DR. HARISINGH GOUR VISHWAVIDYALAYA, SAGAR (M.P.)
(A Central University)

DEPARTMENT OF COMMERCE

Syllabus
Of

MASTER OF COMMERCE (M.COM)

Approved by Board of Studies & School Board
w.e.f.
Academic Year 2018-19

DEPARTMENT OF COMMERCE

M.Com. Syllabus

(w.e.f. Academic Session- 2018-19)

1. PREAMBLE:

The Department of Commerce under School of Commerce and Management is one of the oldest and major departments of this University. Department of Commerce was established on 18th July 1948. The Department is engaged in Under-graduate and Post-graduate teaching and in guiding of research work. In the present time, the Department has total intake of 760 Students at the undergraduate and Post graduate level. By now, more than 240 research scholars have been awarded Ph.D. degree on their research work and at present 14 candidates are exclusively engaged in Department research centre at the Ph.D. level. The Department has now Three Professors, and Eight Assistant Professors.

Masters in Commerce (M.Com) is the most exalted two year full time post-graduate programme in commerce. The course provides an extreme and rigorous base for teaching, research and allied business administration. The course serves the needs of academics and prepares students for research and teaching. The Alumni of this course are well placed in business, academics and administration in the country. In the year 2009, after being upgraded as Central University, CBCS System has been adopted by the University and this course is being changed second time after adopting CBCS System. The UGC has asked for introduction CBCS System in all the Central and State Universities and also proposed a model syllabus of CBCS System in undergraduate programme and it is being introduced in academic year 2016-17. Thus, in view of widening the scope and depth of the course according to change in under-graduate courses and inclusion of research paradigms of commerce stream, change in overall structure of the course has been proposed. Further, the overall structure has been improved to provide an insight of research in commerce and interdisciplinary areas and to facilitate those students aspiring for direct Ph.D. admissions.

The University constituted Board of Studies in Commerce to facilitate the course revision and to resolve other academic matters of the Department. The proposed changes in the structure and content of the syllabi has been discussed and approved in the Departmental Council before placing it in the meeting of the Board of Studies for their valuable inputs and suggestions for drafting the curriculum.

2. Duration of Program:

(a) Minimum Duration**: Two years (4 Semester)**

(b) Maximum Duration**: Four Years**

3. M.Com. Programme Structure:

The M.Com. Programme is divided into two parts as under. Each Part will consist of two semesters.

		Semester		Semester
Part - I	First Year	Semester	I	Semester II
Part – II	Second Year	Semester	III	Semester IV

*There will be 4 lecture and 01 tutorial hours of teaching per week for each paper
*Duration of examination of each paper shall be 3 hours.
*Each paper will be of 100 marks out of which 60 marks shall be allocated for End semester examination and 40 marks for internal assessment.

The schedule of papers prescribed for various semesters shall be as follows:

M. Com. Two years (4 Semester) CBCS Programme

Programme	Credits	Total Credits	Minimum Duration	Maximum Duration
M. Com.	**Core Course- 60** **Specific Elective - 16** **Open Elective - 04**	**80**	**02 Years**	**04 years**

Semester I

Course No.	Course Title	Course Type	L	T	P	Credit
COM-CC- 121	Advanced Statistics	Core Course	4	1	0	5
COM-CC- 122	Company Law	Core Course	4	1	0	5
COM-CC- 123	Advanced Banking and Insurance	Core Course	4	1	0	5
COM-CC- 124	Management Thought & Organization Behavior	Core Course	4	1	0	5
	Total Credit		**16**	**04**	**0**	**20**

Semester II

Course No.	Course Title	Course Type	L	T	P	Credits
COM-CC- 221	Accounting Theory	Core Course	4	1	0	5
COM-CC- 222	Managerial Economics	Core Course	4	1	0	5
COM-CC- 223	Financial Management	Core Course	4	1	0	5
COM-CC- 224	Marketing Management	Core Course	4	1	0	5
COM-OE- 221	Business Environment	Open Elective	2	0	0	2
	Total Credit		**18**	**04**	**0**	**22**

Semester III

Course No.	Course Title	Course Type	L	T	P	Credits
COM-CC- 321	Accounting for Managers	Core Course	4	1	0	5
COM-CC- 322	International Business	Core Course	4	1	0	5
COM-SE-323 -A COM-SE- 323-B COM-SE- 323-C	**Specialization Group –Paper-I (Any One)** **A. Accounting & Finance :** Cost Accounting & Control **B. Taxation Group:** Principles of Taxation **C. Management Group:** Service Marketing	Specific Elective	3	1	0	4
COM-SE-324- A COM-SE-324-B COM-SE-324-C	**Specialization Group –Paper-II (Any One)** **A. Accounting & Finance** Financial Institution & Markets **B. Taxation :** Corporate Taxation **C. Management :** Supply Chain Management	Specific Elective	3	1	0	4
COM-OE- 321	Income Tax Law	Open Elective	2	0	0	2
	Total Credit					**20**

Semester IV

Course No.	Course Title	Course Type	L	T	P	Credits
COM-CC- 421	Dissertation/Project/Field work/Case study	Core Course	4	1	0	5
COM-CC- 422	Management and Development of Entrepreneurship	Core Course	4	1	0	5
COM-SE- 423-A COM-SE- 423-B COM-SE- 423-C	**Specialization Group -Paper-III(Any One)** **A. Accounting & Finance:** Advanced Financial Accounting **B. Taxation :** Indirect Tax Law & Procedure **C. Management :** Management of Small and Medium Enterprises(SME)	Specific Elective	3	1	0	4
COM-SE- 424-A COM-SE- 424-B COM-SE- 424-C	**Specialization Group -Paper IV(Any One)** **A. Accounting & Finance :** Security Analysis & Portfolio Management **B. Taxation :** Tax Planning & Management **C. Management :** Human Resource Development	Specific Elective	3	1	0	4
	Total Credit					**18**
	Grant Total of Credit					**80**
COM-OE- 421	Business Environment (Only for session 2017-18. Y-17280---- students)	Open Elective	2	0	0	(2)

Explanation of Course Character Code:

- First three alphabets stand for Name of the Department **(**Commerce**)**.
- Middle alphabetical Code stands for Nature of Course.
- First Digit Stands for Concern Semester.
- Second Digit Stands for Level of Course.
- Third Digit Stands for Course Number.

Where,

AEC	**:**	**Ability Enhancement Courses**
AECC	**:**	**Ability Enhancement Compulsory Courses**
CC	**:**	**Core Course**
COC	**:**	**Career Oriented Courses**
Credit	**:**	**Credits of Education / Skills as a recognized component of learning**
DSE	**:**	**Discipline Specific Elective**
FC	**:**	**Foundation Course**
GE	**:**	**Generic Course**
OE	**:**	**Open Elective**
SE	**:**	**Specific Elective**
SEC	**:**	**Skill Enhancement Course**

4. Scheme of Examination

As per Schedule 1 of Ordinance 22 (B).

Examination	Syllabus Content	Maximum Marks	Mode of Examination
First Mid Semester Exam	50% of Syllabus	20 Marks	Written Exam
Second Mid Semester Exam	75% of Syllabus	20 Marks	Assignment + Presentation*
End Semester Exam	Entire Syllabus	60 Marks	Written Exam

The question paper for the End Semester Examination shall be of 3 (Three) hour's duration and shall be set such as to comprise the following Sections:

1. **Section A:** Shall have 10 (Ten) Objective Type Questions of 1 (One) Marks each. All Questions in this section shall be compulsory; **(Total 10 Marks).**
2. **Section B:** Shall have 6 (Six) Short Answer Questions (SAQs) of 5 (Five) Marks each. Out of which the examinee shall be required to attempt **<u>any 4 (Four)</u>** questions; **(Total 20 Marks).**
3. **Section C:** Shall have 5 (Five) Essay/Long Answer Questions (LAQs) of 10 (Ten) Marks each. Out of which the examinee shall be required to attempt **<u>any 3 (Three)</u>** questions; **(Total 30 Marks).**

DEPARTMENT OF COMMERCE
M.Com. (Semester-I)
(w.e.f. Academic Session- 2018-19)

Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-CC- 121	Advanced Statistics	100	4	1	0	5

OBJECTIVE:
The objective of this paper is to equip the students with important statistical techniques used for managerial decision making and to provide knowledge of advanced analytical tools used in research.

SYLLABUS CONTENTS

UNIT – I **(15 Lectures)**

Correlation and Regression Analysis: Simple, multiple and partial correlation analysis. Rank correlation. Simple and Multiple linear regression analysis (involving up to three variables). Multiple regression analysis using MS Excel.

UNIT-II **(15 Lectures)**

Theory of Probability and Probability Distributions: Approaches to calculation of probability. Marginal, joint and conditional probabilities. Probability rules. Bayes' theorem.

Expected value and standard deviation of a probability distribution. Standard probability distributions - Binomial, Poisson, Hypergeometric, and Normal.

Statistical Decision Theory: Decision-making process. Payoff and Regret tables. Decision rules under risk and uncertainty.

UNIT-III **(15 Lectures)**

Sampling Distributions and Estimation: Sampling concepts. Sampling methods. Concept of sampling distribution, its expected value and standard error. Sampling distribution of means and Central Limit Theorem. Sampling distribution of proportions.

Point and interval estimation; Properties of a good estimator. Confidence intervals for means (a) when σ is known, and (b) when σ is not known. Sample size determination for a mean. Confidence intervals for proportions.

Hypothesis Testing: One and Two-sample Tests: General methodology of hypothesis testing. One and two-tailed tests. Type I and type II Errors. Power of a test. Calculation and use of p-value.

UNIT – IV **(15 Lectures)**

One Sample Tests: Hypothesis testing of means when the population standard deviation is known and when it is not known. Hypothesis tests concerning proportions.

Two-sample Tests: Tests for difference between means – when population standard deviations are known, and when they are not known. Inferences about difference between two means for matched samples. Testing of difference between two proportions.

UNIT-V **(15 Lectures)**

Analysis of Variance and Non-parametric Tests: F-test of equality of variances. One-factor ANOVA (Completely Randomised Model) and Two-factor ANOVA without replication (Randomised Block Model). Chi – square test for Independence and for Goodness-of-fit. Sign test, One-sample runs test and Rank correlation test.

ESSENTIALS READINGS:

1. J. K. Singh, *Business Mathematics,* Himalaya Publishing House.
2. J. K. Sharma, *Business Statistics,* Pearson Education.
3. S.C. Gupta, *Fundamentals of Statistics,* Himalaya Publishing House.
4. S.P. Gupta and Archana Gupta, *Elementary Statistics,* Sultan Chand and Sons, New Delhi.
5. Business Mathematics, S.P.Gupta, S.M.Shukla, Sahitya Bhawan Publications.
6. Business Mathematics, Ramesh Mangal, Satish Printers and publishers.

SUGGESTED /RECOMMENDED READINGS:

1. Levin, R.I. and D.S. Rubin, Statistics for Management, Prentice-Hall of India.

1. Aczel, Amir D., and Sounderpandian, J., Complete Business Statistics, Tata McGraw Hill Publishing.
2. Anderson, Sweeny and Williams, Statistics for Business and Economics, CENGAGE Learning, New Delhi
3. Kazmeir Leonard J: Business Statistics, Tata McGraw Hill Publishing Company, New Delhi
4. Vohra, N. D., Business Statistics, Tata McGraw Hill Publishing Company, New Delhi
5. Freund, J. E. And F. J. Williams, Elementary Business Statistics – The Modern Approach, Prentice Hall of India Private Ltd., New Delhi.
6. Gupta .S.C.Fundamentals of Statistics Himalaya Publishing House Pvt ltd New Delhi
7. Gupta & Gupta Business Statistics Himalaya Publishing House Pvt ltd New Delhi
8. Sejal Desai Statistical Methods in Business Management Indica Publishers & Distributers Pvt ltd New Delhi
9. Ashish J.Dave Statistics for Management Indica Publishers & Distributers Pvt ltd New Delhi

DEPARTMENT OF COMMERCE
M.Com. (Semester-I)
(w.e.f. Academic Session- 2018-19)

Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-CC- 122	Company Law	100	4	1	0	5

OBJECTIVE:
To acquire knowledge and develop understanding of the regulatory framework of companies with reference to various provisions of the Companies Act, 2013 and a number of other corporate laws.

Syllabus Contents

UNIT – I **(15 Lectures)**
Historical Background of Company Law.
New Company act 2013: companies formation of company, memorandum of association, article of association, prospectus, share capital of company, borrowing powers of the company.

UNIT-II **(15 Lectures)**
Membership of company, winding up of company, majority powers and minority rights, prevention of oppressions & mismanagement.

UNIT-III **(15 Lectures)**
Management and Control of Companies: Directors; classification of directors, women directors, independent directors; disqualifications, director identity number (DIN); appointment, legal positions, powers and duties, removal of directors; key managerial personnel, managing director, manager; managerial remuneration; meetings of shareholders and board- kinds, convening and conduct of meetings.

UNIT – IV **(15 Lectures)**
Depositories Act 1996: Definitions; rights and obligations of depositories; participants, issuers and beneficial owners; inquiry and inspections; penalty.

UNIT-V **(15 Lectures)**
SEBI Act, 1992: Formation; functions and powers of SEBI in relation to securities markets; prohibition of manipulative and deceptive devices; insider trading.

Note: Current issues and Case Studies involving issues in corporate laws are required to be discussed.

ESSENTIALS READINGS:

1. Hicks, Andrew & Goo S.H., Cases and Material on Company Law, Oxford University Press.
2. Kershaw, David, Company Law in Context, Oxford University Press, UK.
3. Gowar, LCB, Principles of Modern Company Law, Stevens & Sons, London.
4. Hanningan, Brenda, Company Law, Oxford University Press, UK.
5. Sharma, J. P, Corporate Laws, Ane Books Pvt Ltd, New Delhi.

SUGGESTED /RECOMMENDED READINGS:

1. Bhandari, Munish, Professional Approach to Corporate Laws and Practice, Bharat Law House, Delhi
2. Ramaiya, A Guide to Companies Act, Wadhwa and Company Nagpur
3. Kannal, S., & V.S. Sowrirajan, Company Law Procedure, Taxman's Allied Services (P) Ltd., New Delhi
4. Course material of the Institute of Company Secretaries of India on Company Laws.
5. Bharat's Companies Act 2013, Bharat Law House, New Delhi

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M.Com. (Semester-I)
(w.e.f. Academic Session- 2018-19)

Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-CC- 123	Advanced Banking and Insurance	100	4	1	0	5

OBJECTIVE:
To acquire knowledge and develop understanding of the Banking and Insurance.

UNIT – I **(15 Lectures)**
Commercial Banking in India-Introduction, scheduled and non- Scheduled banks, evolution and growth of banking system of India , RBI' s policy, present structure of Indian Banking.
Competitive strategy to meet challenges to Commercial Banks in India- Challenges before Indian Commercial Banks, Opportunities for Indian Commercial Banks, Strengths of Indian Commercial Banks, Strategy to cope with the challenges.

UNIT-II **(15 Lectures)**
Corporate Governance in Commercial Banks- Emergence ofCorporate Governance,Corporate Governance and Commercial Banks, Concept, Objectives, Fundamentals, Prescribing code of effective corporate governance for commercial banks, Corporate Governance in commercial banks in India.
Management of Loans in Commercial Banks- Characteristics, principle, Loan policy, supervision of loan.

UNIT – III **(15 Lectures)**
Management of Non- Performing Assets (NPAs) in Commercial Banks- Conceptual Exposition, NPAs in Indian Commercial Banks, NPAs in priority sector advances, Steps taken by the government and the RBI to control NPA's, impact of the efforts for managing NPA's, Future Challenges.

Retail Banking-Concept, features, utility, Retail banking in Foreign Countries, Retail banking in India, Future of Retail Banking and Government Policy for Retail Banking.

UNIT – IV **(15 Lectures)**
Insurance: Introduction,Definition, nature, role and impotence, Insurance Contract.
Life Insurance-Nature, Classification, of policies, annuities, Selection of risk.
Marine Insurance- Nature, contract, policies, policies conditions.
Fire Insurance- Nature, uses, contract, kinds of policies, Policies conditions, rate fixation in fire Insurance, payment of claim, Progress of fire Insurance.

UNIT-V **(15 Lectures)**
Miscellaneous Insurance- Social Insurance, health, transport, motor, rural, agriculture, urban, traditional, and non-urban traditional Insurance, progress of general and misc.insurance.
Insurance Legislation in India, IRDA, Reformatory measures taken by the Government in Insurance Sector, Impact of Reforms, Future Opportunities and Challenges.

ESSENTIALS READINGS:

1. Bhole L. M: Financial institutions and Market, Tata Mc. Graw Hill.
2. Desai Vatan: The Indian Financial System, Himalaya Publishing House.
3. Gordon E., Natrajan K.: Financial Markets and institutions, Himalaya Publications.
4. Mishra M.N, Mishra S.B: Insurance Principles and Practice, S. Chand Publications.

SUGGESTED /RECOMMENDED READINGS:

1. Arumugam Vijayakumar: Indian Insurance Sector in 21st century: An Outlook, Gyan Publishing House.
2. Sadhak H.: Life Insurance in India: Opportunities, Challenges and strategic Perspective. Sage Publications

DEPARTMENT OF COMMERCE
M.Com. (Semester-I)
(w.e.f. Academic Session- 2018-19)

Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-CC- 124	Management Thought & Organization Behavior	100	4	1	0	5

OBJECTIVE:
The objective of the course is to enable students to develop a theoretical understanding about organization structure and its behavior over time. The course will also make them capable of realizing the competitiveness for firms.

Syllabus Contents

UNIT – I **(15 Lectures)**

Introduction :
Evolution of Management Thought, Classical Theories of Management-Bureaucracy of Weber, Scientific Management of Taylor, Management Process of Fayol; Neo- Classical Theories- Human Relation- Mayo & Others: Modern Theories- Characteristics of Modern Management Thoughts.

UNIT- II **(15 Lectures)**

Motivation: Concept Theories- Maslow's Need Hierarchy, Herzberg's Two factor theory; Contemporary theories of motivation (ERG, Cognitive evaluation, goal setting, equity, Intrinsic Motivation), expectancy model; Motivation and organizational effectiveness.

Leadership, Power and Conflict: Concept and theories of leadership- Behavioral approach, Situational approach, Leadership effectiveness; Power- Bases of Power, power tactics; Conflicts- sources, patterns, levels and strategies

UNIT-III **(15 Lectures)**

Conceptual Foundations of Organization, Organizational Behavior (OB)- concept, determinants, models; challenges and opportunities of OB; Transaction cost; Disciplines contributing to the field of OB; Individual Behavior- Foundations of individual behavior, values, attitudes, personality, and emotions ; Perceptual process and Learning ; Management assumptions about people-McGregor's Theory X and Theory Y,

UNIT – IV **(15 Lectures)**

Group Decision making and Communication: Concept and nature of decision making process; Individual versus group decision making; Nominal group technique and Delphi technique; communication effectiveness in organizations; Feedback, Improving Inter-personal communication- Transactional Analysis and Johari Window.

UNIT – V **(15 Lectures)**

Organizational Culture, Organizational Development and Stress Management: Concept and determinants of organizational culture, creating sustaining and changing organizational culture. Managing misbehavior at work- Aggression and Violence, Sexual abuse, Substance abuse, Cyber slacking.
Organizational Development- concept, values, and intervention techniques; Appreciative Inquiry.

Note: Current issues and developments are to be discussed.

ESSENTIALS READINGS:

1. Robbins, Stephen P. and Timothy A. Judge, Organizational Behaviour, Prentice -Hall, New Delhi.
2. Robins S.P., and Mathew, M.,Organisational Theory: Structure, Design and Application, Prentice Hall of India Pvt. Ltd.
3. Luthans, Fred, Organizational Behaviour, McGraw-Hill, New York.
4. Sekaran, Uma, Organisational Behaviour: Text and Cases, Tata McGraw-Hill Publishing Co. Ltd.
5. Aswathappa, K., Organisation Behaviour, Himalaya Publishing House, New Delhi.
6. Singh, K., Organizational Behaviour: Text and Cases, Pearson.

SUGGESTED /RECOMMENDED READINGS:

1. Pareek, U. and Khanna, S., Understanding Organizational Behaviour, Oxford University Press.
2. Newstorm, John W., Organizational Behaviour: Human Behaviour at work, Tata McGraw- Hill Pub. Co. Ltd. New Delhi.
3. Hersey, Paul, Dewey E. Johnson, and Kenneth H. Blanchard, Management of Organisational Behaviour, Prentice-Hall of India, New Delhi.
4. Terrance R. Motchell, People in Organization An Introduction to Organisational Behaviour, McGraw-Hill, New York .
5. N. Murthy.M.S. Management Concept& Theories Indica Publishers & Distributers Pvt ltd New Delhi
6. Shewta Verma Organizational Behaviour Indica Publishers & Distributers Pvt ltd New Delhi
7. Subha Rao P.Management & Organisational Behaviou, Himalaya Publishing House, New Delhi.

DEPARTMENT OF COMMERCE
M.Com. (Semester-II)
(w.e.f. Academic Session- 2018-19)

Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM- CC-221	Accounting Theory	100	4	1	0	5

Objective:
The course aims to provide knowledge to the students about developments in accounting theory and financial reporting, and understanding of accounting and reporting issues at the national and international level.

Syllabus Contents

UNIT – I **(15 Lectures)**

Accounting Theory: Nature, Classifications of Accounting Theory, Different Approaches to Theory Construction; Factors Influencing Accounting Environment; Measurement in Accounting.

Accounting Principles: Generally Accepted Accounting Principles, Selection of Accounting Principles; AS-1 Disclosure of Accounting, Policies, and Indian Accounting Standards.

UNIT-II **(15 Lectures)**

Income Concepts: Different Concepts of Income Measurement; Recipients of Net Income. Accounting Standard Setting: Benefits, Standard Setting. Comparison of Standard Setting in India, USA and U.K.

Financial Reporting: Nature and Objectives; Benefits; General purpose and Specific Purpose Report; Qualitative Characteristics of Accounting Information; Conceptual Framework- FASB and IASB.

UNIT – III **(15 Lectures)**

International Financial Reporting Standards (IFRSs): Role of IASB; Arguments for Global Convergence; Required Disclosure as per IFRSs; Achievements of IASB and Obstacles in Convergence; Difference between IFRSs and Indian Accounting Standards; US GAAP.

UNIT-IV **(15 Lectures)**

Issues in Corporate Financial Reporting: Accounting for Changing Prices; Segment Reporting
Interim Reporting, Foreign Currency Translation.

UNIT – V **(15 Lectures)**

Human Resource Accounting: Social Reporting, Financial Reporting in Not-For-Profit and Public Sector Organizations.

Note: Cases related to the issues are to be discussed.

ESSENTIALS READINGS:

1. Jawahar Lal, Accounting Theory and Practice, Himalaya Publishing House, New Delhi.
2. E.S. Hendriksen, Accounting Theory, Richard D. Irwin.
3. M.W.E. Glautier and B. Underdown, Accounting Theory and Practice.
4. Ahmed Riahi Belkaoui, Accounting Theory, Thomson Learning.
5. Henry I- Wolk, Jere R. Francis and Michael G- Tearney, Accounting Theory: A Conceptual and Institutional Approach, South Western Publishing Co.

SUGGESTED /RECOMMENDED READINGS:

1. Robert Bloom and Pieter T. Elagers, Accounting Theory and Policy, Harcourt Brace Joranovich.
2. L.S. Porwal, Accounting Theory, McGraw Hill Education (India) Ltd.

DEPARTMENT OF COMMERCE
M.Com. (Semester-II)
(w.e.f. Academic Session- 2018-19)

Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-CC- 222	Managerial Economics	100	4	1	0	5

OBJECTIVE:
The objective of the course is to acquaint students with the basic principles of micro and macro- economics for developing the understanding of theory of the firm, markets and the macro environment, which would help them in managerial decision making processes.

Syllabus Contents

UNIT – I **(15 Lectures)**
Firm and Market:
Demand and The Firm: Consumer Behavior, Cardinal and ordinal approaches to the derivation of the demand function. Revealed preference approach, Theory of attributes – Demand for consumer durables. Firm Theory: Objectives of the firm
Production and Cost: Production: Law of variable proportion. Returns to scale. Production function
Cost function: Classification of costs, Short run cost functions, Long run cost functions.

UNIT-II **(15 Lectures)**
Market structures Perfect and Imperfect: Market forms: AR-MR. Price taker; Monopoly power, Oligopolistic behavior

UNIT – III **(15 Lectures)**
Macroeconomic environment:
ISLM: Derivation of IS function. Demand for real cash balances: Tobin's Portfolio theory. Derivation of real LM function, Real IS-LM framework.

UNIT-IV **(15 Lectures)**
Aggregate Demand and Aggregate Supply: Modern aggregate demand function, Demand Management. Philips Curve, Aggregate supply and the price level.

UNIT-V **(15 Lectures)**
Trade Cycles and The Open Economy: Real Business Cycles. Exchange rate, trade balance, net saving.
National Income: Concept and components, Methods of measuring National Income ,Problem of Measurement, Importance of National Income Analysis, Per- capita Income, Physical Quality of Life Index.
Note: Current issues and developments are to be discussed.

ESSENTIALS READINGS:

1. Koutsyiannis, A., Modern Microeconomics, Macmillan Press Ltd.
2. Varian, Micro-Economic Analysis , Norton.
3. Pindyck Robert S., Daniel L. Rubinfeld and Prem L. Mehta, Micro Economics, Pearson Education Asia, New Delhi.
4. Branson William H., Macro Economics Theory and Policy, First East – West Press.
5. Dornbusch, R. and S. Fischer Macro Economics, Publisher Tata McGraw Hill.

SUGGESTED /RECOMMENDED READINGS:

1. Oliver Blanchard Macro Economics, Pearson Education, LPE.
2. Mankiw, N. Gregory, Macro Economics, Macmillan.
3. D.M. Mithani-Himalay Publication House – Managerial Economic
4. Sarkar M.K. Management Economics Indica Publishers & Distributers Pvt ltd New Delhi
5. Ankit Khanna Economics for Managerial Decisions Indica Publishers & Distributers Pvt ltd New Delhi
6. Appannaiah,Shanti ,Ramanath Managerial Economics Himalaya Publishing House, New Delhi
7. Mithani, D.M. Economics for Managers Himalaya Publishing House, New Delhi

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Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-CC- 223	Financial Management	100	4	1	0	5

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

Syllabus Contents

UNIT – I **(15 Lectures)**

Introduction: Nature, scope and objectives of financial management. Financial decision making and types of financial decisions Finance as a strategic function. Role of finance manager.

Capital Budgeting: Nature, significance and kinds of capital budgeting decisions. Capital budgeting techniques- ARR, Payback period, Discounted payback period, NPV, IRR.

UNIT-II **(15 Lectures)**

Cost of Capital: An overview of cost of capital- Equity share capital, Preference share capital, debenture and retained earnings and WACC.

Theories of capital structure- NI, NOI, MM Hypothesis without and with corporate taxes, Modigliani miller argument with corporate and personal taxes, Point of Indifference, Optimal capital structure. Determinants of Capital structure in practice.

UNIT – III **(15 Lectures)**

Operating and Financial leverage and evaluation of financial plans (EBIT-EPS analysis).

Dividend Policy: Forms of dividends. Theories of relevance and irrelevance of dividend in firm valuation (Walter's model, Gordon's Model, MM Hypothesis). Issues in dividend policy, Determinants of dividend policy,

UNIT-IV **(15 Lectures)**

Working Capital Planning and Management: Concept and types of working capital. Operating and cash cycle, Estimation of working capital requirement. Working capital financing, Determinants of working capital.

UNIT- V **(15 Lectures)**

Mergers and Acquisitions- types, sources of takeover gains.

Corporate Restructuring and Contemporary Issues in Financial Management: Corporate restructuring.

Note: Use relevant case studies to supplement class discussions

ESSENTIALS READINGS:

1. Van Horne, James C., Financial Management and Policy, Prentice Hall of India.
2. Pandey, I. M., Financial Management, Vikas Publishing.
3. Ross S.A., R.W. Westerfield and J. Jaffe, Corporate Finance, McGraw Hill.
4. Brealey R.A. and S.C. Myers, Principles of Corporate Finance, McGraw Hill.
5. Damodaran, A.,Corporate Finance: Theory and Practice, John Wiley & Sons.
6. Chandra, P. Financial Management, Tata McGraw Hill.
7. Khan, M.Y & Jain, P.K Financial Management: Text, Problems and Cases, Tata McGraw Hill.

SUGGESTED /RECOMMENDED READINGS:

1. Ehrhardt, M. C. & Brigham E. F, Corporate Finance, Indian Edition, Cengage Learning
2. Srivastava, Rajiv and Misra. Anil, Financial Management, Oxford University Press.
3. Arthur J. Kewon, John H. Martin, J. William Petty &David F. Scott, Financial Management: Principles & Application, Pearson.
4. Meyer. et.al, Contemporary Financial Management, Cengage Learning.

DEPARTMENT OF COMMERCE
M.Com. (Semester-II)
(w.e.f. Academic Session- 2018-19)

Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-CC- 224	Marketing Management	100	4	1	0	5

OBJECTIVE:
The course will familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills. It will make the student to understand marketing operations of a business firm.

Syllabus Contents

UNIT – I **(15 Lectures)**

Introduction: Nature and Scope of Marketing; Core Marketing Concepts; Evolution of modern marketing concept; Modern marketing concepts; Marketing Mix; Marketing management process-a strategic perspective; Customer quality, value and satisfaction; Planning and control.

Marketing Environment, Significance of scanning marketing environment, Analyzing macro environment of marketing-economic, demographic, socio-cultural, technological, political and legal segments; Impact of micro and macro environment on marketing decisions.

UNIT-II **(15 Lectures)**

Buyer behavior: Need for studying buyer behavior; Consumer vs. business buying behavior; Consumer buying decision process and influences; Industrial buying process.

Market Segmentation, Targeting and Positioning: Bases for segmenting a consumer market; Levels of market segmentation; Factors influencing selection of market segments; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process.

Unit – III **(15 Lectures)**

Product and Pricing Decisions: Product - concept and classification; Major product decisions; New product development; Packaging and labeling; Product support services; Branding decisions; Product life cycle – concept and appropriate strategies adopted at different stages.

Pricing- Objectives, Factors affecting price of a product, Pricing policies and strategies, Ethical issues in product and pricing decisions.

UNIT – IV **(15 Lectures)**

Distribution Decisions: Channels of distribution – concept and importance; Different types of distribution middlemen and their functions; Channel management, selection, motivation and performance appraisal of distribution middlemen; Distribution logistics – concept, importance and major logistics decisions; Channel integration and systems. Ethical issues in distribution decisions,

Retailing and Wholesaling: Types of retail formats; Retail theories; Retailing strategies; Non-Store retailing; Wholesaling-nature and importance, types of wholesalers; Developments in retailing and wholesaling in Indian perspective.

UNIT- V **(15 Lectures)**

Promotion Decisions: Role of promotion in marketing; Promotion methods; Integrated Marketing Communication – Concept; Communication process and promotion; determining promotion mix; Factors influencing promotion mix; developing advertising campaigns. Ethical issues in promotion decisions.

Marketing Planning, Organizing and Control: Marketing planning process; Different ways of organizing marketing department; Sales, cost and profit analysis.

Trends in Marketing: Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, Rural marketing, other emerging trends

Note: Current issues and developments are to be discussed.

ESSENTIALS READINGS:

1. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, Marketing Management: A South Asian Perspective, Pearson.
2. Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, Mktg, Cengage Learning.
3. Etzel, Michael J., Walker, Bruce J., Staton, William J., and Ajay Pandit, Marketing Concepts and Cases, Tata McGraw Hill (Special Indian Edition).
4. Czinkota, Miachel, Marketing Management, Cengage Learning.
5. Kazmi, SHH, Marketing Management Text and Cases, Excel Books.
6. Kumar, Arun and N. Meenakshi, Marketing Management, Vikas Publishing House.

SUGGESTED /RECOMMENDED READINGS:

1. Zikmund, William G. and Michael D'Amico, Marketing: Creating and Keeping Customers in an E-Commerce World, South-Western College Pub.
2. Bose.B.S. Marketing Management Himalaya Publishing House, New Delhi
3. Karunakaran.K.Marketing Management Himalaya Publishing House, New Delhi
4. Sarkar. M.K. Marketing Management Indica Publishers & Distributers Pvt ltd New Delhi

DEPARTMENT OF COMMERCE
M.Com. (Semester-II)
(w.e.f. Academic Session- 2018-19)

Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-OE- 221	Business Environment	100	2	0	0	2

OBJECTIVE:
To familiarize and acquaint the students with the knowledge of business environment and latest development in business environment.

Syllabus Contents

UNIT – I **(06Lectures)**
INTRODUCTION: Business environment: micro-environment - macro environment; Fiscal policy & Monetary policy.

UNIT – II **(06 Lectures)**
LIBERALIZATION AND GLOBALIZATION: Economic reforms - liberalization. Globalization: meaning - stages - factors facilitating and impeding globalization in India - consequences of globalization for India.

UNIT – III **(06 Lectures)**
PUBLIC SECTOR AND PRIVATIZATION: Public sector: changing role of public sector - relevance of public sector – public Sector reforms. Privatization: concepts – nature – objectives.

UNIT – IV **(06 Lectures)**
FOREIGN CAPITAL: Foreign direct investment: policy - trends -problems & consequences, Multinational Corporations - entry strategies - role - growth – problems – consequences.

UNIT – V **(06 Lectures)**
Foreign Trade Policy and WTO: Recent EXIM policy and consequences of WTO for India.

Note: Current issues and developments are to be discussed.

ESSENTIALS READINGS:

1. Francis Cherunilam: Global Economy and Business Environment – Himalaya Publication; New Delhi
2. S.K.Misra & V.K.Puri: Economic Environment of Business - Himalaya Publication; New Delhi
4. Prof. Laxmi Narain: Globalization – Liberalization and Privatization of Public Enterprises: S. Chand & Co.
5. S.K.Misra & V.K.Puri: Indian Economy - Himalaya Publication; New Delhi
6. Aswathappa: Business Environment - Himalaya Publication; New Delhi

SUGGESTED /RECOMMENDED READINGS:

1.Francis Cherunilam: Business Environment - Text and Cases - Himalaya Publication; New Delhi

DEPARTMENT OF COMMERCE
M.Com. (Semester-III)
(w.e.f. Academic Session- 2018-19)

Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-CC- 321	Accounting for Managers	100	4	1	0	5

OBJECTIVE:

The objective of the course is to enable the students to acquire 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.

Syllabus Contents

UNIT – I **(15 Lectures)**

Management Accounting – Nature and Functions, Scope of Management Accounting, Financial vs. Management Accounting; Cost vs. Management Accounting; Role of Management Accountant, Tool and Techniques used in Management Accounting, Limitation of Management Accounting.

Budgeting and Budgetary Control:: Meaning, Objectives, Advantages and Limitations, Essentials of Effective Budgeting, Classification of Budgets; Cash Budget, Fixed and Flexible Budget, Master Budget, Zero Base Budgeting, Performance Budgeting.

UNIT-II **(15 Lectures)**

Standard Costing and Variance Analysis:- Limitations of Historical Costing, Meaning of Standard Costing, Standard Costing v/s Estimated Costing, Variance Analysis: Material Variance, Labour Variance and Overhead Variance, Reporting of Variance, Disposition of Variance.

Unit- III **(15 Lectures)**

Variable and Absorption Costing - Concept, Comparison, Applications of Variable Costing, Preparation of Income Statements.

Marginal Costing: Meaning of Marginal Costing, Characteristics of Marginal Costing, Income determination under Marginal Costing and Absorption Costing, Income Determination under Marginal Costing.

Cost-Volume-Profit (CVP) Analysis - Contribution Margin; Break – Even Analysis; Profit Volume (P/V) Analysis; Multiple-Product Analysis; Optimal use of Limited Resources.

UNIT – IV **(15 Lectures)**

Decision Process: Relevant Information and Short-Run Managerial Decisions – Managerial Decision Making; Decision Making Process; Differential Analysis; Types of Managerial Decisions – Make/Buy, Add/Drop, Sell/ Process Further, Operate/Shutdown, Special Order, Product-Mix, Pricing Decisions.

Advantages and Disadvantages of divisionalisation.

UNIT-V **(15 Lectures)**

Concept of Responsibility Accounting; Responsibility Centers, Cost Centre, Revenue Centre, Profit Centre, Investment Centre, Responsibility Performance Reporting, Financial Measures of Performance, Non- Financial Performance Measures, Cost Reduction and Cost Control.

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Note: Current issues and developments are to be discussed.

ESSENTIALS READINGS:

1. Atkinson Anthony A., Rajiv D. Banker, Robert Kaplan and S. Mark Young, Management Accounting, Prentice Hall.
2. Horngreen Charles T., and Gary L. Sundem and William O. Stratton, Introduction to Management Accounting, Prentice Hall of India.
3. Drury Colin, Management and Cost Accounting, Thomson Learning.
4. Garison R.H. and E.W. Noreen, Managerial Accounting, McGraw Hill.
5. Ronald W. Hilton, Managerial Accounting, McGraw Hill Education.
6. Jawahar Lal, Advanced Management Accounting, Text, Problems and Cases, S.Chand & Co., New Delhi. Arora, M.N.: Cost and Management Accounting, Vikas Publication, New Delhi

SUGGESTED /RECOMMENDED READINGS:

1. Mukhi, Bhavya Accounting for Management Decisions Indica Publishers & Distributers Pvt ltd New Delhi
2. Chintaman.S.A.Management Accounting Indica Publishers & Distributers Pvt ltd New Delhi
3. Vasudeva S.Accounting for Business Managers Himalaya Publishing House, New Delhi
4. Khedkar& Bharti Accounting for Business Decisions Himalaya Publishing House, New Delhi

DEPARTMENT OF COMMERCE
M.Com. (Semester-III)
(w.e.f. Academic Session- 2018-19)

Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-CC- 322	International Business	100	4	1	0	5

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

Syllabus Contents

UNIT – I **(15 Lectures)**

International Business - Importance, nature and scope; Globalization; Drivers of Globalization. Basic Entry Decisions; Modes of entry into international business, selecting an Entry Strategy; IT and international business, India's involvement in International Business

International Business Environment: Political, Legal, Economic, and Cultural environment and associated risks; Framework for analyzing international business environment.

UNIT – II **(15 Lectures)**

International Trade: Reasons for international trade; Theories of international trade; Foreign trade multiplier; World trading environment – Pattern and structure of world trade in goods and services; Government intervention in International Trade: Arguments for Government intervention; Instruments of Commercial Policy: Tariffs, quotas and other measures and their effects.

UNIT – III **(15 Lectures)**

Balance of Payment Account: Components of BOP: Current Account, Capital Account, Official Reserve Account; Disequilibrium in BOP; Correction of Disequilibrium.

International Economic Institutions and Financial Environment: IMF, World Bank, UNCTAD,

UNIT-IV **(15 Lectures)**

International commodity trading and agreements - India's involvement and consequences; International Financial Environment: International Monetary System; Exchange rate mechanism and arrangement; Types of Exchange rate systems in the world; International money and capital markets;

UNIT – V **(15 Lectures)**

Foreign Direct Investment: Types of FDI; Theories of FDI, Cost and Benefit of FDI to Host and Home Countries, Government Policy Instruments and FDI, Trends in FDI, Challenges to allow FDI

Regional Economic Integration: Levels of Regional Economic Integration: Free trade area, customs union, economic union, common market, political union; Trade creation and diversion effects; Regionalism vs. Multilateralism; Structure and functioning of EU and NAFTA, SAARC.

Note: Current issues and developments are to be discussed.

ESSENTIALS READINGS:

1. Subba Rao .P. International Business Himalaya Publishing House, New Delhi
2. Alok Sharma International Business Indica Publishers & Distributers Pvt ltd New Delhi
3. Dewan & Sudarshan International Business Management Indica Publishers & Distributers Pvt ltd New Delhi
4. Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. and Salwan, P., International Business: Environment and Operations.
5. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective , Prentice Hall.

SUGGESTED /RECOMMENDED READINGS:

1. Bhasin, N., Foreign Direct Investment in India: Policies, Conditions and Procedures, New Century Publications.
2. Ball, Donald, Wendall H. McCulloch, Miachel Geringer, Michael S. Minor and Jeanne M. McNett, International Business: The Challenge of Global Competition, McGraw Hill Co.
3. Hill, Charles, W.L., International Business, McGraw Hill Company, New York.
4. Cherunilam, F., International Business Text and Cases, PHI.

DEPARTMENT OF COMMERCE
M.Com. (Semester-III)
(w.e.f. Academic Session- 2018-19)

Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-SE- 323- A	**1. Specialization Group: Accounting & Finance :** **Paper- I :** Cost Accounting & Control	100	3	1	0	4

Objective: *The objective of this course is to provide students the adequate knowledge of modern cost* management *techniques and to enable them apply these techniques for managing a profitable and competitive enterprise.*

Syllabus Contents:

UNIT – I **(12 Lectures)**

Marginal costing: concept, characteristics, calculation, profit calculation under marginal calculation, advantages, limitations, Key factor analysis and decision, profit planning, optimum product mix, make or buy decisions, price fixation, discontinuance of product, diversification of product line, acceptance of new order, close down decision.

UNIT – II **(12 Lectures)**

Budgeting: Meaning, objectives, importance, limitations, process.
Zero Base Budgeting: meaning features, steps difference from traditional budgeting, advantages limitations.
Performance budgeting: meaning, objectives, process.

UNIT – III **(12 Lectures)**

Standard costing: Meaning, characteristics, types, methods for determining standard costing. Variance analysis: Meaning, classification, importance, causes of variances, computation of material cost variances and Labor variances.
Transfer Pricing: Meaning, objectives, need, methods, requisites of sound transfer pricing.

UNIT – IV **(12 Lectures)**

Pricing Strategy: Factors influencing product planning, pricing decision process, methods and policies, price discrimination.
Cost control and cost reduction: Meaning, objective cost control, component of cost control system, cost reduction, advantages limitations, process, field covered by cost reduction programme.
Value Analysis: Meaning, Objectives, implementation and methodology, techniques.
Inventory control: Concept, objectives, advantages, methods and techniques, Determination of material levels.

UNIT – V **(12 Lectures)**

Advanced techniques in cost management: Total quality management, Material requirement planning, manufacturing resource planning, product life cycle costing, feedback control system, enterprise resource planning, Synergy Benchmarking, Business process outsourcing.
Activity based costing: Meaning, cost drivers, features, process, objectives, advantages, limitations, uses.
Target costing: meaning, features, difference from traditional costing, importance and different phases of methodology in target costing, methods for setting target costs.

ESSENTIALS READINGS:

1. Arora, M.N.: Cost and Management Accounting, Vikas Publication, New Delhi
2. Agrawal, M.L.: Sahity Bhawan Publication Agra
3. Rajeev .M. & Shankar K.V. Cost Accounting Indica Publishers & Distributers Pvt ltd New Delhi
4. Gowda J.M. Advanced Cost Accounting Himalaya Publishing House, New Delhi
5. John K. Shank and Vijay Govindarajan, *Strategic Cost Management*, The Free Press

SUGGESTED /RECOMMENDED READINGS:

1. Edward J. Blocher, Kung H. Chen, Gary Cokins and Thomas W. Lin, *Cost Management:*
2. *AStrategic Emphasis*, McGraw Hill Education (India) Ltd.
3. Don R – Hansen and Maryanne M. Mowen, *Cost Management, Accounting and Control*, Cengage
4. Learning (India) Ltd.
5. Ronald W. Hilton, Michael W. Maher and Frank A. Selto, *Cost Management: Strategies for*
6. *Business Decisions*, McGraw Hill Irwin.
7. Robert S. Kaplan and Robin Cooper, *Cost and Effect*, Harvard Business School Press.
8. Leslie G. Eldenburg and Susan K. Wolcott, *Cost Management*, John Wiley and Sons.

Note: Latest edition of the readings may be used.

DEPARTMENT OF COMMERCE
M.Com. (Semester-III)
(w.e.f. Academic Session- 2018-19)

Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-SE- 323- B	**2. Specialization Group: Taxation** **Paper - I** Principles of Taxation	100	3	1	0	4

Objective: *To familiarize and update the students with the basic principles of taxation, Structure of Indian Taxation system and provisions of indirect tax.*

<u>Syllabus Contents:</u>

UNIT – I **(12 Lectures)**

Introduction: Canons of taxation, Tax-GDP Ratio: Meaning, Significance & Determinants. Tax- GDP Ratio Trends in India. Features of a good taxation system, Tax Equity: Benefit Principle of Taxation; Ability

to pay principle of taxation. Tax Capacity & Tax Effort, Tax bases and tax policy – Determinants of tax yield – Classification of taxes: Direct and indirect taxes (Relative Roles of Direct and Indirect Taxes in Indian Economy)

UNIT – II **(12 Lectures)**

Incidence of Taxation: Types of tax incidence, Factors determining extent of tax shifting taxation and efficiency: Excess Burden of Taxation; Administrative Costs; Compliance Costs. Distribution of Tax Burden, -Buoyancy and elasticity of tax revenue-Tax evasion in India, causes and consequences of tax evasion, Methods to curb tax evasion, Tax Incentives: Rationale, benefits and costs of tax incentives, forms of tax incentives: Tax Holidays, investment allowance, deductions, reinvestment incentives etc.

UNIT – III **(12 Lectures)**

Constitutional Provisions Pertaining to Taxes: Rationale for constitutional arrangements. Distribution of taxation powers between the Center and States in the constitution of India; Restrictions on the taxation powers of the States; Role of Finance Commission in India sharing of Central taxes.

UNIT – IV **(12 Lectures)**

Tax Reforms in Direct and Indirect Taxes: Issues & Challenges, Value Added Tax, Goods & Service Tax,

UNIT – V **(12 Lectures)**

International Double Taxation: Assignment Rules of Foreign Income- Source Versus Residence; Methods to alleviate international tax duplication: Exemption, Tax Credit Method, Bilateral Tax Treaty, Multilateral Tax Treaty; Tax Heavens. Indian Law on Double Tax Relief.

Note: Some case studies involving the learning from the course.

ESSENTIALS READINGS:

1. Singhania. Vinod K, *Direct Taxes: Law and Practice* (Delhi: Taxman Publications (p)
2. Thakur, Meena Taxation in India Indica Publishers & Distributers Pvt. Ltd. New Delhi
3. Musgrave. Richard and Peggy Musgrave, *Public Finance in Theory and Practice*, New York: McGraw Hill Book Company.
4. Sury, M.M. *Fiscal Policy Development in India: 1947 to 2007*, Indian tax foundation in association with New Century publications, New Delhi.

SUGGESTED /RECOMMENDED READINGS:

1. Peerzode, Sayal Afzal, *Economics of Taxation*, Atlantic Publishers& Distributors Pvt. Ltd.
2. Goode. Richard, *Government Finance in Developing Countries*, New Delhi. Tata –McGraw Hill publishing Company Ltd.
3. Government of India, Ministry of Finance, *Report of the Indirect Taxation Enquiry Committee* (Chairman, L. K. Jha).
4. Government of India, Ministry of Finance, Speeches of Union Finance Ministers, 1947-48 to 1984-85 (New Delhi, 1984).

Note: Latest edition of the readings may be used.

DEPARTMENT OF COMMERCE
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Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-SE- 323- C	**3. Specialization Group: Management Paper – I** Service Marketing	100	3	1	0	4

Objective:
The objective of the course is to develop an understanding of services and service marketing with emphasis on various aspects of service marketing which make it different from goods marketing.

Syllabus Contents

UNIT – I **(12 Lectures)**

Service Marketing: Nature & Scope: Concept of services, importance, Goods & Services marketing, Emergence & Reasons for growth of service sector in India, Characteristics of services, goods – service continuum, Classifications of services, Environment of Service Marketing (Micro as well as Macro).

Four I's of services - Intangibility, Inconsistency, Inseparability and Inventory 7Ps of Services, Problems and solutions of 7Ps

UNIT – II **(12 Lectures)**

Understanding Customers: Concept of CRM, Relationship management in practice. Segmenting, Targeting & positioning various services. Products in services, core and augmented, Product differentiation, product levels

UNIT- III **(12 Lectures)**

Pricing of services- pricing concepts, pricing strategies for services, use of differential pricing. Place-Service distribution, components of service delivery system, potential management, and problems associated with services delivery.

UNIT – IV **(12 Lectures)**

Promotion- Advertising, Sales Promotion & Personal Selling in service industry. People- Importance of people in service marketing. Role of various people involved. Physical Evidence-concept of Physical Evidence, importance, types of Physical Evidence in various services. Process-Service Delivery Process – Service Blueprints – Service Mapping – Managing

UNIT – V **(12 Lectures)**

Employees for service orientation concept, types of process, Role of process in various services. Service Models- Service quality Gap Model, e- Services – online Consumer Behavior – Self service technologies. Marketing to Hospitals, Educational Institutions and Tourism Industry.

ESSENTIALS READINGS:

1. Services Marketing – Ravi Shankar
2. Strategic Services Management – Boyle
3. Strategic Planning for Public Service and nonprofit organizations-Pergamon.
4. Services Marketing – K.Ram Mohan Rao; Pearson, New Delhi

SUGGESTED /RECOMMENDED READINGS:

1. 12 Steps to success through service – Barrier Hopsor & Mike Scallig.
2. Essence of Services Marketing – Payne Adrian
3. Services Marketing: Integrating Customer Focus across the Firm - Valarie A Zenithal
4. Services Marketing: People, Technology & Strategy - Christopher Lovelock

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Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-SE- 324 -A	**1.Specialization Group: Accounting & Finance** **Paper – II** Financial Institutions & Markets	100	3	1	0	4

Objectives*:*
The purpose of this course is to equip the students with an understanding of the financial institutions and markets, their constituents, the principles on which they operate, inter linkages and regulatory concerns.

Syllabus Contents

UNIT – I **(12 Lectures)**

Introduction: Financial system: Meaning, role and functions of a financial system, Organized and unorganized financial system. Components of Financial System: Financial Assets, Financial Intermediaries, Financial Markets (money and capital markets in India).

Financial institutions and regulatory bodies: Financial Institutions: Achievements and Limitations. (a) Money market institutions: Meaning, Role of the Central Bank(RBI) in money markets. Commercial banks: Meaning and Functions Indigenous Financial Agencies: Bankers, Money lenders, Discount houses, Accepting houses (only meaning and features)

UNIT – II **(12 Lectures)**

Financial Markets in India: Capital Markets: Meaning, Role and importance, Development initiatives and reforms (in brief). Composition: Primary & Secondary

I.Primary Markets: Meaning, instruments, New Issue Market: Features, objectives and functions, Modes of procuring long term funds: Public issue, Rights issue, Bonus issue, Private placement.

II. Secondary Markets.: Meaning, Functions of the stock exchange, Benefits to the community-investors-companies, Listing of securities and its benefits, Stock market indices, Types of dealings, types of securities traded on the Indian stock exchanges, BSE, NSE, OTCEI.

UNIT – III **(12 Lectures)**

Money Markets: Meaning, features of organized and unorganized money markets Instruments: Treasury Bills, Certificate of Deposits, Commercial Paper, Call money Commercial bills, Inter-corporate deposits, Inter-bank participation certificates.

UNIT – IV **(12 Lectures)**

Capital Market institutions: (Meaning and functions) Merchant Banks, Investment companies, Management Investment companies, Development banks, Mutual Funds.

Special Financial Institutions: Factors for their growth (need) Objectives and functions of: (1) IDBI (2) IFCI (3) SFCs (4) ICICI (5) EXIM Bank of India

Non-Banking Finance Companies: Meaning, Role, Types of NBFC services, Reclassification of NBFCs.

SEBI: Introduction to SEBI ACT 1992, Main Functions of the Board.

UNIT-V **(12 Lectures)**

Financial services: (a) Venture Capital Financing: Meaning, Steps in VCF, Methods of VCF, Disinvestment mechanism, VCF in India. (b) Factoring: Meaning, Types, costs and benefits of factoring (c) Underwriting: Meaning and benefits (d) Credit Rating Agencies: Meaning and role of such agencies. A brief idea about: CRISIL, CARE, ICRA.

Note: Latest edition of the readings may be used.

ESSENTIALS READINGS:

1. The Indian financial system and Development- Vasant Desai, Himalaya Publishing House.
2. Financial Markets and Institutions-Dr. S. Gurusamy,Tata McGraw Hill.
3. The Indian Financial System-Dr. Bharti Pathak, Pearson.
4. Gordan &Natarajan Financial Markets & Institutions Himalaya Publishing House, New Delhi

SUGGESTED /RECOMMENDED READINGS:

1. Kohn Meir, *Financial Institutions and Markets*, Oxford University Press.
2. Madura Jeff, *Financial Markets and Institutions*, South Western Cengage Learning.
3. Mishkin, Fredrick S. and Stanley G. Eakins, *Financial Markets and Institutions*, Pearson Education India.
4. Kidwell, David S., Backwell, David W., Whidbee, David A. and Sias Richard W.,*'Financial Institutions, Markets and Money'* Wiley.
5. Reserve Bank of India – Various publications.

DEPARTMENT OF COMMERCE
M.Com. (Semester-III)
(w.e.f. Academic Session- 2018-19)

Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-SE- 324 - B	**2. Specialization Group: Taxation (Paper II) :** Corporate Taxation	100	3	1	0	4

Objective: To familiarize and update the students with the basic principles of Corporate taxation system and provisions.

UNIT- I **(12 Lectures)**
Income from Business and Profession: Meaning, Chargeable income, expressly allowed expenses and allowances Computation of income from Business and Profession.
Assessment of Hindu Undivided Including tax liability

UNIT-II **(12 Lectures)**
Computation of Total Income and Tax Liability of firm;
Association of person, computation of Tax liabilities.

UNIT –III **(12 Lectures)**
Assessment of Companies including tax computation.

UNIT- IV **(12 Lectures)**
Assessment of co-operative society.
Charitable and other Trust including tax liabilities.

UNIT – V **(12 Lectures)**
Double Taxation Relief,
Assessment of Non-Residents.

ESSENTIALS READINGS:

1. Dr. V.K. Singhania & Dr. Kapil Singhania, Direct Taxes Law and Practice, Taxman Publications Pvt. Ltd., New Delhi.
2. Prasad, Bhagwati: Income Tax Law & Practice; Wiley Publication, New Delhi.
3. Mehrotra H.C: Income Tax Law & Accounts; Sahitya Bhawan, Agra.
4. Dinker Pagare: Income Tax Law and Practice; Sultan Chand & Sons, New Delhi.
5. Girish Ahuja and Ravi Gupta: Systematic approach to income tax ; Sahitya Bhawan Publications, New Delhi
6. Chandra Mahesh and Shukla D.C.: Income Tax Law and Practice; Pragati Publications, New Delhi.
7. Shripal Saklecha and Anit Saklecha: Business Taxation,Satish Printers and Publishers, Indore

SUGGESTED /RECOMMENDED READINGS:

1. Akhileshwar Pathak & Savan Godiawala Business Taxation, Tata McGraw Hill Education Private Limited
2. Relevant guidance notes issued by the ICAI.
3. T. N. Manoharan: Hand Book of Income Tax Laws
4. B.B. Lal & N.Vashisht: Direct Taxes (Pearson)

Note: Latest edition of the readings may be used

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Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-SE- 324 -C	**3. Specialization Group - Management** **Paper-II :** Supply Chain Management	100	3	1	0	4

Objective:
To acquaint the students with the concepts and tools of supply chain management and logistics as relevant for a business firm.

Syllabus Contents:

UNIT-I **(12 Lectures)**

Introduction: Concept of supply chain management (SCM) and trade logistics; Scope of logistics; Logistic activities – an Overview; Contribution of logistics at macro and micro levels; SCM and trade logistics; Business view of SCM; Concept, span and process of integrated SCM;

UNIT – II **(12 Lectures)**

Demand management – methods of forecasting; Supply chain metrics (KPIs), performance measurement and continuous improvement; Product development Process and SCM; Strategic role of purchasing in the supply chain and total customer satisfaction; Types of purchases; Purchasing cycle.

Managing Relationship: Role of Relationship marketing in SCM; Managing relationships with suppliers and customers; captive buyers and suppliers, Strategic partnerships; Supplier-retailer collaboration and alliances.

UNIT-III **(12 Lectures)**

Focus Areas of Logistics and Supply Chain management: Transportation-Importance of effective transportation system; Service choices and their characteristics; inter-modal services; Transport cost characteristics and rate fixation; In-company management vs. out-sourcing; World sea borne trade; International shipping- characteristics and structure; Liner and tramp operations; Liner freighting; Chartering-Types, principles and practices; Development in sea transportation-Unitization, containerization, inter and multimodal transport; CFC and ICD.

UNIT-IV **(12 Lectures)**

Warehousing and inventory management: Reasons for warehousing; Warehousing evaluation and requirements; Warehousing location strategies; Inventory management principles and approaches; Material management systems and techniques; Packing and marking; Control and communication.

UNIT- V **(12 Lectures)**

IT Enabling Logistics and Supply Chain: Technology in logistics – EDI, bar Coding, RFID etc., data warehousing, electronic payment transfers; Business management systems;

Trends and Challenges in logistics and supply chain management: Third party logistic outsourcing – challenges and future directions.

Note: Use relevant case studies to support learning in the class.

ESSENTIALS READINGS:

1. Jhon J Coyle, C. Jhonand Langley,Brian J Gibs, Logistics approach to Supply Chain Management, Cengage Learning.
2. Bhat S.K. Logistics & Supply Chain Management Himalaya Publishing House, New Delhi
3. Johri, Nitin Logistics Management Indica Publishers & Distributers Pvt ltd New Delhi

SUGGESTED /RECOMMENDED READINGS:

1. Ballau, R.H., Business Logistics Management, Prentice Hall, Englewood Cliffs.
2. Christopher, M., Logistics and Supply Chain Management, Prentice Hall.
3. Murphy, Paul R. and Donald F. Wood, Contemporary Logistics, Prentice Hall.
4. Shapiro, R., Logistics Strategy: Cases and Concepts, West Publishing, St. Paul.
5. Coughlan, A.,Anderson, E. and Louis W. Stern, Marketing Channels, Prentice Hall.
6. Handfield and Nicholas, Jr., Introduction to Supply Chain Management, Prentice Hall.

Note: Latest edition of the readings may be

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Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM- OE-321	**Income Tax Law**	100	2	0	0	2

Objective: To provide basic knowledge and equip students with application of principles and provisions of Income-tax Act, 1961 and the relevant Rules.

Syllabus Contents

UNIT – I **(06 Lectures)**
Introduction: Basic concepts**,** Income, agricultural income, person, assesses, assessment year, previous year, gross total income, total income, maximum marginal rate of tax; Permanent Account Number (PAN)/ Tax Deduction and Collection Account Number (TAN).

UNIT – II
Residential Status of Individual & Tax Liability **(06 Lectures)**
Exempted income under section 10.

UNIT – III
Introduction of Computation of Income from Salary (General) **(06 Lectures)**

UNIT – IV
Introduction of Computation of Income from House Property (General). **(06 Lectures)**

UNIT – V **(06Lectures)**
Preparation of Return of Income: Filing of returns: Manually, On-line filing of Returns of Income & TDS;

Note:
1. Latest edition of text books and Software may be used.
2. Current issues and developments are to be discussed.

ESSENTIALS 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. Shah S. Pradeep, Kadakia S. Rajesh, Income tax Act, Taxman Himalaya publication New Delhi 26th Edition.
4. Rajaratnam S., Venkataramaiah, Tax Planning Issues idea innovations, Jain book depot, Nabhi publication New Delhi.
5. Income tax Law, Part I and II, Jain book depot, Nabhi publication New Delhi.

SUGGESTED /RECOMMENDED READINGS:

Journals
1. *Income Tax Reports*. Company Law Institute of India Pvt. Ltd., Chennai.
2. *Taxman*. Taxman Allied Services Pvt. Ltd., New Delhi.
3. *Current Tax Reporter*. Current Tax Reporter, Jodhpur.

Software
1. Vinod Kumar Singhania, *e-filing of Income Tax Returns and Computation of Tax*, Taxmann Publication Pvt. Ltd, New Delhi. Latest version
2. 'Excel Utility' available at *incometaxindiaefiling.gov.in* and Latest software recommended by Direct Tax Board of India.

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Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-CC- 421	Dissertation/Project/Field Work/Case study	100	4	1	0	5

OBJECTIVE:
The objective of this exercise is to develop research ability among the students as well as to make academic contribution regarding current and burning issues of commerce through the minor research.

It will be based on periodic assessment of the progress and will be evaluated as follows:

(i) First periodic assessment of the progress after 08 weeks : 20 Marks

(ii) Second periodic assessment after 04 weeks : 20 Marks

(iii) End Semester examination will consist of:

(a) Evaluation of the project report : 50 Marks

(b) Viva – Voce of the project report : 10 Marks

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Course code	**Nomenclature of Paper**	**Max. Marks**	**L**	**T**	**P**	**Total Credit**
COM-CC- 422	Management & Development of Entrepreneurship	100	4	1	0	5

Objective*: This Course Aims at Instituting Entrepreneurial skills in the students by giving an overview of who the entrepreneurs are and what competences are needed to become an entrepreneur.*

Syllabus Contents:

UNIT – I **(15 Lectures)**

Introduction: Concept and Definitions, Role of entrepreneurship in economic development; Entrepreneurship process; Factors impacting emergence of entrepreneurship; Managerial versus entrepreneurial Decision Making; Entrepreneur **v/s** Investors; Entrepreneurial attributes and characteristics; Entrepreneurs versus inventors; Entrepreneurial Culture; Women Entrepreneurs; Social Entrepreneurship; Classification and Types of Entrepreneurs; EDP Programmes; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs.

UNIT – II **(15 Lectures)**

Creating Entrepreneurial Venture: Generating Business idea- Sources of Innovation, methods of generating ideas, Creativity and Entrepreneurship; Challenges in managing innovation; Business planning process; Drawing business plan; Business plan failures; Entrepreneurial leadership- components of entrepreneurial leadership; Entrepreneurial Challenges; Legal issues – forming business entity, considerations and Criteria, requirements for formation of a Private/Public Limited Company, Intellectual Property Protection- Patents Trademarks and Copyrights – importance for startups.

UNIT – III **(15 Lectures)**

Functional plans: Marketing plan– for the new venture, environmental analysis, steps in preparing marketing plan, marketing mix, contingency planning; Organizational plan – designing organization structure and Systems; Financial plan – pro forma income statements, pro forma cash budget .

UNIT – IV **(15 Lectures)**

Entrepreneurial Finance: Debt or equity financing, Sources of Finance- Commercial banks, private placements, venture capital, financial institutions supporting entrepreneurs; Lease Financing; Funding opportunities for Startups in India.

UNIT – V **(15 Lectures)**

Enterprise Management: Managing growth and sustenance- growth norms; Factors for growth; Time management, Negotiations, Joint ventures, Mergers & acquisitions.

ESSENTIALS READINGS:

1. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi
2. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi
3. Natarajan., K and E. Gordon, Entrepreneurship Development, Himalya Publication, India.
4. Vasant, Desai. Small- Scale Industries and Entrepreneurship, Himalya Publication, India.
5. Kuratko, D.F., and T. V. Rao, Entrepreneurship: A South-Asian Perspective, Cengage Learning.

SUGGESTED /RECOMMENDED READINGS:

1. Kumar, Arya, Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Pearson, India.
2. Hishrich., Peters, Entrepreneurship: Starting, Developing and Managing a New Enterprise, Irwin
3. Taneja, Entrepreneurship, Galgotia Publishers.
4. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersy (USA)
5. Hisrich, Robert D., Michael Peters and Dean Shephered, Entrepreneurship, Tata McGraw Hill, New Delhi

Note: Latest edition of the readings may be used.

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Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-SE- 423- A	**1. Specialization Group: Accounting & Finance :** **Paper III** Advanced Financial Accounting	100	3	1	0	4

OBJECTIVE:
To understand the application of advanced corporate accounting practices in the fields of modern business and profession.

Syllabus Contents:

UNIT- I **(12 Lectures)**

Accounts of Banks: Introduction, Banking Company, Licensing of Banking Companies, Accounting books maintained by Banks, Principle provisions of Banking Regulation Act, Recent developments,- Capital Structure, Revised Forms of Balance Sheet and Profit and Loss Account of Banks.

Holding Companies: Definition – Provisions of Indian Accounting Standard 21 – Accounts – Consolidation – Preparation of Consolidated balance sheet – Minority interest – Pre-acquisition or capital profits - Cost control or Goodwill – Inter-company balances - Unrealized inter-company profits - Revaluation of assets and liabilities - Bonus shares - Treatment of dividend.

UNIT – II **(12 Lectures)**

Investment Accounting: Investment Accounts: Need and Significance of investment accounts - Provisions of Indian Accounting Standard13 - Accounting Treatment - Treatment of Brokerage and Expenses - Investment ledger - Equity shares accounts - Bonus Shares - Right Shares (Including problems). Accounting for incomplete records

Lease Accounting:: Lease: Definition - Features - Advantages and disadvantages - Lease distinguished from other modes of acquisition - Provisions of Indian Accounting Standard 19 - Types lease: Financial lease, Operating lease - Financial Lease Vs. Operating Lease.

UNIT – III **(12 Lectures)**

Accounts of Insurance Companies: Introduction, Life INSURANCE- Types of Polices- General Terms, Insurance Fund; Preparation of Final Accounts. Life Insurance Revenue Account, Balance Sheet- Form-F-Form- B and Form -C, General Insurance.

Insolvency Accounts: Introduction, Procedure under Insolvency Act, Recent Reforms in Insolvency Act and its Impact, Insolvency of an Individual, Insolvency of a Firm.

UNIT – IV **(12 Lectures)**

Valuation of Tangible Assets: Meaning - Significance of intangibles - Nature of intangible assets - Provisions of Indian Accounting Standard 26 - Types of intangible assets - Measurement and Recognition of intangible assets - Valuation approaches (theory only).

UNIT – V **(12 Lectures)**

Government Accounting: Introduction, the Budget in India, Preparation of Central Government Budget, Revenue and Expenditure of Central Government, Government Accounts- Treasuries, Govt. Funds: Contingency Fund, Public Accounts, Commercial Accounting v/s Government Accounting, Comptroller and Auditor General of India (CAG)- Condition and Service, Power and Duties.

ESSENTIALS READINGS:

1. Advanced Accountancy: R.L. Gupta and M. Radhaswarny, Sultan Chand and Sons;
2. Advanced Accountancy: M.C. Shukla & T.S.Grewal, S.Chand & Company Ltd.;
3. Advanced Accountancy: S.K.R.Paul, New Central Book Agency;
4. Advanced Accountancy: M.A.Arulanandam & K.S.Raman, Himalaya Publishing House;
5. Advanced Accountancy: Jain and Narang, Kalyani Publications;

SUGGESTED /RECOMMENDED READINGS:

1. Accounting Standards and Corporate Accounting Practices: T.P. Ghosh, Taxrnann;
2. Modern Accountancy: A. Mukarjee and M.Haniff, Tata Mcgraw Hill;
3. Students Guide to Accounting Standards: D.S.Rawat, Taxmann Publications

Note: Current issues and developments are to be discussed

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Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-SE- 423 -B	**2. Specialization Group: Taxation** **Paper III -** Indirect Tax Law & procedure	100	3	1	0	4

OBJECTIVE: To provide basic knowledge and equip students with application of principles and provisions of Service Tax, VAT, Central Excise, and Customs Laws.

SYLLABUS CONTENTS

UNIT – I (18 Lectures)

GST IN INDIA–AN INTRODUCTION:
Background; Direct and Indirect Taxes; Features of Indirect Taxes; Genesis of GST in India; Concept of GST; Need for GST in India; Framework of GST as introduced in India; Benefit of GST; Constitutional Provisions.

SUPPLY UNDER GST:
Introduction & Relevant Definitions; Concept of Supply; Composite and Mixed Supplies.

CHARGE OF GST:
Introduction & Relevant Definitions; Extent & Commencement of CGST Act/SGST Act/ UTGST Act; Levy & Collection of CGST; Composition Levy; Extent and Commencement of IGST; Levy & Collection of IGST.

UNIT – II (18 Lectures)

EXEMPTIONS FROM GST:
Introduction & Relevant Definitions; Power of Grant Exemption from Tax; Goods exempt from tax; List of Services exempt from tax.

PLACE, TIME AND VALUE OF SUPPLY:
Introduction & Relevant Definitions; Place of supply of goods other than supply of goods Imported into, or exported from India; Place of supply of goods imported into, or exported from India; Place of supply of services where location of supplier of service and the location of the recipient of service is in India;

Time of Supply of Goods; Place of supply of services where location of supplier or location of recipient is outside India; Time of Supply of Services; Change in rate of tax in respect of supply of goods or services;

Value of Supply; Rules for valuation of supply of goods and/or services.

UNIT– III (18 Lectures)

INPUT TAX CREDIT
Introduction & Relevant Definitions; Eligibility and Conditions for taking Input Tax Credit; Apportionment of Credit & Blocked Credits; Credit in Special Circumstances; Taking input tax credit in respect of inputs and capital goods sent for job work; Distribution of credit by Input Service Distributor; How ITC is availed & utilized.

REGISTRATION
Introduction & Relevant Definitions; Persons Liable for Registration ; Persons Not Liable for Registration; Compulsory Registration in Certain Cases; Procedure for Registration; Amendment of Registration; Cancellation of Registration and Revocation of Cancellation.

TAX INVOICE, CREDIT AND DEBIT NOTES
Introduction & Relevant Definitions; Tax Invoice; Credit and Debit Notes; Prohibition of Unauthorized Collection of Tax ; Amount of Tax to be Indicated in Tax Invoice and other documents.

UNIT–IV **(18 Lectures)**

PAYMENT OF TAX

Introduction & Relevant Definitions; Payment of Tax, Interest, Penalty and Other Amounts; Interest on Delayed Payment of Tax; Tax Wrongfully Collected and Paid to Central Government or State Government.

RETURNS

Introduction & Relevant Definitions; Furnishing Details of Outward Supplies; Furnishing Details of Inward Supplies; Furnishing of Returns; Special Returns; First Return; Claim of Input Tax Credit and Provisional Acceptance thereof; Matching Reversal and Reclaim of Input Tax Credit; Matching, Reversal and Reclaim of Reduction in Output Tax Liability; Annual Return; Final Return; Default in Furnishing Return; Goods and Services Tax Practitioners.

UNIT – V **(18 Lectures)**

CUSTOMS LAWS

Basic concepts of Customs Law; Types of customs duties, Anti-Dumping Duty, Safeguard Duty; Valuation, Customs Procedures, Import and Export Procedures, Baggage, Special provisions relating to Baggage's, Postal Goods, Exemptions, Collection & exemption from Customs duties, Date of determination of duty & Tariff Valuation, Prohibitions/restrictions on Impact & Export, Determination of Duty, Warehousing, Demurrage, Project Import and Re-imports; Penalties and Offences.

Note: Current issues and developments are to be discussed.

ESSENTIALS READINGS:

1. The Central Goods and Services Tax, 2017.
2. The Integrated Goods and Services Tax, 2017
3. The Union Territory Goods and Services Tax, 2017
4. The Goods and Services Tax(Compensation to States), 2017
5. The Constitution (One hundred and First Amendment) Act, 2016

SUGGESTED READINGS:

1. Gupta, S.S. , GST – How to meet your obligations (April 2017), Taxmann Publications
2. Halakandhi, S., G.S.T. (Vastu and Sevakar) (Hindi) Vol-1, 2017
3. Saklecha & Saklecha, Goods and Services Tax, Satish Printers and Publishers, Indore.
4. Singhania Vinod K. and Monica Singhania, Students' Guide to Indirect Taxes, Taxman Publications Pvt. Ltd., Delhi.
5. V.S. Datey. Indirect Tax Law and practice, Taxman Publications Pvt. Ltd., Delhi, Latest edition.
6. S. S. Gupta. Service Tax -How to meet your obligation Taxman Publications Pvt. Ltd., Delhi, Latest edition.
7. Grish Ahuja and Ravi Gupta, Indirect Taxes, Flair Publication Pvt. Ltd.
8. H.C. Mehrotra, Indirect Tax, Sahitya Bhawan Publications, Agra

Note:Latest edition of text books may be used.

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Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-SE- 423 -C	**3. Specialization Group : Management :** **Paper III-** Management of Small and Medium Enterprises (SME)	100	3	1	0	4

OBJECTIVE: The objective of this course is to impart practical knowledge about the public policy and institutional support provided to the entrepreneurs in India in post liberalization period.

SYLLABUS CONTENTS

UNIT- I **(12 Lectures)**

Concept of entrepreneur, entrepreneurial Motivation, Steps of entrepreneurial Process- Deciding-Developing-Moving-Managing and Recognizing, Identifying the Business Opportunities, Introduction to Small and Medium Enterprises in India, Role of SME in development of Indian Economy.

UNIT- II **(12 Lectures)**

Government policy for small enterprises in India, industrial estates, industrial districts, growth centers and Small and Medium Enterprises (SMEs).

UNIT – III **(12 Lectures)**

Institutional support, Promotional schemes and incentives (post liberalization period only)

UNIT- IV **(12 Lectures)**

Role of Agencies in MSME Development: DIC (District Industries Centre), National Small Industries Corporation (SSIDCs), MSMEDI, KVIC (Khadi and Village Industries Commission), NIESBUD (National Institute for Entrepreneurship and small business Development), Indian institute for Entrepreneurship (IIE), National Institute for Micro, Small and Medium Enterprises (NIMSME), Technical Consultancy Organizations (TCOs) and other agencies.

UNIT-V **(12 Lectures)**

Microfinance: Concept, micro finance services- savings and insurance; Institutional Development Services-Self Help Groups (SHG), SHG Federations, Micro Financial Institutions (MFIs), Problems of MFI’s role of government and non- government agencies; Recent trends, Challenges of SMEs after adopting new economic policies and globalization.

ESSENTIALS READINGS:

1. Bhadani, B,L, Peasants, Artisans and Entrepreneurs, Rawat.
2. Desai, Vasnt, Dynamics of Entrepreneurial Development and Management, Himalaya.
3. Desai, Vasnt,Entrepreneurial Development in India, Sultan Chand.
4. Fisher Thomas and Sriram, MS: Beyond Micro-Credit_ Putting Development Back into Micro Finance, Vistaar.
5. Gupta, CB and Srinivasan: Entrpreneurial Development in India, Sultan Chand.
6. Khanka. S.S. Entrepreneurship Development, S.Chand
7. Shukla, M.B.: Entrepreneurship and Small Business Management, KitabMahal.
8. Srivastava , S.B.A. Practical Guide to Industrial Entrepreneur, Sultan Chand.
9. Sharma. D.D.&Dhameja. S.K: Entrepreneurship Development in India, Abhishek.

SUGGESTED /RECOMMENDED READINGS:

1. Deolankar, Vivek, Indian Entrpreneurship and industries, Common wealth Publishers.
2. Harper Malcolm: Practical Micro Finance- A training Guide for South East Asia, Vistaar Pub
3. Indian Institute of Entreprenurship, Problems and Prospects of Women Entrepreneurship in the North East : A Critical Study, IIE
4. KG: Rural Credit and Self Help Groups- Microfinance Needs and Concepts in India, Sage
5. Laldinliana, Facilitators Primer on Entrepreneurship& Group Dynamics- For SHG facilitators, Animators under DRDA, Ngos, CBS, Akansha Pub, New Delhi.
6. Mali, D.D. Entrepreneurship Development in North East, IIE.
7. Rao, Gangadhara: Entrepreneurship& Growth of Enterprises in Industrial Estate, Deep Pub
8. Sani, J.S, Entrepreneurship Development – Programmes
9. Saxena, Anand, Entrepreneurship- Motivation Performance Rewards, Deep and Deep.

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Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-SE- 424- A	**1. Specialization Group: Accounting &Finance** **Paper IV:** Security Analysis & Portfolio Management	100	3	1	0	4

Objective: It will enable the students with advanced analytical tools, models and financial theory necessary for making sound investment decisions and optimum portfolio choice as well as understanding the paradigms by which financial securities are valued.

Syllabus Contents

UNIT – I **(12 Lectures)**

Introduction: Investment environment, various asset classes and financial instruments. Investment process. Return-risk analysis. Types and sources of risks. Risk Aversion. Diversification and Hedging. Contemporary issues in investment management- Socially responsible investing (SRI), Ethical investing etc.

Analysis of Fixed Income Securities: Bond fundamentals; Types of bonds; valuation of bonds; Bond portfolio management- passive bond management and active bond management including bond immunization strategies.

UNIT – II **(12 Lectures)**

Equity Analysis: Measurement of return and risk of equity shares. Approaches to equity analysis. Fundamental Analysis- Economy, Industry, Company Analysis; Equity Valuation Models (DDM, P/E Ratio model and Free Cash Flow Valuation approach).Forecasting P/E ratio. Technical Analysis – Market indicators and specific stock indicators.

UNIT – III **(12 Lectures)**

Portfolio Analysis, Selection and Management: Risk aversion and capital allocation to risky assets and risk free asset; Risk tolerance and asset allocation; optimal risky portfolio- Markowitz portfolio selection model. Sharpe's single Index Model and optimal portfolio construction. Capital Asset Pricing Model (CAPM).Arbitrage Pricing Theory and Multifactor Asset Pricing Models.

UNIT –IV **(12 Lectures)**

Active and Passive portfolio management. Investment strategies- value investing, momentum and contrarian strategies etc. Portfolio performance evaluation. Portfolio revision.

UNIT – V **(12 Lectures)**

Financial Derivatives: Futures-types and payoffs. Pricing of financial futures and commodity futures (Cost of carry model). Put call parity. Options trading strategies. Exotic options, Portfolios of futures and options synthetics.

Note: Some case studies related to above topics are required to be discussed.

ESSENTIALS READINGS:

1. Bhalla, V. K., *Investment Management*, S. Chand & Company Ltd.New Delhi
2. Singh Preeti ; Portfolio Management Himalaya Publishing House, New Delhi
3. Fischer, Donald E. and Ronald J. Jordan, *Security Analysis and Portfolio Management*, PHI Learning

SUGGESTED /RECOMMENDED READINGS:

1. Bodie, Zvi., Kane Alex and Alan J. Marcus, *Investments,* McGraw Hill. New Delhi
2. Reilly, Frank K, and Brown, Keith C., *Investment Analysis and Portfolio Management*, Cengage Learning.
3. Chandra, P., *Security Analysis and Portfolio Management*, Tata McGraw Hill.
4. Vishwanath, R and Krishna Murthi C., *Investment Management,* Springer
5. Elton, E. and Gruber, M, *Modern Portfolio Theory and Investment Analysis*, John Wiley and Sons.
6. Damodaran, A., *Investment Valuation,* John Wiley & Sons.
7. Sharpe William F, and Bailey Jeffery V, Alexander Gordon J, *Investments*, PHI Learning.
8. Hull, J.C., *Options*, *Futures and Other Derivatives*, Prentice Hall.

Note: Latest edition of the readings may be used.

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Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-SE- 424 -B	**2. Specialization Group : Taxation :** **Paper IV :**Tax Planning & Management	100	3	1	0	4

Objective: 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 Tax planning with a view to derive maximum possible tax benefits admissible under the law.

Syllabus Contents:

UNIT - I **(12 Lectures)**
Concept of Tax Planning: Meaning, scope, Importance. Objectives of Tax Planning. Areas of Tax Planning: Ownership Aspect, Activity aspects and Location aspects, Nature of the Business Tax Planning.

UNIT-II **(12 Lectures)**
Tax Planning & Setting Up New Business: Deductions Available to New Industrial Undertakings ; Amalgamation, Merger & Tax Planning Special Tax Provisions- Tax Provisions Relating to Free Trade Zones Infrastructure Sector & Backward Areas.

UNIT-III **(12 Lectures)**
Tax Planning and Financial Decisions: Capital Structure Decision Dividend, Inter Corporate Dividend, Bonus Shares.

UNIT-IV **(12 Lectures)**
Tax Management: Introduction difference between Tax Planning & Tax Management, Areas of Tax Management,

UNIT – V **(12 Lectures)**
Return of Income and Assessment, Penalties and Prosecutions, Appeals and Revisions.

ESSENTIALS READINGS:

1. Ahuja G.K. and Ravi Gupte Systematic Approach to income Tax and Central Sales Tax Bharal Law
2. Lakhotia, R.N. Corporate Tax Planning.
3. Shripal Saklecha : Tax Planning And Management, Satish Printers and Publishers, Indore
4. Singhania, V.K. Direct Taxes: Law and Practices, Taxman's Publication Delhi
5. Singhania, Vinod Kumar: Direct Tax Planning And Management Taxman's Publication Delhi

SUGGESTED /RECOMMENDED READINGS:

1. House. New Delhi Circulars .issued by C.B.D.T. income Tax Act 1961
2. Income Tax Rules, 1962.

Note: Latest edition of the readings may be used.

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Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-SE- 424- C	**3. Specialization Group: Management** **Paper IV:** Human Resource Development	100	3	1	0	4

Objective: The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course intends to make students understand the applicability of these principles and techniques in an organization.

Syllabus Contents:

UNIT – I **(12 Lectures)**
Introduction to Human Resource Development: Concept and evolution; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes; HRD matrix; HRD interventions; Roles and competencies of HRD professionals.

UNIT – II **(12 Lectures)**
HRD Process: Assessing HRD needs; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.

UNIT – III **(12 Lectures)**
Learning and HRD: Maximizing learning; Individual differences in learning process; Learning strategies and styles; Principles of learning; Learning and motivation; HRD culture and climate.

UNIT – IV **(12 Lectures)**
HRD Activities and Applications: HRD for Workers; HRD mechanisms for workers; Role of trade unions; Employee training and development- Process, methods, and types; Coaching, counseling and performance management; Career management and development; Organization development.

UNIT – V **(12 Lectures)**
HRD in Organizations, Trends and Practices: Select cases for HRD Practices in Government organizations, defense, police, private sectors and public sectors units; HRD audit; Balanced scorecard; People capability maturity model; Integrating HRD with technology; Employer branding and other recent trends; Future of HRD.
Note: Lectures should be supplemented with the case studies.

ESSENTIALS READINGS:

1. Dawra Sudhir Human Resource Development Indica Publishers & Distributers Pvt ltd New Delhi
2. Shaikh Javed Human Resource Development Stragies & Systems Indica Publishers & Distributers Pvt ltd New Delhi
3. Balyan & Others Human Resource Development Himalaya Publishing House, New Delhi
4. Blanchard, P.N., Thacker, J.W., Anand Ram, V Effective training, systems, strategies, and practices, Pearson Education.
5. Raymond, N. and Kodwani, A.D., Employee training and development, McGraw-Hill Education India.

SUGGESTED /RECOMMENDED READINGS:

1. Werner J. M., DeSimone, R.L., Human resource development, South Western.
2. Nadler, L., Corporate human resources development, Van Nostrand Reinhold.
3. Mankin, D., Human resource development, Oxford University Press India.
4. Haldar, U. K., Human resource development, Oxford University Press India.
5. Rao, T.V., Future of HRD, Macmillan Publishers India.
6. Rao, T.V., HRD score card 2500: Based on HRD audit, Response Books, SAGE Publications

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Course code	Nomenclature of Paper	Max. Marks	L	T	P	Total Credit
COM-OE- 421	Business Environment (Only for session 2017-18. Y-17280---- students)	100	2	0	0	2

OBJECTIVE:
To familiarize and acquaint the students with the knowledge of business environment and latest development in business environment.

Syllabus Contents

UNIT – I **(06Lectures)**

INTRODUCTION: Business environment: micro-environment - macro environment; Fiscal policy & Monetary policy.

UNIT – II **(06 Lectures)**

LIBERALIZATION AND GLOBALIZATION: Economic reforms - liberalization. Globalization: meaning - stages - factors facilitating and impeding globalization in India - consequences of globalization for India.

UNIT – III **(06 Lectures)**

PUBLIC SECTOR AND PRIVATIZATION: Public sector: changing role of public sector - relevance of public sector – public Sector reforms. Privatization: concepts – nature – objectives.

UNIT – IV **(06 Lectures)**

FOREIGN CAPITAL: Foreign direct investment: policy - trends -problems & consequences,
Multinational Corporations - entry strategies - role - growth – problems – consequences.

UNIT – V **(06 Lectures)**

Foreign Trade Policy and WTO: Recent EXIM policy and consequences of WTO for India.

Note: Current issues and developments are to be discussed.

ESSENTIALS READINGS:

1. Francis Cherunilam: Global Economy and Business Environment – Himalaya Publication; New Delhi
2. S.K.Misra & V.K.Puri: Economic Environment of Business - Himalaya Publication; New Delhi
4. Prof. Laxmi Narain: Globalization – Liberalization and Privatization of Public Enterprises: S. Chand & Co.
5. S.K.Misra & V.K.Puri: Indian Economy - Himalaya Publication; New Delhi
6. Aswathappa: Business Environment - Himalaya Publication; New Delhi

SUGGESTED /RECOMMENDED READINGS:

1. Francis Cherunilam: Business Environment - Text and Cases - Himalaya Publication; New Delhi