

**SYLLABUS FOR M.COM.
(CBCS)
EFFECTIVE FROM 2020-2021**



**FACULTY OF COMMERCE
KUMAUN UNIVERSITY, NAINITAL**

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1. About the Department:

The Department of Commerce was established in 1961 as one of the departments of D.S.B. Government Post Graduate College, Nainital. After the establishment of Kumaun University in 1973, D.S.B. Government Post Graduate College was declared as one of the Campus of the university and consequently the Department of Commerce became a university Department. Since its inception, the Department is imparting quality education and has earned a good reputation in the state as well in Northern India. A large number of students applying for admission in the Under-graduate and Post-graduate Programmes every year and with more than 700 enrolled students, it is one of the largest departments of the Campus. Recently in the year 2019-20, department has also started a three-year program of B.Com. (Honours) in self-finance mode and adopted new syllabus from academic session 2020-21 onwards for M.Com. under Choice Based Credit System as per the guidelines laid down by U.G.C.

2. Introduction to CBCS (Choice Based Credit System)

The CBCS provides an opportunity for the students to choose courses from the prescribed courses comprising core, elective and skill-based courses. The courses can be evaluated following the grading system, which is considered to be better than the conventional marks system. In the era of globalization, it is an internationally accepted pattern of higher education. The uniformity in evaluation system also enables the potential employers in assessing the performance of the candidates.

3. Programme Objectives:


Department of Commerce focuses on building conviction with impartiality and modesty, create an enabling environment for innovative thought processes and nurture open-mindedness, equitability and perseverance. The M.Com. (CBCS) programme aims to provide:

- ✓ A conducive environment that holistically engages students through an all-encompassing knowledge impartation,
- ✓ Research orientation,
- ✓ Developing entrepreneurial skills,
- ✓ Sound theoretical foundation.

4. Programme Structure:

M.Com. programme is a two-year course divided into four-semesters. The course is of 84 Credits and for the award of degree, a student will be required to complete the credits as per the University norm.

Part – I (First Year)	Semester I	July-December
	Semester II	January-June
Part – II (Second Year)	Semester III	July-December
	Semester IV	January-June



DEPARTMENT OF COMMERCE
M.Com. Programme Structure (CBCS)

Semesters	Core Course		Discipline Specific Electives		Skill-Enhancement Course		General/Open Electives		Seminar (Core)	Project (Core)	Total Credits
	No. of Papers	Credits	No. of Papers	Credits	No. of Papers	Credits	No. of Papers	Credits	Credits	Credits	
I	4	16	-	-	-	-	-	-	4	-	20
II	4	16	-	-	1	4	1	2	-	-	22
III	2	8	2	8	1	4	1	2	-	-	22
IV	2	8	2	8	-	-	-	-	-	4	20
Total	12	48	4	16	2	8	2	4	4	4	84

5. Important Points regarding Papers:

Core Paper means -	Compulsory Papers.
Discipline Specific Elective Paper -	Optional Papers within the Department.
Skill-Enhancement Elective Paper -	Optional Papers within the Department.
General/Open Elective Paper -	Open Elective means an elective paper/course which is available for students of all programmes of University, including students of same department.

6. Important Points regarding Credits:

Classroom Lecture/ Tutorial of one Hour = One Credit Per Week

Project /Dissertation Work of one Hour = One Credit Per Week

7. Guidelines for the Course and Scheme of Examinations:

- Candidates who have passed the B.Com. or B.Com. (Honours) will be considered eligible for admission to the Four Semester M.Com. Programme. The admission will be on the basis of merit. The M.Com. course shall be imparted to the students for two academic sessions consisting of four semesters as given below. Candidates will be examined and evaluated at the end of each semester in the different courses of theory including internal assessment as per the grade points obtained against each course. The M.Com. Programme will consist of (a) Core Courses (b) Discipline Specific Elective Papers (c) Skill-Enhancement Elective papers and General/Open Elective Papers.
- Hindi & English shall be the medium of instruction and examination. Examinations shall be conducted at the end of each semester as per the Academic Calendar notified by the Kumaun University, Nainital. Each Course shall be of 2 to 4 credits and 30 % of the evaluation will be based

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on internal assessment by the concerned teacher. Internal assessment will be done on the basis of Class Test/Assignments/Attendance etc.

- Students will be required to carry out a project-oriented dissertation work in 4th semester. The area of Dissertation shall be assigned to the students at the beginning of 3rd semester. The students will be required to submit the Project Oriented Dissertation by the end of 4th semester.
- The project-oriented dissertation will be evaluated jointly by supervisor and one external examiner. For the purpose of evaluation, the 50% of the grade points will be based on Final Presentation while 50% will be based on the evaluation of the dissertation.
- As the evaluation will be done under Grading system by the University; The rules of Kumaun University will be applicable for calculating SGPA (Semester Grade Point Average) and CGPA (Composite Grade Point Average). Candidate has to clear each paper with minimum of SGPA as decided by University.
- Examinations shall be conducted at the end of each Semester as per the Academic Calendar notified by the University and Candidates will get promoted from one to the next semester as per the university rules.



Detailed Course Structure For M.Com. Under CBCS								
Semester-I			Credits			Maximum Marks		
			Theory/ Seminar	Tutorial	Total	Internal	External	Total
MCOM 101	Business Management	CORE COURSE C-1	3	1	4	30	70	100
MCOM 102	Statistical Analysis	CORE COURSE C-2	3	1	4	30	70	100
MCOM 103	Economics of Growth	CORE COURSE C-3	3	1	4	30	70	100
MCOM 104	Business Environment	CORE COURSE C-4	3	1	4	30	70	100
MCOM 105	Seminar (Write-up* and Presentation**)	CORE COURSE C-5	3	1	4	50*	50**	100
Total of Semester-I			20			500		
Semester-II			Credits			Maximum Marks		
			Theory	Tutorial	Total	Internal	External	Total
MCOM 201	Organizational Behaviour	CORE COURSE C-6	3	1	4	30	70	100
MCOM 202	Accounting for Managerial Decisions	CORE COURSE C-7	3	1	4	30	70	100
MCOM 203	International Business	CORE COURSE C-8	3	1	4	30	70	100
MCOM 204	Income Tax	CORE COURSE C-9	3	1	4	30	70	100
MCOM 205	Skill-Enhancement Elective- I/II	SEE-1	3	1	4	30	70	100
MCOM 206	General/open Elective- I/II	GE-1	1	1	2	15	35	50
Total of Semester-II			22			550		
Semester-III			Credits			Maximum Marks		
			Theory	Tutorial	Total	Internal	External	Total
MCOM 301	Research Methodology	CORE COURSE C-10	3	1	4	30	70	100
MCOM 302	Financial Management	CORE COURSE C-11	3	1	4	30	70	100
MCOM 303	Discipline Specific Elective- Group: A/B/C/D	DSE-1	3	1	4	30	70	100
MCOM 304	Discipline Specific Elective- Group: A/B/C/D	DSE-2	3	1	4	30	70	100
MCOM 305	Skill-Enhancement Elective- III/IV	SEE-2	3	1	4	30	70	100
MCOM 306	General/open Elective- III/IV	GE-2	1	1	2	15	35	50
Total of Semester-III			22			550		
Semester-IV			Credits			Maximum Marks		
			Theory/ Project	Tutorial	Total	Internal	External	Total
MCOM 401	Auditing and Corporate Governance	CORE COURSE C-12	3	1	4	30	70	100
MCOM 402	Corporate Tax Planning	CORE COURSE C-13	3	1	4	30	70	100
MCOM 403	Discipline Specific Elective- Group: A/B/C/D	DSE-3	3	1	4	30	70	100
MCOM 404	Discipline Specific Elective- Group: A/B/C/D	DSE-4	3	1	4	30	70	100
MCOM 405	Project/Comprehensive VIVA	CORE COURSE C-14	3	1	4	50	50	100
Total of Semester-IV			20			500		
Total of All Semesters (I+II+III+IV)			84			2100		

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Discipline Specific Electives [Any one Group to be chosen for Semester III & Semester IV] (DSE 1, 2 in III Semester and DSE 3, 4 in IV Semester)		
(Group A: Accounting)		
MCOM 303-A	DSE-1	Contemporary Areas of Financial Accounting
MCOM 304-A	DSE-2	Corporate Accounting
MCOM 403-A	DSE-3	Advanced Statistics
MCOM 404-A	DSE-4	Advanced Cost Accounting
(Group B: Marketing)		
MCOM 303-B	DSE-1	Marketing Research
MCOM 304-B	DSE-2	Advertising & Sales Management
MCOM 403-B	DSE-3	International Marketing Management
MCOM 404-B	DSE-4	Rural Marketing
(Group C: Human Resource Management)		
MCOM 303-C	DSE-1	Human Resource Management
MCOM 304-C	DSE-2	Industrial Relations
MCOM 403-C	DSE-3	Strategic Human Resource Management
MCOM 404-C	DSE-4	Management of Change and Development
(Group D: Finance)		
MCOM 303-D	DSE-1	International Financial Management
MCOM 304-D	DSE-2	Financial Institutions and Market
MCOM 403-D	DSE-3	Banking Operations
MCOM 404-D	DSE-4	Security Analysis and Portfolio Management

SEE-1 (Skill-Enhancement Elective-1) (Any One Paper in II Semester)		
MCOM 205-A	SEE-I	Entrepreneurship and Small Business
MCOM 205-B	SEE-II	Economic Development of Uttarakhand
SEE-2 (Skill-Enhancement Elective-2) (Any One Paper in III Semester)		
MCOM 305-A	SEE-III	E-Commerce
MCOM 305-B	SEE-IV	Business Communication

GE-1 (General/Open Elective-1) (Any One Paper in II Semester)		
MCOM 206-A	GE-I	Introduction to Accounting
MCOM 206-B	GE-II	Banking Operations
GE-2 (General/Open Elective-2) (Any One Paper in III Semester)		
MCOM 306-A	GE-III	Basics of Income Tax
MCOM 306-B	GE-IV	Business Ethics and Corporate Social Responsibility

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Detailed Syllabi- M.Com. I Semester

MCOM101- BUSINESS MANAGEMENT

- Unit I** Emergence of Management Thought, Nature and Significance of Management, Classical, Neo Classical, Modern Theories of Management, Human Behaviour and Social System School, Decision Theory School, Functions of a Manager, Social Responsibility of Managers.
- Unit II** Managerial Functions: Planning- Concept, Significance, Process or Steps in Planning, Organizing- Concept, Principles, Delegation of Authority and Responsibility, Staffing- Meaning, Nature, Importance, Directing, Co-ordinating, Controlling- Nature, Importance, Process and Techniques.
- Unit III** Motivation: Theories of Motivation, Need Hierarchy Theory, Theory X and Y, Two Factor Theory, Vroom Expectancy Theory, Leadership- Principles, Leadership Styles, Theories of Leadership.
- Unit IV** Interpersonal and Organizational Communication, Concept of two-way Communication, Communication Process, Barriers of Effective Communication, Types of Organizational Communication, Improving Communication.
- Unit V** Group Dynamics, Team Development and Organizational Development, Definition, Importance, Types of Group Formation and Team Development, Concept, Need and Features of Organizational Development, Process of Organizational Development.

Suggested Readings:

1. Saxena, S.C. Business Administration and Management, Sahitya Bhawan, Agra
2. Sherleker, S.A., Sherleker Y.S., Principles of Business Management, Himalaya Publication House, New Delhi
3. सक्सेना, एस०सी०, व्यवसाय प्रशासन एवं प्रबंध, साहित्य भवन आगरा।
4. अग्रवाल, आर० सी०, व्यवसाय प्रशासन, नवयुग साहित्य सदन आगरा।

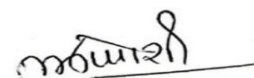


MCOM102- STATISTICAL ANALYSIS

- Unit I **Analysis of the Time Series:** Measurement of Secular Trend, Seasonal Variations, Cyclical; and Random Fluctuations.
- Unit II **Regression Analysis:** Simple linear regression of Meaning and utility, regression lines and equations, regression coefficient.
- Unit III **Association of Attributes:** Classification of attributes, determination of unknown class frequencies, Consistency of data, methods of determining association, Chi Square Test.
- Unit IV **Interpolation and Extrapolation:** Meaning, importance, Graphic method, Algebraic method- Direct Binomial expansion method, Newton's method of Advances differences, Lagrange method, parabolic curve method.
- Unit V **Indian Statistics:** National Income, Population Statistics, Agriculture Statistics, Source of Indian Statistics-Central Statistical Organization, National Sample Survey.

Suggested Reading:

1. Gupta, C.B. Statistical Method- Sultan Chand, Delhi.
2. Gupta, S.C. and Indra Gupta Business Statistical- Himalaya Publication House, New Delhi.
3. Gupta, S.P. – Business Statistics- S. Chand and Company, Delhi.
4. नागर, कैलाश नाथ, सांख्यिकी के मूल तत्व, मीनाक्षी प्रकाशन मेरठ।
5. शुक्ला एवं सहाय, सांख्यिकी के सिद्धांत, साहित्य भवन आगरा।
6. सिंह, एस० पी०, सांख्यिकी, एस० चाँद एंड कंपनी नई दिल्ली।



MCOM103- ECONOMICS OF GROWTH

- Unit I Economic Growth and Economic Development, Economic backwardness, characteristics of underdevelopment, Obstacles to development.
- Unit II Problems of Capital, Formation, Financing of economic development, Fiscal, Price and Monetary policies for economic development. Fiscal, Price and Monetary policies for economic development.
- Unit III Dualistic theories of development, The Big-Push theory, Balanced and unbalanced growth.
- Unit IV Determinants of economic growth, Natural resources, Human resources.
- Unit V Rostows stages of economic growth. The general classical model with special reference to Harrod Domar Growth Models.

Suggested Reading:

1. Dhingra, I.C. Indian Economy: Environment & Policy, Sultan Chand & Sons, New Delhi.
2. Sarkar, Jayanta The Indian Economy, Pearson Education, New Delhi.
3. Dewett, K. K. Modern Economic Theory, S. Chand, New Delhi.
4. जैन, बी० के०, आर्थिक विकास के सिद्धान्त एवं भारत में आर्थिक नियोजन कालेज बुक डिपो, जयपुर।

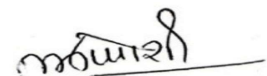


MCOM104- BUSINESS ENVIRONMENT

- Unit I Concept, Significance and Nature of Business Environment, Components of Business Environment, Internal and External Environment of Business, Changing Dimensions of Business Environment.
- Unit II Concept and Meaning of Environmental Analysis or Scanning, Characteristics of Environmental Analysis, Objectives, Process and Limitations of Environmental Analysis.
- Unit III Significance and Elements of Economic Environment, Economic System and Business Environment, Economic Reforms, Liberalization and Privatization.
- Unit IV Political and Legal Environment of Business, Critical Elements of Political Environment, Role of Government in Business, Fiscal and Monetary Policy.
- Unit V Socio-Cultural Environment, Critical Elements of Socio-Cultural Environment, Problem of Uneven Income Distribution, Social Responsibility of Business, International Environment of Business, International Economic Institutions- IMF, WTO and World Bank and their importance for India.

Suggested Reading:

1. Sinha, V.C, and Sinha Ritika, Business Environment, Sahitya Bhawan Publishers & Distributors, Agra
2. Cherunilam, Francis Business Environment, Himalaya Publishing House, New Delhi
3. Aswathappa, K. Essentials of Business Environment Himalaya Publishing House, New Delhi
4. सिन्हा, वी०सी० एवं सिंह, पुष्पा, व्यावसायिक पर्यावरण, साहित्य भवन पब्लिशर्स एंड डिस्ट्रीब्यूटर, (प्रा०लि०) लाजपत कुंज, आगरा



Detailed Syllabi- M.Com. II Semester

MCOM 201- ORGANIZATIONAL BEHAVIOUR

Unit I Introduction to Organizational Behaviour:

Concept & Significance, Relation between Management & Organizational Behaviour, Individual Behaviour, Personality, Perception, Attitudes, Learning.

Unit II Group Dynamics:

Definition, Importance, Types of Group Formation, Functions of Groups, Types of Team, Problem Solving Team.

Unit III Organizational Change:

Types of Change, The Change Process, Objectives & Goals of Organizational Change, Resistance to Change, Organizational Resistance, Overcoming Resistance to Change.

Unit IV Organizational Development:

Concepts, Need & Features of Organizational Development (OD), Process of OD, Organizational Development Interventions, Objectives of OD Programs.

Unit V Organizational Conflict:

Meaning & Definition of Conflicts, Reasons & Types of Conflicts, Traditional & Modern Approaches of Conflicts, Functional & Dysfunctional Organization Conflicts, Resolution of Conflict.

Suggested Readings:

1. Pathak, R.D.; Organizational Behaviour in Changing Environment, Himalaya Publication Mumbai.
2. Korman, A.K.; Organizational Behaviour
3. Kumar N. & Mittal R.; Organizational Behaviour, Anmol Publication, New Delhi.

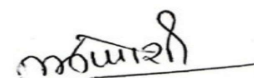


MCOM 202- ACCOUNTING FOR MANAGERIAL DECISIONS

- Unit I** (A) Management Accounting, Concept, Objectives, Nature and Scope, Difference between Management Accounting, Financial Accounting and Cost Accounting.
(B) Responsibility Accounting: Concept, Steps in responsibility Accounting, Responsibility Centers, Advantages and Limitations of Responsibility Accounting.
- Unit II** Budgeting: Definition of Budget- Essentials of Budgeting; Types of Budgets, Fixed and Flexible Budget, Budgetary Control; Zero-Base Budgeting – Performance Budgeting, Standard Costing and Variance Analysis: Kinds of Variances and their Uses, Material, Labour and Overhead Variances.
- Unit III** Marginal Costing and Break-Even Analysis: Concept of Marginal Cost- Marginal Costing and Absorption Costing – Marginal Costing versus Direct Costing, Cost–Volume –Profit Analysis; Break-Even-Analysis, Assumptions and Practical Applications of Break–Even-Analysis; Decisions regarding Sales–Mix, Make or Buy Decisions and Discontinuation of a Product Line, etc.
- Unit IV** Analysing Financial Statements: Methods of Analysis and Interpretation of Financial Statements, Comparative Financial Statements, Ratio Analysis.
- Unit V** Reporting to Management: Objectives of Reporting, Reporting Needs at Different Managerial Levels; Types of Reports, Modes of Reporting, Reporting of Different Levels of Management.

Suggested Reading:

1. Man Mohan and Goyal, Management Accounting, Sahitya Bhawan, Agra
2. Jagdish Prasad, Management Accounting, Kalyani Publishers, Ludhiana.
3. P.N. Reddy and H.R. Appannaiah, Essentials of Management Accounting, Himalaya Publishing House, New Delhi
4. Dr. R. R. Rustagi, Management Accounting, Taxmann, New Delhi
5. M.N. Arora, Accounting for Management, Himalaya Publishing House, New Delhi
6. Ravi M. Kishore, Advanced Management Accounting, Taxmann, New Delhi
7. Ravi M. Kishore, Management Accounting, Taxmann, New Delhi
8. I.M. Pandey, Management Accounting, Vikas Publishing House, New Delhi
9. S.P. Gupta, Management Accounting, Sahitya Bhawan, Agra
10. एस० पी० गुप्ता, प्रबन्धकीय लेखाविधि, साहित्य भवन, आगरा।
11. बी० पी० अग्रवाल एवं बी० के० मेहता, प्रबन्धकीय लेखाविधि, साहित्य भवन पब्लिशर्स एवं डिस्ट्रीब्यूटर्स आगरा।



MCOM 203- INTERNATIONAL BUSINESS

- Unit-I** Management of International Trade: Introduction, Meaning, Need, Difference between Domestic and International trade, International Business (Trade) Theories- classical, Neoclassical, Modern and need for separate Theory of International Trade, The Balance of Payment Gains from Trade and Terms of trade Policies- Free vs Protection.
- Unit-II** Mechanism of International Payments and Control: Instruments of External Payments, Foreign Exchange Market, causes of fluctuations in exchange rates, Needs for Exchange Control, Techniques and methods of Exchange Control.
- Unit-III** Management Process and Control of International Trade/ Business: Management of Human Resources in MNCs, International Production and Logistic system, Multinational Corporate Culture, Information and Control System, Measurement Methods and Evaluation of Performance.
- Unit-IV** International Trade and Investment Theories: Mercantilism; Absolute Cost theory, Comparative Cost theory, Opportunity Cost theory, Factor endowment theory, Complimentary trade theories; International Business Strategies.
- Unit-V** International Financial Institutions: IMF, IBRD, IDA, IFC, Organization of European Union and its Impact, Euro- Dollar Exchange Market.

Suggested Readings:

1. Charles W.L. Hill and Arun Kumar Jain, International Business, McGraw Hill Education New Delhi
2. Daniels John, D. Lee H. Radenbaugh and David P. Sullivan. International Business, Pearson Education
3. Sumati Varma, International Business, Pearson Education.
4. Cherunilam, Francis. International Business: Text and Cases. PHI Learning
5. Bennett, Roger. International Business. Pearson Education.
6. Jaiswal, Bimal; International Business, Himalaya Publication
7. Hill, C.W.; International Business, TMH, 5th Ed.



MCOM 204- INCOME TAX

- Unit I** Residential Status and Tax Incidence, Agricultural Income, Assessment of Income under the Various Heads of Income, Exemption & Deductions Under Incomes Tax Act.
- Unit II** Provision of Income Tax relate to Depreciation, Set-off or carry forward of losses; Deductions and collection of tax at source, Advance payment of tax, penalties and interest.
- Unit III** Assessment of Individual, Computation of Tax liability for Individual, Rebates & Relief.
- Unit IV** Assessment of Hindu Undivided Family, Computation of Tax liability of HUF.
- Unit V** Assessment of firm, Computation of Tax liability of Firm.

Suggested readings:

1. Singhania, Vinod K. and Monica Singhania. Students' Guide to Income Tax, University Edition. Taxmann Publications Pvt. Ltd., New Delhi.
2. Ahuja, Girish and Ravi Gupta. Systematic Approach to Income Tax. Bharat Law House, Delhi.
3. S.P. Goyal, Direct Tax Planning, Sahitya Bhawan, Agra
4. Lakhotia, R.N., Corporate Tax Planning, Vision Publications, New Delhi
5. Agarwal, B.K., Direct Tax Law and Accounts (Hindi and English)
6. Mehrotra, H.C. & Joshi C.S., Income Tax law and Accounts (Part-I), Sahitya Bhawan, Agra (Hindi & English)



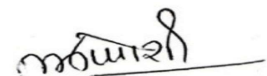
Detailed Syllabi- M.Com. III Semester

MCOM 301- RESEARCH METHODOLOGY

- Unit I** Research Methodology: Introduction, Meaning, Objectives, Types of Research, Research Process, Collection, Tabulation, Classification and Presentation of Data– Primary and Secondary, Applications of Measure of Central Tendency and Dispersion in Research.
- Unit II** Research Designs, Sampling Design, Measurement and Scaling Techniques.
- Unit III** Testing of Hypothesis (Parametric or Standard Tests of Hypotheses and Non-Parametric or Distribution Free Tests of Hypotheses).
- Unit IV** Analysis of Variance (ANOVA), Basic Principles of ANOVA, One way and two-way ANOVA.
- Unit V** Interpretation and Report Writing: Techniques of Interpretation, Precaution in Interpretation, Significance of Report Writing, Different Steps in Report Writing, Layout of Report, Types of Report, Mechanics of Writing a Report.

Suggested Readings:

1. J.K. Sachdeva, Business Research Methodology, Himalaya Publishing House, New Delhi
2. C. R. Kothari, Research Methodology, Methods & Techniques, New Age International Publications
3. राय, पारस नाथ, अनुसंधान परिचय, लक्ष्मी नारायण अग्रवाल आगरा।
4. Sharma, J.N. “Research Methodology: The Discipline and its Dimensions” Deep and Deep, New Delhi.
5. Kumar, R. “Methodology of Social Sciences Research” Book Enclave, Jaipur.
6. Michael, V.P. “Research Methodology in Management” Himalaya Publishing House, Mumbai.
7. Jain, G.L. “Research Methodology Methods-Tools and Techniques” Mangal Deep Publications, Jaipur.

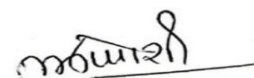


MCOM 302- FINANCIAL MANAGEMENT

- Unit I** Financial Management: Meaning, Nature and Scope of Finance, Financial Goal – Profit vs. Wealth Maximization, Finance Function – Investment, Financing and Dividend Decision.
- Unit II** Management of Working Capital: Meaning, Significance and Types of Working capital, Estimation of Working Capital Requirements. Sources of Working Capital, Dimensions of Working Capital Management.
- Unit III** Cost of Capital: Meaning and Significance of Cost of Capital, Calculation of Cost of Debt, Preference Capital, Equity Capital and Retained Earnings, Combined Cost of Capital (Weighted).
- Unit IV** (A) Capital Budgeting: Nature of Investment, Decisions, Investment Evaluation Criteria – Net Present Value Internal Rate of Return, Profitability Index, Pay-Back-Period, Accounting Rate of Return, NPV and IRR Comparison.
(B) Capital Structure Theories: Traditional and MM Hypothesis- without taxes and With Taxes, Determining Capital Structure in Practice.
- Unit V** Dividend Policies: Issues in Dividend Decisions, Walter’s Model, Gordon’s Model, M.M. Hypothesis, Dividend and Uncertainty, Relevance of Dividend, Dividend Policy in Practice, Forms of Dividends, Stability in Dividend Policy, Corporate Dividend Behaviour.

Suggested Readings:

1. Brealey, R. A. and Myers S. C. (2017) Principles of Corporate Finance. McGraw Hill.
2. Chandra, P. (2017) Financial Management-Theory and Practice. Tata McGraw Hill.
3. Damodaran, A. (2007). Corporate Finance: Theory and Practice. John Wiley & Sons.
4. Ravi M. Kishore, Financial Management, Taxmann, New Delhi.
5. Ehrhardt, M. C. & Brigham, E. F. (2003) Corporate Finance. Cengage Learning
6. Khan, M. Y. and Jain, P. K. (2017) Financial Management: Text, Problems and Cases. Tata McGraw Hill.
7. Pandey, I. M. (2016) Financial Management. Vikas Publishing
8. Van Horne, Financial Management & Policy, Prentice Hall of India Pvt Ltd., Delhi
9. G. Sudarsana Reddy, Financial Management Principles and Practice, Himalaya Publishing House, New Delhi
10. आर० एस० कुलश्रेष्ठ, वित्तीय प्रबन्ध, साहित्य भवन पब्लिशर्स एवं डिस्ट्रीब्यूटर्स आगरा।
11. एम० डी० अग्रवाल एवं एन० पी० अग्रवाल, वित्तीय प्रबन्ध के तत्व, रमेश बुक डिपो, जयपुर।



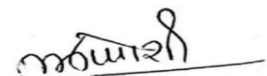
Detailed Syllabi- M.Com. IV Semester

MCOM 401- AUDITING AND CORPORATE GOVERNANCE

Unit I	Introduction Auditing: Introduction, Meaning, Objectives, Basic Principles and Techniques; Classification of Audit, Audit Planning, Internal Control – Internal Check and Internal Audit; Audit Procedure – Vouching and verification of Assets & Liabilities.
Unit II	Audit of Companies Audit of Limited Companies: Company Auditor- Qualifications and disqualifications, Appointment, Rotation, Removal, Remuneration, Rights and Duties Auditor's Report- Contents and Types. Liabilities of Statutory Auditors under the Companies Act 2013
Unit III	Special Areas of Audit: Special features of Cost audit, Tax audit, and Management audit; Recent Trends in Auditing: Basic considerations of audit in EDP Environment; Auditing Standards; Relevant Case Studies/Problems;
Unit IV	Corporate Governance Conceptual framework of Corporate Governance: Theories & Models, Broad Committees; Corporate Governance Reforms. Major Corporate Scandals in India and Abroad: Common Governance Problems Noticed in various Corporate Failures. Codes & Standards on Corporate Governance
Unit V	Corporate Social Responsibility (CSR): Concept of CSR, Corporate Philanthropy, Strategic Planning and Corporate Social Responsibility; Relationship of CSR with Corporate Sustainability; CSR and Business Ethics, CSR and Corporate Governance; CSR provisions under the Companies Act 2013; CSR Committee; CSR Models, Codes, and Standards on CSR

Suggested Readings:

1. Kumar Ravinder, Sharma Virender, Auditing Principles and Practice, PHI Learning
2. Jha Aruna, Auditing. Taxmann Publication.
3. Viji Chandran & Spandana Priya C.S., Principles and Practice of Auditing: Vikas publishing
4. Kumar Anil, Corporate Governance: Theory and Practice, Indian Book House, New Delhi
5. Sharma, T.R. Auditing (Hindi & English), Sahitya Bhawan, Hospital Road, Agra
6. Tandon, B.N. Auditing, S. Chand & Co. Pvt. Ltd. New Delhi
7. Saxena, R.G. Principles & Practice of Accounting, Himalaya Publishing House, Delhi
8. नन्दा, अंकेक्षण, एस0 चॉद एंड कम्पनी प्रा0 लि0 रामनगर, नई दिल्ली
9. शुक्ला, एल0के0, अंकेक्षण के सिद्धान्त एवं व्यवहार टैक्समैन एलाइड सर्विस, प्रा0 लि0
10. जोशी अतुल, जोशी, के.सी., अंकेक्षण, जगदंबा पब्लिकेशन नई दिल्ली



MCOM 402- CORPORATE TAX PLANNING

- Unit I** Meaning of Tax Planning and Management, Objectives, Characteristics, Nature, Importance, Scope, Types and Limitation of tax planning and management in corporate sector, Tax evasion, Tax avoidance. Difference between tax planning, tax evasion and avoidance. Difference between Tax Management and Tax Planning.
- Unit II** Assessment of Companies: Computation of taxable income and corporate tax liability, Minimum Alternate Tax, Tax on distributed profits of domestic companies.
- Unit III** Implications of Tax concessions and incentives for corporate decisions in respect of setting up a new business. Tax planning with reference to financial management decisions, capital structure decisions, dividend policy, Bonus share.
- Unit IV** Tax planning in respect of own or lease, Purchasing of assets by instalment system or hire system. Sale of assets used for scientific research, Purchasing of an asset out of own funds or out of borrowed capital, manufacturing or buying or renovating an asset, shutting down or continuing decisions.
- Unit V** Tax planning in respect of amalgamation or de-merger of companies

Suggested Reading:

1. Singhanian V.K.: Direct Taxes Law and Practice, Taxmann, New Delhi
2. Lakhotia R.N.: Corporate Tax Planning, Vision Publications, New Delhi
3. B.K. Agarwal: Direct Taxes Law and Accounts (Hindi and English) Navyug Sahitya Sadan, Agra
4. Mehrotra H.C. & Joshi, C.S.; Direct Taxes Law and Accounts, (Hindi and English) Sahitya Bhawan Publication, Agra
5. Ahuja and Gupta: Corporate Tax Planning and Management, Bharat Law House, New Delhi
6. Mehrotra & Goyal: Corporate Tax Planning & Management, Sahitya Bhawan Publications, Agra
7. Gaur, Narang & Puri: Corporate Tax Planning & Management, Kalyani Publications, New Delhi
8. Srinivas E.A.: Corporate Tax Planning, Tata McGraw Hill



DISCIPLINE SPECIFIC ELECTIVE

GROUP: A (ACCOUNTING)

MCOM 303-A

DSE-1 CONTEMPORARY AREAS OF FINANCIAL ACCOUNTING

- Unit I INFLATION ACCOUNTING AND INCOME MEASUREMENT: Inflation Accounting: Concept – Limitations of historical cost based financial statements – Methods of Inflation Accounting: Current Purchasing Power Method – Current Cost Accounting Method (Including Problems). Income Measurement: Income Concepts - Measurement and Reporting of Revenues, Expenses, Gains and Losses (Theory only) – Analysis of Changes in Gross Profit (Including Problems).
- Unit II Human Resource Accounting: An Overview; Human Resource Accounting; Meaning, Need and Objectives of HR Accounting; Historical Development of Human Resource Accounting; Cost of Human Resource – Acquisition Cost, Training and Development Cost and Additional Cost; Benefits and Limitations of Human Resource Accounting
- Unit III Methods and Human Resource Accounting Practices in India; Methods of Human Resource Accounting: 1. Cost of Production Approach – Concept i. Historical Cost Model – Meaning, Advantages and Limitations ii. Replacement Cost Model – Meaning, Advantages and Limitations iii. Opportunity Cost – Meaning, Advantages and Limitations
- Unit IV Accounting for Intangible Assets: Nature and classification of intangible assets. Basic principles of accounting for intangibles. Accounting for brands, copyrights, patents, and goodwill. Analysis of accounting for intangible assets in the annual reports of companies.
- Unit V Social and Value-Added Accounting: Theory and practical applications of Social accounting- social economy, social objectives, defining social accounting. Social accounting versus social auditing. Approaches to social accounting. Analysis of social accounting disclosures in the annual reports of companies. Meaning of value added. Correlates with profit, price level changes and cost.

Suggested Readings:

1. Sharma RK & Shashi K. Gupta: Management Accounting- Principles & Practice, Kalyani Publishers;
2. Jawaharlal: Accounting Theory & Practice, Himalya;
3. Gupta S.P. : Management Accounting, Sahitya Bhavan;
4. Jain S.P & Narang K.L: Accounting Theory & Management Accounting, Kalyani;
5. Robert S. Kaplan & Anthony A. Atkinson: Advanced Management Accounting, Prentice-Hall;
6. Rawat D.S: Accounting Standards, Taxmann;
7. Rustagi R.P: Management Accounting, Galgotia;
8. Ghosh T.P: Accounting Standards and Corporate Accounting Practices, Taxmann;
9. Ronald W. Hilton: Managerial Accounting, TMH;



MCOM 304-A

DSE-2 CORPORATE ACCOUNTING

- Unit-I** Amalgamation, Absorption and Reconstruction.
- Unit-II** Valuation of Goodwill: Meaning and Concept of Goodwill, Need and Purpose of Goodwill Valuation, Methods of Valuation of Goodwill.
- Unit-III** Valuation of Shares: Need and Purpose of Valuation of Shares, Factors Influencing the Value of shares, Methods of Shares Valuation.
- Unit-IV** Accounting Relating to Liquidation of Companies.
- Unit-V** Accounts of Holding Companies

Suggested Reading:

1. Sinha, Pradip Kumar; Mergers, Acquisitions and Corporate Restructuring, Himalaya Publishing House Mumbai.
2. Ramendu Roy & Tanushree Roy: Corporate Accounting; PPB, Allahabad
3. Ray: Mergers and Acquisitions Strategy, Valuation and Integration, PHI
4. Ashok Sehgal & Deepak Sehgal: Corporate Accounting; Taxman Publications(P) Ltd., New Delhi
5. M.C.Shukla, T.S. Grewal and S.C.Gupta. Advanced Accounts. Vol.-I. S. Chand & Co., New Delhi.
6. S.N. Maheshwari and. S. K. Maheshwari. Financial Accounting. Vikas Publishing House, New Delhi.
7. Tulsian, P.C. Financial Accounting, Pearson Education
8. R.L. Gupta, Advance Financial accounting, S. Chand & Co., New Delhi



MCOM 403-A

DSE-3 ADVANCED STATISTICS

Unit I	Correlation & Regression Analysis: Partial Correlation, First order, Second order Coefficient of correlation; Multiple correlation, coefficient of Multiple correlation, Regression equations of Bivariate frequency Table Standard error of estimate, Multiple Regression Analysis.
Unit II	Theory of probability: meaning and definition of probability; Permutation & Combination; Calculation of Probability: Addition Theorem, Multiplication Theorem, Conditional Probability, Bernoulli Theorem, Bayes theorem.
Unit III	Vital Statistics: Meaning, Use and methods of Obtaining Vital Statistics, Registration System, Population, Fertility, Mortality.
Unit IV	Statistical Quality Control: Meaning, Requisites, Development, Applications, Functions, Process Control, Control Charts, Chart for Attributes, c-chart,
Unit V	Statistical System in India and its Shortcomings: Population, National Income, Agricultural, Industrial, Trade, Price, Labour Statistics etc.

Suggested Reading:

1. Levin I Richard, Statistics for Management, Pearson Education India, 2011
2. Sharma J. K., Business Statistics, Pearson Education India, 2012
3. Dr. Mathur P.K., Bajpai Ashutosh, Singh M.P., Business Statistics, Himalaya Publishing House
4. Sharma J. K., Business Statistics Vikas Publishing
5. Dr. Shukla S.M., Dr. Sahai Shiv Pujan., Practical Problems in Business Statistics
6. Tulsian P.C. & Jhunjhunwala Bharat Business Statistics, S. Chand Publishing
7. नागर, कैलाश नाथ, सांख्यिकी के मूल तत्व, मीनाक्षी प्रकाशन मेरठ।
8. शुक्ला एवं सहाय, सांख्यिकी के सिद्धांत साहित्य भवन आगरा।



MCOM 404-A

DSE-4 ADVANCED COST ACCOUNTING

Unit I	Introduction: Meaning, Definition, Objects, Importance and Functions of Cost Accounting, Pricing of Material Issues, Inventory Control, Labour Turnover, Accounting for Idle Time & Overtime. Treatment of Specific Overheads.
Unit II	Advanced Problems in Unit Costing: Cost Sheet & Statement of Cost, Tender and Quotation Price
Unit III	Advanced Problems in Process Costing: Process Losses & Gains, Equivalent Units, Accounting for Joint Products and By-Products
Unit IV	Costing in Service Sector: Meaning and Definition, Operating Cost statements: Transport Costing, Hotel Costing, Power House Costing, Hospital Costing
Unit V	Latest Developments in Cost Accounting: Target Costing, Backflush Accounting, Throughput Accounting, Resource Consumption Accounting, Kaizen, Lean System, Life Cycle Costing

Suggested Reading:

1. Ravi M. Kishore, Cost Management, Taxmann Allied Services Pvt. Ltd., New Delhi
2. M. N. Arora, Advanced Cost Accounting, Vikas Publishing House, New Delhi
3. J. Madegowda, Advanced Cost Accounting, Himalaya Publishing House, New Delhi
4. S.P. Iyengar, Cost & Management Accounting, Sultan Chand & Sons, New Delhi
5. C.S. Rayudu, Cost Accounting, Tata McGraw Hill, New Delhi
6. Shukla and Grewal, Cost Accounting, Sultan Chand and Co., New Delhi
7. एम0एल0 अग्रवाल, उच्चतर परिव्यय लेखांकन, साहित्य भवन, आगरा
8. आर0एन0 खण्डेलवाल, लागत लेखांकन, साहित्य भवन पब्लिशर एंड डिस्ट्रीब्यूटर, आगरा
9. एम0 एन0 अरोरा, लागत लेखांकन, विकास पब्लिशिंग हाउस, नई दिल्ली
10. बी0 के0 अग्रवाल, लागत लेखांकन, नवयुग साहित्य सदन, लोहा मंडी, आगरा



DISCIPLINE SPECIFIC ELECTIVE

GROUP: B (Marketing)

MCOM 303-B

DSE-1 MARKETING RESEARCH

- Unit-I** Introduction to Marketing Research: Definition of MR, Classification of Marketing Research, The Marketing Research Process, Careers in Marketing research, Ethics in marketing research. Process of defining the problem, defining the Marketing Research problem Research Design Formulation- research design definition, research design Classification.
- Unit-II** Exploratory Research Design: Secondary data, Criteria for evaluating secondary data, Classification of secondary data, Internal secondary data- Database Marketing, Published External secondary Data- General business data, Government Sources, Syndicated data from Households-Survey, Purchase and media panels.
- Unit-III** Descriptive research Design: Survey and Observation Survey Methods: Classified by mode of administration-Telephone methods, Personal Methods, Mail Methods, Electronic Methods. Observation Methods: personal observation, Mechanical observation Audit, Content analysis, Trace analysis
- Unit-IV** Sources of Data collection: Primary and Secondary source, Methods of data Collection. Designing Questionnaire, Types of Questions, Scaling Techniques: Types of Scales, Criterion for good scale, General Procedure in Attitude Scaling, Selected Attitude Scales, Sampling Design, The sampling process, Sampling methods, Characteristics of Good Sampling Design, sampling and non-sampling errors, Sample size calculation (Numerical expected), Practical considerations in determining sample size.
- Unit-V** Data analysis: Data Processing, Data Analysis, Univariate analysis, Bivariate analysis, Multivariate analysis, Simple and cross tabulation, Simple and multiple regression, Factor analysis. Applications of Marketing Research: Cluster analysis for identifying market segments, conjoint analysis for Product research, Multi-dimensional scaling, discriminate analysis and perceptual mapping for Brand positioning research.
Report writing: Purpose of Report, Classification of Report, Functions of Research Report, Types of Reports, Principles of report writing, Fundamentals of good reports.

Suggested Readings:

1. Harper W. Boyd, Ralph Westfall and Stanley F. Stasch, Marketing research: Text and Cases, 2005.
2. Malhotra, Naresh K., Marketing Research, 5th Ed., Prentice Hall of India.
3. Cooper, Donald R. and Pamela S. Schindler, Marketing Research, Tata McGraw Hill, 2005.
4. Paul E. Green, et.al., Research for Marketing Decisions, Prentice-Hall of India Pvt. Ltd, New Delhi.
5. Donald S. Tull and Del I. Hawkins, Marketing Research: Measurement and Methods, Prentice- Hall of India Pvt. Ltd. New Delhi, 1998



MCOM 304-B

DSE-2 ADVERTISING & SALES MANAGEMENT

- Unit I Advertising Management: Introduction, Nature & Scope, Role, Social and Legal Aspects of Advertising.
- Unit II Advertising & Consumer Behaviours: The Marketing Communication Process, Communication Mix, Attitude Measurement, Problems in Measuring & Scaling.
- Unit III Message Strategy: Advertising Plan, Media Selection, Advertising Copy, Message Tactics, Creative Approach, Measuring Advertising Effectiveness.
- Unit IV Sales Management: Definition & Objective, Theories of Selling, Personal Selling Process the Sales Organization: Purpose & types, Techniques for setting up a Sales Organization, Role & Responsibilities of a Sales Manager.
- Unit V Sales Force Management: Recruitment, Selection & Training Controlling using Territories & Quotas, Sales Meetings & Contests, Evaluation & Supervision of Salesperson.

Suggested Readings:

1. Kotler, Keller, Koshy And Jha “Marketing Management” 13th edition Pearson Education
2. Trehan Mukesh, Trehan Ranju, Advertising & Sales Management, Vikas Publishing House
3. Chunnawalla S.A., Advertising, Sales & Promotion Management, Himalaya Publishing House
4. Belch, MA & Belch GE – Advertising and Promotion, An Integrated Marketing Communications Perspective, Sixth Edition, Tata McGraw Hill
5. Manendra Mohan, Advertising Management, Concept and Cases, Tata McGraw Hill Publication.
6. Rajeev Batra, John G. Myers & David A. Aaker, Advertising Management, Pearson Publication
7. जैन डॉ. एस.सी., विपणन प्रबंध, साहित्य भवन पब्लिकेशन, आगरा



MCOM 403-B

DSE-3 INTERNATIONAL MARKETING MANAGEMENT

- Unit I Introduction to International Marketing: Meaning, nature and scope of international marketing; international marketing distinguished from domestic marketing. Exporting, international trade and international business; international marketing management process- an overview.
- Unit II International marketing Environment: Geographic, demographic, economic, political, legal, socio cultural environments- their nature and effects on international marketing operations, tariff and non-tariff barriers; WTO, UNCTAD, generalized system of preferences (GSP), regional economic groupings-European Union (EU), NAFTA, ASEAN, etc., facilities and incentives schemes for exporters.
- Unit III International Product/ Market Selection and Entry Modes: Selection products, selection market, various modes of entry into international markets and their evaluation, export licensing/franchising contracting, joint venture, setting up wholly owned subsidiary.
- Unit IV International Product Planning and Pricing: Product in international context, standardization vs. adoption decision, other considerations; packaging, branding after sales services, ISO 9001:2000 quality system standard, factors influencing price, pricing methods, decisions and pricing process, price quotations and related considerations.
- Unit V International Distribution and Promotion: Types and functions of foreign distribution channels, selection of middlemen, distribution logistics- transportation and warehousing decisions, International advertising- standardization vs. adaptation, selection of media, selection of agency, measuring advertising effectiveness.

Suggested Reading:

1. Vern Terpestra, International Marketing, Southwest Publication, 2005
2. Varshney RL and B. Bhattacharya, International Marketing- Indian Perspective, Sultan chand publication 2006.
3. Fayerweather, J, International Marketing Management, Sage Publication, 2006
4. Cateroa, R, Phylip, International Marketing, Tata Mc Graw Hill, 2006
5. Jain Subash, International Marketing Management, Southwest Publication, 2005



MCOM 404-B

DSE-4 RURAL MARKETING

- Unit I Conceptual Framework, Nature & Characteristics of Rural Market; An Overview of Indian Rural Market; Challenges & Opportunities in Rural Market; Rural Marketing Models and Environment.
- Unit II Rural Consumer Behaviour, Characteristics of Rural Consumer, Consumer Behaviour Roles, Factors influencing Purchase of Products in Rural Market; Role of Government & NGOs in Rural Marketing; Similarities and Differences in Consumer Behaviour in Rural & Urban Markets.
- Unit III Rural Marketing Research, Process of Research in Rural Markets, Sources and Methods of Data Collection, Data Collection Approaches in Rural Markets; Principles of Innovation for Rural Market, Need for Innovation in Rural Market,
- Unit IV Rural Market Segmentation; Targeting and Positioning, Conditions for Effective Market Segmentation, Approaches for Segmenting the Rural Market, Rural Market Segmentation Tools; Promotion & Distribution Strategies for Rural Markets; A Comparative Analysis of Rural and Urban Markets.
- Unit V Marketing of Agricultural Produce and Inputs, Regulated markets, Cooperative Marketing & Processing Societies, Corporate Sector in Agri-Business: Cultivation, Processing & Retailing, Rural Marketing of FMCGs, Durables & Financial Services

Suggested Reading:

1. S.S. Acharaya, N.L. Agrawal Agriculture Marketing in India Oxford IBH. New Delhi- 1992
2. L. P. Singh Cooperative marketing in India and Abroad; Himalaya 2005
3. Sukpal Singh Rural Marketing Management; Sage 2002
4. H.C. Purohit Rural Marketing - Challenges and Opportunities; Shale Publications, New Delhi- 2006
5. Anil Saxena, Samiuddin, Harsh Rural Marketing opportunities and challenges; National Publishing House, New Delhi 2004
6. Mishra and Puri Development Issues of Indian Economy; Himalaya Publishing House
7. Acharya S.S. and Agrawal N.L; Agricultural Marketing in India
8. Beri, G.C, 'Marketing Research: Tata McGraw Hill Publishing Company, Ltd., 2000. Cooper Schindler, 'Marketing Research, Concept & Cases'



DISCIPLINE SPECIFIC ELECTIVE

GROUP C (Human Resource Management)

MCOM 303-C

DSE-1 HUMAN RESOURCE MANAGEMENT

- Unit I Introduction: Meaning, Definition, Nature, Scope, Objectives and Functions of Human Resource Management, Difference between Personnel Management and Human Resource Management.
- Unit II Human Resource Planning: Need, Importance, Objectives and Process of Human Resource Planning, Problems/ Barriers to Human Resource Planning.
Job Analysis: Concept, Process.
Job Design: Concept, Factors Affecting Job Design, Methods and Techniques.
- Unit III Recruitment, Selection, Placement, Induction and Socialization.
- Unit IV (A) Training: Concepts, Needs, Importance, Steps in Training Programme, Methods of Training.
(B) Development: Concepts, Importance, Objectives, Process and Methods, Methods of Development Programme, Evaluation of developments Programme.
- Unit V (A) Performance Appraisal: Meaning, Purpose, Process, Methods and Problems of Performance appraisal, Approaches to Performance appraisal.
(B) Human Resource Management in changing Environment.

Suggested Readings:

1. Garg Dessler, Human Resource Management, Pearson Education
2. C.B. Mamoria & S.V. Gankar, Personnel Management, Himalaya Publishing House, New Delhi
3. Agarwal & Porwal, Personnel Management, Navyug Sahitya Sadan, Agra
4. Decenzo and Robbins, Human Resource Management-Prentice Hall of India.
5. Garry Dessler and Biju Varkkey, Human Resource Management, Pearson Education, New Delhi.
6. Michael Armstrong: Handbook of Human Resource Management, Kogan Page
7. V.S.P Rao, Human Resource Management, Text and Cases, Excel Books, New Delhi.



MCOM 304-C

DSE-2 INDUSTRIAL RELATIONS

Unit I	Industrial Relations: Definition & Approaches of Industrial Relations, Industrial conflicts, Types & cause of Industrial Conflicts, Industrial relation policy.
Unit II	Industrial disputes: Preventive Measures, Bipartite & Tripartite Bodies, Ethical Codes, Standing orders, Grievance procedure, Collective Bargaining, Workers Participation in Management, Settlement Machinery. The Industrial Disputes Act, 1917: Scope & Object, Definition, Authorities, Notice of change reference settlement of Industrial Disputes, Strikes & Lock-outs, Lay off & Retrenchment, Miscellaneous.
Unit III	The factories Act, 1948: Scope Definitions, Approval of licensing & Registration of factories the Inspection staff, Health safety, welfare, working hours of Adults, Employment of women & young persons leave with wages, penalties & procedure.
Unit IV	The trade Union Act 1926: Object Definition, registration, Rights & Liabilities of office Bearers Change of name. Amalgamation, Discussion & Returns.
Unit V	The Workmen's Compensation Act 1923: Object, definition, Employers' Liability for compensation, Amount of compensation, Appeals. The payment of wages Act 1936: Object, Definitions, Application of the Act, Deductions, Maintenance of Registers & Authorities claims.

Suggested Readings:

1. R.C. Agarwal, Industrial Law, Sahitya Bhawan Publishers & Distributors,
2. R.L. Naulakha, Industrial Laws
3. Personnel & Human Resource Management – Text & Cases by P. SubbaRao
4. Human Resource Management and Personnel Management - Aswathappa, Tata McGraw Hill, New
5. Human Resource Management - S. S. Khanka, S. Chand & co., New Delhi



MCOM 403-C

DSE-3 STRATEGIC HUMAN RESOURCE MANAGEMENT

- Unit I Strategic Human Resource Management; Concept and Aims of Strategic Human Resource Management; Models of Strategic HRM; Strategic HRM and the Resource; Strategic role of HR function; Aspects of Alignment between Business Strategies and HR strategies.
- Unit II Functional Strategic Human Resource Strategies; Employee resourcing strategy; Strategies for Managing Performance; Strategic Human Resource Development; Reward and Compensation Strategy; Employee Relations Strategy.
- Unit III Strategic HRM and Strategic Change; Strategic HR issues and role of HR in the context of Change; Culture Management; Total Quality Management; Knowledge Management; Merger and Acquisition, HR Perspective of Corporate Governance.
- Unit IV Evaluating and Measuring the Impact of Strategic HRM; Overview and Approaches; Quantitative and Qualitative Criteria; Balanced Scorecard and HR Scorecard Perspective; Evaluating strategic Contributions of Traditional HR Areas; Strategic contribution of HRM to organizational success.
- Unit V Human Resource Strategy and the Dynamics of industry; Strategic HRM for specific business situations; Talent Management; Knowledge Management with special reference to HRM practice in Knowledge Based Industry; Strategic HR issues vis-à-vis Emerging Organizational Forms; Corporate HR Strategy in the Global Economy.

Suggested Readings:

1. Michael Armstrong, Strategic Human Resource Management – A Guide to Action, Kogan Page.
2. G. F. Dreher and T. W. Dougherty, Human Resource Strategy, Tata Mc Graw-Hill
3. Charles Greer, Strategic Human Resource Management, A general managerial approach, Pearson Education.
4. Linda Holbeche, Aligning Human Resource and Business Strategy, Butterworth Heinemann.
5. C. Maybey and G. Salaman: Strategically Managing Human Resource, Infinity Books.



MCOM 404-C

DSE-4 MANAGEMENT OF CHANGE AND DEVELOPMENT

- UNIT I Organizational Change: Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change.
- UNIT II Types of Change: Continuous or Incremental Change; Discontinuous or Radical Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes.
- UNIT III Implementing Change: Steps-Assembling a Change; Management in Establishing a New Direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing road Blocks; Absorbing Changes into Organization
- UNIT IV HR and Technological change: Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress
- UNIT V Organizational Development (OD): Concept and Evolution; OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises.

Suggested Readings:

1. Nilakant, V. and Ramnaryan, S., Managing Organisational Change, Response Books, New Delhi.
2. Pattanayak, Biswajeet and Kumar Pravash, Change for Growth, Wheeler Publications, New Delhi.
3. Madhukar Shukla, Competing Through knowledge, Response Books, New Delhi.
4. Venkataratnam C.S., Varma, Anil (ed): Challenge of Change: Industrial Relations in Indian Industry: Allied Pub. Ltd., New Delhi.
5. Kavitha Singh, Organisational change and Development, Excel Books New Delhi, 2010
6. French, W., Bell, C.H. & Zawacki, R.A. (2005). Organization Development and Transformation: Managing Effective Change. New Delhi: McGraw-Hill
7. Thornhill, L. S. (2011). Managing Change: A Human Resource Strategy Approach. New Delhi: Pearson Education.
8. Bhaha, S.K. (2010). Organization Development and Transformation, Deep and Deep Publication Pvt. Ltd.



DISCIPLINE SPECIFIC ELECTIVE

GROUP: D (Finance)

MCOM 303-D

DSE-I INTERNATIONAL FINANCIAL MANAGEMENT

Unit I	Global financial environment: Overview: IMF: objectives, functions. Euro currency market. Money market, capital market: Relationship with domestic markets. Role of Finance Manager in the Global context. Balance of Payments: understanding, analysis and interpretation.
Unit II	Foreign exchange Market: Nature, structure, types of transactions, exchange rate quotations, spot and forward; Arbitrage. Foreign exchange market in India: nature, structure, operations, and limitations. Exchange rate determination, forecasting, theories: Purchasing power parity, Interest rate parity etc.
Unit III	Foreign Exchange risk exposure: Types of risk: Economic and translations. Accounting treatment: tax treatment of gains and losses. Exchange Risk reduction: techniques: applications and their limitations. The Risk Management Process: Hedging, Swaps, Futures, Options, Types of Derivatives, Role of SEBI. Relationship of Money market and foreign exchange market.
Unit IV	Financial structure and International financing: Optimal financial structure and MNE and their foreign subsidiaries; Eurocurrency markets; International debt markets; Management of interest rate risk: interest rate options, currency options etc.
Unit V	Foreign investment decisions: Multinational capital budgeting; International portfolio theory and diversification; Repositioning of funds; Working capital management in MNE. FDI and FII in India.

Suggested Readings:

1. S.P.Srinivasan, B.Janakiram, International Financial Management, Wiley India, New Delhi.
2. V.Sharan, International Financial Management, 3rd Edition, Prentice Hall of India.
3. A.K.Seth, International Financial Management, Galgothia Publishing Company.
4. P.G.Apte, International Financial Management, Tata McGrw Hill.
5. Bhalla, V.K., International Financial Management, 2nd Edition, New Delhi, Anmol.
6. V.A.Avadhani, International Financial Management, Himalaya Publishing House.
7. Bhalla, V.K., Managing International Investment and Finance, New Delhi, Anmol
8. Sharan, International Financial Management, Prentice-Hall
9. Gupta, S.L.; Financial Derivatives: Theory, Concept and Problems, PHI.



MCOM 304-D

DSE-2 FINANCIAL INSTITUTIONS AND MARKET

- Unit I** Introduction: Nature and Role of Financial System, Financial System and Financial Markets, Financial Institutions and Economic Development
- Unit II** Financial Markets: Money and Capital Markets, Money Market – Meaning, Constituents, Functions of Money Market, Recent Trends in Indian Money and Capital Market.
- Unit III** Reserve Bank of India and Commercial Banks: Organisation, Management and Functions of RBI, Functions and Investment Policies of Commercial Banks, Recent Development in Commercial Banking.
- Unit IV** Development Banks: Concepts, Objectives and Functions of Development Banks, Operational and Promotional Activities of Development Banks – IFCI, ICICI, IDBI, IRBI, SIDBI, State Development Banks, State Financial Corporations.
- Unit V** (a) Insurance Sector, UTI and Non-Banking Financial Institutions: Functions, Source of Finance and Various Schemes of these Institutions.
(b) SEBI: Functions, Importance and role of SEBI

Suggested Readings:

1. Advani, Investment and Securities Market in India, Himalaya Publishing House, New Delhi
2. L.M. Bhole, Financial Markets and Institutions, Tata McGraw Hill, New Delhi
3. D. Ghose, Banking Policy in India, Allied Publications, Delhi
4. M.U. Khan, Indian Financial System, Tata Mc Graw Hill, New Delhi
5. R.M. Srivastava, Management of Indian Financial Institutions, Himalaya Publishing House, New Delhi



MCOM 403-D

DSE-3 BANKING OPERATIONS

- Unit I: Investment Banking: Meaning and scope of Investment Banking; Evolution & overview of Investment Banking in India; Mergers and Acquisitions; Divestitures: Identification, Structuring, Negotiation and Execution, arranging finances etc.
- Unit II: Merchant Banking: Meaning, Origin, Growth and Functions of Merchant Banking; Qualities and Services of Merchant Bankers; Code of Conduct of Merchant Bankers; SEBI Regulations of Merchant Banking; Problems and Prospects of Merchant Banking in India.
Credit Rating: Definition and Meaning, Objectives and Methodology of Credit Rating; Benefits and Limitations of Credit Rating; Origin and Growth of Credit Rating in India; SEBI Guidelines on Credit Rating.
- Unit-III: Corporate Banking: Meaning and importance, various services provided viz., Cash Management, Salary Payment, Debt Management, Factoring and Forfeiting, Business advisory, Off shore services, Trade services, Forex Management etc.
- Unit-IV: Retail Banking: History and definition, role within the bank operations, Applicability of retailing concepts distinction on between Retail and Corporate / Wholesale Banking; Retail Banking Products Overview; Customer requirements, Products development process, Liabilities and Assets Products / Description of Liability products, Description of Asset Products, Approval process for retail loans, Credit scoring.
- Unit-V: Technology Banking -Electronic Payment systems/ core banking solutions -Electronic funds transfer systems -RTGS -Risk Management -Exposure limits -Asset Liability Management - Capital adequacy –Basel Norms -Profit and Profitability -Approach of Banks to profitability - Effects of NPA on profitability

Suggested Readings:

1. Khan M.Y., Financial Services, Tata McGraw Hill Education Private Limited, New Delhi, 2013.
2. Gordon and Natarajan, Financial Markets and Services, Himalaya Publishing House, Mumbai, 1996.
3. Tripaty Nalini Prava, Financial Services, Prentice Hall of India, New Delhi, 2007.
4. Sashidharan K., & Alex K. Mathews, Financial Services and System, Tata McGraw Hill Education Private Limited, New Delhi, 2009.
5. Guruswamy S, Financial Services, Tata McGraw-Hill Education Private Limited, New Delhi.



MCOM 404-D

DSE-4 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

- Unit I** Investment: Introduction, Objectives, Difference from Savings, Speculation, Gambling. Types of Securities- Equity Shares, Preference Shares, Right Shares, Bonus Shares, Debentures, Bonds.
Alternative Investment- LIC, Mutual Fund, Real Assets, Real Estate.
- Unit II** New Issue Market- Parties, Government and Statutory Agencies, Pricing of new shares, Allotment of shares.
Secondary Market-History, Regulatory Framework, Online Trading. Stock Exchange and other institutions- BSE, NSE, ISE, OTCEI, NSDL.
Security and Exchange Board of India- Objective, Functions, Role.
- Unit III** Security Analysis: Risk and Return, Risk- Type, Measurement, Bond Return and Valuation, Stock Return and Valuation.
- Unit IV** Fundamental Analysis- Economic Analysis, Industry Analysis, Company Analysis, Financial Analysis.
Technical Analysis- Primary Trends, Secondary Trends, Minor Trends. Efficient Market Theory- Concept, Random-Walk Theory
- Unit V** Portfolio Management- Construction, Portfolio-Markowitz Model, Sharpe Index Model, Capital Assets Pricing Theory and Arbitrage Pricing Theory, Portfolio Evaluation.

Suggested Readings:

1. Security Analysis and Portfolio Management. Punithavathy Pandian, Vikas Publishing House, NOIDA
2. Security Analysis and Portfolio Management, Prasanna Chandra, I.K. International Publishing House, New Delhi.
3. Security Analysis and Portfolio Management, Fischer and Jordan, PHI, New Delhi.



SKILL-ENHANCEMENT ELECTIVES


MCOM 205-A

SEE-I ENTREPRENEURSHIP AND SMALL BUSINESS

Unit I	Entrepreneurship: Entrepreneur, Entrepreneurship, Enterprise, Entrepreneurial personality qualities, Entrepreneurship as a career option, Types of Entrepreneurs.
Unit II	Entrepreneurial Environment, Role of Government and Institutional Support, Development of Women Entrepreneurs, Problems of women entrepreneurs, Institutional support for women entrepreneurs.
Unit III	Creativity, Innovation and Entrepreneurship: Creative thinking, Techniques of developing creative thinking.
Unit IV	Setting up of New Business Venture: Planning for Establishing Small Scale Enterprises, Opportunity Scanning and Identification, Assessment of Markets, Selection of a business idea, Preparation of Business Plan, Government Rules and Regulations.
Unit V	Small Business Management: Management of Small Enterprises; Marketing concepts for Entrepreneurs; Issues in Financial Management, Operations Management and Human Resource Management.

Suggested Readings:

1. Management and Entrepreneurship, Veer bhadra Havinal, New Age International Publishers
2. Entrepreneurship: New Venture Creation, David H. Holt
3. Entrepreneurship Development, Satish Taneja, Himalaya Publishing House
4. Entrepreneurship: Strategies and Resources, Marc J. Dollinger, Pearson Education
5. Entrepreneurship Theory and Practice, Raj Shankar, Tata McGraw-Hill Education
6. Entrepreneurship Development, C. B. Gupta, Srinivasan, Sultan Chand & sons



MCOM 205-B

SEE-II ECONOMIC DEVELOPMENT OF UTTARAKHAND

- Unit I Economy of Uttarakhand: Salient features- Geographical features, Land types, Land use, Forest resources and Energy resources; Agriculture and Industrial pattern in Uttarakhand; Role of Service Sector in the Economy of Uttarakhand.
- Unit II Human resource in Uttarakhand: Demographic profile; Education, Health and other infrastructural facilities; Role of women in the Economy of Uttarakhand; Panchyati Raj and people's participation.
- Unit III Economic development and regional disparities in Uttarakhand; Backwardness and Indicators of regional disparities in Uttarakhand.
- Unit IV Problems of Economic Development in Uttarakhand; Difficult & inaccessible Geography; Unemployment, Migration, Poverty and Natural Calamities etc. in Uttarakhand.
- Unit V Role of Government in the Economic Development of Uttarakhand: Agriculture, Industrial, Education, Health, Infrastructure, Environment Sector & Skill Development.

Suggested Readings:

1. Bisht N.S: Regional Economics (Hindi)
2. Dewan M.L and Jagdish Bahadur: Uttaranchal vision and Action programme
3. G.P Mishra: Regional Dimensions of development
4. Tolia, R.S: Uttarakhand Today Winsar publication: Uttarakhand year book (Hindi and English)
5. Bhatt, K.N; Uttarakhand: Ecology, Economy & Society;
6. Kafaltia, Himanshu & Kafaltia, Gunjan; A Comprehensive Study of Uttarakhand; Notion Press Media Pvt. Ltd
7. पाठक, शेखर; पहाड़- परिक्रमा, तल्लीताल नैनीताल।



MCOM 305-A

SEE III E-COMMERCE

- Unit I **E-Commerce Overview:** Traditional Commerce Vs E-Commerce; E-commerce & E-Business; Categories of E-commerce; Development & Growth of E-Commerce; Advantages & Disadvantages of E-commerce.
- Unit II **E-Commerce Infrastructure:** E-Commerce architectural framework; The Internet and Internet Protocols; Internet, Intranet and Extranets; Internet connection options; Security Issues in E-Commerce environment; Encryption Techniques; Payment systems; Legal, Ethical & Tax Issues in E-commerce.
- Unit III **Online Marketing:** Online Marketing; Business Models of E-Marketing; Online Advertisement; Online retailing; E-Auctions.
- Unit IV **Online Services:** Online Financial Services; Online Banking & Brokerage; Online Insurance Services; Online Real Estate Services; Online Travel Services; Online Hospitality Services; Online Recruitment Services; Online Publishing Services; Online Entertainment; E-Learning.
- Unit V **Mobile Commerce:** Definition of Mobile Commerce; Mobile Commerce Framework; Growth of Mobile Commerce; Benefits & Limitations of Mobile Commerce; Mobile Network Infrastructure; Information Distribution for Mobile Networks; Multimedia Content Publishing; Mobile Payment Models; Mobile Commerce Applications

Suggested Readings:

1. Gary P. Schneider, "Ecommerce-Strategy, Technology and Implementation", Cengage Learning, India Edition
2. Kenneth C. Laudon, Carol Guercio Traver, "E-commerce–Business, Technology, Society", Pearson, Low Price Edition.
3. Bharat Bhasker, "Electronic Commerce–Framework, Technologies and Applications", 3rd Edition. Tata McGraw, Hill,
4. CSV Murthy, "E-commerce-Concepts, Models & Strategies", HPH.
5. J. Christopher Westland & Theodore H K Clark, "Global Electronic Commerce – Theory and Case Studies", Oxford Universities Press.
6. Martin Bichler, "The Future of e-Markets", Cambridge press.



MCOM 305-B

SEE IV BUSINESS COMMUNICATION

- Unit I Communication: Meaning and Significance for Business; Types of Communication; Media; Barriers to Communication; Principles of Effective Communication.
- Unit II Correspondence: Norms and Formation of Business Letters; Types of Letters for different situations.
- Unit III Non-verbal communication: Personal Appearance Posture; Body Language; Use of Charts, Diagrams & Tables; Audio, Visual & Audio-Visual Aids for communication; Dyadic communication; Face to Face Communication; Telephonic Conversation.
- Unit IV Conducting Meetings: Procedure; Preparing agenda; Minutes and Resolutions; Conducting Seminars & Conferences; Procedure of Regulating Speech; Evaluating Oral Presentation; Group Discussion; Drafting Speech.
- Unit V Report Writing: Structure of Reports; Long & Short Reports; Formal & Informal Reports; Writing Research Reports; Technical Reports; Norms for including Exhibits & Appendices.

Suggested Readings:

1. Business communication – PC Bhatia – Ane books Pvt ltd.
2. Business communication, principles and methods and Techniques – Nirmal singh, Deep and Deep publications Pvt Ltd.
3. Business communication – Sathya swaroop Debaish Bhagabandas – PHI learning private ltd.
4. Business communication – Meenakshi Raman, Prakash singh, Oxford university press
Foundations of Business communication, India Edition – Dona. J. Young Tata mcgraw – Hill.



GENERAL/OPEN ELECTIVES

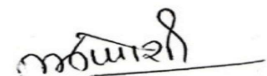
MCOM 206-A

GE-I INTRODUCTION TO ACCOUNTING

Unit-I	Meaning, Definitions & Objectives of Accounting; Accounting Concepts, Conventions & Principles; Accounting Cycle; An Overview of Accounting Standards Issued by ICAI and IFRS.
Unit-II	Single and Double entry system of Book Keeping; Accounting Equations; Preparation of Journal, Ledger and Trial Balance.
Unit-III	Final Accounts of Sole Trading Concern: Preparation of Trading and Profit & Loss Account, Balance Sheet with Adjustments.
Unit-IV	Depreciation Accounting; Bank Reconciliation Statement.
Unit-V	Financial Statement of Non-Profit Organization: Receipts and Payment Account, Preparation of Income and Expenditure Account and Balance Sheet.

Suggested Readings:

1. Tulsian, P.C. Financial Accounting, Pearson Education
2. Goel, D.K., Financial Accounting, Arya Publications, New Delhi (English & Hindi)
3. M.C. Shukla, T.S. Grewal and S.C. Gupta. Advanced Accounts. Vol.-I. S. Chand & Co., New Delhi. (English & Hindi)
4. S.N. Maheshwari and. S. K. Maheshwari. Financial Accounting. Vikas Publishing House, New Delhi. (English & Hindi)
5. Deepak Sehgal. Financial Accounting. Vikas Publishing H House, New Delhi.
6. Bhushan Kumar Goyal and HN Tiwari, Financial Accounting, International Book House
7. शुक्ल,एस.एम., एडवांस्ड अकाउन्टन्सी, साहित्य भवन आगरा।



MCOM 206-B
GE-II BANKING OPERATIONS

UNIT I	Banking structure in India; Banking functions and services; Foreign commercial banks; Private commercial banks; Capital adequacy.
UNIT II	Principles of lending; financial adequacy assessing the borrower - project appraisal - structural and Infrastructural analysis - legal formalities - follow up loans, asset management companies.
UNIT III	Non-Performing Assets (NPAs) - Early Warning Signals - Management of NPAs- Remedies Available - Recent Measures - loan recovery tribunals - Provisions of Revenue Recovery Act
UNIT IV	Investment management - priorities in allocation of bank funds - investment in governments securities - maturity and yield - quality and diversification, profitability management - profit planning
UNIT V	Traditional Banking vs. E-Banking - facets of E-Banking - Internet Procurement - E- Banking Transaction - Electronic Delivery Channels - Truncated Cheque - Complete Centralized Solution - Features of CCS - Advances of E-Banking - Constraints in E-Banking - Security Measures.

Suggested Readings:

1. Varshney, PN. Banking Law & Practice, Sultan Chand, New Delhi.
2. S.N.Maheswari, Banking Law & Practice, Ludiana, Kalyani Publications.
3. Vasant Desai, Principles of Bank Management, Mumbai, Himalaya Publications.
4. K.Subramanian, Banking Reforms in India, TMH, New Delhi.
5. Joseph Sinkey, Commercial Bank Financial Bank Financial Management, Pearson Education (Prentice Hall)
6. E.Gordon and Dr. K. Natarajan, Banking Theory Law and Practice – Himalaya Publishing House



MCOM 306-A
GEE-III BASICS OF INCOME TAX

- Unit I** Introduction to Indian Tax System; concept of tax; cannon of taxation; Different taxes levied by state/central govt.
- Unit II** Definitions of Important Terms used in Income Tax Act; Residential status; Incidence of tax; Exempted income.
- Unit III** Computation of Total Under Different Heads of Income.
- Unit IV** Deductions, rebate and relief; Clubbing of Income; set off and carry forward of Losses.
- Unit V** Computation of Total Income and Tax Liability of Individuals.

Suggested readings:

1. Singhanian, Vinod K. and Monica Singhanian. Students' Guide to Income Tax, University Edition. Taxmann Publications Pvt. Ltd., New Delhi.
2. Ahuja, Girish and Ravi Gupta. Systematic Approach to Income Tax. Bharat Law House, Delhi.
3. S.P. Goyal, Direct Tax Planning, Sahitya Bhawan, Agra
4. Lakhotia, R.N., Corporate Tax Planning, Vision Publications, New Delhi
5. Agarwal, B.K., Direct Tax Law and Accounts (Hindi and English)
6. Mehrotra, H.C. & Joshi C.S., Income Tax law and Accounts (Part-I), Sahitya Bhawan, Agra (Hindi & English)



MCOM 306-B

GEE-IV BUSINESS ETHICS AND CORPORATE SOCIAL RESPONSIBILITY

Unit I	Business Ethics: Meaning, Concept and Development of Business Ethics; Ethical Issues in Business; Framing Business Ethics; Evaluating Business Ethics; Business Ethics and Stakeholders; Impact of unethical behaviour in the Business.
Unit II	Ethics and Management; Ethics for managers; Role and functions of ethical managers; Ethical behaviour of Managers, Ethical issues in Marketing, HRM & Finance.
Unit III	Ethical Decision Making; Framework for Ethical decision making in business; Role of Ethical Leadership; Leadership styles and ethical decision making.
Unit IV	Developing Ethics programme; Implementation of Effective Ethics Programme; Ethics Training and Communication; Ethical Standards; Ethics Audit.
Unit V	Emerging Business Ethics Issues; Recognizing an Ethical Issue; Challenge of determining an Ethical Issue in Business; Institutionalization of Business Ethics.

Suggested Readings:

1. Business Ethics: A Managerial Approach by Andrew C. Wicks and R. Edward Freeman, Pearson Education
2. Ronald D Francis, Mukti Mishra, Business Ethics- An Indian Perspective, The McGraw Hill Companies
3. S.A.Sherlekar, Ethics in Management, Himalaya Publishing House
4. S.K.Bhatia, Business Ethics and Managerial Values, Deep and Deep Publications Pvt. Ltd.
5. S.K.Mandal, Ethics in Business and Corporate Governance, The McGraw Hill Companies
6. William B. Werther and David B. Chandler, Strategic corporate social responsibility, Sage Publications

