

# **MASTER OF COMMERCE (M.Com.) PROGRAMME**

## **ORDINANCE**

- 1- The Department of Commerce under the Faculty of Commerce and Management studies, Mahatma Gandhi Kashi Vidyapith, Varanasi shall run a Postgraduate Programme in Commerce leading to the award of the Degree of Master of Commerce (M.Com.)
- 2- The duration of this Programme shall be two years comprising four semesters, i.e. two semesters in each year.
- 3- **ADMISSION-**

(i) **Number of Seats-** 80(Eighty) + Supernumerary paid seats(as per University Guidelines)

Rules of reservation in admission for Scheduled castes/Scheduled tribes and other backward classes shall be applicable as per rules of the U.P. Government and University.

(ii) **Eligibility-**

The minimum qualification for admission shall be B.Com/B.Com (Hon's) degree from a recognized University or Institute in India or abroad. Those appearing in the final year of the degree examination shall also be eligible to apply for admission subject to the stipulation that such candidates will have to submit their final year mark sheet at the time of counseling in support of the fact that they have passed of the aforesaid examination.

(iii) **Admission Procedure-**

The admission shall be made through written test or on Merit basis as decided by the University from time to time. The Graduates of Mahatma Gandhi Kashi Vidyapith, Varanasi as well as ward of University teachers and staff shall be entitled to a weightage as per University rules. This weightage shall be added to the total Marks obtained by the candidates for calculation of his/her merit. The written test (if conducted) will be objective in nature. The questions shall be based on various papers of Commerce studied by an applicant in their graduation level course.

(iv)**Fees for Submission of Application and Admission Test-**

The candidate shall have to apply in the prescribed form along with such examination fees as notified by the University each year.

(v) **Schedule of fees-**

The fees for the I and II semester /III and IV semester shall be due for payment at the beginning of the I and III semester respectively as per university rules.

4- **Restrictions Against Joining other Courses of Study or Jobs-**

Since the M.Com Programme shall be a full time course, any student joining this course will not be permitted to pursue any other course of study or take up an employment during

the tenure of this programme. However this restriction shall not apply to students who wish to join a foreign language certificate course or Diploma in Computer course.

#### **5- Scheme of Examination-**

- (a) The evaluation of the students shall be done on the basis of End Semester Examination (ESE) having a 100 marks in each paper including Viva-Voce examination in the same Semester having a 50 marks duration of written examination ESE (End Semester Examination) of each paper shall be 3 hours.
- (b) Pass Marks- In order to pass a Semester examination every student shall have to secure 36% marks in aggregate and not less than the marks which the university prescribes as the minimum passing marks for each paper and viva-voce examination separately.
- (c) Division shall be awarded at the end of the fourth semester on the basis of aggregate marks obtained by a candidate in all the four Semesters. A candidate having secured 60% marks or above will be awarded first division and candidates securing 48% or more but less than 60% marks in aggregate will be placed in second division. The candidates securing 36% or more but less than 48% marks in aggregate will placed in third division/pass division.

#### **6. Viva-Voce Examination-**

In all semester there will be Viva – Voce examination of 50 marks which will be conducted at the end of each semester examination in order to judge the understanding as well as application of knowledge gained by the students at the end of respective semester course.

**Department of Commerce**  
**M.G. Kashi Vidyapith,**  
**Varanasi.**

**M.Com. I Sem.**

- MC 101    Accounting for Managerial Decisions**
- MC 102    Financial Management**
- MC 103    Marketing Management**
- MC 104    Human Resource Management**
- MC 105    Viva-Voce**

**M.Com. II Sem.**

- MC 201    Business Environment**
- MC 202    Statistical Analysis**
- MC 203    Organisational Behaviour**
- MC 204    Corporate Tax-Planning & Management**
- MC 205    Viva-Voce**

**M.Com. III Sem.**

**Compulsory**

- MC 301    Research Methodology**
- MC 302    Accounting for Planning & Control**

**Optional(Select Any Two)**

- MC 303    Services Marketing**
- MC 304    Labour Legislation in India**
- MC 305    Management of Financial Services**
- MC 306    Entrepreneurial Development & Small Business in India**
- MC 307    Viva-Voce(Compulsory)**

**M.Com. IV Sem.**

**Compulsory**

- MC 401    Security Analysis & Portfolio Management**
- MC 402    Strategic Management**

**Optional(Select Any Two)**

- MC 403    International Marketing**
- MC 404    Industrial Relation in India**
- MC 405    Corporate Legal Framework**
- MC 406    Management Information System**
- MC 407    Viva-Voce(Compulsory)**

### **M.Com. I Semester**

<b>Course Code</b>	<b>Subject</b>	<b>M.M.</b>
<b>MC 101</b>	<b>Accounting for Managerial Decisions</b>	<b>100</b>
<b>MC 102</b>	<b>Financial Management</b>	<b>100</b>
<b>MC 103</b>	<b>Marketing Management</b>	<b>100</b>
<b>MC 104</b>	<b>Human Resource Management</b>	<b>100</b>
<b>MC 105</b>	<b>Viva-Voce</b>	<b>50</b>
	<b>Total</b>	<b>450</b>

The objective of this course is to acquaint students with the accounting concepts, tools and techniques for managerial decisions.

**Unit I**

**Management Accounting** Meaning, Nature Objectives, Scope, Techniques, Principles, Functions, Importance, Limitations, Management Accounting vs Financial and cost Accounting, management Accountant-Role, Status, functions and responsibility.

**Unit II**

**Financial Statement Analysis-** Parties interested in Financial Statement, Essentials of a good financial Statement, importance of Financial Statement, Analysis and Interpretation- Horizontal, Vertical; Comparative and Trend Analysis, Ratio Analysis meaning Utility, Classification of Ratios, Profitability Ratio, Activity Ratio and Financial Position ratios.

**Unit III**

**Fund Flow and Cash Flow Statement-** Concept, Meaning of the term fund and preparation of fund flow statement and cash flow statement(As-3).

**Unit IV**

**Reporting to Management:** Meaning, Objective, Methods, Principle of Reporting, Kinds of Reports, Reporting at different levels of management, Contemporary Issues in Management Accounting(Only Introduction):- Activity Based Costing, Quality Costing, Target Costing, Life cycle costing, Value chain Analysis.

**REFERENCES:**

1. Anthony, Robert :Management Accounting
2. Bilrman, Haral Jr. Dyckman, Thoas, R. :Management Cost Accounting
3. Khan, M.Y. :Management Accounting
4. Khan & Jain :Management Accounting
5. Kulshreshtha :Management Accounting Concepts j& Cases
6. Lall, B.M. & Jain,I.C. :Management Accounting Principles and Practice
7. Maheshwari, S,N. :Management Accounting
8. Pandey, I.M. :Management Accounting
9. Sharma, R.K. :Management Accounting
10. Shukla, M.B. :Prabandhakiya Lekhankan(Hindi)

**Code: MC-102**

## **FINANCIAL MANAGEMENT**

**Objective:** The objective of the course is to help students to understand the conceptual framework of Financial Management and its applications under various environmental constraints.

### **Unit-I**

**Financial Management:** Meaning, Nature and Scope, Financial Goal: Profit Vs. Wealth Maximization, Finance Functions-Investment, Financing and Dividend decisions. Function of Finance Manager in Modern age.

### **Unit-II**

**Investment Decisions:** Nature, Investment Evaluation Criteria-Net Present Value, Internal Rate of Return, Profitability Index, Payable Period, Accounting Rate of Return, N.P.V. and I.R.R. comparison, Capital Rationing, Risk and Uncertainty in capital budgeting.

### **Unit-III**

**Financing Decisions:** Sources of Short Term Financing, Long Term Sources of Financing Concept and Approaches of Capital Structure Decision-NI, NOI, Traditional and Modigliani Miller Approach. Leverage Analysis-Financing Operating and Combined Leverage and its implications, EBIT-EPS analysis.

### **Unit-IV**

**Cost of Capital:** Significance, Calculation of Combined cost of Capital (Weighted), Cost of Equity and CAPM.

Dividend Decisions: Relevancy and Irrelevancy Theory of dividend decision. (Walter's model, Gordon's Model and Modigliani Miller Model). Factors affecting dividend decision.

### **Suggested Readings-**

1. Chandra, Prasanna : Financial Management
2. Khan, M.Y.& Jain, P.K. : Financial Management
3. Kuchhal, S.C. : Financial Management
4. Pandey, I.M. : Financial Management
5. Shukla, M.B. : Financial Mdanagement
6. Sjkhukla, M.B. : Business finance
7. Sharma, R.K.&Shashi K.Gupta : Management Accounting
8. Srivastava, R.M. : Financial Management

**Code: MC 103**

**MARKETING MANAGEMENT**

**Unit-I**

Nature and Scope of Marketing, Marketing Environment, Marketing Mix, Market Segmentation, Consumer Behaviour.

**Unit-II**

Product Decisions: Product Mix, Product Life Cycle, New Product Development, Branding and Packaging, Pricing Methods and Strategies.

**Unit III**

Promotion Decisions: Promotion Mix, Advertising, Publicity , Personal Selling, Sales Promotion, Internet, Channel Management Decision.

**Unit IV**

Marketing Research, Marketing Planning, Marketing Organization, Marketing Control; Emerging Issues and Developments in Marketing.

**Suggested Readings:**

- 1-Kotler, Philip & Keller K.L. : Marketing Management
- 2- Kotler, Philip & Armstrong, G. : Principles of Marketing
- 3-Baines, Paul & Others : Marketing
- 4-Perreault, W.D. & McCarthy, E.J. : Basic Marketing, A Global Managerial Approach
- 5-Etzel,M.J.,Walker,B.J. Stanton, : Marketing, Concepts and Cases  
W.J. & Pandit, Ajai
- 6-Czinkota, M.R. & Kotabe, M. : Marketing Management
- 7-Ramaswami, V.S.& Namakumari,S :Marketing Management, Global Perspective, Indian Context
- 8-Sontakki C.N. : Marketing Management
- 9-Shukla, Ajit Kumar : Marketing Management
- 10-Shukla, Ajit Kumar : Vipanan Prabandh

**Code: MC 104**

**HUMAN RESOURCE MANAGEMENT**

**Unit I**

Meaning, Definitions, Characteristics and nature of HRM, Human Resource Manager-qualification, functions, Man Power Planning, Recruitment, selection and placement.

**Unit II**

Wages and Salary, Employee Benefit Programmes, Group and individual incentives, Motivation

**Unit III**

Promotion, Demotion, Transfer, Termination of service, Retirement, retrenchment, Training-meaning, objectives, need of training, Different levels of training, Moral-Meanings of moral, Determinants of employee moral, Methods of raising of employee moral

**Unit IV**

Job analysis, Job description, Performance appraisal –Meaning, Difference with merit rating, Objectives of performance appraisal Merit and Demerit of performance appraisal, Welfare and working condition

**Suggested Readings-**

1. Agarwal, R.D. :Dynamics of Personnel Management
2. Ahuja, R.K. :Personal Management
3. Flippo, E.D. :Principles of Personal Management
4. Mamoria, C.B. :Personal Management
5. Monappa,A.& Saiyyadain M.S. :Personal Management
6. Rao, Silveita :HRD in the New Economic Environment
- 7.Stone, Lioyed & Leslie, W.Rue :Human Resource and Personnel Management
8. Strauss, G.& Sayles, L.R. :Personal- The Human Problems and Management
9. Yoder, Dale :Personal Management and Industrial Relations
10. Mamoria. C.B. :Sevi Vargiya Prabandha
11. Verma, Pramod :Sevi Vargiya Prabandha
- 12.Kulshreshta :Sevi Vargiya Prabandha
- 13.Singh, D.P.N. :Sevi Vargiya Prabandha
- 14.Youder, Dale :Sevi Vargiya Prabandha Avan Audyogik Sambandh
- 15.Goyal, C.P. & Pandey, Baleshwer :Sevi Vargiya Prabandha Avan Audyogik Sambandh

**M.Com. II Semester**

<b>Course Code</b>	<b>Subject</b>	<b>M.M.</b>
<b>MC 201</b>	<b>Business Environment</b>	<b>100</b>
<b>MC 202</b>	<b>Statistical Analysis</b>	<b>100</b>
<b>MC 203</b>	<b>Organisational Behaviour</b>	<b>100</b>
<b>MC 204</b>	<b>Corporate Tax-Planning &amp; Management</b>	<b>100</b>
<b>MC 205</b>	<b>Viva-Voce</b>	<b>50</b>
	<b>Total</b>	<b>450</b>

**MC : 201**

## **BUSINESS ENVIRONMENT**

**Objective:** This course develops ability to understand and scan business environment analysis opportunities and take decisions under uncertainty.

### **Unit-I**

Theoretical Framework of Business Environment: Concept, Significance and Nature of Business Environment, Element of environment- Internal and External; Changing dimensions of Business Environment, Techniques of environment scanning and monitoring.

### **Unit-II**

Economic Environment of Business: Economic Systems and Business Environment; Economic Planning in India; Economic Policies, Public sector and Economic development; Economic Reforms, Liberalization and Structural Adjustment Programmes. Emerging issues in Business Environment; Media Management, Bureaucracy And Business, Environmental Management.

### **Unit-III**

Political and Legal Environment of Business: Critical Elements of Political Environment; Government and Business; Changing dimensions of Legal environment in India; Competition Act. 2002, FEMA 1999, Consumer Protection Act.

Socio- Cultural Environment: Critical elements of Socio-Cultural Environment; Social Institutions and Systems; Social Values and Attitude; Social groups, Middle class, Dualism in Indian Society and Problems of Uneven Income Distribution; Social Responsibility of business.

### **Unit-IV**

International and Technological Environment: Foreign Investment and Collaborations, International Economic Institutions; WTO, World Bank, IMF and their importance to India; Foreign Trade Management; Technological Environment in India.

### **Suggested Readings-**

1. Aswathappa, K. : Business Environment.
2. Agrawal, Raj & Diwan, Parag : Business Environment.
3. Cherunilam Francis : Business Environment.
4. Ghosh, B. : Economic Environment of Business.
5. Shukla M.B. : Business Environment.

**Objectives:** The objective of this course is to give advance knowledge of the subject to make the students learn the application of Statistical Tools and Techniques for decision making.

**Unit-I**

**Association of Attributes:** Determination of unknown class frequencies, Consistency of Data Methods of Determining Association Coefficient of Contingency, Chi-Square Test and Goodness of Fit, **Probability Theory**- Importance, different approaches to definition. Permutation and Combination, Theories of Probability- Additions and Multiplications, Conditional Probability,

**Unit-II**

**Probability Distribution:** Binomial, Poisson and Normal distribution, Their characteristics and application. Theory of Sampling, Law of Sampling, Sampling and Non Sampling Errors, Sampling Distribution and their characteristics

**Unit-III**

**Large Sampling Test:** Test of Significance, Procedure of Testing of Hypothesis (a) Test of Significance in Attributes, - Assumptions, Mean, Proportion and S.D. in sampling of attributes, Standard error, significance of difference.

(b) Test of Significance in Variables:- Significance of difference between two sample means, Null Hypothesis, Difference between Standard Deviations of Samples,

**Unit-IV**

**Small Sampling Test:** Assumption, Need, Z-test, t- test, and F- test.

Non- Parametric Test (Assumptions free testing) Meaning, assumptions, Chi- square test, Analysis of variance (ANOVA)

**Statistical Quality Control** – Causes of variation in Quality characteristics, Quality Control Charts –

**Suggested Readings-**

1. Beri – Statistics for Management (Tata McGraw – Hill).
2. Chandran JS – Statistics for Business and Economics (Vikash), 1998
3. Render and Stair Jr – Quantitative Analysis for Management (Prentice – Hall, 7<sup>th</sup> edition)
4. Sharma JK – Business Statistics (Pearson Education)
5. Gupta C B – An Introduction to Statistical Methods (Vikash), 1995, 9<sup>th</sup> ed.
6. Earshot L – Essential Quantitative Methods for Business Management and Finance (Palgrave, 2001)
7. Levin Rubin – Statistics for Management (Pearson) 2000, New Delhi.
8. Jaiswal K.S.- Advanced Statistics(Vaibhav Laxmi Prakashan) Varanasi.
9. Gupta CB-Sultanchand Delhi
10. Gupta SC& Indra Gupta- Himalaya Pub. House Delhi
11. Gupta SP- S. Chand & Company Delhi
12. Nagar Kailash Nath- Minakashi Publication
13. Shukla & Sahai- Sahitya Bhawan- Agra
14. Singh SB- S Chand & Comp Delhi

**Unit - I**

**ORGANISATIONAL BEHAVIOUR**- Concept, Nature, Significance, Relationship with other fields, Challenges and Opportunities for Organisational Behaviour, **APPROACHES OF ORGANISATIONAL BEHAVIOUR** - Human Behaviour Approach, Social System Approach, System and Contingency Approach.

**Unit - II**

**INDUSTRIAL DIMENSIONS OF ORGANISATIONAL BEHAVIOUR - PERCEPTION** - Concept, Nature, Process, **ATTITUDE** - Concept, Process, and Measurement, **PERSONALITY** - Concept, Determinants of Personality, **LEARNING**- Concept, Components, Factors affecting Learning, Learning Theories.

**Unit - III**

**GROUP DIMENSIONS OF ORGANISATIONAL BEHAVIOUR: GROUP**-Concept, Types of Group, Group Formation, and Group Decision Making, **MOTIVATION** – Concept, Theories of Motivation, **LEADERSHIP** - Concept, Nature, Determinations and Style, **THEORIES OF LEADERSHIP** - Trait, Behavioural and Situational Theories.

**Unit - IV**

Organisational Power and Politics, **ORGANISATIONAL CHANGE** – Concept, Nature, Resistance to Change, Management Resistance to Change, **CONFLICT** - Concept, Sources & Types, Resolution of Conflict, **ORGANISATIONAL CULTURE** - Concept, Elements, Implication & Process.

References:

1. Robbins, S.P. - Organisational Behaviour
2. Prasad, L.M. - Organisational Theory and Behaviour
3. Luthans, F - Organisational Behaviour
4. Davis, K - Human Behaviour at Work organizational Development
5. Dwivedi, R.S - Human Relations and Organisational Behaviour

**Code: MC 204**

**CORPORATE TAX PLANNING & MANAGEMENT**

**Objective:-**To emphasize the role of tax factors in the use of management accounting techniques along with tax laws and their impact on management decisions.

**Unit I**

Basic Concepts of Income Tax, Residential Status of a Company, Computation of Income of a Company, Set Off and Carry Forward of Losses, Deductions and Exemptions in Additional Tax on undistributed Profits

**Unit II**

Meaning and Scope of Tax Planning, Ownership Pattern, Tax Planning Regarding Dividend Policy, Issue of Bonus Shares, Merger of Companies

**Unit III**

Tax Considerations in Respect of Specific Managerial Decision Like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports,

**Unit IV**

Tax Planning in Respect of Managerial Remuneration, Foreign Collaborations and Joint Ventures, Implications of Avoidance of Double Taxation Agreements.

**Suggested Readings:**

- |                                      |                                       |
|--------------------------------------|---------------------------------------|
| 1- Acharya, Swachandra               | : Tax Planning Under Direct Tax       |
| 2-Ahuja, G.K. & Gupta, Ravi          | : Systematic Approaches to Income Tax |
| 3-Basu, S.N. & Basu,S.               | : Income Tax                          |
| 4-Iyngar, A.C. Sampat                | : Law of Income Tax                   |
| 5-Kanga, J.B. and Palkhivalas, N.A.  | : Income Tax                          |
| 6-Lakhotia, R.N. & Lakhotia, Subhash | : Corporate Tax Planning              |
| 7-Prasad, Bhagwati                   | : Law & Practice of Tax in India      |
| 8-Raina, H.P.                        | :Corporate Taxation                   |
| 9-Srinivas, E.A.                     | :Handbook of Corporate Tax            |
| 10-Singhania, V.A.                   | : Direct Taxes                        |

**M.Com. III Semester**

<b>Course Code</b>	<b>Subject- Compulsory</b>	<b>M.M.</b>
<b>MC 301</b>	<b>Research Methodology</b>	<b>100</b>
<b>MC 302</b>	<b>Accounting for Planning &amp; Control</b>	<b>100</b>
	<b>Subject-Optional(Select Any Two)</b>	
<b>MC 303</b>	<b>Services Marketing</b>	<b>100</b>
<b>MC 304</b>	<b>Labour Legislation in India</b>	<b>100</b>
<b>MC 305</b>	<b>Management of Financial Services</b>	<b>100</b>
<b>MC 306</b>	<b>Entrepreneurial Development &amp; Small Business in India</b>	<b>100</b>
<b>MC 307</b>	<b>Viva-Voce</b>	<b>50</b>
	<b>Total</b>	<b>450</b>

**Unit - I**

**INTROUDCTION:** Concept of Research and its application in various functions of Management, Types of Research, Types of Business problems encountered by the researcher, Problems and precautions to the researchers.

**PROCESS OF RESEARCH:** Steps Involved in Research Process, **RESEARCH DESIGN:** Various Methods of Research Design

**Unit - II**

**COLLECTION OF DATA:** Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Precautions in Preparation of Questionnaire and Collection of Data.

**Unit - III**

**ANALYSIS OF DATA:** Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams used in Data Analysis, Bar and Pie Diagrams and their significance, Use of SPSS in Data Analysis, Application and Analysis of Variance (ANOVA).

**Unit - IV**

**REPORT PREPARATION:** Types and Layout of Research Report, Precautions in Preparing the Research Report, Bibliography and Annexure in the Report: Their Significance, Drawing Conclusion, Suggestion and Recommendation to the concerned persons.

**Suggested Readings-**

1. Kothari, C.R - Research Methodology Methods & Techniques.
2. Gupta, S.P. - Statistical Methods
3. Bennet, Roger - Management Research
4. Panneer Salvam - Research Methodology
5. Saunders - Research Methods for Business students

**Objective:-**The objective of this course is to Familiarize students with the accounting concepts and methods used by managers for Planning and controlling business operations.

**Unit I**

**Budgeting Control:** Meaning of Budget and Budgeting control, purposes of Budgeting, Importance, Essentials of an effective budget, classification of budgets Flexible budget and ZBB Capital Budgeting: meaning and Appraisal-Pay back period, method, Rate of return method and net present value method.

**Unit II**

**Standard Casting and Variance analysis:-** meaning and objectives of Standard Costing Setting of Standard, Variance Analysis:- Material, Labour and Overhead variances

**Unit III**

**Marginal Casting:-** meaning, Determination of Profit under marginal Costing, Importance and Applications:- Dropping a line or product or Department, Pricing of Product, make or by Decision, Selection of most profitable channel, Break even analysis:- Meaning, P/V ratios, BEP Chart and Practical Applications of Break even Analysis

**Unit IV**

**Responsibility Accounting:-**Meaning and Advantages, Responsibility Centers –Cost, Profit and Investment Centers. Transfer Pricing- Meaning, Methods and Selection of Transfer Pricing Method. Inventory Control- Meaning, Importance and Techniques(EOQ, ROP, ABC, VED) and Determination of Inventory levels.

**Suggested Readings-**

1. Anthony, Robert :Management Accounting
2. Bilrman, Haral Jr. Dyckman, Thoas, R. :Management Cost Accounting
3. Khan, M.Y. :Management Accounting
4. Khan & Jain :Management Accounting
5. Kulshreshtha :Management Accounting Concepts j& Cases
6. Lall, B.M. & Jain,I.C. :Management Accounting Principles and Practice
7. Maheshwari, S,N. :Management Accounting
8. Pandey, I.M. :Management Accounting
9. Sharma, R.K. :Management Accounting
10. Shukla, M.B. :Prabandhakiya Lekhankan(Hindi)

**Unit-I**

Concept, Nature, Emergence, Growth and Importance of Services, Marketing Challenges in Service Business, Service Classification, Marketing Framework for Service Business, Understanding Service Market, Services and Consumer Behaviour

**Unit-II**

Approaches to segmenting Service Market, Marketing Mix in Service Marketing, Branding of Services, Retail marketing

**Unit III**

Marketing Research and Marketing Information System in Services, Strategies for Services Marketing, Service Vision

**Unit IV**

E-Marketing and Services Marketing in various business areas, Development of Services Market in Indian Business

**Suggested Readings:**

- 1-Zeithaml, V.A. & Bitner, M.J. : Services Marketing
- 2-Lovelock, Christopher : Services Marketing
- 3-Jha. S.M. : Services Marketing
- 4-Verma, H.V. : Services Marketing, Text and Cases
- 5-Balaji.B. : Services Marketing and Management
- 6-Chowdhary Nimit & Chowdhary, M. : Marketing of Services
- 7-Ravi Shankar : Services Marketing
- 8-Apte, Govind : Services Marketing

**Unit I**

Objectives of Labour laws, Industrial Disputes Act, 1947- objectives Scope, Lay off, Strike, Lockout, Retrenchment

**Unit II**

Workmen Compensation Act-1923 Employer, Partial disablement, Total disablement, wages, workman rules regarding workmens compensation, Factories Act-1948 Definition, Health of workers in factories, Safety of workers in factories

**Unit III**

Payment of Wages Act, 1936: Object of the Act. Definitions. Rules for payment of wages. Deductions from wages. Enforcement of the Act. Minimum Wages Act, 1948: Definition Minimum, fair and Living Wages. Fixation and revision of minimum wages. Payment of minimum wages. Enforcement of the Act

**Unit IV**

Trade Union Act, 1926: Features. Definition. Registration of Trade Unions. Rights and Liabilities of Registered trade unions. Funds of trade union.

Employee's Provident Fund and Miscellaneous Provisions Act, 1952: Introduction. Definition, Schemes under the Act

**Suggested Readings-**

1. Ghaiye, B.R. : Laws and Procedure of Developmental Enquiry in Private and Public Sector
2. Malhotra, O.P. : The Law of Industrial Disputes
3. Malik, P.C. : Handbook of Industrial Law
4. Saini, Debis : Labour Judiciary, Adjudication and Industrial Justice
5. Seth, D.D. : Industrial Dispute Act, 1947
6. Srivastava, S.C. : Industrial Relation and Labour Law

**Code: MC 305**

**MANAGEMENT OF FINANCIAL SERVICES**

**Objective:** To familiarize the prospective managers with the various financial services and institutions and their role in the overall financial system.

**Unit I**

**Financial Services:-** Concept, Nature, Types and Scope of Financial Services, Fund based and Non-fund based Financial Services

**Unit II**

**Origin of Merchant Banking in India:-** Nature, Characteristics, Functions and Importance, Services rendered by Merchant Bankers, Underwriting, Concept, Nature, Features, Importance, Functions and Evolution of Underwriting business, SEBI Guidelines with regard to Underwriting,

**Unit III**

Nature, Objective and Features of Credit Rating, Credit rating Agencies in India, Depositories.

**Unit IV**

Other Financial Services:- Lease Financing, Hire Purchase, Venture Capital, Mutual Funds Housing Finance, E-Banking

**Suggested Readings:**

- 1-Avadhani, V.A. : Investment and securities Markets in India
- 2-Bhola L. M. : Financial Market and Institution
- 3- Bhalla, V.K. : Financial Market and Services
- 4-James,C.Van Horne : Functions and Analysis of Capital Market
- 5-James,C.Van Horne : Financial Market Rates and Flow
- 6-Khan M. Y. : Indian Financial System
- 7-Macchiraju, H.R. : Merchant Banking

**Objective:** It provides exposure to the students to the entrepreneurial culture and industrial growth so as to preparing them to set up and manage their own small units.

**Units-I**

Entrepreneurship: Nature, Scope and Importance, Emergence of Entrepreneurial class In India. Theories of Entrepreneurship, Entrepreneurship and Environment, Creativity And Innovation.

**Units-II**

Entrepreneurship Development Programme (EDP) – Nature Scope And importance, Institutions Established by the Government For EDP Government Assistance and incentives. Women Entrepreneurship: Social Entrepreneurship, Intrapreneurship.

**Units-III**

Promotion of a venture; Project Management. Financial Management; Raising of funds, Private Equity And venture capital, Production, Human Resource Management And Marketing Management Practices in Small Scale Sector.

**Unit-IV**

Small Business: Nature, Scope and Importance of Small Business, Government Support System, Infrastructural facilities. Latest Government policy with regard to Small Scale Sector. SME Ratings, Strategies for Growth.

**Reference:**

1. Desai, Vasant : Entrepreneurship and Small Business Management
2. Duker, Peter : Innovation and Entrepreneurship
3. Gupta, C.B. : Entrepreneurship Development
4. Kenneth, P. Van : Entrepreneurship and Small Business Management
5. Shukla, M.B. : Entrepreneurship and Small Business Management
6. R.C. Agrawal : Udyamita Vikas. (Hindi)
7. S.S. Khanka : Entrepreneurship Development

**M.Com. IV Semester**

<b>Course Code</b>	<b>Subject- Compulsory</b>	<b>M.M.</b>
<b>MC 401</b>	<b>Security Analysis &amp; Portfolio Management</b>	<b>100</b>
<b>MC 402</b>	<b>Strategic Management</b>	<b>100</b>
	<b>Subject-Optional(Select Any Two)</b>	
<b>MC 403</b>	<b>International Marketing</b>	<b>100</b>
<b>MC 404</b>	<b>Industrial Relations in India</b>	<b>100</b>
<b>MC 405</b>	<b>Corporate Legal Framework</b>	<b>100</b>
<b>MC 406</b>	<b>Management Information System</b>	<b>100</b>
<b>MC 407</b>	<b>Viva-Voce</b>	<b>50</b>
	<b>Total</b>	<b>450</b>

**Objective:** To impart knowledge to students regarding the theory and practice of Security Analysis and Portfolio Management.

**Unit I**

**Security Analysis:** Concept, Nature and Scope, Investment Vs. Speculation, Effective Investment Programme, Sources of Investment Information. Primary Market, Secondary Market, Operations of Indian Capital Market.

**Unit II**

**Valuation of Securities:** Bond, Debenture, Preference Shares, Equity Shares.

**Unit III**

Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis, Efficient Market Hypothesis and its Testing.

**Unit IV**

Portfolio Management, Portfolio Selection and its Models. Markovitz Portfolio Theory. Efficient Frontier, Capital Market Theory: CAPM Single Index Model; Portfolio Total Risk (Risk and Return Analysis). Portfolio Market Risk and Unique Risk, Capital Market line and Security Market Lines, Portfolio Performance Evaluation: Measurement of Risk & Return, Evaluation Criteria and Procedures.

**Suggested Readings-**

1. Avadhani, V.A. : Investment Management
2. Alexander, Gordon J. & Sharpe, William, F. : Fundamentals of Investment
3. Bhalla, V.K. : Investment Management
4. Chandra, Prasanna : The Investment Game
5. Fisher & Jordon : Security Analysis and Portfolio Management
6. Francis, Jack Clark : Investment Analysis and Management
7. Frederick, Anling : Investments
8. Markowitz, Harry, M. : Mean Variance Analysis in portfolio Choice and  
Capital Market
9. Sharpe, William : Capital Market in India
10. Srivastava, R.M. : Investment Management
11. Singh, Preeti : Investment Management

**Unit-I**

Concept, Definition and Nature of Strategy, Vision, Mission, Goal & Objective. Strategic Management: Definition and Process, Models of Strategic decision making, Strategic Intent, Strategic Business Unit.

**Unit-II**

Environmental Scanning-Concept of Environment and its Components, SWOT Analysis, Environmental Scanning and Appraisal, Strategic advantage analysis and diagnosis, Concept of Synergy, Core Competence.

**Unit-III**

Strategic Analysis & Choice- Stability, Growth, Turnaround, Retrenchment, Diversification, Vertical and Horizontal integration, Strategic alliance, Divestment, Business Portfolio analysis BCG & GEC matrix, Strategic choice.

**Unit-IV**

Strategic Implementation and Control-Inter-relation between formulation and implementation, Issues in strategy implementation, Structural and Non-Structural resource allocation. Overview of Strategic Evaluation, Strategic Control, Techniques of Strategic evaluation and Control.

**Suggested Readings-**

- |                         |   |
|-------------------------|---|
| 1- Kazami               | :Strategic Management & Business Policy.        |
| 2- R. Srinivasana       | :Strategic Management.                          |
| 3- Lynch                | :Corporate Strategy.                            |
| 4- P. Subbarao          | :Business Policy and Strategic Management.      |
| 5- Haberberg & Rieple   | :Strategic Management                           |
| 6- Hill & Jones         | :An Integrated approach to Strategic Management |
| 7- U.C. Mathur          | :Strategic Management.                          |
| 8- D.Acharya & A. Nanda | :Strategic Management & Entrepreneurship        |
| 9- Amita Mital          | :Cases in Strategic Management                  |

**Unit I**

Nature, Scope and Importance of International Marketing. Distinction between International Marketing and Domestic Marketing, International Market entry Strategies, International Marketing Environment and its impact on marketing decisions

**Unit II**

Institutional set up for Export Promotion, Governmental Agencies in International Marketing. Export Houses, Export Documentation and Procedures. International Marketing Operations.

**Unit III**

Planning for overseas Market – Product strategy, International Product Life Cycle, Management of International Brands and Packaging, Pricing Decisions, International Promotion, International Channel Management Decisions

**Unit IV**

Emerging Issues and Developments in International Marketing, International Marketing of Services, Information Technology and International Marketing, World Trade Organization( WTO)

**Suggested Readings:**

- 1- Cateora P.R. & Graham J.L. : International Marketing
- 2-Jain, Subhash C. : International Marketing Management
- 3-Terpstra, V& Sarathy, R : International Marketing
- 4-Onkvisit, S & Shaw, J.J. : International Marketing: Analysis and Strategy
- 5-Czinkota, M.R. & Ronkainen, I.A. : International Marketing
- 6-Cherunilam, F : International Marketing
- 7-Sahai, I.M. : International Marketing
- 8-Mishra, Arvind K. : Fundamentals of International Marketing
- 9-Sahai, I.M. : Antarastriya Vipanan
- 10-Jain, S.C. : Antarastriya Vipanan

**Unit I**

Industrial Relation-Concept, nature objectives, importance, Industrial disputes, Meaning, causes strike, lockout

**Unit II**

Collective Bargaining-Meaning, characteristics, Trade unionism- concept and nature of objective of trade union functions of trade unions, Problems of trade union, measures of strengthening of trade union

**Unit III**

Industrial Accident, Safety measures Absenteeism, Measures to check absenteeism, Labour Turn over, causes of labour Turn over, measures to reduce labour Turn over

**Unit IV**

Workers Participation in management Meaning, objectives Different forms of WPM, Causes of the failure of participation scheme in India, Suggestions for the success of WPM, Grievance- Meaning and definition, causes of grievance, characteristics of good grievance handling procedures, Steps taken by the manager in handling a grievance, suggestions to make the grievance procedure successful

**Suggested Readings-**

1. Kochran, T.A. & Katz Henary : Collective Bargaining and Industrial Relations
2. Mamkoottam, K. : Trade Unionism: Myth and Reality
3. Bhagoliwal, T.N. : Industrial Relations in India
4. Mehrotra, S.N. : Labour Problems in India
5. Niland, J.R. : The Future of Industrial Relations
6. Owen, W.V. & Finstone, H.V. : Industrial Relations
7. Papala, T.S. & Rodgers, G. : Labour Institutions and Economic Development in India
8. Ramaswamy, E. A. : The Reyon Spinners. The Strategic Management of  
Industrial Relations
9. Mani, B.R. : Participative Management Vs. Collective Bargaining
10. Relevant Labour Acts

**Unit-1**

Historical Development of company Legislation in India. Salient Features of the Companies Act, 1956. The Present set-up of company Law Administration in India. Corporate Personality: Nature, Types & Conversion of Companies; Formation, Promotion and Incorporation of companies.

**Unit-II**

Memorandum of Association; Articles of Association; Prospectus: Their Nature, Contents & Legal effects; Membership: Nature of Member. Methods of Acquisition and Termination of Membership.

**Unit-III**

Directors: Meaning, Appointments, Legal Position, Qualifications and Disqualifications, Remuneration, Powers, Duties and Liabilities of Directors, Managing Director and Manager; Winding Up: Kinds and Conduct.

**Unit-IV**

Meaning, Appointments, Legal position, Powers, Responsibilities and Removal of Company Secretary; Company Meetings: Types, Legal provisions and Secretary's Duties regarding Statutory, Annual General and Extra-ordinary General Meetings, Notice, Agenda, Minutes, Resolutions. Chairman, Proxy, Voting and Poll.

**Suggested Readings-**

1. Bagrail, A.K. : Company Law
2. Chawla & Garg : Company Law & Secretarial Practice
3. Grower, L.C. B. : Principles of Modern Company Law
4. Kapoor, N.D. : Company Law- Incorporating the provisions  
Of Companies Amendment Act, 2000
5. Kuchhal, M.C. : Modern India Company Law
6. Ramaiya, A. : Guide to the Companies Act
7. Singh, Avtar : Company Law
8. Taxmann : Company Law
9. Agrawal & Kothary : Company Law & Secretarial Practice
10. Gupta, O.P. : Company Law

**Objective:** To acquaint the students with the basics of Information technology and related aspects.

**Unit-I**

Management Information System(M.I.S): Meaning, elements, characteristics, objectives and role of M.I.S., Principles of good MIS, Installation of MIS, Basic Requirements of MIS, Implementation of MIS, Problems in Installation of MIS, Guidelines for making MIS effective.

**Unit-II**

Development of system analysis, system Definition, system Analysis, tools for making system analysis, system design, Testing, system evaluation, Types of information system, comparison of human and computer system(Alternative Framework)

**Unit III**

Information System for Decision Making: meaning, Types of decisions, Decision making process, Basic Information system related to production, Finance, Human resource and marketing.

**Unit IV**

Data communication and networking: Meaning, Basic elements of communication, Data transmission modes, Transmission channels, Transmission media, Types of Database system, Network topologies, LAN, WAN and MAN. Base of MIS: Reporting-meaning, Principles of reporting, methods of reporting, Classification of reports.

**References:**

1. Bentley, Travol :MIS and Data Process
2. Banerrjee, UK and Suchdeva :MIS-A new framework
3. Gordon & Davis :MIS, Conceptual foundation structure & Development
- 4.Gupta A.K. :MIS
5. Jawedlkar, W.S. :MIS
- 6.Jindal Aman :MIS
- 7.Kanter Jerome , :Management Oriented MIS
- 8.Kelker, S.A. : MIS-A concise study.
- 9.Murdic & Ross : Information system for modern Management
- 10.Murthy C.S.V. : MIS
- 11.Prasad LM & usha :MIS