

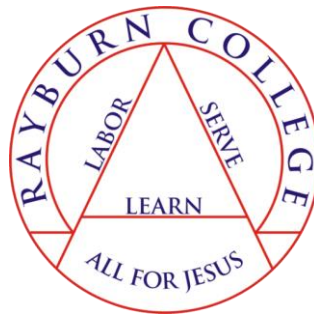
Choice Based Credit System (CBCS)

RAYBURN COLLEGE

(Autonomous, Accredited B++ Grade, 2.96 CGPA out of 4 by NAAC 2023)

Affiliated to M.U: No. MU/1-65/98/CDC/136:07.08.2012.

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DEPARTMENT OF COMMERCE

M.Com Post-Graduate Programme in Commerce

**M.COM. 1ST SEMESTER
PAPER: MCCC- 101**

**ENTREPRENEURSHIP DEVELOPMENT AND SMALL BUSINESS
MANAGEMENT**

Introduction

Unit-I Definition and concept of entrepreneurship, characteristics of entrepreneurs, theories of entrepreneurship, legal, social, cultural, and economic environment of entrepreneurial activities, characters of entrepreneurs, risk taking, decision making and business planning, woman entrepreneurs, women entrepreneurs in India, women entrepreneur in Manipur.

Promotion of a venture

Unit-II Decision to become an entrepreneur, opportunity analysis, step by step procedure, requirements for establishing of a new business, types of small business, selection of types of organization, external and internal environmental factors, Entrepreneurship Development Programme.

Small business financing

Unit-III Capital requirement of small business, long term finance, short term financing, working capital, source of working capital, financial institutions and consultancy organization.

Small business marketing

Unit-IV The marketing concept, marketing management in small scale industry, marketing information, market assessment, market segmentation, branding and packaging, pricing policy, sales promotion, channel of distribution, advertisement and salesmanship, human resource management in small scale industry, recruitment, training, promotion and salary and wage administration.

Incentives and subsidies for small business

Unit -V Policy initiative for entrepreneurial growth, meaning of incentives and subsidies, incentives in operation, incentives for development of backward areas, tax incentives for small business in India, industrial sickness in India, prediction, prevention and rehabilitation measures concerning sickness, concession and relief by the central and state Government.

Suggested Readings

1. Hall B.Pikle and Royance L. Brahamson: Small Business Management –(John Wiley & Sons).
2. Kenneth R. Van Voorthis : Entrepreneurship and Small Business Management – (Boston, Allyn & Baeon).
3. Hens Scholl hammer and Arther H. Kuriloff : Entrepreneurship and Small Business Management – (John Wily & Sons) :
4. Joseph R. Mancuso : How to start, Finance and Manage your own Small business – (Prentice Hall).
5. Sharma R.A. : Entrepreneurial Change in Indian Industries – (Sterling).
6. Prasain G.P. : Entrepreneurship and Small Scale Industries, Akansha Publishing House, New Delhi.
7. Khanka, S.S. ;Entrepreneurship Development, S.Chand and Co. New Delhi.

8. Srivastava S.B.: A Practical Guide to Industrial Entrepreneurs, Sultan Chand and Sons, New Delhi.
9. M.B. Sukhla : Entrepreneurship & Small Business Management, Kitab Mahal Allahbad.
10. Vasant Desai: Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, Mumbai.
11. C.B. Gupta and N.P. Srinivasan, Entrepreneurial Development, Sultan Chand and Sons.

M.COM. 1ST SEMESTER**PAPER: MCCC- 102****FINANCIAL MANAGEMENT****Unit-I Introduction to Financial management**

Meaning and definition, financial management objectives – profit vs. wealth maximization, nature and scope of financial management; organization of finance functions; methods of financial management; interface between finance and other areas of management; financial management in India-some challenges.

Unit-II Investment Decisions

Capital budgeting- meaning, nature of investment decisions, investment evaluation criteria- payback period method, accounting rate of return, net present value method, internal rate of return, and profitability index.

Cost of capital- meaning and significance, calculation of cost of debts, cost of preference capital, cost of retained earnings and cost of equity capital, weighted average cost of capital

Unit-III Financing Decisions

Capital structure- meaning and importance, pattern of capital structure, capital structure theories- NI, NOI, M&M, traditional approach, EBIT-EPS analysis. Leverage- meaning, types of leverages- operating, financial, composite, degree of leverage, measurement of leverage, effects of operating and financial leverage on profit.

Unit-IV Profit Distribution Decisions

Management of earnings, types and significance of dividend; determinants of dividend policies, stability in dividend policy; legal and procedural considerations, dividend theories- residual approach, M&M approach, Walter's approach and Gordon's approach.

Unit-V Working Capital Management

Working capital- meaning, significance and types; principles of working capital management; estimation of working capital requirements, financing of working capital; management of cash and marketable securities, management of receivable and management of inventory.

Selected Readings:

1. Chandra Prasanna: Financial management; Tata McGraw Hills, New Delhi
2. Pandey, I.M: Financial management, Vikash Publishing House, New Delhi
3. Van Horne, James C : Financial Management and Policy, Prentice Hall of India
4. Maheshwari S.N: Principles of financial Management, S. Chand & Sons, New Delhi
5. Khan M.Y and Jain PK; Financial Management: Tata McGraw Hills, New Delhi
6. Sharma and Gupta: Financial Management, Kalyani Publishing House, New Delhi
7. Reddy Sudarshan: Financial Management-Principles and Practices, HPH, New Delhi
8. R.M.Srivastava: Financial Management and Policy, HPH, New Delhi
9. Sharan V: Financial Management; Anmol Publication, New Delhi
10. Singh Rajmani, Financial Management: Theory and Practice, M.R. Publication, Guwahati

M.COM. 1ST SEMESTER
PAPER: MCCC- 103
BUSINESS STATISTICS

Unit-I Correlation and Regression Analysis

Simple, Partial and Multiple applications in Business. Statistics and Managerial Business Decision.

Probability Theory

Concept, importance and distinct properties of probability distribution – binomial, poisson and normal.

Unit-II Theory of Sampling and Data Sources

Large and Small Sampling Test–T–Test, Z–Test, F-Test, data collection and analysis to interpretation of data, data processing and computer Test applications.

Unit-III Non-Parametric Tests

Chi-square tests; one-sample test, two sample tests.

Statistical Quality Control

Causes of variations in quality characteristics, quality control chart, computing the control limit (X and R Charts).

Unit-IV Operation Research for Business Application

Linear programming – formation, graphical method, simplex method, duality and post optimality, game theory introduction only.

Unit -V Inventory Control

Introduction, objectives of inventory control, importance of inventory control, relevant cost in inventory system, methods and techniques of inventory control : economic lot size, consideration of reorder point, ABC analysis.

Suggested Readings

1. Levin R.I. : Statistics for Management – Prentice hall India.
2. Levin and Kirkpatrick : Quantitative Approaches to Management, McGraw Hill.
3. Agarwal J.D and Sangrika Ghosh – Quantitative Techniques for Financial Analysis (IIF).
4. Srivastava, Shenoy and Sharma : Quantitative Technique for management (Willey Eastern).
5. S.P.Gupta : Statistical Method (Sultan Chand & Sons).
6. C.R. Kothari : Operation Research, Vikash Publishing House.
7. P. N.Arora & S. Arora: Comprehensive Statistical Methods.

**M.COM. 1ST SEMESTER
PAPER: MCCC- 104**

MARKETING MANAGEMENT

Unit-I Introduction

Concept, nature scope and importance of marketing, evolution, marketing; marketing mix, marketing environment; strategic marketing planning - an overview.

Unit-II Marketing Analysis and Selection

Marketing environment macro and micro components and their impact on marketing decisions, market segmentation and positioning, elements of consumer behaviour, buyer behaviour, consumer versus organizational buyers, consumer decision-making process.

Unit-III Product, Pricing, Promotion Decision & Advertising

Product mix, product life-cycle, packaging and labelling, factors affecting price determination, pricing policies and strategies, promotion mix; sales promotion, tools and techniques. Advertising-objectives-Advertising as a process of communication-type of advertising-message selection-various promotional tools.

Unit-IV Channels of Distribution and Physical Distribution

Nature, functions, and types of distribution channels, distribution channel intermediaries, channel management decisions, retailing and wholesaling.

Unit -V Marketing Research and Development in Marketing

Nature of marketing research and marketing organization and operations, international marketing, green marketing, cyber marketing, e-mail marketing. Introduction to Customer Relationship Management (CRM) and evaluation of customer relationship marketing. Introduction to Retailing, the changing retailing environment, Retailing characteristics, types of retailing.

Suggested Readings

1. Kotler, Phillip and Gray Armstrong : Principles of marketing; Prentice Hall, New Delhi.
2. Kotler, Philip : Marketing Management Analysis, planning, implementation and control, Prentice Hall, New Delhi.
3. Majumdar, Remanuj : Product Management in India, Prentice Hall, New Delhi.
4. McCarthy, E. Jenome and William D., Pereault. Jr : Basic marketing; managerial approach, Richard D. Irwin, Homewood, Illinois.
5. Ramaswamy, V.S. and Namakumari, S : Marketing Management, Macmillan India, New Delhi.
6. Srinivasan, R : Case Studies in marketing : The Indian Contest Prentice hall, New Delhi.
7. Nayar Rayon : Marketing S.Chand Co. New Delhi.
8. M.N. Mishra : Marketing Management Sultan Chand & Co.
9. Shelekar S.A. : Marketing and Salesmanship.
10. Barkley-TataMc Graw Hill: Customer Driven Project Management
11. Venkata Ramana G. Somayagulu-Excel Book: Customer Relationship Management
12. Swapna Pradan-Tata Magraw Hill: Retailing Management

**M.COM. 1ST SEMESTER
MCCC- 105**

INTERNATIONAL BUSINESS

Course description:

Unit-I An Introduction to International Business

International Business, Globalization and International Business, Influences of International Business, International business approaches, Problems of International business, Theories of International trade.

Unit-II International Business Environment

Introduction, Economic, Political, Cultural and Legal environment in International Business, Ethics in International Business, International trade policies and relations-tariffs, subsidies, import quotas, voluntary export restraints; local content requirements, administrative policies, government intervention in formulating trade policies.

Unit-III International Financial Management

Introduction, Globalization and the multinational firm, Complexities and issues in financial decisions of a multinational firm, Foreign Exchange market, Nature, Structure, Types of transactions, Exchange rate quotation & Arbitrage, Spot & Forward, Foreign Exchange market in India, Nature, Structure, Operations & Limitations, Exchange Rate Determination Structural Models of Exchange Rate Determination, Exchange Rate Forecasting.

Unit-IV Bilateral and Multilateral Trade Laws

General Agreements on Trade & Tariffs (GATT), World Trade Organization (WTO), different rounds, TRIPs, TRIMS, GATS, IMF, World Bank, UNCTAD, International commodity trading and agreements.
Rise of New economics like Brazil, Russia, India and China (BRIC) and ASIAN countries.
India's Look East Policy – Act East.

Unit -V International Accounting and Balance of Payment Account

International Accounting-Consolidation and harmonization of Accounts, International Accounting Standards and practices, Relevant Accounting Standard in India (AS-11), International Tax Environment, **Balance of Payment Account**- Concept and significance of balance of payments account, Current and capital Account Components and Accounting System, Balance of Payment Deficits and Correction Policies.

Suggested Readings

1. Daniels, John D. And Radebaugh, Lee H. (2004): International Business: Environment and Operations, 8th Edition, Pearson Edition..
2. Charles, W.L. Hill (5th Edition, 2005). International Business: Competing in the Global Marketplace. Tata McGraw Hill.
3. Das Bhagirath Lal (2003). The WTO and the Multilateral Trading System: Past, present and future, Third World Network and Zen Books.
4. David Rainbridge (2003); Intellectual Property, Pearson Edition.
5. Deresky (2003): International Management: Managing Across Borders and Culture, Pearson Education.
6. Paul, J (2004): International Business, Prentice-Hall.
7. B International Business: Tata McGraw Hill.

M.COM. 2ND SEMESTER**PAPER: MCCC- 201****ADVANCED MANAGEMENT ACCOUNTING****Unit-I Introduction**

Management Accounting - Meaning, Definitions, Nature, Scope, Objectives, Functions- Relationship with Financial and Cost Accounting Role of Management Accountant- Cost Concepts and Classifications.

Unit-II Standard Costing

Standard Costing ; Meaning, Needs, Types of Standards, Advantages of Standards, Standards Setting- Variance Analysis- Controllability of Variances, Material, Labour, Overhead, Sales Variances .

Unit-III Marginal Costing

Concept of marginal costing, cost volume profit analysis, break even analysis- assumptions , practical applications of break even analysis

Unit-IV Budgetary Control

Meaning, Significance, Types of Budgets Preparation of Fixed and Flexible Budgets - Performance Budgeting and Zero-based Budgeting - Concept, Importance, and Relevance

Unit -V Responsibility Accounting

Concept of Responsibility Accounting - Meaning, Essential Steps of Responsibility Accounting,
Responsibility Centres – Cost Centre, Revenue Centre, Profit Centre Investment Centre, Cost Centre vs. Responsibility Centre; Transfer Pricing – Concept, Methods, Objective; Performance Evaluation Reporting, Measurement of Performing.

Suggesting Readings

1. Shashi K. Gupta and Sharma R.K., Management Accounting - Principles and Practice, Kalyani Publishers, 2014.
2. Khan M Y., and Jain P.K., Management Accounting: Text, Problems and Cases, Mc Graw Hill Education India Private Limited, 2013.
3. Madegowda.J., Advanced Management Accounting, Himalaya Publishing House, 2012.
4. Colin Drury, Management & Cost Accounting, Cengage Learning India Private Limited, 2014.
5. Maheswari S.N., Principles of Management Accounting, Sultan Chand & Sons, 2011.

M.COM. 2ND SEMESTER**PAPER: MCCC- 202****FINANCIAL INSTITUTIONS & MARKET**

- Unit-I **Indian Financial System and Markets**
Evolution and role of financial system in India, structure of financial markets, capital and money market, Primary and Secondary Markets.
- Unit–II **Financial Regulations and Regulatory Institutions in India**

RBI-meaning, function, monetary policy of reserve bank, NABARD, Regional Rural BanksMRB, Financial Inclusion and IRDA.
- Unit-III **Important Financial Institutions and Services**
Commercial and Co-operative Banks, Non Banking financial institutions, Factoring, Commercial papers.
- Unit-IV **Banking Sector Reforms**
Economic Reforms of the banking sector in India, committees on reform in the banking sector, NPAs, capital adequacy ratio.
- Unit -V **E-banking and Development bank**
Meaning, scope of E-banking, Development bank- IDBI, IFCs, SFCs, SIDBI, NEDFI, MUDRA Bank and Trends in Banking Sectors.

Suggested Readings

1. Gurley,J.and Shaw,E.: Money in Theory of Finance (Washington, Brookings Institution).
2. Van Horne, James C. : Financial Market Rates and Flows (Prentice Hall).
3. Goldsmith, R.W. : Financial Institutions = (Random House)
4. Chandber, L.V. : The Monetary Financial System – Harper & Raw).
5. Herbert, E.Dougall and Jack, E., Gaumnitz.: Capital Markets and Institutions – (Prentice Hall International).
6. Khan, M.Y. : Indian Financial Theory and Practice –(New Delhi, Vikash Publishing House).
7. Srivastava, R.M.: Management of Indian Financial Institution – (Bombay, Himalaya Publishing House).
8. Reserve Bank of India: Functions and Working, Annual reports on the Trends and Progress of Banking in India; and Reports on Currency and Finance (Annual).

M.COM. 2ND SEMESTER
PAPER: MCCC- 203
MANAGERIAL ECONOMICS

Unit-I Introduction

Definition of business economics, its nature, scope, importance and relation with other disciplines such as operation research, mathematics and statistics, role and responsibilities of business economist in business decision making, Objectives of the Firm, Profit – Meaning and theories, profit planning and control with special reference to break-even analysis.

Unit-II Demand Analysis

Demand- Meaning, Types and Determinants of Demand, Demand Function – Law of Demand, Law of Supply, Elasticity of Demand - Methods, Determinants and Managerial Uses. Demand Forecasting - Purpose, Quantitative and Qualitative Techniques of Demand Forecasting, Criteria for Good Forecasting Method.

Unit-III Production Analysis

Production Function, Law of Variable Proportions, Isoquant and Isocost Curves, Least Cost Combination, and Law of Returns to Scale, Cost Concepts, elements of costs, total average and marginal costs, significance of cost analysis in management decision making.

Unit-IV Market Structures & Pricing Policies

Market Structures, Output and Pricing Decisions - Perfect Competition, Monopoly, Oligopoly and Monopolistic Competition, Pricing Strategies, price discrimination, multiple product pricing, transfer pricing.

Unit -V Environmental Economic Issues

National income, concept and measurement, Concept of Inflation, Measures to control Inflation, Concept and phases of Business Cycle, Unemployment, micro credit and poverty alleviation programmes.

Suggested Readings

1. Dean, Joel. :Managerial Economics, Prentice Hall, New Delhi.
2. Agarwal, M.: Economics for Decision Making, Indian Institute of Finance Ltd.
3. Rahman, H.: Managerial Economics Himalaya Publishing House, Bombay.
4. Diwedi, S.N.: Managerial Economics Vikas Pub. House, Delhi.
5. Mehta, P.L.: Managerial Economics Sultan Chand and Sons.
6. Varshang and Radhaswamy: Managerial Economics Sultan Chand and Sons, New Delhi.
7. Mukherjee, S :Business and Managerial Economics New Central Agency, Kolkatta.

M.COM. 2ND
SEMESTER
PAPER- MCCC- 204
BUSINESS STRATEGIC MANAGEMENT

Unit-I Concept of Strategy

Defining strategy, levels of strategy, process of strategic management, mission and purpose, objectives and goals, strategic business unit (SBU), functional level strategies, business ethics and strategic management.

Unit-II Environmental Analysis and Diagnosis

Concept of environmental and its components, environment scanning and appraisal, organizational appraisal, strategic advantage profile. SWOT analysis.

Unit-III Strategy Alternatives

Identification of alternative strategies, strategies – stability, growth, merger, take over, turnaround, divestment and liquidation, strategic choice, Michael Porter Generic Complete Strategies, cost leadership, value chain analysis, bench marking, service blue printing.

Unit-IV Strategy Implementation

Inter-relationship between formulation and implementation, Functional strategies – marketing production and personal policies, resource allocation.

Unit -V Strategy Evaluation

Structural considerations, structures for strategies; overview of strategic evaluation, strategic control, techniques of strategic evaluation and control, global issues in strategic management.

Suggested Readings

1. Battacharya, S.K. and N. Venkataramin : Managing Business Enterprises : Strategies, structures and systems, Vikas Publishing House, New Delhi.
2. Ghosh, P.K. : Business policy ; Strategic planning and management – Delhi, sultan Chand and Sons.
3. E. Porter : Business Policy : Text and Cases, Richard D. Irwin, Inc., Homewood, Illinois.
4. Kazmi, A : Business policy and strategic management, New Delhi, Tata McGraw Hill.
5. Prasad. L.M. : Business policy and strategy, Delhi Sultan Chand and Sons.
6. Nanjundalan, R : Strategic planning and business policy T. Mumbai, Himalaya Publishing House.
7. Das Ranjan : Corporate Strategy, New Delhi, Tata McGraw Hill.
8. Mamoria, C.B. and Mamaria Satish : Business planning and policy, Mumbai Himalaya Publishing House.
9. Thomas, J.G. : Strategic Management – Concepts, practices and cases, Harper & Raw, New York.
10. Glueck, William, Jaunch, L.R. : Business Policy and strategic management – New York, McGraw Hill Book Company.

M.COM. 3RD SEMESTER**PAPER- MCCC 205****HUMAN RESOURCE MANAGEMENT****Unit-I Human Resource Management.**

Definitions, concept, scope, objectives and importance of human resource management, role of human resource manager, human resource planning, nature, process and factors affecting human resource planning.

Unit-II Recruitment and Selection

Recruitment, objectives, process, sources and methods, recruitment practices in India, selection, interview, placement process, induction, transfer, promotion, job design, job analysis, job enlargement and job enrichment.

Unit-III Training and Development

Objectives, identification of training methods, methods of training, evaluation of training, development techniques of management development effectiveness of development programme, performance appraisals, steps for appraisal programme, concepts, traditional and modern methods of performance appraisal.

Unit-IV Salary and Wage Administration

Compensation management, salary and wage payment, factors affecting wage and salary administration, sound wage structure, fair wage, minimum wage and living wage motivation theories of motivation, moral and productivity.

Trade Union and Industrial Relations in India

Unit -V Trade union, objectives, nature of trade union in India, role of trade union in new economy, collective bargaining, workers' participation in management, forms of workers' participation in management in India, quality of work life, industrial relations in India.

Suggested Readings

1. Mamoria, CB. : Human Resource Management, Himalay Publishing House, Bombay.
2. Yodder. D. : Personnel Management and industrial Relations Prentice Hall of India, New Delhi.
3. Mehrotra, S.N. : Labour Problems in India S.Chand and Co. New Delhi.
4. Giri, V.V. : Labour Problem in Industries, Asia Publishing House, New Delhi.
5. Aswathpa K. : Human Resource and Personal Management, Tata McGraw Hill, New Delhi
6. Bhasker, Chatterjee : Human Resource Management A Contemporary Text, Sterling.
7. Bishwanath Ghosh : Human Development and Management, Vikas.
8. Gupta CB : Human Resource Management, Sultan Chand
9. Subba Rao P : Personnel and Human Resource Management, Himalaya.
10. V.P. Micheal : Human Resource Management and Human Relations, Himalaya. Sultan Chand

M.COM 3rd SEMESTER
PAPER: MCCC-301

100 Marks

BUSINESS

RESEARCH**Unit-I Introduction to Business Research**

Definition; Nature and Scope of Research; The Research Process; Types of research; Developing Research Proposal; Ethical issues in Business Research.

Unit-II Research Design and Data Collection

Types of Research Design; Secondary and Primary Data; Primary Data Collection Instruments –Questionnaire Designing; Schedule; Observation Methods; Qualitative Research; Measurement and scaling; Reliability validity in experimentation.

Unit-III Sample Design

Defining the Universe and Sampling Unit; Sampling Frame; Probability and Non-probability Sampling Methods; Sample Size Determination.

Unit-IV Data Analysis and Interpretation

Data Editing and Coding; Tabulation; Hypothesis Testing; Analysis of Variance; T-test; Correlation, Regression and Factor Analysis.

Unit-V Report Writing

Essentials of a Good Research Report; Types of Reports; Layout of a Research Report; Writing up of a Report; Evaluating a Research Report.

Suggested Readings

1. Donald, R. Cooper and Parmela, S. Schindler (2003): Business Research Methods. Tata McGraw Hill.
2. Kothari C.R. (2004). Research Methodology Methods and Techniques. Wishwa Prakashan.
3. Malhotra, Naresh K. (4th Edition, 2004): Marketing Research. Pearson Education Pvt. Ltd.
4. Richard, I Levin (2003): Statistics for Management.PHI, Delhi.

**M.COM. 3RD SEMESTER
PAPER MCCC- 302**

BUSINESS ETHICS & CORPORATE GOVERNANCE

Unit-I Business Ethics and Values

Sources Ethics, religion, philosophical systems, cultural experience, legal system, importance of ethics, factors influencing business ethics, leadership strategy and performance, environment, corporate culture, individual characteristics.

Unit-II Theories of business ethics:

Categorical imperative of Immanuel Kant, conventional ethics of Albert Z Carr, the doctrine of the mean Aristotle, the ends, means ethics of Machiavelli, right approach of Marx, utilitarian ethics of Stuart mill.

Unit-III Ethical decision making and managing ethics

Difficulties in decision making, power and politics in organizations suggestions for ethical decision making, Codes of ethics, ethics committees, ethics hot lines, ethics training programmes, Laws enforcing ethical conduct.

Unit-IV Ethics in HRM, Marketing, Finance and Corporate Social Responsibility

Cash and incentive plans, performance appraisal, race and disability, employment issues, privacy issues, and layoffs, wages, Empowerment of the weakest and unquiet, Ethics in marketing, process relative ethics (use of marketing strategies), product relative ethics (appropriateness of marketing certain products), competition relative ethics (pricing, advertising, piracy, predatory), Ethics in finance and accounting, investment decisions, disclosure norms, insider trading norms, disclosures in financial statements, Social responsibility of business.

Unit -V Corporate Governance

Meaning, basic ingredients, factors of organizational success, code of corporate governance, value based corporate governance, corporate excellence, organizational culture, building corporate image, protection of employees.

Suggested Readings

1. Laura P. Hartman, Perspectives in Business Ethics, McGraw-Hill International.
2. George A Steiner and John F Steiner, Business, Government and Society, McGraw-Hill International.
3. Kautilya's Arthashastra by Penguin
4. SK Chakraborty Ethics in Management: Vedantic Perspective Oxford Univ. Press.
5. MK Gandhi, My Experiments with Truth, Navjeevan Publishing House, Ahmedabad.
6. Subhash Sharma, management in New Age: Western Windows-Eastern Doors, New International publishing, New Delhi. Age
7. PS Bajaj, Dr Raj Agarwal – Business Ethics An Indian Perspective Biztantra – 2006, Machiavelli, The Prince
8. Companies Act 2013.

**M.COM. 3RD SEMESTER
PAPER MCCC-303**

BUSINESS ENVIRONMENT & POLICY

Unit-I Business Environment

Concept, Significance , Nature , Components , Types of Environment ;Internal and External Environment , Micro and Macro Environment , Environmental Analysis; Stages , Approaches , Techniques , Steps , Types and Techniques of Environmental forecasting; Benefits and limitations.

Unit-II Economic Environment

Economic System, Economic Planning in India; Types of Economic Plan; Prerequisites of Successful economic planning; Latest Five Year Plan; Economic Reforms in India; Industrial Policy-policy of pre and post liberalisation era; Industries (Development and Regulation) Act; Competition Policy and Competition Acts

Unit-III Government Business Relationship

Small Scale Industries - Importance, Problems and Policies; Industrial Sickness - problem, magnitude and remedies; Business Responsibilities to Government; Government responsibilities to business ,Legal framework of Business; Regulatory Institutions; TRAI,SEBI,IRDA; Electricity Regulatory Agencies.

Unit-IV Public Sector

Objectives, pattern of growth; Changing role of public sector, Privatisation and Disinvestments of public enterprises; Pricing policies in public enterprises; Fiscal policy, Monetary policy, Problem of NPA in the Banking sector;

Unit -V Global Environment

Globalisation - Meaning and Dimensions , Stages , Drivers and effects of Globalisation , Players in Global Business , Benefits and problems of MNCs , Challenges of global Business- WTO and India , Foreign Direct Investment , Foreign Institutional Investors .

Suggested Readings

1. Francis Cherunilam, Business Environment Text and Cases, Himalaya Publishing House, Text and Cases, Himalaya Publishing House, 2014.
2. Aswathappa K, Essentials of Business Environment, Himalaya Publishing House, 2014.
3. Faisal Ahmed and Absar Alam.M, Business Environment: Indian and Global Perspective, Prentice Hall of India, 2014.
4. Veena Keshav Pailwar, Business Environment, Prentice Hall of India Private Limited, 2014.
5. Justin Paul, Business Environment: Text and Cases, Tata McGraw-Hill Publishing Company Limited, 2008.

M.COM. 3RD SEMESTER
PAPER: MCCC- 304

GLOBAL FINANCIAL REPORTING AND DISCLOSURE

Unit-I 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 principle, AS- 1 Disclosure of Accounting Policies, Indian Accounting Standards.

Unit-II Income Concepts

Different concepts of income measurement, Recipient of net income, revenue, expenses, gains and losses value added statement.

Unit-III Assets

Methods of Asset Valuation, Impairment of Assets, **Liabilities**, Classification, Measurement, Theories of Equity. Depreciation Accounting and Policy- Allocation vs. Valuation process, Factors influencing selection of depreciation policy.

Unit-IV Accounting and Reporting of Intangibles

Fair value measurement, rationale, accounting standards on fair value measurement., Accounting for Changing prices, historical cost accounting, relevance of inflation adjusted statement, Methods of accounting for changing prices, Replacement Cost Accounting, Current Purchasing Power Accounting (CPPA), Current Cost Accounting (CCA)

Unit -V Accounting Standard Setting

Benefits, standard setting by whom? Standard setting in India, USA. UK.

IASB-Role, Achievements of IASB in standard setting, Global Convergence of Accounting Standards, IFRSs, Ass vs. Ind. Ass.

Financial Reporting- Objectives, users in financial reporting qualitative characteristics of accounting information, Factors influencing financial reporting in India.

Emerging Trends in reporting, integrated reporting, Corporate social responsibility reporting, Human resource reporting and value added statements.

Conceptual Framework- Concept, need, conceptual framework developed by ASB (India), IASB, FASB (USA).

Suggested Readings

1. Belkaui, Ahmed Riahi. (2004) Accounting Theory Thomas Learning.
2. Benston, George J. Bromwich, Michael Litan, Robert E. & Wagenhofer, Alfred (2006), World Financial Reporting, Oxford University Press.
3. Bloor, Robert & Elager, Pieter T..(1995). Accounting Theory and Policy. Harcourt Braces Joranvich.
4. Glautier, M.W.E. & Underdown, B. (1994). Accounting Theory and Practice. FT Prentice Hall.
5. Hendriksen, E.S. (1991). Accounting Theory, Richard D. Irwin.
6. Mautz, R.K. and William, G. May. Financial Disclosure in a Competitive Economy. Financial Executive Research Foundation, USA.
7. Lal, Jawahar (2017). Accounting Theory & Practice. Himalaya Publishing.
8. Wolk, Harry I, Dodd, James L. & Rozycki, John J (2007). Accounting Theory Conceptual and Institutional Approach. Sage Publications.

LIST OF ELECTIVE COURSES/DISCIPLINE SPECIFIC ELECTIVE

GROUP – A: FINANCE

PAPER: MCEC - 401A

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Unit-I Introduction to Securities

Meaning of savings and investment, objectives, nature, scope and types of investment, investment environment, and principles of investment, investment avenues, and investment decision process, risk and return of investment. Regulators of Securities.

Unit-II The Indian Securities Market

Origin and growth of stock market in India, computation of market indices, primary market, secondary market, Screen based trading system, Derivatives markets- Forward, Future and Options, Mutual funds- definition, type and present status of Mutual funds in India.

Unit-III Security Analysis

Introduction- security market analysis, influencing factors, fundamental analysis – economic, industry and company, technical analysis – trends, indices, indicators and moving averages, Efficient Market Theory – forms and tests, Random walk theory.

Unit-IV Portfolio Theory

Meaning and objectives of Portfolio, active and passive portfolio, Markowitz Diversification, Portfolio performance evaluation- Sharpe, Treynor's and Jensen's performance index, Traditional and modern portfolio theory,

Unit-V Portfolio Management

Meaning, objectives, need, types and scope, Management of portfolio – risk and return, Portfolio construction models– steps and uses, Portfolio revision- techniques and strategies -formula plans, SEBI Guidelines on portfolio management, Do's and Don'ts for investment.

Suggested Readings

1. Fredric, Amling: Investment – (Prentice Hall).
2. Edwin, J. Elton: Modern Portfolio Theory and Investment Analysis – (John Willey).
3. William, F. Sharpe: Investment – (Prentice Hall).
4. Francis, Jack Clark; Investment Analysis and Management – (McGraw Hill).
5. Cohen, Zinborg: Investment Analysis & Portfolio Management – (Richard D. Irwin).
6. Graham Dod & Cotte: Security Analysis – Principles and Technique – (McGraw Hill).
7. Herbert B. Mayo : Basic Investment – Dryden Press).
8. Bhalla, K.: Investment Management: SAPM (New Delhi, S. Chand).
9. Avadhani V.A. Investment Management Himalaya Publishing House.
10. Babu Ramesh, Portfolio Management, Concept Publishing Co, New Delhi-59

M.COM 4TH SEMESTER**OPTIONAL - A****PAPER: MCEC - 402A****INTERNATIONAL FINANCIAL MANAGEMENT****Unit-I Introduction**

Globalization and the multinational enterprise (MNE); Environment of International Financial Management; Complexities and issues in financial decision making of MNEs; Decisions in a global setting; Foreign Exchange Market- Spot and Forward market; Participants in foreign exchange market; Arbitrage, hedging and speculation; Covered interest rate arbitrage; Contemporary issues in international financial management.

Unit-II Cross-Border Investment Decision:

Types of and issues in cross border investment decision; Estimation of cash flows from cross border investment projects; Valuation techniques including adjusted present value method; Risks in cross border investment decision-currency risk, political risk, country risk, inflation risk etc; Techniques for incorporating risks in cross border investment decision.

Unit-III Working Capital Management in MNEs

International Cash management, International Inventory management and International receivables management; International capital structure and cost of capital; Determinants of capital structure of MNEs; Dividend decision and policies of MNEs; International transfer pricing

Unit-IV Managing currency Risk and Interest Rate Risk

Types of risk exposure - Transaction exposure, Economic exposure and Translation exposure; Measurement of risk exposure; Management of currency risk using currency forwards and futures, currency options and currency swaps; Assessment of interest rate risk; Management of interest rate risk using Interest rate futures, interest rate swaps and other financial swaps.

Unit-V International Diversification and Portfolio Investment

Global markets for equities; Risk factors in international investing; International diversification-risk and return aspects; International CAPM assuming no differences in consumption and no barriers to investment as well as assuming such differences; Identification of optimum portfolio; International Capital Market.

Suggested Readings

1. Apte, P.G. (2011). Multinational Financial Management, Tata McGraw-Hill, New Delhi.
2. Bekaert, Greet & Hodrick, Robert J., (2014). International Financial Management. Prentice Hall.
3. Eun, Cheol S. & Resnick, Bruce G. (2017). International Financial Management. Tata McGraw-Hill.
4. Maurice, Levi D. (2009). International Finance. Routledge. Unit
5. Madura, Jeff (2013). International Financial Management. Cengage Learning.
6. Shapiro, Alan C. (2010). Multinational Financial Management. John Wiley.
7. Sharan, V. (2012). International Financial Management. PHI Learning Pvt. Ltd.

M.COM 4TH SEMESTER**GROUP - A****PAPER: MCEC - 403A****FINANCIAL DERIVATIVES****A: FINANCE****Unit-I Derivatives**

Features of a Financial Derivative – Types of Financial Derivatives – Basic Financial derivatives – History of Derivatives Markets – Uses of Derivatives – Critiques of Derivatives – Forward Market: Pricing and Trading Mechanism – Forward Contract concept – Features of Forward Contract – Classification of Forward Contracts – Forward Trading Mechanism – Forward Prices Vs Future Prices.

Unit-II Options and Swaps

Concept of Options – Types of options – Option Valuation – Option Positions Naked and Covered Option – Underlying Assets in Exchange-traded Options – Determinants of Option Prices – Binomial Option Pricing Model – Black-Scholes Option Pricing – Basic Principles of Option Trading – SWAP: Concept, Evaluation and Features of Swap – Types of Financial Swaps – Interest Rate Swaps – Currency Swap – Debt Equity Swap.

Unit-III Futures

Financial Futures Contracts – Types of Financial Futures Contract – Evolution of Futures Market in India – Traders in Futures Market in India – Functions and Growth of Futures Markets – Futures Market Trading Mechanism - Specification of 2 the Future Contract – Clearing House – Operation of Margins – Settlement – Theories of Future prices – Future prices and Risk Aversion – Forward Contract Vs. Futures Contracts.

Unit-IV Hedging and Stock Index Futures

Concepts – Perfect Hedging Model – Basic Long and Short Hedges – Cross Hedging – Basis Risk and Hedging – Basis Risk Vs Price Risk – Hedging Effectiveness – Devising a Hedging Strategy – Hedging Objectives – Management of Hedge – Concept of Stock Index – Stock Index Futures – Stock Index Futures as a Portfolio management Tool – Speculation and Stock Index Futures – Stock Index Futures Trading in Indian Stock Market.

Unit-V Financial Derivatives Market in India

Need for Derivatives – Evolution of Derivatives in India – Major Recommendations of Dr. L.C. Gupta Committee – Equity Derivatives – Strengthening of Cash Market – Benefits of Derivatives in India – Categories of Derivatives Traded in India – Derivatives Trading at NSE/BSE – Eligibility of Stocks – Emerging Structure of Derivatives Markets in India Regulation of Financial Derivatives in India – Structure of the Market – Trading systems – Badla system in Indian Stock Market – Regulatory Instruments.

Suggested readings

- 1 Gupta S.L. (2017). Financial derivatives theory, concepts and problems PHI, Delhi,
2. Kumar S.S. (2007). Financial derivatives, PHI, New Delhi,
3. Chance, Don M: Derivatives and Risk Management Basics, Cengage Learning, Delhi.
4. Stulz M. Rene, Risk management & derivatives, Cengage Learning, New Delhi.

**M.COM. 4 SEMESTER
GROUP - B
ENTREPRENEURSHIP DEVELOPMENT AND FAMILY
BUSINESS**

PAPER: MCEC – 401B

ENTREPRENEURSHIP POLICY & SKILLS DEVELOPMENT

Unit-I Introduction

Government Policy for micro, small and medium enterprises in India since independence, growth centres, Special Economic Zones, industrial estates, district industries centre, latest industrial policy of government of Manipur, institutional support, recent promotional schemes and incentives.

Unit-II Role of Agency

Role of agencies in the development of micro, small and medium of enterprise, National Small Industries Corporation, State Small Industries Development Corporation Micro Small And Medium Enterprise Development Institute, Khadi and Village Industries Commission, National Institute For Entrepreneurship And Small Business Development (NIESBUD), National Institute for Micro, Small and Medium Enterprises (NIMSM), Technical Consultancy Organization, Manipur Industrial Development Cooperation.

Unit-III Industrial Policy for North Eastern Region

Industrial Policy for North Eastern Region, Look East Policy, Act East Policy, Economy of North East Region, features, strengths, threats, weaknesses, Indo-Myanmar Border Trade Agreement, role of Government and non Government organization in entrepreneurship development, recent trends, Vision – 2020 documents for North East Region.

Unit-IV Skills

Meaning, Nature and Significance of Skills Development; Kinds of Skills – Soft Skills, Life skills and Hard Skills, Skilling and Entrepreneurship Development.

Unit-V Role of Government in Skills Development

NSDC, NSQF, MSDC, UGC and other various Stakeholders in Promotion of Skills Development.

Suggested readings

1. Deolankar, Vivek: Indian Entrepreneurship and Industries, Commonwealth Publishers..
2. esai, Vasant Dynamics of Entrepreneurial Development and management, Himalaya
3. Gupta, CB and Srinivasan: Entrepreneurial Development in India, Sultan Chand.
4. Indian Institute of Entrepreneurship, Problems and Prospects of Women Entrepreneurship in the North East: A Critical Study, IIE.
5. Khanka. S.S. Entrepreneurship Development, S. Chand.
6. Mali, D.D.: Entrepreneurship Development in North East, IIE.
7. Prasain G.P. : Entrepreneurship and Small Scale Industries: M/S Akansha Publishing House, New Delhi.
8. Rao. Gangadhara: Entrepreneurship & Growth of Enterprises in Industrial Estate, Deep pub.
9. Saini, J.S. : Entrepreneurship Development-Programmes & Practices, Deep & Deep. 10. Sharma. D.D. & Dhameja. S.K. : Entrepreneurial Development in India, Abhishek
11. Shukla, MB: Entrepreneurship and Small Business Management, Kitab Mahal.
12. Srivastava, S.B.A. : Practical Guide to Industrial Entrepreneur, Sultan Chand.

PAPER: MCEC-402B

FAMILY BUSINESS MANAGEMENT

Unit-I Introduction

Concept of Family Business- importance, characteristics, uniqueness; Family business v/s non family business; Family business dynamics; Family business governance; Leadership and the imperatives for family business.

Unit-II Managing Family Owned Business

Opportunity, identification and product selection; Hindu Undivided Family (HUF) enterprises and enterprise launching legal formalities; Role of support institutions and management of family small business; Family business financing

Unit-III Family Business Governance

Definition, meaning, importance, challenges and risks to family business governance; Meaning and need for family governance; Corporate Governance v/s family governance, Models of family business governance; Principles of family business governance.

Unit-IV Family Constitution

Meaning, contents, setting family policy, family office, family meetings, family assembly, family council and its purpose, family agreements, family conflict; Phases of family ownership and governance activities, types of ownership; Role and responsibilities of board of directors. Family commitment- definition, importance and factors contributing towards family commitment.

Unit-V Strategies and Practices of Family Business

Importance, challenges, benefits, balancing family and business demands; Planning for the business- assessing firm's financial, marketing, personal and general environment; The final strategy and reinvestment policy- assessing the family investment decision, factors affecting reinvestment decision, and other reinvestment issues.

Suggested readings:

1. Poza, E. J. & M. S. Daugherty (2014). Family Business, 4th edition (International Edition), South-Western Cengage Learning
2. Hoy, F. & P. Sharma (2010). Entrepreneurial Family Firms. Prentice-Hall, Pearson Education.
3. Dave McKinney, Mike Fager. (2007). Succession Planning for the Family Owned Business, Subscribe Literary Services, 2007.
4. Ibrahim, B. and W. Ellis. (2004). Family Business Management: Concepts and Practice, Kendall Hunt, Second Edition.
5. Hoy, F. & P. Sharma (2010). Entrepreneurial Family Firms. Prentice-Hall, Pearson Education.
6. Nordqvist, M. and Zellweger, T. (2010). Trans generational Entrepreneurship: Exploring Growth and Performance in Family Firms across Generations. Cheltenham, Gloucestershire, UK, Edward Elgar Publishing.

Note: Latest edition of the readings may be used. Latest and relevant case studies to be used.

PAPER: MCEC- -403B

PROJECT PLANNING & MANAGEMENT

Unit-I Basics of Project Management

Concept of Project, Need for Project Management, Project Management Knowledge Areas and Process, The project Life Cycle, Project Management Process, Essentials of Project Management Philosophy, Project Management Principles, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Work Breakdown Structure (WBS.)

Unit-II Project Planning and Organisational Structure

Project Planning, Need of Project Planning, Roles, Responsibility and Team Work, Project Planning Process, Concept of Organisational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manger and Line Manager, Leadership Styles for Project Mangers, Conflict Resolution, Team Management and Diversity management, Change Management.

Unit-III Technical and project Cost Management

Market Survey, Forecasting, Plant Capacity, Materials Inputs and Utilities, Product Mix. Location and Site, machineries and Equipments, Project Cost Estimate and Determine Budgets, Cost Control, Means of Finance, Cost of Production project .

Unit-IV Project Appraisal

Investment Criteria-Payback Period, Accounting Rate of Return, NPV, IR, Profitability Index, Project Cash Flows, Project Risk Analysis, Break-even Analysis. Sensitivity Analysis, Scenario Analysis, Millier Model, Simulation Analysis, Decision Tree Analysis.

Unit-V Project Execution and Control of Project Management

Project Execution, Project Control Process, Purpose of Project Execution and Control PERT and CPM, Introduction Development of Project Network, Time Estimation, Determination of the Critical Path. PERT Model. Measures of variability, CPM Model, Network Cost System.

Suggested Reading

1. Bhavesh, M. Patel (2000): Project Management: Strategic Financial Planning Evaluation and Control. Vikas Publishing House Pvt. Ltd.
2. Chandra, P. (5th ed., 2005): Projects Planning, Analysis, Selection, Financing, Implementation, and Review. Tata McGraw Hill, New Delhi.
3. Singh, Narendra (2011):Project Management and Control, Himalaya Publishing House, New Delhi.
4. Wysocki, Robert K., Bick Robert and Crane David B. (2000). Effective Project Management. John Wiley and Sons, USA.

GROUP - C: MARKETING

PAPER: MCEC- 401C

ADVERTISING AND SALES MANAGEMENT

Unit-I Advertising

Its importance and nature; Advertising and publicity; Advertising management process; Advertising objectives; DAGMAR Approach; Determination of Target Audience and positioning; Advertising budget – factors influencing budget decision and methods .

Unit-II Advertising Message and Media Decisions

Creativity and advertising; Creative process; Creative appeals and execution styles; Developing advertising copy for print ad - headline, body copy, logo, illustration and layout. Media Decisions –Types of media, Advertising through Internet and interactive media; Developing media plan; media selection and scheduling.

Unit-III Organization and Evaluation of Advertising Efforts

Centralized and decentralized systems; In-house agency arrangements; Advertising agencies – selection, IMC services; Reasons for evaluating Advertising Effectiveness; Advertising testing process – Before and after advertising tests and techniques.

Unit-IV Sales Force Management

Salesmanship – Recruitment – Selection – Training and Development – Compensation – Motivation - Personal Selling; Objectives – Type of Selling - Process of Personal Selling - Evaluation of Sales Personnel.

Unit-V Sales Organization & Sales Promotion

Organisation Structure – Types – Functions - Sales Quota - Sales Budget – Sales Territories – Controlling Sales Force – Sales Promotion - Planning– Techniques of Sales Promotion at Consumer level, Trade Level and Sales Force level -- Essentials of good Sales Promotion.

Suggested Readings

1. Fred, d. Reynolds and William, d Wells. : Consumer Behaviour.
2. Rogerm D. Blackwell, James F. Engel and David t. Kollat. : Cases in Consumer Behaviour.
3. Wilhelms and Henimeri: Consumer Economics, Principles and Problems.
4. Flemming, Hanson : Consumer Choice.
5. Stuart Henderson Britt : Consumer Behaviour in Theory and in Action.
6. Peter, D. Benett and Harold H. Kassanjian. : Consumer Behaviour.
7. Rom, J. Markin : The Psychology of Consumer Behaviour.
8. Tucker, W.T. : Foundations for a theory & Consumer Behaviour.
9. Entrenberg, A.S.C. Pyatt, F.G. : Consumer Behaviour.
10. James McNeal : Dimensions of Consumer Behaviour.

GROUP - C

PAPAER : MCEC - 402C

CONSUMER BEHAVIOUR AND MARKETING RESEARCH

Unit-I Consumer Behaviour

Concept and need - Types of Consumers - Application of Consumer Behaviour in designing marketing strategies-Problems in studying consumer behaviour - Characteristics of Indian Consumers Organizational Buying Behaviour-Features-Process.

Unit-II Socio-Cultural Influences on Consumer Behaviour

Family Influences Family Life cycle - Reference groups – Types- Benefits - Opinion leadership Social Class –Features – Factors responsible for social stratification - Cultural and Sub Cultural Influences.

Unit-III Psychological Foundations of Consumer Behaviour

Motivation – Concept – Theories of Needs - Learning: Meaning –Components – Theories of Learning Process – Perceptions - Attitude and Behaviour: Factors Involved in Attitude Formation –Personality: Characteristics of Personality – Theories of Personality - Trait Theory –Psychoanalytic Theory - Stages in the development of Personality - Lifestyle.

Unit-IV Consumer Decision Making

Meaning of Decision Making – Buying Motives- Buying Roles - Types of Decision Making - Steps involved in consumer decision making process - Diffusion of Innovations-Consumer Decision Making Models-. Models of Organizational Buying Behaviour

Unit-V Marketing Research

Concept – Need and Importance – Areas of Marketing Research – Process of Marketing Research – Research Objectives – Hypothesis – Research Problem - Research Design – Data Collection Techniques – Sample Design - Statistical tools – Report Writing.

Suggested Readings

1. Schiffman, Leon, G. Kanuk, Lazar, Consumer Behaviour, Prentice Hall of India.
2. Suja R, Nair, Consumer Behaviour and Marketing Research, Himalaya Publishing House, New Delhi, 2006.
3. Doyer, Macinnis, Consumer Behaviour, All India Publishers & Distributors, Chennai, 2000.
4. Chunawala, S.A, Commentary on Consumer Behaviour, Himalaya Publishing House, Mumbai, 2005.

PAPAER: MCEC - 403C

GROUP – C : INTERNATIONAL MARKETING MANAGEMENT

Unit-I International Marketing

Nature – scope- International Market orientation and Involvement- International marketing management process – an overview International marketing information system.

Unit–II Analysing International Marketing Environment

Framework for analysing international marketing environment- Geographic- demographic economic- socio cultural- political and legal environment and their impact on international marketing decisions- Global trading environment and developments

Unit-III International Product Policy

Planning and development of products for foreign Markets- Product standardisation vs. adaptation- International trade product life cycle and implications.

Unit-IV Pricing in International Markets

Pricing objectives- Determination of International Price- Delivery terms and price quotations- International pricing policies- Strategies- Transfer pricing- Pricing in the context of counter trade.

Unit-V International Distribution

Distribution Channels and intermediaries for international Markets- Selection, motivation and control of foreign middlemen Global logistics issues and planning. International Promotion: Complexities and issues in international promotion- Promotion tool for international markets Developing the promotion campaign for foreign markets- Role of image.

References

1. Cateora, Phillip R., and John L. Grahm, International Marketing, 14th ed., McGraw Hill, 2009.
2. Terpstra, Vern and Ravi Sarathy, International marketing, 8th ed., Harcourt Asia PTE Ltd., Singapore, 2000.
3. Onkvist, S., and J.J. Shaw, International Marketing, : Analysis and Strategy, Prentice Hall of India Private Ltd., 1999
4. Keegan, Warran J. and mark C. Green, Global Marketing, 5th Pearson Education, 2008.
5. Czinkota, Michael R. and illka A. Ronkainon, International marketing, 8th Edition, Cengage Learning, 2006.

GROUP – D: HUMAN RESOURCE MANAGEMENT

PAPAEER: MCEC- 401 D

HUMAN RESOURCE DEVELOPMENT

Unit-I Introduction

Meaning and Need of HRD – Micro and Macro Approaches to HRD, HRD Philosophy and Climate, HRD, HRM and OD, Role of Chief Executive in HRD, Need for a separate Section for HRD in HRM Department.

Unit-II HRD Processes and Mechanism

HRD Framework, Steps in HRD Process, Developing HRD Skill, HRD Mechanisms Organizational Instruments and Organizational effectiveness.

Unit-III Executive Development

Need, Importance and Objectives of Executive Development, HRD Framework for Executive Development, Development Programmes & Techniques for Executives of different levels, Executive Development Facilities in India.

Unit-IV Workers' Development

Rationale for Workers' Development – Concept and Objectives of HRD for Workers, HRD Roles of Unions, Techniques of Workers' Development in India, Extent of operation of HRD for Workers in India.

Unit-V HRD Practices in India

An Outline of HRD practices in selected Private and public Sector undertakings of India – Larsen & Turbo Ltd. : Sundaram Fasteners Ltd, BHEL, and Bank of Baroda, HRD Movement in India.

Suggested Readings

1. Mamoria, C.B. : Human Resource Management, Himalaya Publishing House, Bombay
2. Yadden. D. : Personnel Management and Industrial Relations, Prentice Hall of India, New Delhi.
3. Mehrotra, S.N., : Labour problems in India, S. Chand and Co. New Delhi.
4. Giri V.V.: Labour Problems in Indian Industries, Asia publishing, New Delhi.
5. Agrawal R.D. : Readings in Personnel Management Tata McGraw Hill, New Delhi.

GROUP – D**PAPAER: MCEC - 402D****INDUSTRIAL RELATIONS AND COMPENSATION LAWS**

- Unit-I Approaches to industrial relations, Dynamics of Industrial Conflict**
Unfair labour practices and victimization, industrial work force analysis, size and composition, problems of commitment, trade unionism, theories, structures, types and growth, trade union in developing economy.
- Unit-II Trade Union Movement in India. Issues in Trade Unionism, Democratic Unionism. Problems**
Size structure, finance problem of leadership, political influence on trade unions, workers education, the trade union rivalry and reorganization, employers organization, role of trade union in the changed economic sceptrs.
- Unit-III Management Vs Union, Rights, Unions and Technological Change**
Industrial relation systems, role of state in Industrial relations industrial relations and labour policy since independence, instruments of economic correction, discipline, domestic enquiry, grievance procedure and disciplinary action, principle of natural Justice.
- Unit-IV Machinery for Prevention of Industrial Disputes**
Welfare officer, works committees, joint management council, ethnical codes methods of selling industrial disputes mediation, arbitration adjudication, tripartite and bipartite machinery.
- Unit-V Collective bargaining workers' Participation in Management**
Labour-Management Co-operation, industrial relations and related legislation with special reference to industrial disputes act, 1947 labour welfare and social security.

Suggested Readings

1. Memoria C.B.: Dynamics of Industrial Relations, Himalaya Publishing House, Mumbai.
2. Srivastava S.C. : Industrial Relations and labour Law, Vikas Publishing House, New Delhi.
3. Mehrotra S.N. : Labour Problems in India, S.Chand Co., New Delhi.
4. Davar, S.S. : Personnel Management and Industrial Relation, Vikas publishing House, New Delhi.
5. Johri C.K. : Issues in Indian Labour Policy, S. Chand and Co., New Delhi.
6. Dale Yoder: Industrial Relations & Personnel Management, Prentice Hall of India, New Delhi.

GROUP – D : HUMAN RESOURCE MANAGEMENT

PAPER : MCEC - 403D

ORGANIZATIONAL BEHAVIOR

Unit-I Introduction

Emergence of organizational behaviour; Management and Organizational Behaviour; Hawthorne studies and human relations school; Challenges and opportunities for organizational behaviour; Positive organizational behaviour.

Unit-II Individual Behaviour

Foundations of individual behaviour; Perception; Attribution; Personality; Attitude; Learning and Values; Motivation – theoretical and practical dimension.

Unit-III Group Behaviour

Foundations of group behaviour, formation of groups, groups versus teams. Group dynamics; Cohesiveness and productivity; Group decision making; Managing organizational conflict; Managing misbehaviour at work.

Unit-IV Motivation and Leadership

Work motivation, need theories, Theory X – Theory Y, Two Factor Theory, contemporary issues in practice of motivation; Leadership - influence, power and politics, contemporary issues in leadership development and practice.

Unit-V Management of Organizational Behaviour

Organizational culture, managing conflict, work stress and its management, work-life balance; Managing change- nature, forces, resistance and resolution.

Suggested Readings

1. S S Khanka. (2020 reprint) Organisational Behaviour (Text & Cases).
2. K. Aswathappa. (2019). Organisational Behaviour. Himalaya Publishing House.
3. Jennifer, M.G. & Gareth, R.J. (1999). Organizational Behaviour. NYC: Addison-Wesley.
4. Suja R. Nair. (2018). Organisational Behaviour (Text & Cases). Himalaya Publishing House.
5. P. Subba Rao. (2018). Organisational Behaviour (Text & Cases). Himalaya Publishing House.
6. Rao, P.S. (2004). Management and Organizational Behaviour. Mumbai: Himalaya Publishing House.
7. Robbins, Stephen P., TA Judge & Neharika Vohra (2013). Organisational Behaviour, Pearson.
8. Luthans, Fred. Organizational Behaviour, McGraw-Hill, Indian Edition.
9. Luthans, Fred. (2013). Organizational Behaviour, McGraw-Hill, Indian Edition.

Note: Latest edition of the readings may be used. Latest and relevant case studies to be used.

GROUP – E : ACCOUNTING

PAPER : MCEC – 401 E

STRATEGIC COST ANALYSIS AND PERFORMANCE EVALUATION

Unit-I Cost Management

Nature, Cost management System, Strategic Cost Management (SCM), SCM and Strategy, Importance of SCM, Decision making process, Relevant costs and Revenues, Relevant cost analysis, Differential cost analysis, marginal costing and decision making, Differential cost analysis, Applications of Differential cost analysis, Relevant cost analysis for decision making

Unit-II Cost Control and Cost Reduction

Meaning of cost control, Elements of cost control schemes, Cost Control Techniques, Essentials of success of cost control, Meaning of cost reduction, Essentials of cost reduction programmes.

Unit-III Cost Management

Concepts, Cost management System, Activity Based Costing, Steps to develop ABC System, Target Costing, Life Cycle Costing, Back Flush costing, Material Requirement Planning, Value chain analysis, TQM-BPR-JIT.

Unit-IV Performance Evaluation

Responsibility accounting, Cost Centre, profit Centre, Investment Centre, Techniques of performance evaluation, Transfer prices, Budgetary control and reporting Standard costing and Variance analysis, Contribution Margin, ROCE/ROI, Residual income, Value added.

Unit-V Costing of Service Sector

Characteristics of service sector, Collection of cost data in service sector, Costing methods in service sector, Pricing in service sector.

Suggested Reading

1. S.P. Jain, K L Narang & Simmi Agrawal; “Advanced Cost Accounting”, Kalyani publishers.
2. Horn Gren, Sunderm, Schatzberg & Burgstahler, “Introduction to Management Accounting”, Dorling Kindersley (India, Pvt. Ltd.
3. Ravi M. Kishore, “Taman’s Cost & Management Accounting”.
4. DR.S. N. Maheswary, Management Accounting and Financial Control, Sultan Chand & Sons, New Delhi.

GROUP – E : ACCOUNTING

PAPER : MCEC – 402 E

ADVANCE CORPORATE ACCOUNTING

Unit-I IFRS

International Financial Reporting Standards (IFRS)-Introduction, Scope, Overview of IFRS 1 to 13.

Unit-II Company Accounts

Forms and contents of company balance sheet and Profit and loss accounts, Managerial remuneration, Divisible Profit, Preparation of final accounts, Valuation of goodwill and shares.

Unit-III Accounts of Holding Companies

Forms of Control, Meaning and definition, Rules for consolidation of financial statements, preparation of consolidated balance sheet.

Unit-IV Amalgamation

Types of Amalgamation, Calculation of purchase consideration, Methods of accounting for amalgamation, Inter-Company Investments.

Unit-V Liquidation of Companies

Modes of winding up, preparation of statement of affairs and lists, Adjustment of rights of contributories, Calls in arrear, calls in advance, Liquidator's final statement of accounts.

Suggested Readings

1. Maheswari S N & Maheswari S K: Advanced Accounting Vikas Publishing House, New Delhi.
2. Gupta RL & Radhaswamy M Advanced Accounting, S. Chand , New Delhi.
3. Shukla & Grewal: Advanced Accountancy, Taxman, New Delhi.
4. Mukherjee A & Hanif M: Modern Accountancy, Tata Mc Graw Hill, New Delhi.
5. V. Rajasekaran & R. Lalitha, "Corporate Accounting", Corling Kindersley (India) Pvt. Ltd.

Other Resources

Global IFRS resource – www.bdointernational.com

FINANCIAL STATEMENT ANALYSIS

Unit-I Introduction

Meaning and objective of financial statement analysis, Origin of financial statement analysis, Demand for and supply of financial statement information, Sources of financial statement information, Traditional versus New approach to financial statement analysis.

Unit-II Tools and Techniques of Financial Statement Analysis

Horizontal or trend analysis, Vertical analysis or common size statements, use of accounting ratios and other statistical measures for analysis, Inter-firm and intra-firm comparisons, benchmark for comparison.

Unit-III Operating Coverage

Measurement of Liquidity and Solvency by application of ratios, Liquidity and distribution of current assets, Capital structure analysis.

Unit-IV Capital Market Efficiency and Corporate Sickness

Random walk and efficient capital market, Nature and forms of efficient capital market, efficient capital market anomalies, Implication of capital market efficiency, Role of financial analysis in efficient capital market, Meaning of financial distress and corporate failure, Causes and symptoms of failure, Models for prediction of corporate failure.

Unit-V Credit and Equity Risk and Merger Analysis

Types of credit and equity risks, Concept of credit rating, Models for prediction of bond rating and bond risk premium, Techniques of equity risk analysis, Emerging Issues and Reporting . Models for prediction of bond rand bond risk premium, Techniques of equity risk anlysis, Emerging Issues and reporting Practices.

Suggested Reading

1. Lev. B. Financial Statement Analysis: A New Approach, Prentice Hall.
2. White, Sondhi and Fried, The Analysis and Use of Financial Statements, John Wiley & Sons.
3. Sinha, G. Financial Statement, Analysis, PHI learning Private Ltd.
4. Foster, G. Financial Statement Analysis, Prentice Hall.
5. Bernstein and Wild, Financial Statement Analysis: Theory, Application and Interpretation, McGraw Hill.
6. Peter, W., Financial Statement Analysis, An International perspective, Business Press, Thompson Learning.
7. Foulke, R.A. Practical Financial Statement Analysis, Tata McGraw Hill
8. Myer.J.N. Financial Statement Analysis, Prentice Hall.

MCEC-404
DISSERTATION & VIVA-VOCE
(COMPULSORY PAPER)

Every student will be assigned a dissertation at the end of the Third Semester and it will be pursued by him/her under the supervision of an internal supervisor. Two hard copy and a soft copy of the dissertation will be submitted by the students prior to the date of the commencement of the End-Term Examinations for the Fourth Semester. The format of the report is given below:

- Objective of the Research Undertaken
- Literature Review
- Research Methodology
- Results and Analysis
- Conclusions
- References
- Appendices – to include questionnaire, if any

The dissertation shall be evaluated by External and Internal Examiners. The internal assessment shall be done on the basis of a student's quality of work. The external assessment shall be done on the basis of Viva Voce and the dissertation. The final Mark of dissertation will be calculated collectively by Internal & External Examiners and the average of these marks will be taken as final marks of the student and submitted to the university.

LIST OF GENERIC ELECTIVE COURSE

M.COM. 3RD SEMESTER PAPER : MCGC-305

PERSONAL FINANCE AND ACCOUNTING

(To be chosen by the students from the other Department)

Unit-I Introduction of Personal Finance

Personal finance: concept, scope and importance; essentials of personal finance; personal finance principles; concept of budgeting and personal budget; benefit and steps of budget planning; personal financial planning process; setting of personal financial goals.

Unit-II Savings and Investment Planning

Concept of savings, significance and importance of savings; strategies for saving money; Meaning and concept of investment; importance of investment; objectives and rewards of investing; savings v/s investment; Investment v/s inflation.

Unit-III Financial Products for Investment

Investment concerns; Avenues of investment; Physical and financial assets; tax benefits scheme, Choice criterion for avenues; Risk of investment; Return on investment, Risk-return relationship.

Unit-IV Portfolio Management

Concept of Portfolio; objectives of portfolio, portfolio risk and return; Portfolio and diversification; Retirement planning- meaning, objectives, steps for a successful retirement planning; Tax planning-meaning, types and objectives (Income tax only).

Unit -V Investor Protection

SEBI- meaning, power and function, SEBI guidelines on portfolio management, Investor grievances and their redressal system in India; Ombudsman committee; do's and don'ts for investment.

Suggested Readings:

1. Kapoor, Jack, Personal Finance, Tata McGraw Hills
2. Maheshwari S.N. Investment Management, PHI, New Delhi
3. AhujaGautam, Money Matters; The ABC of personal finance, PHI
4. Tyson, Eric, Personal Finance for Dummies, Wiley, Pub.
5. Tyson, Eric, Personal Finance in your 20s for Dummies, Wiley Pub
6. Jain and Narang, Advanced Accounts, Kalyani Publishers, Ludhiana
7. Invest your money, Nabhi Publication, New Delhi
8. Singh Rajmani, Fundamentals of Personal Finance, M.R. Publication, Guwahati.
9. VinodSinghania, Students Guide to Income Tax, Taxmann's Publications, Delhi-6.

PAPER: MCGC- 405

STARTUP VENTURE MANAGEMENT

(To be chosen by the students of Commerce from the other Department)

- Unit-I Concept, definitions, frameworks and social benefits of small enterprises**
Definition of small scale industrial undertakings, steps in setting up a small scale industrial enterprises.
Role of SME in economic development of India, strengths and weakness of small business. Industrial Policies Resolutions, Salient Features of MSMED (Micro, Small and Medium Enterprises Act, 2006.
- Unit-II Start up Venture Management Issues**
Generating and Evaluating Business Ideas, identification and product selection, entrepreneurial opportunity search and identification.
Product selection: Criteria to select a product
Conducting feasibility studies: Project Report Preparation, Sources of Information.
Researching financing options.
- Unit-III Promotion and registration of new enterprises**
Ownership structure; partnership and joint stock companies in India; Memorandum of Association, Articles of Association and prospectus.
- Unit-IV Technical and managerial problems of new enterprises**
Production, purchasing, financing, labour and marketing problems, financing, marketing and other facilities provided by different agencies in India for new enterprises.
- Unit-V Growth and stabilization strategies of small enterprises**
Performance assessment and control in small enterprises, managing family enterprises, lessons from successful entrepreneurs.

Suggested Readings

1. S.S. Khanka : Entrepreneurship and Small Business Management, Sultan Chand and Sons, New Delhi.
2. Manilal Singh : Scientific Management in Small Scale Industries 1970
3. Staley and Mirese : Modern Small Industry for Developing Countries, part-V.
4. Vasant Desai : Small Business Management, Himalaya Publishing House, Bombay.
5. M.B. Shukla : Entrepreneurship and Small Business Management, Kitab Mahal, Allahabad.
6. G.R. Bastia & K.K. Sharma : Handbook of Entrepreneurship Development.
7. S.B. Srivastava : A Practical Guide to Industrial Entrepreneurs, Sultan Chand and Sons, New Delhi.
8. K.K. Sharma & G. R. Basotia: Entrepreneurship and Small Business.
9. C.S.V. Murthy : Small Scale Industries and Entrepreneurship Development.
10. Gordon & K Natraj: Entrepreneurship Development.
