollat and Blackwee Model.

Application of Consumer behavior models in Indian market scenario.

Unit-III : Theories and Determinants of Consumer Behaviour:

The consumer as an individual: consumer motivation, consumer perception, consumer behavior system and attitude. Consumer learning and experience. Consumer Personality and self-image. Motivation theory: Maslow's Need Hierarchy Theory, Sigmund Freud Psycho-analytical theory, Pavlovian theory of learning. Skinner's theory of learning. Fishbion multi attitude model [3 model]. The elaboration likelihood model [ELM].

Unit-IV : The Socio-Cultural Setting:

The family, reference group. Social class influence. The influence of culture on consumer behavior. Cross-cultural consumer behavior- an international perspective.

Unit-V : Consumer Welfare and Protection:

Consumer Welfare: Concept & principles. Consumer Protection Act, 1986. Bureau of Indian Standard (BIS) & consumer protection. Consumer Grievance Redressal Mechanism in India. Consumer Courts, Compensation, Consumer forum etc.

Reference:

1. Leon G. Schiffman & Leslie L. Kanuk: Consumer Behaviour, Pearson education, 9th edition, India.educom
2. Lindquist, D. Jay & Sirgy M. Joseph: Consumer Behaviour, Cengage Learning, Indian Edition, 2009.
3. Majumder, R: Consumer Behaviour : Insights from Indian Market, PHI, New Delhi, 2nd Edition, 2011
4. Nair, S: Consumer Behaviour, Himalaya Publishing House, Bombay, India
5. Assael, Henry: consumer behavior, Asian Books Pvt Ltd, New Delhi, 2001
6. Hoyer, Wayne De, & Macinnis, Deborah J: consumer Behaviour, All India Publishers and Distributors, Chennai, 1999.

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT [MC-403-FM]

M.Com Semester-IV

Full Marks- 100

Course No. MC-403 FM

Sessional-30

Credit Hour-50

Semester End-70

Total Credit -6

Objective: The objective of the course is to establish a conceptual frame work for the study of Security analysis and portfolio management. This course will provide the student the ability to understand and utilise the skill of optimising returns. The focus at different places is to build models and discuss their validity and application to practical situations.

UNIT: I: Investment: Nature and Scope of Investment Analysis, Elements of Investment, Avenues of Investment, Approaches of Investment Analysis, Concept of Return and Risk, Security Returns and Risk Analysis, Measurement of Return and Risk, Financial Assets: Types and their Characteristics, Sources of Financial Information.

UNIT: II: Fundamental Analysis: Meaning, Economy-Industry- Company Analysis Framework, Economy Analysis, Industry Analysis, Company Analysis.

Technical Analysis: Meaning, Dow theory-Bulish Trend, Bearish Trend, Basic principles of Technical Analysis, Chart Pattern Trend analysis, Elliot Wave Theory, Mathematical Indicators- Moving Averages, Simple Moving Averages, Exponential Moving Average, Oscillators, Rate of change indicators, Relative strength index, Moving Average Convergence and Divergence, Market indicators- Breadth of the market, Short interest, odd-lot index, Mutual fund cash ratio, Technical Analysis Vs Fundamental Analysis.

UNIT: III: Valuation of Securities- Equity Shares, Preference Shares, Bond

Share Valuation- Concept, Share Valuation Model - One Year Holding Period, Multiple-Years Holding Period, Constant Growth Model, Multiple Growth Model, Discount Rate, Multiple Approach to Share Valuation - Regression Model.

Bond Valuation- Concept, Bond Returns- Coupon Rate, Current Yield, Spot Interest Rate, Yield to Maturity (YTM), Yield to Call (YTC), Bond Prices, Bond Pricing Theorems, Bond Risk - Default Risk, Interest Rate Risk, Bond Duration.

UNIT: IV: Efficient Market theories: Weak, semi strong and market and testing.

Portfolio Analysis: Portfolio with two securities – Estimating return and Risk, Risk reduction through diversification; Portfolio with more than two securities - Estimating return and Risk

Portfolio Selection: Markowitz Risk-return optimization, Feasibility Set of Portfolio, Efficient set of portfolio, Selection of the optimal Portfolio, Single Index Model -

Portfolio market risk and unique risk, simple Sharpe's optimization solution, Multi-Index Model.

UNIT: V: Capital Asset Pricing Theory: CAPM, assumptions, efficient frontier with riskless lending and borrowing, Capital market line, Security Market Line, Pricing of securities with CAPM.

Portfolio Revision: meaning, need for revisions, constraints in revision, Portfolio Revision Strategies- Formula Plans, Constant Rupee Value Plan, constant Ratio Plan, dollar Cost Averaging

Portfolio Performance Evaluation: need for evaluation, Evaluation Perspective, Measuring Portfolio Return, Risk adjusted returns- Sharpe Ratio, Treynor Ratio, Differential Return, Decomposition of Performance.

References:

- Fisher and Jordan: Security analysis and portfolio management (Pearson Education)
- Prasanna, Chandra: Investment analysis and portfolio management (Tata McGraw Hill)
- V.K.Bhalla: Investment Management (S.Chand)
- Pandian: Security Analysis and portfolio management (Vikas Publishing House)
- Harrington Modern Portfolio, Theory (Prentic Hall of India)

Industrial Relations [MC – 403 HR]

M.Com. Semester IV

Full Marks: 100

Course No: MC – 403 HR

Sessional: 30

Credit Hour – 50

Semester End: 70

Total Credit – 6

Objective: The objective of the course is to make student aware of the concept of industrial relations. The course will make them understand the importance of industrial relations for an organisation and how these relations provide dynamics to organisations.

Unit – I: Introduction: Concept, Definition, Nature, Scope, Objectives and Significance of Industrial Relations; Approaches to Industrial Relations; Industrial Workforce Analysis, Size and Composition, Problems of Commitment, Absenteeism and Turnover.

Unit – II: Trade Unions: Definition, Objectives, Structures, Types and Problems of Indian Trade Unions, Methods of Attaining Goals, Essentials of Strong & Successful Trade Unions, Multiplicity & Politicisation of Indian Trade Unions, Problem of Outside Leadership, History of Trade Unions and Trade Union Movement in India, Recognition of Trade Unions, Trade Unions as instruments of Economic Correction.

Unit – III: Industrial Democracy and Labour Management Co-operation: Arguments for the owners' absolute right to manage, Different levels/degrees and forms of labour management co-operation, Quality Circle, Joint Management Council, Works Committee, Tripartite Forums – Wage Boards and pay Commissions, Indian Labour Conference;

Collective Bargaining – Scope, Definition, Features, Importance, Principles and Stages in Collective Bargaining, Conditions for the success of Collective Bargaining.

Unit – IV: Discipline and Industrial Peace: Meaning, Features, Objectives, Types of discipline, Discipline Maintenance System, Indiscipline and Misconduct – Guidelines of a Disciplinary Action, Code of Discipline, Approach to Discipline Enforcement; Procedure for Disciplinary Action, Penalties and Punishment – The process of holding Domestic Enquiries, Notice, Charge sheet, Explanation, Suspension, Principles of Natural Justice, Industrial Conflict, Industrial Unrest, Industrial Disputes and Grievances, Categories, Causes and Consequences of Industrial Disputes; Voluntary and Legislative Provisions, Ethical Codes, Conciliation, Arbitration and Adjudication, Court of enquiry, Labour Court, Industrial Tribunals, National Tribunals.

Grievance: Definition, Sources/Causes, Need for a Grievance Handling Procedure, Grievance Redressal Machinery, Model of Grievance Redressal Machinery, Necessary Elements of a Grievance Handling Procedure.

Unit – V: ILO and Labour Welfare: ILO: Origin, Preamble to the Constitution, Fundamental Principles and Philadelphia Charter, Membership, Organisation/Structure of ILO; Composition, Objectives, Functions and Importance of ILO, Difficulties in the adoption of Conventions and Recommendations, Conventions ratified by India;

Labour Welfare: Definition, Evolution, Scope, Classification, Importance and Objectives of Labour Welfare, Types of Labour Welfare – including voluntary and obligatory; Fringe Benefits – Housing, Medical, Education for Children, Retirement Benefits and facilities at workplace; Health and Safety of industrial workers: Occupational Diseases, Hazards and Industrial Accidents – Causes, Effects, Prevention and Cure, Statutory provisions under the Factories Act, ILO model code of Safety Regulations.

References

Dynamics of Industrial Relations in India: Dr. C. B. Mamoria, Sultan Chand and Company

Economics of labour Welfare and Industrial Relation: Dr. T. N. Bhagoliwal, Sahitya Bhavan, Agra

Industrial Relations: Prof. Arun Monappa, Tata McGraw Hill Publishing Co. Ltd.

Industrial Relations (Conceptual and Legal Framework): A. M. Sarma, Himalaya Publishing House.

Aspects of Labour Welfare and Social Scenario: A. M. Sarma, Himalaya Publishing House.
Labour Problems and Social Welfare: R. C. Saxena and S. R. Saxena, Prakashan Kendra, Lucknow
Labour Welfare, Trade Unionism and Industrial Relations: Punekar, Shankaran Deodhar, Himalaya Publishing House.
Management of Industrial Relations: Pramod Verma, Oxford and IBH Publishing.
Personnel Management – Dr. C.B. Mamoria and Dr. Satish Mamoria, Himalaya Publishing House.
Human Resource Management and Human Relations: V. P. Michael, Himalaya Publishing House.

M.Com Semester-IV

Full Marks- 100

Course No. MC-403 BK

Sessional-30

Credit Hour-50

Semester End-70

Total Credit -6

Objective: The objective of the course is to make student aware of the working of various types of Banks and different issues of management.

Unit I: Bank Balance Sheet: Management of assets and liabilities in banks – Profit Profitability and Productivity in banks – Management of large sized branches and rural branches. Internal control and Performance budgeting system – Management Information system. Income Recognition and asset classification norms. Capital Adequacy-Meaning, Significance, Computation of Risk Weighted Assets and Capital Adequacy.

Unit II: Principles of credit management: Credit Appraisal Techniques-Financial analysis techniques for bank lending – Assessment of credit needs for fixed assets and working capital – Monitoring of advances – renewal and recovery of advances. Socio – Economic and poverty alleviation programmes/Self employment schemes, Micro Financing: Financing of self help groups by banks and NGOs – Women Entrepreneurs, Small borrowers, SSIs, Personal and Consumer loans, Housing Finance, Agriculture finance, Loan syndication, Federal Financing.

Unit III: E-Banking: Electronic payment system, ATM, MICR, e-cash, electronic data interchange – electronic fund transfer- credit card – debit card – payment through bank network – payment by smart card – electronic pass book – home banking. Electronic clearing services – SWIFT. Advantages and Disadvantages of e-banking

Unit III: Human Resource Development in Banks: Manpower Planning, Recruitment, Training, Promotion, Motivation, Bank Marketing: Product Planning and Development. Computerization of Banks: Need, application, progress, problems. Current Issues and Problems of Management of Banks in India.

Unit IV: Marketing for Banking Services: Role of Marketing – Relevance of Marketing to Banks – Six P's in Bank Marketing, Branch Layout, Market information system – Marketing Research in Indian Banks – Product (service) – Development of IBA – Desirable Product Mix.

Unit V: Bank Audit and Reforms: Audit of capital adequacy norms - provision of the Banking Regulation Act, 1949, relating to capital, reserves, P & L a/c and Balance sheet. Audit of prudential Accounting Norms – Types of assets – Good Assets, performing assets, non-performing assets. Narasimham committee (1991) on banking system in India, Disinvestment of nationalized banks. Basel Capital Adequacy Accord I, II and III.

Suggested Readings:

1. Practice & Law of Banking by B. S. Khubchandani. 2. Law & Practice of Banking by S. K. Davar

3. *Banking Law and Practices in India* by Tannan. 4. *RBI, IBA and NABARD Journals*.
5. *Commercial Banking, Vol. II, Indian Institute of Bankers, Mumbai*.
6. *Banks and Institutional Management* by Vasant Desai
7. *Bank Financial Management Indian Institute of banking & Finance Chhabra, T.N., Suri, R.K. and Verma, Sanjiv*,
8. *E-Commerce: New Vistas for Business, Dhanpat Rai & Co. (P) Ltd. Delhi, 2004-05*.
9. *David Whitelay, E-Commerce: Strategy, Technologies & Applications, Tata McGraw Hill, New Delhi, 2001*.
10. *Services Marketing by Christopher Lovelock & John Wirtz, Pearson Education, Fifth Edition, Delhi*.
11. *Services Marketing by Valarie A Zeithaml et al., The McGraw Hill, Fourth Edition, New Delhi*.
12. *Financial Services by Shashi K. Gupta and Nisha Agarwal, Kalyani Publishers*.
13. *Tandon – Auditing*. 14. *Jagdish Prakash – Auditing*. 15. *Spicer and Pegler – Auditing*
16. *Narashimahan Committee report on Bank Reforms*

SOCIAL ENTREPRENEURSHIP AND NGO MANAGEMENT [MC-403 ED]

M.Com Semester-IV

Full Marks- 100

Course No. MC-403ED

Sessional-30

Credit Hour-50

Semester End-70

Total Credit -6

Objective: This is an introductory course designed to give the student basic inputs related to Social Entrepreneurship and NGO management.

Unit-1:

Introduction to Social Entrepreneurship, Philanthropy and Driving Change, Nonprofits, Governments, and Social Entrepreneurship , Social Venture Opportunity Identification and Assessing Opportunities : Social Impact Theory, Developing the social Venture Strategy and Plan, Social Entrepreneurship and the challenges of scale, Social Capital, Business involvement with social issues and organizations.

Unit-2:

Requirements & Types of funds (Donors, Donations, Grants), the role of funding agencies, Various Government Schemes, Techniques & Sources of fund raising , How to apply for grants, Competition and Measuring and Managing Performance and Measurement of Impact.

Unit-3:

For- profit Social Venture Models and Sustainable development , Social Marketing , Partnerships in social entrepreneurship : Concept of partnership, Role of Partnerships, Techniques of developing and maintaining partnerships, Types of different partnerships, Corporate Partnership , Government Partnerships., Social Innovation, Citizenship, community and Social Entrepreneurship , Corporate Social Responsibility : Strategies to Create Business and Social Value.

Unit-4:

Concept and background, role of NGOs, types of NGOs, history of NGOs in India, Concept and Process of Micro Planning, Programmes Implemented by NGOs: Livelihood Programme, Watershed Programme, Primary Education Programme, Mother and Children health Programme, Sanitation Programme, Micro Enterprise Programme, Disability and Old age care, Minorities, Gender Inequality, Formation of SHGs, Linkage with Micro Credit Schemes, Concept and Methods of Community Participation.

Unit-5:

Major Schemes of the Government of India in various sectors, role of NGOs and Criteria for NGO Support. International Agencies supporting NGOs and Premier NGOs of India: UN Agencies, donor Agencies, Other International Organisations, Asian Development Bank, World Bank, Premier NGOs of India: PRADHAN- Jharkand, CYSD, Aggragami- Orissa, Adithi- Bihar, MYRADA- Karnataka, AVARD- Assam, Disha: Uttar Pradesh, Seva Mandir – Rajasthan, Aastha- Udaipur, SEWA- Ahmedabad.

References:

- The Meaning of Social Entrepreneurship, J. Gregory Dees.
- Social Entrepreneurship: What Are We Talking About? A Framework for Future Research, Mair and Marti.
- The New Landscape for Nonprofits, Ryan.
- The Citizen Sector: Becoming as Entrepreneurial and Competitive as Business, Drayton.
- Sources Financing for New Nonprofit Ventures, Dees & Dolby.
- The Replication of Social Venture Partners, Evans School of Public Affairs.
- Light, P.L. The Search for Social Entrepreneurship. Washington 2008.
- Anheier, H.K. Nonprofit organizations. Theory, Management, Policy, Oxon 2005.

CORPORATE TAX PLANNING & MANAGEMENT [404 (AC)]

M.Com Semester-IV
Course No. MC-404AC
Credit Hour-50
Total Credit -6

Full Marks- 100
Sessional-30
Semester End-70

Objective: The aim of this course is to familiarize the student with major latest provisions of the Indian tax laws and related judicial pronouncements pertaining to corporate enterprises having implications for various aspects of Corporate planning with a view to derive maximum possible tax benefits admissible under the law.

UNIT-1

History of Income Tax in India, Constitutionality of Income Tax Act, 1961.

Introduction to Tax Planning: Concepts of Tax Planning, Tax Avoidance and Tax Evasion- Features, Objectives and Areas of Tax Planning – Distinction between Tax Avoidance and Tax Evasion, Tax Planning and Tax Evasion, Tax Planning and Tax Management –Is Tax Planning ethical? –Precautions in Tax Planning – Limitations of Tax Planning, Carry Forward and Set off of Losses.

UNIT – 2

Taxation of Business Income: Tax Planning with reference to Location, Nature and Form of organization of new business—Securities Transaction Tax—Tax Planning in relation to Wealth Tax.—Tax Planning in respect of Employees Remuneration—Taxation of International Transaction.

UNIT-3

Corporate Tax Planning: Tax Planning related to Capital Structure decision, Dividend policy, Inter Corporate Dividends and Bonus Shares.

Tax Planning in Management decisions: Make or Buy, Lease or Buy, Shut Down or Continuation decision.

UNIT-4: Tax Planning in formulation of Strategies: Foreign Collaboration Agreements, Repair and Replacement, Purchase by Installment and Hire.

Tax Planning in respect of Amalgamation or Demerger of Companies, Conversion of Firm into Company, Slump Sale. (Theory and Applications)

UNIT-5: Tax Management: Return of Income – Advance Payment of Tax—Tax Deducted at Source- Penalties and Prosecutions- Appeals and Revisions – Refund of excess payment of Tax, Tax Provisions of latest Union Budget.

References:

V. K. Singhania, Direct Taxes (Taxman Publication).

V.K. Singhania, Tax Planning (Taxman Publication).

Ahuja and Gupta, Direct Taxes- Laws and Practice (Bharat Publishers).

Kanga and Plkivala, Law and Practices of Income Tax in India (Taxman Publication).

Ahuja and Gupta, Tax Planning Law and Practices of Income Tax in India (Taxman Publication).

Income Tax Act, 1961(As Amended)

Income Tax Rules, 1992(-Do)

Circulars Issued by C.B.D.T

DTC.

SERVICES MARKETING [404 MR]

M.Com Semester-IV

Full Marks- 100

Course No. MC-404 MR

Sessional-30

Credit Hour-50

Semester End-70

Total Credit -6

Objective: The objective of the course is to make student aware of the importance and various types of Service marketing .

Unit -1:

Service: Concept of service , Characteristics of services, Classification of Services, Differentiation between goods and services, factors responsible for the growth of service sector, Challenges confronted by the service sector.

Unit- 2:

Services Marketing : Services marketing Philosophy , Defining services marketing, different service marketing activities , services marketing mix.

Physical Evidence and the Servicescape : Physical evidence , types of servicescape, strategic roles of the servicescape.

Unit – 3:

Customer Expectation and Perception of Services: Service expectation- types of expectation ,factors influencing customers' expectation of services, customer perception , defining customer satisfaction , outcomes of customer satisfaction, satisfaction service failure and recovery, service recovery strategies.

Unit-4:

Service Innovation Challenges of service innovation , types of service innovation, stages in service innovation.

Marketing of banking , tourism and health services, Issues and measures for improvement.

Unit – 5:

Service Quality : Defining service quality , service quality dimensions, need for delivering quality services by the service firms, electronic service quality, SERVQUAL model, RATER Scale.

Suggested Reference:

1. Ravi Shanker, Services Marketing : The Indian Perspective, Excel Books.
2. Lovelock , Services Marketing: People , Technology , Strategy , Pearson Education.
3. Zeithaml and Bitner, Services Marketing : Integrating Customer Focus Across the Firm, Tata McGraw Hill.
4. K.Rama Mohana Rao, Service Marketing , Pearson Education , New Delhi, 2005.
5. Hoffman and Bateson, Marketing of Services, Cenage Learning India Pvt. Ltd., New Delhi, 2006.
6. C.Bhattacharjee, Service Marketing : Concepts, Planning and Implementation , Excel Books , New Delhi, 2006.

MANAGEMENT OF FINANCIAL SERVICES [MC-404-FM] [Revised]

M.com-IVth Semester

Full Marks: 100

Course No. 404 FM

Sessional: 30

Credit hour: 50

Semester End: 70

Total Credit: 6

Objective: The objective of the paper is to make students aware of the Importance of various types of financial services.

UNIT I: Financial Services: Concept, Features, Scope and Importance. Types of financial services (concept and role only): Banking, Insurance, Money Market, Capital Market, Treasury and Debt services, Mutual Funds, Tax and Audit Firms, Foreign Exchange Market, Lease and Hire purchase, Factoring, Bill discounting, Venture capital services, Capital issue management, Portfolio management. Merchant banking, Credit rating, Stock broking, Bank guarantee and syndication.

UNIT II: Deposit, Lending and Payment Services (Meaning, Types, Importance, Process and paperwork required). Deposit: Current, Saving and Term deposits, foreign currency Account. Lending: Meaning, Types, Importance, Process and paperwork required. Main instruments. Short and long term instruments. Bank Guarantee and consortium services. Payment services: Meaning, Types, Importance, Process and paperwork required. Cheque, Drafts, Bill of Exchange, Treasury bill, Letter of credit, Letter of Understanding, payment and receipt of fund on behalf of the clients services.

UNIT III: Investment, Credit rating and Risk management: Meaning and importance. Merchant banking. Consortium service. Guarantee services. Tax consultancy. Audit services. Stock exchanges. Credit rating services: Process, methods and techniques. Credit rating agencies in India.

UNIT IV: Regulatory and consultancy services: IRDA, SEBI, RBI, ICAI, ICSI, ICMA and Law firms (Objectives and functions with respect to financial services only).

UNIT V: Technology in the financial services: Electronic fund transfer, Electronic clearing services, RTGS, NEFT, IMPS, Internet banking, Mobile banking, Online trading, Plastic money, Encrypted money.

References:

M.Y. Khan. Management of Financial Services

Vasant Desai. Indian Financial System.

Gordan and Natrajan. Financial Market and Services.

I.M. Bhole. Financial Institutions and Markets.

Social Security and Labour Legislation [MC – 404 HR]

M.Com Semester-IV

Full Marks- 100

Course No. MC-404HR

Sessional-30

Credit Hour-50

Semester End-70

Total Credit -6

Objective: The objective of the course is to make student aware of the various types of Social Security acts prevalent in India and various issues of Labour Legislation.

Unit – I: Social Security: The Concept of Welfare State, Constitutional Guarantee, Distribution of Law making power, Advancement in Labour Legislation during various five year plan periods, Forces influencing the course of social and labour legislation in India, Need and Importance of state intervention for protecting the interest of workers; Concept, Aims and Tools of Social Security, Social Assistance and

Social Insurance; Origin and Growth of the idea of Social Security; International Labour Standards and their influence on Indian Labour Legislation.

Unit – II: Protective Legislations: The Factories Act 1948 – Objectives, Applicability, General Scheme of the Act, Approval, Licensing and Registration of Factories – Notice by occupier, Provisions regarding Health, Safety and Welfare Officer.

The Mines Act 1952 – Provisions regarding Employment and Leave etc. Overtime Work, Employment of Child, Adolescent and Women; Health and Safety Provisions;

The Plantation Labour Act 1951 – Objectives, Provisions regarding Health, Welfare and Limitation of Employment;

The Minimum Wages Act 1948 – Objectives, Applicability, Fixing and Revising Minimum rates of Wages, Advisory Boards, Fixing Hours of Work, Wages for Overtime, Wages for less than normal working.

Unit – III: Regulative Legislations: Trade Unions Act 1926 – Objectives, Applicability, General Scheme of the Act, Provisions of the Act, Provisions regarding Registration, Re-registration and Cancellation of Trade Unions, Trade Union (amendment) Act 1947;

The Industrial Dispute Act 1947 - Objectives, Applicability, New Principles under the Act, Authorities under the Act, Reference of Disputes, Submission of Reports, Settlements, Layoff, Retrenchment, Miscellaneous Provisions, Amendments up-till date.

Unit – IV: Social Security Legislations: The Workmen Compensation Act 1923 – Objectives, General Scheme of the Act, Applicability, Provisions in the Act;

The Maternity Benefit Act 1961–Objectives, Important definitions, Applicability and Provisions in the Act;

The Gratuity Act 1972 – Objectives, Important definitions, Applicability and Provisions in the Act.

Unit – V: Other Legislations

The Industrial Employment (Standing Orders) Act 1957 – The Genesis of the Order, Objectives, Main features of the Act, The Scheme and Provisions in the Act;

The Payment of Wages Act 1936 – Objectives, Applicability, Scheme and Provisions of the Act.

References

Bare Acts of the Concerned Legislations

Industrial Relations and Labour Laws: S.C. Srivastava, Vani Educational Books, New Delhi.

Indian Ministry of labour, Employment and Rehabilitation: A Government of India Publication.

Report of the National Commission on Labour

Indian Law Institute: Labour Law and Labour Relationship-Cases and Material, N.M.Tripathi

Industrial Law: P.I.Malik- Eastern Book Depot, Lucknow

Industrial Relations and Labour Legislation-G.P.Sinha and P.R.N.Sinha-Oxford EIBH Publishing Co.

Management of Industrial Relation- Reading and Cases –Prمود Verma-Oxford and IBH Publishing

INTERNATIONAL BANKING 404 (BK)

M.Com Semester-IV

Course No. MC-404BK [Revised]

Full Marks- 100

Sessional-30

Credit Hour-50

Total Credit -6

Semester End-70

Objective: The objective of the course is to make student aware of the various types of Banking system prevalent in the world .

Unit I: Introduction to International Banking :

Brief History of International Banking – Legal and Regulatory Framework, International Banking Operations Management, Risk Management in International Banking, Special Issues- Technology and International Banking, Globalization and International Banking, Financial Innovations in International Banking.

Unit-2 :English Banking Systems:

Commercial Banking: Evolution of Banking in UK, Discount Houses, Acceptance Houses, Issuing Houses, Merchant Banks, Central Banking: Bank of England, Origin and growth, Bank of England Act 1998, Organizational Structure, Functions and Role, Monetary Policy. The lifeboat operation and the Banking Act, 1979.

Unit-3 : American Banking System:

Commercial Banking: Early Banking, State Banks, The Suffolk and Safety Fund System, Free Banking System of New York, National Banking Act, Aldrich Vreeland Act, The International Banking Act 1978, The Depository Institutions Deregulation and Monetary Control Act 1980.

Small Banks, Member Banks State Owned Banks, Branch Banking Vs. Unit Banking.

Central Banking: Evolution, Organizational Structure and Working of Federal Reserve System.

Unit-4: German Banking System:

Deutsche Bundes Bank _German Central Bank' – Organization, structure and functions. Bank of Japan- Structure and Working, Commercial Banking system of Japan, Industrial Banking in Japan.

Unit-5: Principles of Foreign Exchange:

Meaning and importance, Balance of Trade and Payment, Rate of Exchange, Exchange Control, Methods of Exchange Control, Spot and Forward Exchange, Arbitrage Operations, Euro Currency and Euro Currency Market. The European Central Bank (ECB) and the European System of Central Bank (ESCB)

Recommended Reading:

1. Sayers, R. S. Modern banking.

2. *Basu, S. K. Contemporary banking trends.*
3. *Saxena, K. B. International banking: Banking theory and principal banking systems.*
4. *Machenize, K. Banking systems of Great Britain, French, Germany and U.S.A.*
5. *De Kock, M. H. Central banking.*
6. *Sundaram, K. P. M. Money banking and international trade.*
7. *Vaish, M. C. Modern banking.* 8. *Jeevanandam. Elements of foreign exchange.*

PROJECT MANAGEMENT [MC-404 ED]

M.Com Semester-IV

Full Marks- 100

Course No. MC-404ED

Sessional-30

Credit Hour-50

Semester End-70

Total Credit -6

Objective: The aim of the course is to enable the student to evolve a suitable framework for the preparation, appraisal, monitoring and control and hedge risk of industrial project. The course would also help to understand the role of financial services in project management and would make its student understand how to mobilise finance for domestic and international projects.

Unit – 1: : Identification of Investment opportunities: Project ideas, screening of ideas, Environment scanning and opportunity analysis; Government regulatory framework.

Market and Demand Analysis: Information required for market and demand analysis; sources of information – Primary and Secondary, Demand forecasting.

Unit- 2: : Technical Analysis: materials and inputs; production technology, Product Mix, Plant location and layout, selection of plant equipments.

Cost of Project and means of financing: major cost components; Means of financing, planning capital structure; various financing schemes of financial institutions.

Unit- .3: : Profitability , Financial Projections and Tax considerations: Cost of production, Break Even Analysis; Projected Balance Sheet, Profit and Loss Account and Cash Flows Statement, Provisions and considerations for computing taxable income.

Unit- 4: : Project Appraisal Criteria and Appraisal Process: Methods of Appraisal under certainty, risk and uncertainty, investment appraisal in practice, process followed by financial institutions; Project Appraisal Techniques. Social Cost Benefit Analysis: Rationale for Social Cost Benefit Analysis; Methodology of SCBA, L&M Approach and UNIDO Approach.

Unit- 5: : Network Techniques for project Implementation , Mentoring and Control: PERT and CPM technique; Critical Path, events slacks and activity floats; scheduling to match availability of manpower, Measure of variability and probability if completion by specified date, project implementation practices in India.

Reference Books:

Brycee MC, Industrial Development, McGraw Hill (International edition), New York.

Chandra Prasanna, Project Preparation, Appraisal and Implementation, Tata McGraw Hill, New Delhi.

IDBI Manual of Industrial Project Analysis in Developing Countries.

DISSERTATION –II [MC- 405] **[Revised]**

M.Com Semester-IV

Full Marks- 100

Course No. MC-405

Viva voce- 30

Credit Hour-50

Dissertation-70

Total Credit -6

Note: 1. Viva-voce examination will be conducted in the Department and one external member preferably for the other University will be invited as external expert to conduct the Viva- Voce examination. The average marks given by the concerned supervisor, HOD & external expert will count.

2. For dissertation evaluation out of 70, the average marks of two examiners-viz., concerned supervisor and preferably external will be taken in to consideration.