



SARDAR PATEL UNIVERSITY
FACULTY OF BUSINESS STUDIES
MASTER OF COMMERCE (M.COM.) – EXTERNAL PROGRAMME
M.COM PREVIOUS (PART-I) EXTERNAL
(WITH EFFECT FROM: JUNE, 2018)

STRUCTURE AND SYLLABUS BASED ON UGC GUIDELINES M.COM.-EXTERNAL PROGRAMME

Course Type	Course Code	Course Title	Exam Duration in Hrs.	Theory	Passing/ Total
Ability Enhancement Course	PBE1ACOM01	E-Commerce	03	Theory	40/100
Core Courses (Three)	PBE1CCOM01	Strategic Business Management	03	Theory	40/100
	PBE1CCOM02	Business Environment	03	Theory	40/100
	PBE1CCOM03	Cost and Management Accounting	03	Theory	40/100
Elective Courses (Any One)					
Advanced Accounting	PBE1ECOM01	Management Control System	03	Theory	40/100
Marketing Management	PBE1ECOM02	Rural & Services Marketing	03	Theory	40/100
Human Resource Management	PBE1ECOM03	Organizational Behaviour & Human Resource Development	03	Theory	40/100
Financial Management	PBE1ECOM04	Financial Markets and Services	03	Theory	40/100
Tax Planning and Management	PBE1ECOM05	Direct Tax Planning	03	Theory	40/100
Total					200/500

Note: Each student shall have to offer the same Elective Courses (Any One) Paper at Previous-I to Final-II.

Note: P = Post Graduate, B = Business Studies (Faculty), E = External, 1 = Previous (Part-I), A = Ability Enhancement Course, C = Core Course, E = Elective Course, COM = Commerce, 01 = e.g Course Paper Number.

Ability Enhancement Course	M.Com. PREVIOUS (PART-I) EXTERNAL
PBE1ACOM01	E-Commerce

Objective: To enhance the ability of students in the field of E-Commerce as a part of integrity of new business trend & modern technology.	
Unit	Description in Detail
01	Introduction Definition, Objectives , Benefits and Limitations of E-Commerce, Driving force of E-Commerce, Impacts of E-Commerce (Accounting & Taxation, Banking & Finance, Marketing, Human Resource, Law & Legal Services Hospitality & Tourism, Entertainment)
02	Electronic Payment Systems Introduction of Plastic Cards (Debit Card, Credit card, Repay Card, Prepaid Money Card), Benefits and Limitations, Internet and fund transfer through NEFT and RTGS Fund transfer through Debit Card and credit card, E-Payment Protocol-Major Securities
03	E-commerce and Online Service Online financial services, Online travel services, Online career services, E-Banking and its Operation, Online trading
04	E-Business Introduction, Characteristics of e-Business, Benefits and Limitations of E-Business, E-Business v/s E-commerce, E-business Requirements, Business models & E-business strategies.
05	E-Commerce: A Managerial Perspective Introduction & Definition, Business Process Perspective, Service Perspective and Communication Perspective, Legal environment of E-Commerce, Jurisdiction on the Internet, Use and protection of Intellectual Property in Online Business.
06	E-Commerce and Entrepreneurship Introduction, Concept of Entrepreneurship, Common characteristics of successful e-entrepreneurs, Benefits of Selling on the Web B2B, B2C, C2C, C2B, New Startups: Factors to consider before launching into E-Commerce, Online Shopping Malls: Advantages and Disadvantages
07	E-Commerce & CRM Introduction, Meaning of CRM (Customer Relationship Management),Types of CRM, Benefits and Limitations of CRM, Issues in CRM implementations, Relationship Marketing (3ORs)
08	Mobile Commerce An Introduction, Benefits of Mobile Commerce, Limitations of Mobile Commerce, Mobile Commerce Application, Mobile Commerce Products and Services, Mobile-Banking, Mobile Commerce in India
Note: All Units carry equal weightage of marks.	
References:	
<ol style="list-style-type: none"> 1. E-Commerce Fundamentals and application (Henry Chan) Wiley publication 2. Introduction to E-commerce (Jeffrey) Tata- Mcgrawhill 3. Doing Business on the Internet E-COMMERCE (Electronic Commerce for Business): S. Jaiswal, Galgotia Publications. 4. Electronic Commerce A Managerial Perspective By: Efraim Turban ,Jae Lee, David King, H.Michael Chung. 5. E-Commerce- Business, Technology, Society Kenneth C Laudon, carol Guercio Traver (Pearson Education) 6. E-Commerce: Past, Present and Future, Bandyopadhyay Karabi, Vrinda Publications (P) Ltd. 	

Core Courses	M.Com. PREVIOUS (PART-I) EXTERNAL
PBE1CCOM01	Strategic Business Management

OBJECTIVE: The main objective of this subject is to enable students to learn about Advance concerns of business management and Strategic Contemporary aspect of business management.	
Unit	Description in Detail
1	BASIC MANAGEMENT AND DECISION MAKING: Concept of management, Functions of management, Importance of management, Concept of decision making, Characteristics of Decision making, Decision making process, Principles of decision making, Characteristics of effective decision making, types of decisions.
2	MANAGEMENT INFORMATION SYSTEM: Meaning and definition of information and data, Objectives of management information system, Elements of management information system, Areas of management information system, Importance of management information system, Factors affecting the management information system, Types of information, Process of management information system, Causes of poor management information system.
3	CONFLICT AND CO-ORDINATION: Concept, Functional and dysfunctional aspect of conflict, Individual level and Interpersonal conflict, Conflict management, Need for coordination, Types of coordination, Techniques of effective coordination
4	TOTAL QUALITY OF MANAGEMENT: Introduction, Definition of Quality , Meaning of TQM, Characteristics of TQM, Potential benefits of TQM, TQM and Traditional Management.
5	BUSINESS POLICY AND STRATEGIC MANAGEMENT Define business policy, Features of business policy, Scope of business policy, Importance of business policy, Purpose of developing business policy, Essentials of effective business policy, Strategic management process, Reasons for failure of strategic management, Strategists and their role in strategic management.
6	MERGERS AND ACQUISITIONS Nature of mergers and acquisitions, Evolution of mergers in India, Types of mergers, Reasons for corporate mergers, Benefits of mergers, Impact of mergers on consumers and workers, Reasons for failure of mergers and acquisitions, Strategies for successful acquisitions.
7	STRATEGIC EVALUATION AND CONTROL Nature of strategy evaluation, Benefits of strategy evaluation, Principles of strategy evaluation, Types of organizational control, Types of strategic controls, Operational control systems, Process of effective strategic control.
8	CORPORATE AND BUSINESS LEVEL STRATEGY AND STRATEGY IMPLEMENTATION Nature of Corporate Strategy, Growth strategy, Diversification strategy, Nature of stability and Retrenchment strategy, Nature of Business level strategy, Nature of strategy implementation, Interrelationship between formulation and implementation, Issues in strategy implementation.

Note: All Units carry equal weightage of marks.

References:

1. T. Ramasamy,. Principles of Management, Himalaya Publishing House
2. Prasad L.M., *Principles and Practice of Management*, Sultan Chand & Company
3. Mohanty R.P. & Lakhe R.R. *Hand book of Total Quality Management*
4. Strategic Management By, G.Sudarsana reddy, Himalaya publication.
5. Management Policy and Strategic Management (Concepts, skills and practices) by, R.M.Srivastava, Himalaya publication.

Core Courses	M.Com. PREVIOUS EXTERNAL
PBE1CCOM02	Business Environment

Objective: To Understand the Recent Trends in Indian Business Environment. & International Business Environment.	
Unit	DESCRIPTION IN DETAIL
1.	<p>BUSINESS AND BUSINESS ENVIRONMENT: Business System/Process, Classification and Characteristics of and Goals of Business Business Environment: Meaning of Business Environment, Types of Environment Internal and External Environment, Micro and Macro Environment ECONOMIC ENVIRONMENT: Nature of Economy, Structure of Economy, Economic Policies, Economic Conditions POLITICAL AND GOVERNMENT ENVIRONMENT: Classifications of Functions of State, Economic Roles of Government in India, Government and Legal Environment, the Constitutional Environment NATURAL AND TECHNOLOGICAL ENVIRONMENT : Natural Environment, Technological Environment, Innovation, Technological Leadership and Fellowship, Technology and Competitive Advantages, Sources of Technological Dynamics, Time Lags in Technology Introduction/Absorption, Appropriate Technology and Technology Adaption, Impact of Technology on Globalization, ICT and Marketing, Transfer of Technology DEMOGRAPHIC ENVIRONMENT: Importance of Demographic Environment, Population Size, Falling Birth Rate and Changing Age Structure, Migration and Ethnic Aspects</p>
2.	<p>REVIEW OF SELECTED MACRO POLICIES OF INDIAN BUSINESS AND GOVERNMENT Brief Review of Economic Planning in India (With Special emphasis on latest five year plans, Industrial Policy of 1991 of Government of India, current Monetary Policy of RBI, Fiscal and EXIM Policy of the Government, An Outline of Technology Policy adopted by GOI.</p>
3.	<p>MACRO STRATEGIES AND REGULATORY ACTS OF INDIAN BUSINESS AND GOVERNMENT LIBERALIZATION: Concepts, Issues and Implications on Indian Economy PRIVATIZATION: Meaning of Privatization, Nature and Objectives of Privatization, Various Forms of privatizing the Public Sector Enterprises, Merits and Demerits of Privatization, Disinvestment in India GLOBALIZATION: Globalization of Business: Meaning and Dimensions, Globalization of World Economy, Features of Current Globalization, Stages of Globalization, Essential Conditions for Globalization, Foreign Market Entry Strategies/ Strategies of Globalization, The Pros and Cons of Globalization, Policy Options, globalization of Indian Business</p>
4.	<p>BUSINESS AND SOCIETY SOCIAL RESPONSIBILITY OF BUSINESS (SRB) Classical and Contemporary Views, Social Orientations of Business, The Factors affecting Social Orientations, SRB towards different Sections (Shareholders, Employees, Consumers, Society/Community), The Indian Situation, The Arguments for and against Social Involvement, Social Audit, Social Audit in India CONSUMER RIGHTS, CONSUMERISM AND BUSINESS Consumer Rights, Exploitation of Consumers, Consumerism, Consumer Protection, UN Guidelines for Consumer Protection, Consumer Protection and Consumerism in India, the Consumer Protection Act, 1986.</p>

5.	<p>THE INTERNATIONAL BUSINESS AND ITS ENVIRONMENT What is International Business and Its Evolution, Nature and Scope of International Business, Meaning of International Business Environment, Significance/Importance of International Business, Features of International Business Environment, International Business Environment: A System Approach, Business Environment and Strategic Decisions in International Business, The Factors affecting International Business/ The Environment of International Business</p> <p>INTERNAL AND EXTERNAL FACTORS International Economic Environment, International Political and Regulatory Environment, International Demographic Environment, International Social/Cultural Environment, International Legal Environment, International Technological Environment.</p>
6.	<p>THE INTERNATIONAL INVESTMENT Types of Foreign Investment, Significance of foreign Investment, Limitations and Dangers of foreign Capital, Factor affecting International Investment, Growth of FDI, Directional Trend, Sectoral Trend, Cross boarder M & As, Foreign Investment in India, Foreign Investment by Indian Companies.</p>
7.	<p>Multinational Corporation Introduction of MNCs, Meaning and Definition of MNCs, Organizational Model, Dominance of MNCs, International Trade and MNCs, Merits and Demerits of MNCs, Perspective of MNCs, Code of Conduct, Multinational in India, The Transfer of Technology: Levels/Channels of Technology flow, Methods of Technology Transfer, Issues in Transfer of Technology, Promotion and Regulation.</p> <p>GATT/WTO AND GLOBAL LIBERALIZATION GATT, Uruguay Round, Salient Features of UR Agreement, GATS, TRIMS, TRIPS, Evaluation of the Uruguay Round, Evaluation of WTO, Doha Declaration, WTO and Developing Countries, WTO and India.</p>
8.	<p>DEVELOPMENT AND REGULATION OF FOREIGN TRADE Regulation of Foreign trade, Export promotion, Free Trade Area, Customs Union and Common Market, European Union (EU), North American Free Trade Agreement (NAFTA), Incoterms : Ex-works, FOB, C.I.F, DDP etc,</p> <p>FOREIGN EXCHANGE MANAGEMENT ACT Regulation of Foreign Exchange Transactions, Foreign Exchange Management Act, FERA and FEMA: A Comparison</p>

Note: All Units carry equal weightage of marks.

Reference:

1. Business Environment: Text and Cases
Francis Cherunilam, 22nd Revised Edition, 2013, Himalaya Publishing House Private Limited.
2. Essentials of Business Environment
K.Ashwathappa, , 10th Edition, 2008, Himalaya Publishing House Private Limited
3. Indian Economy
Rudra Dutt and K.P.M. Sundaram
4. International Business Environment
Dr. S. Porkodi & Dr. Ansarul Haque: Global Vision Publishing House, New Delhi, 1st Edition, 2010.
5. International Business Environment
Francis Cherunilam, 5th Revised Edition, July 2011, Himalaya Publishing House Pvt Ltd.
6. International Trade and Export Management
Francis Cherunilam, 15th Revised Edition, Himalaya Publishing House Pvt Ltd.

Core Courses	M.Com. PREVIOUS (PART-I) EXTERNAL
PBE1CCOM03	Cost and Management Accounting

Objective: To understand fundamentals of cost management & accounting and application for managerial decisions	
Unit	Description in detail
1	Basic Aspects of Cost Accounting Evolution of Cost Accounting, Meaning: Cost, Costing, Cost Accounting, Cost Accountancy, Objectives, Cost Accounting and Financial Accounting, Advantages, Disadvantages, Installation of Cost Accounting, Cost Unit, Cost Centre, Profit Centre, Classification of Costs, Methods and Techniques of Costing, Specific order costing : Theory & Example Special Cost for Managerial Decisions (in brief): Relevant Cost, Sunk Cost, Differential Cost, Marginal Cost, Out of Pocket Cost, Imputed Cost, Future Costs, Conversion Costs, Production Costs.
2	Marginal Costing and Absorption Costing (Theory & Example) Meaning and Definition, Features, Advantages and Disadvantages, Comparison of Marginal and Absorption Costing, Comparison of Marginal and Differential Costing, Managerial uses of Marginal Costing, Examples : Profit Planning, Foreign Offer, Sales/Product Mix, Key Factor
3	Emerging Concepts in Cost and Management Accounting Activity Based Costing (ABC) (Theory & Example) Introduction, Performing Step, Cost Drivers, Classification of Activities in Manufacturing Organizations, Advantages and Disadvantages, Conventional Costing System and ABC System. Life Cycle Costing, Target Costing, Kaizen Costing
4	Cost Audit Meaning, Types, Advantages, Disadvantages, Techniques, Cost Audit Programme, Cost Auditors: Functions, Appointment: Qualification, Disqualification, Rights, Duties, Cost Audit V/s Financial Audit, Cost Audit Report and Financial Audit Report, Cost Audit and Cost Investigation, Sachar Committee's Report, Cost Audit in India, List of products/ Industries required to maintain Cost Records.
5	Management Accounting Evolution, Meaning and Definitions, Scope, Functions, Tools & Techniques, Principles, Financial Accounting, Cost Accounting and Management – Accounting comparison, Management Accountant, Limitations, Decision making-meaning and process.
6	Human Resource Accounting (Theory and Example) Concept, Objectives, Importance, Valuation of HRA – Examples, Disclosure and recording in financial statement, Human Resource Accounting in India.
7	Accounting for price level changes (Theory and Example) Introduction, Inflation Accounting, Limitations of historical financial statement, CCA & CPP – Preparation of price level adjusted financial statement –Examples, Advantages and Disadvantages
8	Environmental Accounting Meaning & Definition, Approaches, Merits & Demerits, Problems of Environmental Accounting, Environmental Accounting Practices in India

Note: All Units carry equal weightage of marks.

Reference :

1. Arora M. N. (2004), *A Textbook of Cost Accountancy*, Vikas Publishing House Pvt. Ltd., New Delhi.
2. Gupta Kamal (2007), *Contemporary Auditing*, Tata McGraw Hill Publishing Co. Ltd., New Delhi.
3. Jain S. P. and Narang K. L. (2008), *Cost Accounting*, Kalyani Publishers, New Delhi.
4. Shah Pares (2009), *Management Accounting*, Oxford University Press, New Delhi.
5. Arora, M. N., *Management Accounting - Theory, Problems and Solutions*, Himalaya Publishing House, New Delhi.
6. Jawaharlal, *Accounting for Managers*, Himalaya Publishing House, New Delhi.
7. Kulshrestha, N. K., *Management Accounting – Concepts & Cases*, Tata McGraw Hill Publishing House Company Ltd., New Delhi.
8. Maheshwari, S. N., *Management Accounting & Financial Control*, Sultan Chand & Sons, New Delhi.
9. Sonara, C.K., *Corporate Environmental Accounting & Reporting*, Sardar Patel University Press, Vallabh Vidyanagar, 2010.

Elective Courses- Advanced Accounting	M.Com. PREVIOUS (PART-I) EXTERNAL
PBE1ECOM01	Management Control System

Objective: To learn about an application of tools and techniques for management control.	
Unit	Description in detail
1	Management Control Systems Introduction, Management Control and Strategic Planning, Operational Control, Management Control Process, Budgeting – Theory & Examples. Reporting : Models, Requisites, Steps, Preparation of report – Examples, Review of report
2	Audit Under Computer System Meaning of Computer, Data - Information and Data Processing, Methods of Computer Data Processing, Coding and Classification, Types of Computer Processing, Auditing Problems in E.D.P Records, Role of Computer in Accounting.
3	Responsibility Accounting The conceptual dimension, Cost allocation in Responsibility Accounting, Types of Responsibility Centres, Performance Appraisal : Meaning, techniques and factors.
4	Management Audit Concept, Objectives, Aspects of Management Audit, Significance and Scope, Problems of Management Audit.
5	Funds Flow and Cash Flow Analysis Meaning of Funds Flow and Cash Flow Statements, Difference between Cash Flow and Funds Flow Analysis, Utility of Cash Flow Analysis, Limitations of Cash Flow Analysis, Preparation of Cash Flow Statement.
6	Pricing Decisions & Divisional Performance Concept of Pricing, Objectives of Pricing, Types of Prices, Factors affecting Pricing of a Product, Product Pricing Methods, Divisional Performance, Intra-company Transfer Pricing Examples.
7	Social Accounting Definitions, Objectives, Micro & Macro Approach, Concept of Social Cost Benefits, Social Accounting Reporting, Social Accounting in India.
8	Carbon Credit Accounting and Environmental Audit Meaning, Kyoto Protocol, Global Warming, Carbon Trading, Carbon Credit Accounting in India, Definition of Environmental Audit, Objectives of Environmental Audit, Accounting Treatment of Environmental Audit, Specific Issues Relating to Environmental Audit.

Note: All Units carry equal weightage of marks.

Reference:

1. Arora, M. N., Management Accounting - Theory, Problems and Solutions, Himalaya Publishing House, New Delhi.
2. Gupta, Kamal, Contemporary Auditing, Tata McGraw Hill Publishing House Company Ltd., New Delhi.
3. Jawaharlal, Accounting for Managers, Himalaya Publishing House, New Delhi.
4. Kulshrestha, N.K, Management Accounting – Concepts & Cases, Tata McGraw Hill Publishing House Company Ltd., New Delhi, 1999
5. Maheshwari, S.N, Management Accounting & Financial Control, Sultan Chand & Sons, New Delhi.
6. Sonara, C.K., Corporate Environmental Accounting & Reporting: An Empirical Study of Different Groups of Selected Companies in India, Sarth Publication, Anand, 2014.

Elective Courses- Marketing Management	M.Com. PREVIOUS (PART-I) EXTERNAL
PBE1ECOM02	Rural & Service Marketing

OBJECTIVE: To educate students about basic aspects and issues of most promising and developing rural marketing. & principles and practices of service Marketing.	
Unit	Description in detail
1	Rural Marketing – Overview and Scenario Definition, Rural Market Environment, Rural Population, Infrastructure facility, Distinction between rural and urban society, Rural requirements.
2	Problems in Rural Marketing Underdeveloped people, Underdeveloped market, Media for rural communication, Low per Capita income, storage and transportation, Product positioning.
3	Rural Marketing Strategies Rural Market segmentation, Targeting, Selection of Segments, Product strategies, Pricing Strategies, Distribution Strategies, Promotion Strategies.
4	Agricultural Marketing Introduction – Concept and Definition, Objectives of Agricultural marketing, Scope of Agricultural marketing, Challenges of Agricultural marketing.
5	Fundamental Concept in service Marketing Meaning – Goods and services, Components of service, Characteristics of Services, Classification of Services, Tracking Customer behaviour.
6	Designing suitable Product and Price Mix Service Marketing Mix, Product Decisions in Service Marketing, New service Development ,Pricing the service Products, Pricing Techniques.
7	Designing service Promotion and distribution Mix Service Promotion, Distribution Method For services, Factors Considered For Selection, Corporate Image Management, Building service Brand.
8	Service marketing practices (Marketing of Hospitality Travel and Tourism products) Hospitality Products, Managing Demand and Supply, Tourism Promotion, Evolving an Integrated Tourism Development strategy, Emerging Strategies for Hospitality Industry, Service Delivery.

Note: All Units carry equal weightage of marks.

References :

1. Badi R.V. and Badi N. V., *Rural Marketing*, Himalaya Publishing House
2. Arora, R C. *Intergrated Rural Development*. 1979, Scharnd, New Delhi
3. Desai Vasat,. *Rural Development*. 1988, Himalaya, Bomabay
4. Mishar S.N., *Politics and Society in Rural India*. 1980, Delhi
5. Porter, Michael, *E.Competitive Strategy*. 1980. Free Press, New York
6. Rudra Ashok, *Indain Agricultural Economics*. Myths and Realities. 1982 Allied , New Delhi
7. Stalk George., *Competing Against Time*. 1990, Free Press, New Delhi.
8. S. Shajahan, *Service Marketing-Concept, Practices and Cases from Indian Environment*, Himalaya Publishing House
9. Lovelock, Christopher H. *Managing Services: Marketing Operations and Human Resources*; Englewood Cliffs. New Jersey, PHI.
10. Lovelock, Christopher H. *Services Marketing*. Englewood Cliffs, New Jersey, Prentice Hall Inc.
11. Mcdonald, Malcom and Payne, A. *Marketing Planning for Services*. Butterworth Heinemann
12. Verma, H.V. *Marketing of Services*. New Delhi, Global Business Press, 1993.

Elective Courses- Human Resource Management	M.Com. PREVIOUS (PART-I) EXTERNAL
PBE1ECOM03	Organizational Behaviour & Human Resource Development

Objective: To make students aware about organizational policies, practices, strategies in corporate world. & HRD System and its Importance.	
Unit	Description in detail
1	Organisational Behaviour Concept of Organisation and Behaviour, Nature of Organisational Behaviour, Disciplines contributing to Organisational Behaviour, Role of Organisational Behaviour, Challenges in Organisational Behaviour
2	Organisational Motivation Concept and importance of Motivation, Motivational Cycle Group Motivation, Types of Motivation Critical analysis of Motivational Theories given by : Maslow, McGregor, Herzberg, William Ouchi (Theory Z)
3	Power and Politics Concepts and importance of Authority & Power, Bases (Types) of Power, Tactics to gain power Reasons for Organizational Politics, Management of Organisational Politics.
4	Executive Stress Concepts of Stress and Executive Stress, Causes of Stress, Effects of Stress, Individual strategies for managing stress, Organisational strategies for managing stress.
5	HRD AN INTRODUCTION Historical Development, Concept of HRD, Characteristics of HRD, Objectives of HRD, Need for HRD, HRD as a Total System, Functions of HRD, HRD and personnel Management.
6	HRD SYSTEM, HRD CLIMATE AND CULTURE Process of designing HRD System, Principals in designing HRD System, Factors affecting in HRD System designing, Concept of Climate, Factors affecting HRD Climate, Indian Culture and HRD, Development Dimensions.
7	HRD MECHANISM AND QUALITY OF WORK LIFE Pre –Requisites for Human Resource Development, Variables in HRD Mechanism, HRD Process, HRD Outcomes, Organizational Effectiveness. QUALITY OF WORK LIFE (QWL) Concept, Specific Issues in QWL, QWL and productivity, Barriers to Quality of Work Life.
8	Career Planning Concept of Career Planning, Objectives of Career Planning, Process of Career Planning, Advantages of Career Planning, Limitations of Career Planning, Making Career Planning Effective, Succession Planning, Concept of Career Development, Individual Career Development, Organizational Career Development System, Suggestions for Effective Career Development, HRD and Career Planning and Development.

Note: All Units carry equal weightage of marks.

Reference:

1. Organisational Behaviour by L M. Prasad
2. Management by T. Ramasamy
3. Management: Concepts and Practices By Dr. Manmohan Prasad
4. Personnel and HRM By P. Subba Rao
5. HRM By K. Ashwathappa
6. “HRD: Concepts and Practice”, Gupta Santosh and Gupta Sachin, Second Edition, 2008, Deep and Deep Publications Pvt. Ltd., New Delhi.

Elective Courses- Financial Management	M.Com. PREVIOUS (PART-I) EXTERNAL
PBE1ECOM04	Financial Markets and Services

OBJECTIVE: To create awareness and provide basic understanding about various concepts and practical dynamics of Financial Markets and Financial Services.	
Unit	Description in Detail
1	The Financial System of India Functions of the Financial Market Financial Concepts Financial Assets – Properties of Financial Assets, Financial Intermediaries, Financial Markets, Financial Rates of Return, Financial Instruments, Development of Financial System in India, Financial System and Economic Development, Weakness of Indian Financial System
2	Financial Markets – An Overview Concept, Role of financial markets, Functions of financial markets, Constituents of financial markets, Indian Money and Capital Markets
3	Financial Services : Conceptual Framework Meaning, Characteristics, Objectives, Scope of financial services, Factors retarded the growth of financial services sector prior to the economic liberalization, Causes for financial innovations, Innovative Financial Instruments, Problems/s Challenges facing the financial services sector, Present scenario.
4	Financial Markets Money market - Definition, characteristics, Importance, Functions; Capital market - Meaning, Characteristics, Functions, Constituents of Indian capital market; Stock Exchanges - Meaning, Functions, SEBI as a regulating body; Call money market - Meaning, Features, Benefits, Participants, Nature of dealings, Mode of operations; Debt markets - Meaning, Advantages, Functions, Role of Bond market; Conceptual Discussion of Forex Market and Derivative Market
5	Financial Markets Instruments <u>Money market instruments</u> – Treasury bills market, Commercial bills market, call money market, Acceptance market, Commercial Papers, Certificate of deposit, Inter bank participation certificates, Repo Instruments <u>Capital market instruments</u> – Equity shares, Right issue of equity shares, Preference shares, Debentures, Term loans, Convertible debentures, Convertible zero-interest debentures and Secure Premium Notes (SPN) with warrants
6	Marketing of Financial Services Introduction, New Challenges, Special features of service marketing, Basic bricks for Marketing Strategies, Financial Services and Marketing Mix, The Marketing and Competitive Environment, Need for Meeting Global Competition, Customer Satisfaction
7	Financial Services I: Mutual funds – Concept, Types, Significance, Organization & Operation of the fund, Concept of NAV; Leasing – Concept, Types; Venture capital – Concept, Features, Stages, Process; Merchant banking – Concept, Services
8	Financial Services II: Insurance–Nature, Principles, Functions, Classification; Factoring–Concept, Modus Operandi, Functions, Types, Distinction between Bills Discounting, Factoring and Forfeiting; Depositories–Depository System in India, Benefits, Difference between Bank and Depository; Securitization - Concept, Modus Operandi, Structure for securitization, Benefits

Note: All Units carry equal weightage of marks.

Reference:

1. Financial Markets and Institutions – Dr.S.Guruswamy, McGraw Hill
2. Financial Institutions and Markets - Dr.Mukund Mahajan, Nirali Prakashan
3. Financial Services and Markets - Dr.S.Guruswamy
4. Financial Markets and Services – E.Gordon, Dr.K.Natrajan, Himalaya Publishing House.
5. Financial Services and System – K Sasidharan. Alex K Mathews, McGraw Hill
6. Financial Services in India – V A Avadhani, Himalaya Publishing House.
7. Marketing of Services – Jaspreet Kaur, Deepti Wadera, Global Academic Publishers & Distributors

Elective Courses- Tax Planning and Management	M.Com. PREVIOUS (PART-I) EXTERNAL
PBE1ECOM05	Direct Tax Planning

OBJECTIVE: To impart knowledge of tax planning of firms, companies and Corporate Tax Planning in key decision making areas.	
Unit	Description in Detail
1	Introduction Basic Concept, Residential Status and incident of Tax ,Exempted Incomes, Existing Tax Rates, Computation of Total Income and Tax Liability, Securities Transaction Tax-Tonnage Tax, Any other latest development in Direct Tax
2	Assessment of Firms Definition of firm, partner, Position of firm under the income-tax Act, Essential condition to be satisfied by a firm to be assessed as firm and to be eligible for deduction of interest, salary etc. to the partners (section 184), Computation of book profit, Treatment of share of profit, interest and remuneration received by a partner from a firm, Provision regarding set off and carry forward of losses of firms, Computation of Total income of firm.
3	Taxation of Companies Definitions, Taxable income and tax liability –How computed, Carry forward and set-off of losses in the cases of certain companies, Minimum alternate tax with example, Tax on income distributed profits of domestic companies, Tax on income distributed to unit holders, Tax in income received from venture capital companies and venture capital funds, Examples on Taxation of Companies.
4	Tax Management Return of income & assessment PAN, Forms and Filing of Returns, Penalties & Prosecutions, Advance Payment of Tax Interest, TDS, Appeals & Revisions, Refund, Settlement of Cases.
5	Introduction to Tax Management Concept of Tax Planning, Tax Avoidance and Tax Evasion, Tax Management, Objectives of Tax Planning, Factors on the basis of which Tax Planning is done., Corporate Taxation and Dividend Tax, Tax planning hints as per latest budget provision.
6	Tax Planning and Financial Management Decisions Tax Planning through Capital Structure Decision, Tax Liability of Dividend, Tax Planning via Bonus Shares, Employees Remuneration.
7	Tax Planning and Managerial Decisions Own or Lease, Make or Buy Decisions, Sale of Assets Used for Scientific Research, Repair, Replacement, Renewal or Renovation, Shutdown or Continue Decisions.
8	Business Reorganization and Latest Development Legal aspects of amalgamation as per companies act., Amalgamation, Demerger and slump sale under income tax act- various Provision, tax concession available in each case., Tax provisions relating to free trade zones, infrastructure sector and backward areas; Tax incentives for exporters. (all latest development)

Note: All latest development in the above topic should be covered

References

1. Singhania V. K., *Direct Taxes – Law and Practices*, Taxmann Publication, New Delhi.
2. Ahuja Girish and Gupta Ravi, *Direct Taxes- Law and Practices*, Bharat Publication, New Delhi.
3. Simplified Approach to Corporate Tax Planning and Management- Ahuja Girish and Gupta Ravi, Bharat Publication, New Delhi.



SARDAR PATEL UNIVERSITY
Faculty of Business Studies
Programme – M.COM. (FINAL)
(EXTERNAL)
STRUCTURE WITH EFFECT
FROM:2019-20



Master of Commerce (M.COM.)

To Pass: 1. At least 40% Marks in the University Examination in each paper is required.

Course Type	Course Code	Course Title	External	Total
Ability Enhancement Course	PBE2ACOM01	Career Planning	100/40	100/40
Core Courses (Three)	PBE2CCOM01	Research Methodology	100/40	100/40
	PBE2CCOM02	Entrepreneurship Development	100/40	100/40
	PBE2CCOM03	Financial Management	100/40	100/40
Elective Courses (Any One)				
Advanced Accounting	PBE2ECOM01	Corporate Accounting	100/40	100/40
Marketing Management	PBE2ECOM02	Integrated Marketing Communication & Consumer Behaviour	100/40	100/40
Human Resource Management	PBE2ECOM03	Industrial Relations & Strategic HRM	100/40	100/40
Financial Management	PBE2ECOM04	Strategic Financial Management	100/40	100/40
Tax Planning and Management	PBE2ECOM05	Indirect Taxes	100/40	100/40
		Total	500/200	500/200

COURSE TITLE: Career Planning	
COURSE CODE: PBE2ACOM01	
Objective: To impart values and soft skills to make students ready for industry / corporate careers	
Unit	Description in Detail
1	Strategies in the Job Search Process <ul style="list-style-type: none"> • The job search: Building network of contacts, Identifying appropriate job, • Analyzing yourself, Finding your employer • Establishing Your Values and Career Priorities • Understanding the Importance of Core Values • Eulogy and Priorities Exercise • Encapsulating Your Values
2	Investing in your CV <ul style="list-style-type: none"> • Self-Test: Measuring Your Core Competencies • Further Skills • Difference : CV, Resume and Bio data • Constructing the resume, Resume Critique Checklist • Writing the cover page • Digital resume and email cover message • Follow up and ending in the application
3	Handling the Interview <ul style="list-style-type: none"> • Investigating company • Pre-planning: Making good appearance • Anticipating questions and preparing answers • Facing the interview board • Body sport for interview
4	Group Discussion <ul style="list-style-type: none"> • Qualities looked for in Group Discussion • Strategies for GD – Do’s and Don’ts • How to prepare for group discussion • Different topic of group discussion
5	Thinking and Reasoning <ul style="list-style-type: none"> • Introduction- Nature and types of Thinking- Concepts- Reasoning- Theories of Factors related to Thinking- Attribution and its impact on Thinking- Problem Solving
6	Assertiveness and Emotional Intelligence <ul style="list-style-type: none"> • Introduction of Assertiveness – Nature and Types of Assertiveness – Types of Behaviour – Assumptions and Rights in Interpersonal Communication – Skills in Assertiveness – Strategies to Become Assertive – Characteristics of and Assertive Person • Nature and Significance of Emotional Intelligence – Scope and Types – Correlates of EI – Strategies to enhance EI
7	Team Building <ul style="list-style-type: none"> • Significance, Nature and Need of Team Building – Difference Between Team and Staff – Stages of Team Building – Types of Teams – Effectiveness – Guidelines for TB – Factors Responsible for Resistance to TB – Agenda for TB
8	Personal Effectiveness Enhancement <ul style="list-style-type: none"> • 7C’s Model for Professional Excellence – The 50 New Rules of Work – Professional Etiquettes and Manners – Effective Negotiation Skills – Creative Problem Solving.

Basic Text & Reference Books:

- Asha Kaul, Business Communication, Prentice Hall of India Private Limited, New Delhi, 2002.
- Joshi Gangadhar (2016), Campus to Corporate, Sage Publication India Pvt Ltd, New Delhi.
- Wadkar Alka ((2016), Life Skills for Success, Sage Publication India Pvt Ltd, New Delhi.
- Raymond V. Leskar, Maries, E Flatley, Kathryn Rentz, Neerja Pande, Business Communication-
- Making Communication in Digital World, Tata Mc Graw Hill, 2009.
- Herb Cohen, You Can Negotiate Anything, Jaico Publishing House.

COURSE TITLE : Research Methodology

COURSE CODE: PBE2CCOM01

Objective: To acquire basic knowledge of Research Methodology.

Unit	Description in Detail
01	Introduction <ul style="list-style-type: none">• Meaning of research• Objectives of research• Motivation in research• Types of research• Significance of research• Research methods v/s Research methodology• Stages of the research process
02	Problem Identification, Research Proposal & Hypothesis <ul style="list-style-type: none">• Defining the research problem• Selecting the problem• Techniques involved in defining a problem• Necessity of defining the problem• Research proposal• Hypothesis – meaning and types• Hypothesis testing procedure
03	Research Design <ul style="list-style-type: none">• Meaning of research design• Need for research design• Features of a good design• Important concepts relating to research design• Different research design• Basic principles of experimental design
04	Sampling <ul style="list-style-type: none">• What is sampling?• Need for Sampling• Criteria of selecting a Sampling• Characteristics of a good sample design• Steps in sample design• Types of sample design• How to select a Random Sample?
05	Collection of data <p>(A) Primary Data :</p> <ul style="list-style-type: none">• Personal interview• Telephone interview• Mail & Self administered questionnaire• Schedule v/s Questionnaire <p>(B) Secondary Data:</p> <ul style="list-style-type: none">• Advantages of secondary data• Sources of secondary data• Classification & Limitations
06	Processing and Data Analysis <ul style="list-style-type: none">• Processing Operations• Some Problems in processing

	<ul style="list-style-type: none"> • Elements & Types of Analysis • Statistics in research
07	Analysis of Variance (ANOVA) <ul style="list-style-type: none"> • What is ANOVA? • Basic principles of ANOVA techniques • t- test • Short-cut method for one way ANOVA • Two way ANOVA
08	Research Report <ul style="list-style-type: none"> • Significance of research report • Types of research report • Steps of research report • Precautions for research report • Synopsis of research report • Limitations of research report • Plagiarism • Research paper publication process

Basic Text & Reference Books

1. Kothari, C. R. (2009), Research Methodology, Vikas Publishing House, New Delhi.
2. Zikmund, William G. (2009), Business Research Methods, Cengage Learning India Private Ltd., New Delhi.
3. Sachdeva, J.S. (2008), Business Research Methodology, Himalaya Publishing House, New Delhi.

COURSE TITLE : Entrepreneurship Development	
COURSE CODE: PBE2CCOM02	
Objective : To understand the basic concept of entrepreneurship	
Unit	Description in Detail
01	Concept of Entrepreneurship <ul style="list-style-type: none"> • Concept of Entrepreneur, Intrapreneur and Entrepreneurship • Common Characteristics of successful Entrepreneurs • Types of Entrepreneurs • Economic and Industrial Contribution of Entrepreneurship in National Economy • Rural Entrepreneurship and TRYSEM • Backward Area Development
02	Women Entrepreneurship <ul style="list-style-type: none"> • Concept and Growth of Women Entrepreneurship • Rural Women Entrepreneurship • National Level Associations working for Women Entrepreneurship Development • Problems being faced by Women Entrepreneurs and Remedies • Profile of Women Entrepreneur and her Business • Success Stories of Women Entrepreneurs
03	Entrepreneurial Development <ul style="list-style-type: none"> • Concept of Entrepreneurial Training and Development • Meaning of EDP, Misconceptions about EDP • Importance, Objectives, Principles and Methods of EDP • Model of EDP • Target Groups of EDP • EDP Organizations: EDII, MDI, NIESBUD
04	Small Business <ul style="list-style-type: none"> • Concept and Classification • Small Business as a Driving Force for National Economy • Procedure to start a Small Business Unit • Problems of Small Entrepreneurs
05	Entrepreneurial Motivation <ul style="list-style-type: none"> • Concept • Internal Motivating Factors • External Motivating Factors • Achievement Motivation • Motivational Stories of Successful Entrepreneurs
06	Project Management <ul style="list-style-type: none"> • Concept of Project, • Classification of Project • Project Life Cycle • Aspects of Project
07	Project Identification and Formulation <ul style="list-style-type: none"> • Concept of Project Identification • Importance of Project Identification

	<ul style="list-style-type: none"> • Concept of Project Formulation • Stages of Project Formulation
08	Project Report and Project Appraisal <ul style="list-style-type: none"> • Concept of Project Report • Importance of Project Report • format of Project Report • Concepts of Project Appraisal • Stages of Project Appraisal

Basic Text & Reference Books

1. Dynamics of Entrepreneurship and Management, Vasant Desai, H.P.House, New Delhi, 2016
2. Entrepreneurial Development, Gupta and Srinivasan, Sultan Chand and Sons, New Delhi, 2014
3. Business Environment, Dr. K. Ashwathappa H.P.House, New Delhi 2016

COURSE TITLE : Financial Management	
COURSE CODE: PBE2CCOM03	
Objective: The objective of this course is to acquaint students with the advanced concepts of financial management and the application of the same in the strategy formulation in the organization	
Unit	Description in Detail
01	Financial Strategy and Reporting <ul style="list-style-type: none"> • Financial strategy formulation • Sales Plan • Production Plan • Measurement of Income and Capital • Impairment of Fixed Assets • Brand and Goodwill • Analysis of Financial Statement • Vision Focus • Corporate Sustainability • Initiatives and Achievements, • Directors Report, • Corporate Governance Report, • Economic Value Added, • Market Value Added, • Balanced Scorecard, • Highest Performance Achievement Area
02	Corporate Restructuring <ul style="list-style-type: none"> • Meaning and Objectives of Corporate Restructuring, • Forms of Corporate Restructuring, • Mergers, • Amalgamations and Acquisitions, • Financial Considerations in Mergers, • Amalgamation and Acquisitions, • Legal and Procedural Aspects of Amalgamations or Acquisitions, Diversification versus Disinvestment Strategies, • Tax Implications
03	International Financial Management <ul style="list-style-type: none"> • World Monetary System • Foreign Exchange Markets and Rates • Determinant and Select Theories of Exchange rates • International Parity Relationships • International Capital Budgeting- Examples • Financing Foreign Operations • Raising Foreign Currency finance • Financing Exports • Foreign Exchange Exposure • Management of Foreign Exchange Exposure
04	Sources of International Long-Term Finance and International Trade Finance <ul style="list-style-type: none"> • Risk associated with Project Financing • Issue of ADR/GDRs • FCCBs and FCEBs • ECBs and FDIs • Foreign Capital Markets and Instruments • QIBs and FIIs • Multilateral Agencies • Other International Finance Sources • Forms of Export Finance • Forfeiting • Documentary Control • Export Credit and Insurance • Special Economic Zones
05	The Investment Environment and Stock Markets <ul style="list-style-type: none"> • Overview of Indian Financial System : Functions • Financial Concepts • Stock Exchanges in India – NSE • BSE Various Securities and their characteristics

	<ul style="list-style-type: none"> • Weakness; Organization of Stock Exchanges in India • Stock Exchange: Concept • Functions • Regulation and Reforms • New Issue Market and Secondary Market 	<ul style="list-style-type: none"> • Stock Market Terminology • Role and Powers of SEBI • Deficiencies and Defects of Stock Markets • Method of Trading in Stock Exchange • On-line Trading
06	Fundamental Analysis <ul style="list-style-type: none"> • Introduction to Fundamental Analysis • Economic Analysis : Tools • Industry Analysis : Tools • Company Analysis : Du Pont Analysis • Going beyond the numbers • Technical Analysis : Concept • Distinction between Fundamental and Technical Analysis 	<ul style="list-style-type: none"> • Basic premises of Technical Analysis • Charting : The basic tool of Technical Analysis • Price and Volume Charts - Bar charts • Line charts/Line and volume charts • Candlestick chart • Point and figure chart • Limitations of Technical Analysis
07	Security Analysis <ul style="list-style-type: none"> • Meaning of Security Analysis • Factors affecting Security Prices • Concepts of Value • Basic Valuation Model • Bond Valuation • Basic Bond Valuation Model • Bond Value Theorems • Yield to Maturity • Bond values with Semi-annual Interest 	<ul style="list-style-type: none"> • Present Value of Preference Shares • Valuation of Equity-Dividend Capitalization approach • Single Period Valuation • Multiperiod valuation • Valuation with Normal as well as Supernormal growth • Earnings capitalization approach • Linkages between share price and earnings and dividends
08	Portfolio Management <ul style="list-style-type: none"> • Introduction • Traditional Versus Modern Portfolio Analysis • Growth investing • Value investing • Markowitz Theory • Return and Risk of Portfolio 	<ul style="list-style-type: none"> • Measurement of Portfolio Risk • Efficient Portfolio Risk • Capital Asset Pricing Model • Examples Based on CAPM • Arbitrage Pricing Theory • Random Walk theory • Efficient Market Hypothesis

References:

1. Maheshwari. S. N., Accounting & Financial Control, Sultan Chand & Sons
2. Singh Narendra, Advanced Financial Management, Himalaya Publishing House.
3. Van Horne, Financial Management and Policy, PEARSON
4. Chandra Prasan, Financial Management, Tata McGraw-Hill
5. Kishore R. M., Financial Management, Taxmann's Publications.
6. Gordon E. and Natarajan K., Financial Markets and Services, Himalaya Publishing House.
7. Pandey I M, Financial Management, Vikas Publishing House
8. Khan & Jain, Financial Management, Tata McGraw Hill
9. Investment Analysis and Portfolio Management - Prasanna Chandra, McGraw Hill
10. Investment Analysis and Portfolio Management – M Ranganatham, R. Madhumathi, Person

COURSE TITLE: Corporate Accounting			
COURSE CODE: PBE2ECOM01			
Objective: To Impart the Advanced Level Knowledge of Corporate Accounting			
Unit	Description in Detail		
1	<p>Preparation and presentation of Financial Statement of Joint Stock Companies (Theory & Example)</p> <ul style="list-style-type: none"> Vertically Presented Profit and Loss Account as per Schedule III Vertically Presented Balance Sheet – The Form is given in Schedule III International Financial Reporting Standards (IFRS) – An Introduction Present Status of Indian Accounting Standards. 		
2	<p>Preparation of Cash Flow Statement as per Indian Accounting Standard 7 (IndAS7) (Theory & Example)</p> <ul style="list-style-type: none"> Definition Classification of Cash Flows Comparison between IAS as & US GAAP Utility of cash flow statement Limitations of cash flow statement Preparation of Cash Flow Statement as per IND AS 7 		
3	<p>Preparation of Consolidated Financial statement as per The Companies Act 2013 (Theory & Example)</p> <table border="1"> <tr> <td> <ul style="list-style-type: none"> Definition of Parent / Holding and Subsidiary company Need for and Status of CFS in India Minority Interest Preparation of Consolidated Balance Sheet of Holding with one Subsidiary Goodwill and Capital Reserve Elimination of Intragroup Balances and Unrealised Profits Contingent Liability </td> <td> <ul style="list-style-type: none"> Revaluation of Assets of Subsidiary Dividend = Interim and Proposed, Effects and Accounting Treatments Cross Holding and its Accounting Treatment Chain Holding Consolidation of Profit and Loss Account an Balance Sheet – Examples </td> </tr> </table>	<ul style="list-style-type: none"> Definition of Parent / Holding and Subsidiary company Need for and Status of CFS in India Minority Interest Preparation of Consolidated Balance Sheet of Holding with one Subsidiary Goodwill and Capital Reserve Elimination of Intragroup Balances and Unrealised Profits Contingent Liability 	<ul style="list-style-type: none"> Revaluation of Assets of Subsidiary Dividend = Interim and Proposed, Effects and Accounting Treatments Cross Holding and its Accounting Treatment Chain Holding Consolidation of Profit and Loss Account an Balance Sheet – Examples
<ul style="list-style-type: none"> Definition of Parent / Holding and Subsidiary company Need for and Status of CFS in India Minority Interest Preparation of Consolidated Balance Sheet of Holding with one Subsidiary Goodwill and Capital Reserve Elimination of Intragroup Balances and Unrealised Profits Contingent Liability 	<ul style="list-style-type: none"> Revaluation of Assets of Subsidiary Dividend = Interim and Proposed, Effects and Accounting Treatments Cross Holding and its Accounting Treatment Chain Holding Consolidation of Profit and Loss Account an Balance Sheet – Examples 		
4	<p>Value Added Accounting & Reporting: (Theory & Example)</p> <ul style="list-style-type: none"> Introduction, Meaning, Concepts of value addition- Meaning, Utility & Disclosure of Value Added Statement (VAS) Concept & Computation of; <ol style="list-style-type: none"> Economic Value Added (EVA) Gross Value Added (GVA) Net Value Added (NVA) Market Value Added (MVA) -Practical Questions 		
5	<p>Financial Statement Analysis – Using of Techniques (Theory and Example): Objectives of Financial Statement Analysis, Standards of Comparison, Sources of Information, Quality of Earnings, Techniques of Financial Statement Analysis</p> <ul style="list-style-type: none"> Horizontal analysis Trend analysis Vertical analysis Ratio analysis 		
6	<p>Analysis and Interpretation of Financial Statements (Theory and Example): Use and Rationale of Ratios</p> <ul style="list-style-type: none"> Liquidity Ratios, Leverage Ratios Turnover Ratios, Profitability Ratios 		

	<ul style="list-style-type: none"> • Valuation Ratios, Du-Pont Analysis
7	<p>Final Accounts of Insurance Companies as per The Insurance Act 1938) (Theory and Example):</p> <ul style="list-style-type: none"> • Introduction and Insurance Business in India • Appointment of Ombudsmen • Insurance Regulatory and Development Authority of India (IRDA) • Financial Statements of Insurance Business • Important terms, Life Insurance and General Insurance
8	<p>Final Accounts of Banking Companies as per The Banking Regulation Act 1949 (Theory and Example):</p> <ul style="list-style-type: none"> • Legal Requirements • Preparation of Profit and Loss Account • Comments on P&L Items • Preparation of Balance Sheet • Comments on Balance Sheet Items • Accounting Policies of Banking Sector • Accounting Treatment of Various P&L and Balance Sheet Items

Reference Books:

1. David Young & Jacob Cohen: Corporate Financial Reporting & Analysis (Willy)
2. Jawaharlal: Corporate Financial Reporting (Taxmann Publications)
3. Dr. T.P.Ghosh: Illustrated Guide to Revised Schedule VI (Taxmann pub.)
4. Relevant Literature published by the Reserve Bank of India (RBI)
5. Relevant Literature published by Security Exchange Board of India (SEBI)
6. S. N. Maheshwari; Corporate Accounting : (Vikas Publishing house Pvt. Ltd. New Delhi)
7. S N Maheswari Advance accounting Vol II (Vikas Publishing house Pvt. Ltd. New Delhi)
8. Sehgal Ashok Dr and Sehgal Deepak Dr : Advanced Accounting Corporate Accounting : Taxmann's Publication
9. Ghosh T. P. (2007), Accounting Standards and Corporate Accounting Practices, Taxmann Allied Services (P.) Ltd., New Delhi.
10. Gupta R. L. and Radhaswamy M. (2006), Advanced Accountancy, Vol.II, Sultan Chand & Sons, New Delhi.
11. Narayanswamy R. (2007), Financial Accounting: A Managerial Perspective, Prentice Hall of India Private Ltd., New Delhi

COURSE TITLE : Integrated Marketing Communications & Consumer Behavior	
COURSE CODE: PBE2ECOM02	
Objective: To impart the basic knowledge of marketing communication, consumer behaviour and advertising to Students.	
Unit	Description in Detail
01	Designing and Managing Integrated Marketing Communications <ul style="list-style-type: none"> • What is Integrated Marketing Communications? • Participants in Integrated Marketing Communications • A View of the Marketing Communication Process • Developing Effective Marketing Communications
02	An Introduction to Advertising <ul style="list-style-type: none"> • Meaning and Definition of advertising • Advertising through the ages” Origin & growth of modern advertising • Evolution of Indian advertising • Types of advertising • Advertising and Personal Selling • Advertising and Sales Promotion • Advertising and Publicity • Advertising and Public Relations
03	Fundamentals of Advertising (Advertising and Marketing Aspects) <ul style="list-style-type: none"> • Advertising and Market Segmentation • Advertising and Products • Product Positioning • Trademarks and Brand Names • Product Life Cycle • Packaging • Branding • (Brand Image – Brand Personality – Brand Equity) • Advertising and Price • Advertising and channels of Distribution • Advertising in the Promotion Mix
04	Message Design and Media Planning <ul style="list-style-type: none"> • Message Design, Positioning and Message Presentation • Advertising Message Structure, Message Format and Development • What is ad copy and different types of copy • Types of Advertising Appeals and Creativity in communication • Components of Advertising Layout • Ad Copy for Print Media, Radio, TV and Outdoor Advertising • Types of Media, Media Planning • Media selection and scheduling • Pre-Publication and Post Publication Methods for Evaluating Advertising Effectiveness
05	Consumer Behaviour & Market segmentation <ul style="list-style-type: none"> • Concept of Consumer Behavior • What is Market Segmentation? • Market Segmentation and Product Differentiation • Benefits of Market Segmentation • Cost of Market Segmentation • Requisites of Sound Marketing Segmentation

06	Consumer Attitudes and Consumer Behaviour <ul style="list-style-type: none"> • Concept of Attitude • Characteristics of an attitude • Functions of Attitude • Sources of Attitude Development • Structure of Attitude and Structural Models
07	Group Influences on Consumer Behaviour <ul style="list-style-type: none"> • Reference Group Influences • Family Buying Influences • Family Lifecycle Buying Influences • Socio-Cultural Influences
08	Consumer Satisfaction and Consumer Behaviour <ul style="list-style-type: none"> • Concept • Factors Influencing consumer Satisfaction • Measurement of consumer Satisfaction • Types of Information and Feed-back Methods of Measurement • Measures of consumer Satisfaction • Sources of consumer Dissatisfaction • Ways of Enhancing Satisfaction

References

Books

1. Chunawalla S. A. and Sethia K. C., Foundations of Advertising Theory and Practice, 4th edition 1997, Himalaya Publishing House, Mumbai
2. Semenik Richard J., Promotion and Integrated Marketing Communication, Thomson – South-Western publishing
3. Kotler Philip, Marketing Management, Prentice Hall of India Pvt. Ltd., New Delhi
4. Vyas Shyam Babu, Consumer Behaviour.
5. Sontakki C.N. : Consumer Behaviour.
6. Schiffman and Leslie Azar Kanuk, Consumer Behaviour, Prentice Hall of India Pvt. Ltd., New Delhi.
7. Loudon D. L. and Della Bitta A. J., Consumer Behaviour – Concepts and Applications, 1984, McGraw Hill.

Journals

1. Indian Journal of Marketing Management, New Delhi
2. 4 Ps, Plan Media Publication

COURSE TITLE: Industrial Relations & Strategic HRM	
COURSE CODE:PBE2ECOM03	
Objective: To Understand The Recent Trends in IR	
Unit	Description in Detail
1	INDUSTRIAL RELATION <ul style="list-style-type: none"> • Nature of IR, Importance of Peaceful IR, Approaches to IR • Parties to IR, IR strategy • Role of HRM
2	TRADE UNIONS <ul style="list-style-type: none"> • Nature of trade unions, Strategic Choices • Why do Employees Join Unions? • Strategic choices before Unions • Union Tactics • Trade Union Movement in India • Union Legislation
3	GRIEVANCE AND DISCIPLINE, COUNSELING AND MENTORING <ul style="list-style-type: none"> • Meaning, Definition, Grievance Procedure, Need for Grievance Procedure, • The Causes of Grievance, Pre–Requisites of Grievance Procedure, • Grievance Procedure, Disciplinary Procedure, Need for Disciplinary Procedure, • Aspects of Disciplinary Procedure, Objective of Disciplinary Procedure • Red-Hot Stove Rule • Causes of Indiscipline • Domestic Enquiry and Disciplinary Procedure • Types of Punishment • Employee Counselling: Concept, Types, Objectives • Mentoring: Meaning, Functions
4	Collective Bargaining: <ul style="list-style-type: none"> • Definition of Collective Bargaining, Characteristics of Collective Bargaining • Importance of Collective Bargaining, Essential conditions for Collective Bargaining, Function of Collective Bargaining • Collective Bargaining Process, Collective Bargaining in India, • Recommendation of NCL
5	Introduction to Strategic HRM <ul style="list-style-type: none"> • Nature of Strategic HRM, • Strategic HRM versus Conventional HRM, • Role of HR in Strategic Management: Environmental Scanning, • Strategy Formulation, • Implementation and Evaluation, • Barriers to Strategic HRM
6	Leadership: Leader versus Manager – Concept and Significance, Different Powers of a Leader and Guidelines for use. Theories of Leadership <ul style="list-style-type: none"> • Trait Theory • Behaviourial Theory • Contingency/Situational Theory Modern Theories of Leadership <ul style="list-style-type: none"> • Charismatic Leadership Theory • Transformational Leadership Theory Leadership styles based on Traditional Theories Leadership Styles based on Modern Theories Leadership Lessons from Mount Everest

7	<p>Recent Techniques in HRM:</p> <ul style="list-style-type: none"> • Employees for Lease • Moon Lighting by employees: Blue Moon to Full Moon • Dual Career Groups • Flextime and Flexiwork, • Training and Development: Organisation's Educational Institutes • Management Participation in Employees' Organisations • Consumer Participation in collective bargaining • Collaborative Approach • Employee's Proxy • Human Resource Accounting • Organizational Politics • Exit Policy and Practice • Future of HRM
8	<p>Ethics in HRM:</p> <ul style="list-style-type: none"> • Nature of Ethics • Myths about Ethics • Why is Ethics Important? • Ethical Dilemmas, HR Ethical Issues • Managing Ethics: Code of Conduct • Ethics Committees • Ethics Training Programmes • Different ways of Resolving Ethical Issues in general

Basic Text & Reference Books

1. Human Resource Management-Text and Cases, K Aswathappa Tata McGraw Hill Publishing House, New Delhi.
2. Personnel and Human Resource Management-Text and Cases, P Subba Rao Himalaya Publishing House, Mumbai.
3. Human Resource Management , Dessler Gray, Person Education, Ninth Edition.
4. Collective Bargaining and Industrial Relations, Kochan, T.A. & Katz Henry 4nd edition, Homewood, Illinois, Richard D Irish, 2009
5. K. Aswathappa, "Human Resource Management – Text Cases", Tata McGraw Hill Companies, New Delhi, 7th Reprint 2008.
6. L. M. Prasad, "Organisational Behaviour", Sultan Chand and Sons, New Delhi, 4th Edition – Reprint 2008.
7. P. Subba Rao, "Personnel and Human Resource Management – Text and Cases", Himalaya Publishing House, Mumbai, 4th Edition 2009.
8. S. S. Khanka, "Human Resource Management- Text and Cases", Sultan Chand and Sons, New Delhi, First Edition – Reprint 2008
9. S. V. Gnakar and C. B. Mamoria, "Personnel Management: Text and Cases," Himalaya Publishing House, Mumbai, 28th Edition 2008

COURSE TITLE: Strategic Financial Management	
COURSE CODE: PBE2ECOM04	
Objective: To understand corporate strategy formulation with respect to investment, financing and dividend decisions and IT application for financial value creation.	
Unit	Description in Detail
01	Financial Policy and Corporate Strategy (Theory) Financial Management - Corporate Strategy - Strategic Financial Management – Features of Strategic Financial Management – Premises of Strategic Financial Management- Strategic decision making framework - Interface of Financial Policy and strategic management - Balancing financial goals vis-à-vis sustainable growth
02	Financial Planning and Strategy (Theory & Examples) Strategic Decision-Making and Planning – Strategic Financial Planning – Financial Planning – Financial Planning Process- Planning for Sustainable Growth (including small examples of sustainable growth calculation)
03	Investment Decisions (Theory & Examples) Nature of Risk – Statistical techniques for risk analysis – Probability – Expected Net Present Value – Standard Deviation – Coefficient of Variation; Conventional Techniques of Risk Analysis – Payback – Risk-adjusted discount rate – Certainty equivalent – RADR vs CE – Sensitivity analysis- Decision Tree Analysis
04	eFinance : (Theory) Conceptual Discussion – Meaning, What does eFinance Change?-eFinance Technology - Use of IT in Financial Decision-making - Financial Services in Internet Era
05	Capital Structure Theories (Theory and Examples): Assumption & Significance Concept of Optimum Capital Structure, Net Income Approach Net Operating Income Approach Traditional Approach Modigliani & Miller Approach
06	Capital Structure Planning & Policy (Theory): Capital Structure Planning and Policy – Elements of Capital Structure – Framework for Capital Structure (The FRICT Analysis) – Approaches to establish target capital structure – Practical considerations in determining capital structure – Manager’s Attitude towards debt
07	Dividend Theories (Theory and Examples): Walter’s Model Gordon’s Model Modigliani – Miller’s Model Problem.
08	Dividend Policy Decision (Theory): Forms of Dividend payment Variables influencing Dividend Decision Share Split Buyback of Share

Reference Books:

- Financial Management, I M Pandey, Vikas Publications
- Financial Management : Prasanna Chandra, McGraw Hill
- Financial Management : Khan & Jain, McGraw Hill
- Fundamentals of Financial Management: Van Horne, Prentice Hall
- e-Finance – ICFAI UNIVERSITY
- Strategic Financial Management – Dr J B Gupta, Taxmann
- Strategic Financial Management – Ravi M. Kishore, Taxmann

COURSE CODE: Indirect Taxes	
COURSE TITLE:PBE2ECOM05	
Objective: To acquire working knowledge of Goods and Services Tax (GST).	
Unit	Description in Detail
1	Introduction to GST <ul style="list-style-type: none"> • Historical Background of GST in India • Working model – Concept of GST • Levy, Collection and Exemption • Composition Levy (Concept) • Concepts of CGST, SGST, IGST, UTGST. • GST around the world
2	Time, Value and Place of Supply <ul style="list-style-type: none"> • Meaning and Scope of Supply, Goods and Services • Time of Supply of Goods and Services Rules. • Valuation of Supply of Goods and Services Rules. • Place of Supply of Goods and Services Rules • Reverse Charge – Concept and Levy • Place of Supply in case of Goods and Services. • Examples or Case Studies wherever applicable
3	Registration Provisions <ul style="list-style-type: none"> • Registration – Requirements and Procedures • Documentations required for Registration • Registration as a job worker • Stock Transfer provisions • E-Way Bill - Concept and Process • Multiple Registration on Single Premises • Rates of some commonly traded Goods or Services under GST • Examples or Case Studies wherever applicable
4	Input Tax Credit <ul style="list-style-type: none"> • Introduction of ITC • Credit of Goods, Services and Capital Goods • Requirement of ITC • Negative list of items, items not creditable. • Transfer provisions and limitations of existing credits of erstwhile laws into GST credits. • Input Service Distributer and Person liable to pay tax • Examples or Case Studies wherever applicable
5	Returns Procedures and Documentation <ul style="list-style-type: none"> • Tax Invoice / Bill of Supply – Features and Components • Debit and Credit Notes – Need and Formats • E>Returns – All related Returns • Calculation of Tax liability and Payment of Tax • Examples or Case Studies wherever applicable
6	Imports, Exports, Special Economic Zones (SEZ) and Refunds provisions <ul style="list-style-type: none"> • Import, Definition, Levy, Customs Levy • Input Tax Credits on Imports • Exports, Deemed Exports, Duty Levy, Zero rated Goods and Services, • Returns and Options • Special Economic Zones Act (SEZ Act) 2005

	<ul style="list-style-type: none"> • Refunds – Criteria, Eligibility and Process • Examples or Case Studies wherever applicable
7	Accounts and Audit under GST Regime <ul style="list-style-type: none"> • Accounting and changes from current system of accounting. • Book-keeping process and Impact (practical example under tally software) • Auditing provisions • Demand Raising and Recovery Provisions • Examples or Case Studies wherever applicable
8	Offences, Penalties and Prosecution <ul style="list-style-type: none"> • Offences under GST regime • Penalties on Non-Compliance • Procedures for Penalty and Prosecution • Compounding of Offences • Appeals and Revision • Advance Rulings • Examples or Case Studies wherever applicable

Note: Examples or Case Studies wherever applicable in All Units

Basic Text & Reference Books:

- Agrawal Raj K CA and Agrawal Shivangi CA – Taxmann’s GST for CA Intermediate – Taxmann Publication (P) Ltd
- Datey V S - GST Law & Practice with Customs and FTP – Taxmann Publication (P) Ltd
- Nitya Tax Associates - Basics of GST – Taxmann Publication (P) Ltd
- Singh Awdhesh – GST Made Simple – Centax Publication