

BIR TIKENDRAJIT UNIVERSITY

Syllabus for

MASTER OF COMMERCE

M.Com. Course Structure for the candidate admitted to the academic year 2020 onwards. M.Com. Programme is of two-year

M.Com.1st Year Course

Programme Structure:

Year	Courses Title	Marks		Total
		IA	Annual Exam	
1st Year				
MCOM-101	Entrepreneurship Development & Small Business Management	25	75	100
MCOM-102	Financial Management	25	75	100
MCOM-103	Business Statistics	25	75	100
MCOM-104	Marketing Management	25	75	100
MCOM-105	International Business	25	75	100
MCOM-106	Advanced Management Accounting	25	75	100
MCOM-107	Financial Institutions and Markets	25	75	100
MCOM-108	Managerial Economics	25	75	100
MCOM-109	Business Strategic Management	25	75	100
MCOM-110	Human Resource Management	25	75	100
				1000

Notation: MCOM= M.Com. , IA= Internal Assessment.

Each paper will be of 100 marks out of which 75 marks shall be allotted for annual Examinations and 25 marks for Internal assesment.

M.COM. 1ST YEAR

PAPER: MCOM- 101

**ENTREPRENEURSHIP DEVELOPMENT AND SMALL BUSINESS
MANAGEMENT**

Objective

To give exposure to the students to entrepreneurial culture and industrial growth and with a view to enabling them to set up and manage small business units.

Unit-I Introduction

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.

Unit-II Promotion of a venture

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.

Unit-III Small business financing

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

Unit-IV Small business marketing

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.

Unit -V Incentives and subsidies for small business

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 YEAR PAPER:

MCOM-102

FINANCIAL MANAGEMENT

Objective:

To make students understand various issues involved in financial management of a company and equip them with advanced tools and techniques, its application under corporate world.

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 YEAR

PAPER: MCOM- 103

BUSINESS STATISTICS

Objectives

To make the students learn the application of Business Statistical Analysis and Operation Research (Quantitative Technique) that can be applied in the real life business situation for decision-making.

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 YEAR

PAPER: MCCC- 104

MARKETING MANAGEMENT

Objective

The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

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 YEAR**PAPER MCOM- 105****INTERNATIONAL BUSINESS****Objective**

To enlighten the students on International Business Environment, which includes international Financial Management, International Accounting and International Currency and to study the impact of globalization on Indian Industry.

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 (WHO), different rounds, TRIPs, TRIMS, GATS, IMG, 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. TataMcGraw 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. 1ST YEAR

PAPER: MCOM- 106

ADVANCED MANAGEMENT ACCOUNTING

Objective

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

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 Performance.

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. 1st Year
PAPER: MCOM- 107

FINANCIAL INSTITUTIONS & MARKET

Objective

To provide understanding of the functioning of financial markets and institutions and their role in Indian economy.

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 Banks- MRB, 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).

MANAGERIAL ECONOMICS

Objective

To provide an understanding of economic principles related to business planning and decision-making

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.

BUSINESS STRATEGIC MANAGEMENT

Objective

The objective of this course is to enhance decision-making abilities of students in situations of uncertainty in a dynamic business environment.

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 Competitive Strategies, cost leadership, value chain analysis, benchmarking, service blueprinting.

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 T. Ghosh : Business policy and strategy : 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. 1ST YEAR**PAPER- MCOM- 110****HUMAN RESOURCE MANAGEMENT****Objective**

The main objective of the paper is to enable the students to familiarize with the main aspects of human resource management and apply it at organizational level.

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.

Unit –V Trade Union and Industrial Relations in India

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

