

UNIVERSITY OF KALYANI

Department of Commerce

**New Syllabus of Master of Commerce (M. Com.) under
Semester System to be effective from the academic year
2014-15**

(Approved by the Departmental Committee on April 29, 2014)

Department of Commerce

University of Kalyani

Course Curricula of Master of Commerce (M. Com.)
(Two-year Master's Degree Programme under Semester System to be effective from the academic year 2014-15)

Course Structure

Paper Code	Course Title	Credits	Marks
	First Semester		
	Business Economics (Non-core subject)	2.0	100
M.C. 101	Marketing Management and Human Resource Management (50+50) (Core Subjects)	3.5	100
M.C. 102			100
M.C. 103	Accounting Theory and Accounting Standards (Hard-core subject)	5.0	100
M.C. 104	Cost & Management Accounting (Hard-core Subject)	5.0	400
	Total of First Semester	15.5	
	Second Semester		
M.C. 201	Business Environment and International Business (50+50) (Non-core subject)	2.0	100
M.C. 202	Direct Tax and Indirect Tax (50+50) (Hard-core subject)	5.0	100
M.C. 203	Financial Institutions, Markets and Services (Hard-core subject)	5.0	100
M.C. 204	Business Statistics and Research Methodology (75+25) (Non-core subject)	2.0	100
	Total of Second Semester	14.0	400
	Third Semester		
M.C. 301	Financial Management (Hard-core subject)	5.0	100
M.C. 302	Organisation Behaviour and Corporate Governance (25+75) (Core subject)	3.5	100
M.C. 303	Operations Research (Non-core subject)	2.0	100
M.C. 304	Computer Applications in Business (Practical)	4.0	100
	Total of Third Semester	14.5	400
	Fourth Semester (Specialization: Accounting and Finance)		
M.C. 401	Financial Accounting (Hard-core subject)	5.0	100
M.C. 402	Auditing (Hard-core subject)	5.0	100
M.C. 403	Financial Statement Analysis (Hard-core subject)	5.0	100
M.C. 404	Security Analysis and Portfolio Management (Hard-core subject)	5.0	100
	Total of Fourth Semester	20.0	400
	Fourth Semester (Specialization: Marketing)		
M.C. 401	Consumer Behaviour (Hard-core subject)	5.0	100
M.C. 402	Marketing Research (Hard-core subject)	5.0	100
M.C. 403	Sales, Distribution and Retail Management (Hard-core subject)	5.0	100
M.C. 404	Advertising Management and Services Marketing (Hard-core subject)	5.0	100
	Total of Fourth Semester	20.0	400
	Fourth Semester (Specialization: E-Commerce)		
M.C. 401	Electronic Commerce (Hard-core subject)		100
M.C. 402	Business Models for E-Commerce (Hard-core subject)	5.0	100
M.C. 403	Legal and Security Issues in E-Commerce (Hard-core subject)	5.0	100
M.C. 404	Financial and Other Issues in E-Commerce (Hard-core subject)	5.0	100
	Total of Fourth Semester	5.0	400
	Fourth Semester (Specialization: Banking and Insurance)	20.0	
M.C. 401	Indian Banking System (Hard-core subject)		100
M.C. 402	Retailing and CRM in Banking (Hard-core subject)	5.0	100
M.C. 403	General Insurance and Reinsurance (Hard-core subject)	5.0	100
M.C. 404	Life Insurance Schemes (Hard-core subject)	5.0	100
	Total of Fourth Semester	5.0	400
		20.0	1600
	Grand Total	64.0	

Note-

1. In each paper 40 marks will be earmarked for Internal Assessment.

M. Com. First Semester

Paper Code – M.C. 101

Business Economics (Non-core subject)

(Full Marks 50 - Written 40, Internal Assessment 10)

No. of Classes - 72

1. **Business Economics: Its meaning and scope. Relation between micro-economics and business economics, Relation between macro-economics and business economics.**
(2 Classes)
2. **Theory of Consumer Behaviour: The objective of the consumer, the principle of utility maximization-one commodity and two-commodity cases, The Indifference Curve Analysis- the maximization of utility subject to the budget constraint- the meaning of the Lagrange multiplier, The Engel curve, The different types of elasticities: price, income, cross and advertisement, Demand forecasting: meaning, importance and estimate, Simple problems, Durable Consumer Goods.**
(16 Classes)
3. **Theory of Producer Behaviour: The objective of the producer- the least cost combination of factors, different types of isoquants, Linear homogeneous production function- properties and proofs, Cobb-Douglas production function- properties and proofs, CES production function- properties and proofs, Elasticity of substitution: definition, measurement and uses, Various types of costs and relation among them. Simple numerical and algebraic problems.**
(20 Classes)
4. **Markets and determination of prices: Definition of a market and its classifications, Perfectly competitive market, monopoly market (dead weight loss case), price discrimination, monopolistically competitive market, Oligopoly (Kinked-demand curve model and Cournot Model), Sales maximization Hypothesis of Baumol, Simple problems on price, output and profit under different markets.**
(20 Classes)
5. **Macro Economics: National Income Analysis- relevant concepts, relation between GNP and Welfare of the people, Consumption function: different hypotheses, paradox of thrift, IS curve and LM curve, Demand for Money- relation between rate of interest and transaction demand for money, Phillips curve.**
(14 Classes)

Suggested Readings:

1. Adhikari, M: Business Economics, Exult Books, New Delhi.
2. Ackley, G: Macro-Economic Theory.
3. Baumol, Willam: Economic Theory and Operations Analysis, Prentice Hall, London.
4. Branson: Macro-Economic Theory and Policy.
5. Dean, Joel: managerial Economics, Prentice Hall, Delhi.
6. Gill, R.T.: Economic Development.
7. Todero, M : Economic Development in the Third World.
8. Koutsyanis : Modern Micro- Economics.
9. Versney, R.L. & Maheshary, K.L.: Managerial Economics, SultanChand & Sons , New Delhi.

Paper: M.C. - 102

Marketing Management and Human Resource Management

(Core subject)

Full Marks: 100 (Written Assessment – 60 and Internal Assessment - 40)

No. of Classes – 72

First Half (Marketing Management)

Full Marks: 50 (Written Assessment – 30 and Internal Assessment - 20)

No. of Classes – 36

1. Introduction to Marketing Management: Marketing Concepts, Evolution of Marketing Concept, Marketing Mix, Marketing Environment, Techniques for Environmental Scanning. (6 Classes)
2. Analysing Consumer Behaviour and Marketing Research: Marketing Research and Marketing Information Systems, Consumer Markets and Consumer Behaviour, Business Markets and Buyer Behaviour. (6 Classes)
3. Market Segmentation and Targeting: Concept of segmentation and targeting, Basis for segmentation, Product positioning. (6 Classes)
4. Product and Price: Managing the Product, Product Decisions, Product Line, Product Mix, Product Life Cycle, New Product Development, Branding and Packaging Decisions, Pricing Products – Importance, Factors influencing pricing, Pricing policies and strategies. (12 Classes)
5. Promotion and Place Mix: Elements of promotion mix - Advertising, Sales Promotion, Personal Selling, and Publicity; Direct marketing and online marketing, Distribution channels and logistics management, Channel design and administration. (6 Classes)

Suggested Readings:

1. Kotler, Philip, Armstrong, G, Agnihotri and Haque: Principals of Marketing- A South Asian Perspective, Pearson Education.
2. Kotler Philip, Keller, K.L., Koshy and Jha: Marketing Management- A South Asian Perspective, Pearson Education.
3. Kotler Philip and Armstrong, G.: Principles of Marketing, PHI.
4. Stanton, Willam J.: Fundamentals of Marketing, McGraw Hill.
5. Ramaswamy, V.S. and Namakumari, S.: Marketing Management, McMillan.
6. Bhattacharya K. Sisir.: Marketing Management, National Publishing House.
7. Dalrymple, J.D. and Parson, J.L.: Marketing Management Strategy and Cases, John Wiley and Sons.
8. Saxena, Rajan: Marketing Management, Tata McGraw Hill, New Delhi.

Second Half (Human Resource Management)

Full Marks: 50 (Written Assessment – 30 and Internal Assessment - 20)

No. of Classes – 36

1. Human Resource Planning: Introduction of Human Resource Management and Human Resource Planning, Job Analysis & Job Design, Recruitment & Selection. (10 classes)
2. Human Resource Development: Employee Training, Management Development. (8 classes)
3. Human Resource Accounting: Meaning, Objectives, Approaches, Uses, Weaknesses. (2 classes)
4. Performance Appraisal & Job Evaluation (10 classes)
5. Ethical Issues in Human Resource Management (2 classes)
6. Strategic Human Resource management: Introduction, Features, Models of Strategic HRM, types of HR strategies, Barriers to effective strategic HRM. (4 Classes)

Suggested Readings:

1. Sharon Pande and Swapnalekha Basak, Human Resource Management-Text and Cases, Pearson.
2. Raj Kumar, Human Resource Management-Strategic Analysis Text and Cases, I.K. International Publishing House Pvt. Ltd.
3. Michael Armstrong, A Handbook of Human Resource management Practice, CLA, USA.
4. John Martin, Human Resource management, Sage Publications.
5. V. S. Rao, Human Resource Management-Text and Cases, Excel Books.
6. Gary Dessler and Biju Barkey, Human Resource Management, Pearson.
7. Durai, Prabin, Human Resource Management (4th Impression), Pearson.
8. Rabindra Kumar Pradhan, Human Resource Management in India-Emerging Issues and Challenges, New Century Publications.
9. Aswathapa, Human Resource Management-Text and Cases (6th Edition), Tata McGraw Hill.

Paper Code – M.C. 103

Accounting Standards and Accounting Theory

(Hard-core subject)

(Full Marks 100 - Written 60, Internal Assessment 40)

No. of Classes - 72

1. Conceptual Framework: Framework for Preparation and Presentation of Financial Statements issued by the ICAI
(i) Purpose, Status and Scope of the Framework (ii) Meaning, Objectives and Types of Financial Statements (iii) Users and Their Information Needs (iv) Qualitative Characteristics of Information (v) Elements of Financial Statements: Meaning, Types and characteristics (vi) Recognition of Elements of Financial Statements (vii) Meaning and Bases of Measurement of Elements of Financial Statements (viii) Concept of Capital and capital Maintenance.

Classes)

2. Accounting Standards: Following Accounting Standards issued by the ICAI:

AS 1: Disclosure of Accounting Policies, AS 2: Valuation of Inventories, AS 4: Contingencies and Events Occuring after the Balance Sheet Date, AS 5: Net Profit or Loss for the period, Prior Period Items and Changes in Accounting Policies, AS 6: Depreciation Accounting, AS 9: Revenue Recognition, AS 10: Accounting for Fixed Assets, AS 20: Earnings Per Share, AS 26: Intangible Assets, AS 29: Provisions, Contingent` Liabilities and Contingent Assets, etc.

(22 Classes)

3. An Overview of International Accounting Standards and IFRSs (8 Classes)

4. Accounting and Reporting of the effect of changes in price level: Concepts, objective and methods- Current Purchasing Power (CPP), Current Cost Accounting (CCA), Real Replacement Cost Accounting (RRCA), Cash Flow Accounting (CFA), Inflation Accounting in India. (8 Classes)

5. Human Resource Accounting (HRA): Need, meaning and objective of HRA, Different approaches for measurement of human resource, HRA in India. (8 Classes)

6. Social Responsibility Accounting (SRA): Evolution, meaning and objective of SRA, Different methods of SRA, SRA in India (6 Classes)

Suggested Readings:

1. L.S.Porwal: Accounting Theory.
2. E.S.Hendriksen: Accounting Theory.
3. Conceptual Framework and Accounting Standards issued by the ICAI.
4. Relevant Publications of the ICAI.
5. Other Materials to be supplied in the Class Room.

Paper Code – M. C. 104

Cost & Management Accounting

(Hard-core subject)

(Full Marks—100, Term End Exam—60 & Internal Assessment—40)

No. of classes — 72

1. Marginal Costing for managerial decisions (10 Classes)
2. Process Costing — Equivalent Units — Costing of Joint Products and By-products. (10 Classes)
3. Standard Costing and Variance Analysis. (16 Classes)
4. Budgets and Budgetary Control. (14 Classes)
5. Pricing Decisions and Responsibility Accounting and Transfer Pricing (8 Classes)
6. Fund Analysis: Preparation of Cash Flow and Funds Flow Statements. (8 Classes)

7. Contemporary issues in Cost and Management Accounting — Target Costing, Life Cycle Costing, Value Chain Analysis, Total Quality Management (TQM), Balanced Score-Card and Activity Based Costing. (6 Classes)

Suggested Readings:

1. Banerjee, B.: Cost Accounting.
2. Prasad, N. K.: Advanced Cost accounting
3. Banerjee, S.: Cost Accounting.
4. Bhar, B. K.: Cost Accounting.
5. Jawahar Lal: Cost Accounting.
6. Jain & Narang: Cost Accounting.
7. Saxena & Vashit: Advanced Cost and Management Accounting.
8. Horngren, C. T., Datar, S. M. and Foster, G.: Cost Accounting—A Managerial Emphasis, Pearson Education.
9. Rao, M. E. Thukaram: Cost & Management Accounting.
10. Colin Drury: Management and Cost Accounting.
11. Horngren and Sundem: Management Accounting.

M. Com. Second Semester

Paper: M.C. 201

Business Environment and International Business

(Non-core subject)

Full Marks: 100 (Written Assessment – 60 and Internal Assessment - 40)

No. of Classes – 72

First Half (Business Environment)

Full Marks: 50 (Written Assessment – 30 and Internal Assessment - 20)

No. of Classes – 36

1. Theoretical framework of Business Environment

Meaning, Importance and Elements of Business Environment, etc. (4classes)

2. Political & Social Environment of Business (8 classes)

3. Legal Environment

Companies Act, 2013, Limited Liability Partnership Act, 2008. (8 classes)

4. Ethical Issues in Business Environment (4 classes)

5. Globalization, Liberalization & Business Environment (6 classes)

6. Dynamics of International Business

International Business & Government Relationships, Multinational Enterprises: Economic, Political, Legal & Operational Impact of MNE. (6 classes)

Suggested Readings:

1. Raj Agarwal & Parag Diwan: Business Environment, Excel Books, New Delhi.
2. K. Aswathappa: Essential Environment of Business, Himalaya Publications, New Delhi.
3. M. Adhikery: Economic Environment of Business, Sultan Chand & Sons, New Delhi.
4. Francis Cherunilam: Business Environment, Himalaya Publications, New Delhi.
5. C.B.Gupta: Business Environment, Sultan Chand & Sons, New Delhi.

Second Half (International Business)

Full Marks: 50 (Written Assessment – 40 and Internal Assessment - 20)

No. of Classes – 36

1. International trade: International Trade VS Inter-Regional Trade, the growth and importance of International Trade, Basis of Trade: The Ricardian Theory of comparative Advantage, Gains from Trade, Terms of Trade: Meaning and Uses, Different Types of Terms of Trade, Net Barter Terms of Trade, Gross Barter Terms of Trade and Income terms of Trade, Balance of Payments: Balance of Trade Vs. Balance of Payments, Current A/C and Capital A/C, Equality and Equilibrium in the Balance of Payments. Devaluation: Meaning, Necessity and Conditions for successful devaluation, Tariffs and Quota. (20 Classes)
2. Foreign exchange rate: Meaning, fixed rate, floating rate and flexible rate. Determination of the equilibrium exchange rate- Purchasing Power Parity Theory, causes of change in the exchange rate. (5 Classes)
3. The foreign exchange market: Meaning and its structure. Quotations: direct and indirect quotes, bid-ask rates, spread. Spot and forward markets, Cross rates. (5 Classes)
4. Multinational companies: Definition, advantages and disadvantages, multinational companies and less developed countries, joint ventures. (5 Classes)
5. Structure of India's foreign trade: A brief history of India's foreign trade since independence- Composition and direction of India's foreign trade, India and the World trade. Export Promotion and import substitution, EXIM Bank, EXIM Policy of India. (10 Classes)
6. Regional economic integration: SAARC, ASEAN, European Union, WTO. (8 Classes)
7. International economic institutions: IMF, WORLD BANK, ADB. (7 Classes)

References:

1. Apte, P.G.: International Financial Management, Tata McGraw Hill.
2. Cherunilam, Francis: International Business Environment, Himalaya Publishing House, Mumbai.
3. Reid W. Click and Jashua D. Coval: International Financial Management, Pearson Education.
4. Datt, Ruddar and Sundharam, K.P.M.: Indian Economy, S.Chand& Company Limited, New Delh.
5. Economic Survey, Government of India: Relevant Issues.
6. Jhingan, M.L.: International Economics, Vrinda Publications.
7. Kindle Berger: International Economics.
8. Misra, S.K. and Puri, V.K.: Indian Economy, Himalaya Publishing House, Mumbai.

Paper – MC 202

Direct Tax and Indirect Tax

(Hard-core subject)

(Full Marks—100, Term End Exam—60 & Internal Assessment—40)

No. of Classes - 72

First Half

Direct Tax (50 Marks)

1. Computation of Income

Under profits and gains of business or professions [10 classes]

Under capital gains [6 classes]

2. Clubbing of income and Set off of carry forward and losses [4 classes]

3. Deductions from gross total income [6 classes]

4. Tax Management

Furnishing return of income, e-filing of return, tax deducted at collected at source,
advance payment of tax, interest payable to/by assessee, etc. [10 classes]

Suggested Readings:

1. Singhania and Singhania, Direct Taxes, Taxmann, New Delhi.

2. Girish Ahuja and Ravi Gupta, Professional Approach to Direct Taxes, Bharat Law House Pvt. Ltd., New Delhi.

3. Girish Ahuja and Ravi Gupta, Simplified Approach to Corporate Tax Planning & management, Bharat Law House Pvt. Ltd., New Delhi.

4. Dinkar Pagare, Direct Tax Law and Practice, Sultan Chand & Sons, New Delhi.

5. Income Tax Act with Supreme Court Rulings (Bare Acts).

Second Half

Indirect Tax (50 Marks)

1. Canons of Indirect Taxation

Meaning, features, constitutional validity, administration procedures [4 classes]

2. Central Excise Laws

Introductions, definitions, classifications, valuation, captive consumption, SSI, job work, assessments, demands, refunds, exemptions, power of officers, etc.

[8 classes]

3. Custom Laws

Basic concepts, types of custom duties, antidumping duty, safeguard duty, valuation, baggage, warehousing, duty drawback, export promotion scheme, etc. [8 classes]

4. Value Added Tax

Introduction, variants of VAT, methods for calculating VAT, sales tax vs. VAT, incidence of tax, composition scheme, registration of dealers, filing of VAT return, etc. [8 classes]

5. Service Tax Laws

Need for introduction, sources and administration of service tax laws, taxable services, payment of service tax, registration under service tax law, filing of service tax return, advance ruling under service tax law, etc. [8 classes]

Suggested Readings:

- 1. V.S. Datey, Indirect Tax Law and Practice, Taxmann, New Delhi.**
- 2. Dinkar Pagare, Indirect Tax Law and Practice, Sultan Chand & Sons, New Delhi.**
- 3. Mohd. Rafi, Applied Indirect Taxation, Bharat Law House Pvt. Ltd., New Delhi.**
- 4. Girish Ahuja & Ravi Gupta, Systematic Approach to Income Tax, Service Tax & VAT, Bharat Law House Pvt. Ltd., New Delhi.**
- 5. Indirect Tax Laws with Supreme Court Rulings (Bare Acts).**

Paper – M.C. 203

Financial Institutions, Markets and Services

(Hard-core subject)

(Full Marks 100 - Written 60, Internal Assessment 40)

No. of Classes - 72

- 1. Banking & Insurance: Importance of banking to business - Types of banks and their functions - Reserve Bank of India - NABARD and rural banking - Banking sector reforms in India - Non-performing assets (NPAs) of banks (management and classification) - Capital adequacy norms of banks - e-banking; Basic concepts of insurance. (10 Classes)**
- 2. Development Banking: IDBI, IFCI, SFCs, SIDCs, UTI, SIDBI. (4 Classes)**
- 3. Money Market and Capital Market (including role of SEBI) (5 Classes)**

4. Working of stock exchanges in India (including major exchanges like BSE, NSE, OTCEI, NASDAQ) (12 Classes)
5. Derivatives and Options (10 Classes)
6. Financial Services: Venture Capital Funds - Mutual Funds - Factoring - Merchant Banking - Lease Financing – Credit Rating (including Rating Agencies). (18 Classes)
7. Mergers and Acquisitions: Forms of Corporate Restructuring; Mergers and Acquisition: types, process, post-merger integration; Evaluation of merger proposal; Reverse merger; Spin Offs and Asset Divestitures; Going Private and Other Control Transactions - Leveraged Buyouts (LBOs), Management Buyouts (MBOs); Corporate Takeovers: Forms of takeovers, Takeover defences. (9 Classes)
8. Foreign investment institutions & instruments: GDRs, ADRs, FIIs – their role in Indian capital market. (4 Classes)

Suggested reading:

1. Pathak, Bharati V.: The Indian Financial System, Pearson Education.
2. Das, Subhamoy: Perspectives on Financial Services, Allied Publishers.
3. Khan, M.Y.: Indian Financial System, Tata McGraw Hill.
4. Bhole, L.M.: Financial Institutions and Markets, Tata McGraw Hill.
5. Kohn, Meir: Financial Institutions and Markets, Oxford University Press.
6. Madura, Jeff: Financial Markets and Institutions, Cengage Learning.

Paper: M.C. 204

Business Statistics and Research Methodology

(Non-core subject)

(Full Marks—100, Term End Exam—60 & Internal Assessment—40)

No. of Lectures—72

First Half

Business Statistics (75 marks)

No. of Classes—54

1. Probability and Theoretical Distribution

Probability, conditional probability, Baye's theorem, random variable and probability distribution, Binomial distribution, Poisson distribution and Normal distribution.

2. Association between three or more variables

Multiple correlation and multiple regression - properties, assumptions, results interpretations, correlation vs. regression, test of multicollinearity etc.

Partial correlation - properties, assumptions, results interpretations etc.

3. Sampling Distribution

Sampling, Bias, population vs. sample, methods of sampling, population and sample mean, SRSWR vs. SRSWOR, standard error, sample size, determination of sample size, etc.

4. Testing of Hypotheses-I

Logic of Hypotheses testing, parametric tests, non-parametric tests, etc.

5. Testing of Hypotheses-II

Non-Parametric Methods of Association, Analysis of Variance, Multivariate analysis, etc.

Suggested readings:

- 1. S. P. Gupta, Statistical Methods, Sultan Chand & Sons.**
- 2. N.G. Das, Statistical Methods,**
- 3. J. K. Sharma, Business Statistics, Pearson.**
- 4. C.R. Kothari, Research Methodology-Methods & Techniques, Wishwa Prakashan.**
- 5. Krishnaswami, Sivakumar and Mathirajan, Management Research Methodology, Pearson.**

Second Half

Research Methodology (25 Marks)

(Full Marks 25 - Written 15, Internal Assessment 10)

No. of Classes - 18

1. Introduction: Research Methodology, Scope of Research and Research Methodology (4 Classes).

2. Research Process and Research Design: Different aspects of a Research Process, Problem Formulation, Research Designs (Exploratory, Descriptive and Experimental Research Designs) (8 Classes).

3. Data Collection: Primary Data and Secondary Data; Observation and Survey Method; Questionnaire Design; Scaling techniques; Attitude Measurement techniques (6 Classes).

Suggested Readings:

1. Kothari, C.R.: Research Methodology: Methods and Techniques, New Age International Publishers.
2. Gupta, M and Gupta, D: Research Methodology, PHI Learning Limited, New Delhi.
3. Bryman, A and Bell, E: Business Research Methods, Oxford University Press, New Delhi.
4. ZIKMUND, W.G., BUSINESS RESEARCH METHODS, THOMSON Press.
5. Kumar, R: Research Methodology, Pearson Education.
6. AHUJA,R., RESEARCH METHODS, RAWAT PUBLICATIONS.

M. Com. Third Semester

Paper – M.C. 301

Financial Management (Hard-core subject)

(Full Marks 100 - Written 60, Internal Assessment 40)

No. of Classes - 72

1. Financial Management: Meaning, nature & scope of finance; Financial goal- profit vs. wealth maximization; Finance functions- investment, financing and dividend decisions; Time value of money-Compounding and discounting techniques -Risk and Return- Risk diversification. (6 Classes)

2. Capital Budgeting: Nature of investment decisions; Investment evaluation criteria- Non-discounted and Discounted Cash flow Approaches- - Net Present Value, Internal Rate of Return, Profitability Index, Pay Back Period, Accounting Rate of Return; NPV & IRR comparison; Project selection under capital rationing; Analysis of risk and uncertainty in capital budgeting decisions- risk evaluation approaches; Application of simulation technique in capital budgeting. (18 Classes)

3. Dividend Policies: Issues in dividend decisions; Walters' model, Gordon's model; MM hypothesis; Dividend and uncertainty; Relevance of dividend policy in practice: Forms of dividends; Stability in dividend policy; Corporate dividend behaviour. (10 Classes)

4. Cost of Capital: Meaning & significance of Cost of Capital; calculation of cost of debt, preference capital, equity capital and retained earnings; Combined Cost of Capital (weighted), Cost of equity and CAPM. (8 Classes)

5. Operating and Financial Leverage: Measurement of leverages; Effects of operating and financial leverage on profit; Analysing alternate financial plans; Combined financial and operating leverage. (8 Classes)

6. Capital Structure: Theories and Planning: Traditional and MM hypothesis - without taxes and with taxes: determining capital structure in practice; in the price capital structure planning: Indifference point. (10 Classes)

7. Management of Working Capital: Meaning, significance and types of Working Capital; Calculating working cycle period and estimation of Working Capital requirements; Receivables management. (8 Classes)

8. Elements of Behavioural Finance: Definition; Importance; The three main themes of Behavioural Finance; Investor biases, Impact of different biases on investors' decision-making; Investor behaviour and security prices; Implications of Behavioural Finance for security analysis. (4 Classes)

Suggested reading:

- 1. Shapiro, Alan C.: Capital Budgeting and Investment Analysis, Pearson Education.**
- 2. Van Horne, James C.: Financial Management & Policy, Pearson Education.**
- 3. Arnold, Glen and Kumar, Mohan: Corporate Financial Management, Pearson Education.**
- 4. Khan, M.Y. & Jain, P.K.: Financial Management, Tata McGraw Hill.**
- 5. Chandra, Prasanna: Financial Management, Tata McGraw Hill.**
- 6. Pandey, I.M.: Financial Management, Vikas Publishing.**

Paper – M.C. 302

Organisation Behaviour and Corporate Governance (Core subject)

(Full Marks 60+20+20=100)

A. Organisation Behaviour (25 Marks)

- 1. The Individuals: Personality, Attitude, Values, Job Satisfaction, Perception, Motivation**
- 2. The Groups: Teams and Groups, Communication, Power & Politics, Conflict and Negotiations**
- 3. Organizational Culture and Organizational Development.**

B. Corporate Governance (75 Marks)

- 1. Ethics and Governance- Introduction, Concept of ethics - sources -- values - codes of conduct, Nature, Ethical theory and its applications to business, Ethical management, Employer/employee rights and duties (Internal Issues), Ethical Issues with Consumers (External Issues), Relation between ethics and corporate governance.**

2. Evolution of Corporate governance; Theories of Corporate Governance -Stake holder's theory and Stewardship theory, Agency theory, Separation of ownership and control; Corporate Governance Mechanism- Anglo-American Model, German Model, Japanese Model, Indian Model; OECD Principles; SOX Act 2002, Role of Corporate Governance in Business Performance.

3. Roles and Responsibility of Board of Directors- The duties and responsibilities of Directors; Role of Chairman; Role of CEO; Committees of the Board- Audit Committee, Remuneration Committee, Nomination Committee; Management Audit- Risk Evaluation and Risk Management, Evaluation of key financial decisions and disclosures;

Role of Auditors- Independence of auditors, prohibition of taking non-audit services, Rotation of auditors/partners, Quality of Audit Report.

Role of Regulators- Enactment of Laws including different Standards; Credible Enforcement.

Role of External Agencies- Institutional Investors and Media. Whistle Blowing.

4. Related party transactions and disclosures; Shareholders/Investors Grievances Committee. Shareholders' Rights & Responsibilities, Minority Shareholders' Protection, Stakeholders' Protection.

5. CII Codes (1998 & 2009); SEBI Committees- K M Birla Committee (1999), Narayan Murthy Committee (2003); Clause 49 of Listing Agreement, MCA Committees- Naresh Chandra Committee, Dr. J J Irani Committee. Corporate Governance provisions in the Companies Act 2013.

Suggested Readings:

Boatright, J. R., *Ethics and the Conduct of Business*, Pearson Education.

Crane, A. and Matten, D. *Business Ethics*; Oxford University Press.

Kumar, Anil; *Corporate Governance: Theory & Practice*; International Book House, New Delhi

Bansal C. L., *Corporate Governance – Law, Practice & Procedures*, Taxmann Allied Services Publishers, N. Delhi

Sampath K. R., *Law of Corporate Governance – Principles and Perspective*, Snow White Publications, Mumbai

Gopalsamy N., *Corporate Governance*, Wheeler Publishers, N. Delhi

Paper-MC 304

Operations Research (Non-core subject)

(Full Marks 100 - Written 60, Internal Assessment 40)

No. of Classes - 72

1. Introduction: Concept and Significance of Operations Research, Evolution of Operations Research, Models of Operations Research (2 Classes)

2. **Linear Programming and its Application: Graphic method and Simplex method, Duality problem** (18 Classes)
3. **Transportation problem** (8 Classes)
4. **Assignment problem** (8 Classes)
5. **Statistical Decisions: Decision Making Situation Under Condition of Risk and Uncertainty, Concept of Profit Matrix, Cost Matrix and Regret Matrix or Opportunity Loss Matrix, Application of Different Decision Making Criteria like Maximin, Minimax, Minimin, Minimax, Expected Monetary Value (EMV), Expected Opportunity Loss (EOL) Criterion etc., Concept of Expected Value of Perfect Information** (8 Classes)
6. **Game Theory:, Structure of the Game- Two Person Zero Sum Game, Saddle Point, Pure Strategy and Mixed Strategy, Solution of Game** (6 Classes)
7. **Queuing Theory: Queuing System – Its Characteristics and Elements, Single Channel Queuing Model** (6 Classes)
8. **Network Technique for Project Implementation, Monitoring and Control: PERT and CPM Techniques, Event Slacks and Activity Floats, Crashing of Project Network, Resource Allocation, Measure of Variability and Probability of Completion of Project by a Specified Date.** (16 Classes)

References:

1. Baumol, Economic Theory & Operation Research.
2. Dorfman, Samuelson and Solow, Linear Programming and Economic Analysis.
3. Swarup, Gupta and Manmohan, Operations Research.
4. V.K. Kapoor, Operations Research
5. Shama J.K., Operations Research-Theory & Applications

Paper-MC 304

Computer Applications in Business (Practical)

(Full Marks 100 – Written 60, Internal Assessment 40)

No. of Classes - 72

1. **Business problem solution with Spreadsheet (say Excel)**
2. **Problem solution with the help of Database software, including programme development (say Visual FoxPro & MS Access).**

3. Working with Accounting software (say Tally ERP)
4. E-filing of Tax Returns

Suggested Readings:

John Walkenbach, Herb Tyson, Cary N.Pr, Faithe Wempen; *Microsoft Office 2007 Bible*, Wiley India Pvt. Ltd. New Delhi
Nadahani, A K; *Mastering Tally.ERP 9*, BPB Publications, New Delhi.

M. Com. Fourth Semester (Specialization – Accounting & Finance)

Paper-MC 401

Financial Accounting and Reporting
(Hard-core subject)

(Full Marks 100 - Written 60, Internal Assessment 40)

No. of Classes - 72

1. **Amalgamation, Absorption and Reconstruction of Companies (Accounting Standard 14 is to be covered) (12 Classes)**
2. **Consolidated Accounts of Holding Companies (Accounting Standard 21 is to be covered) (16 Classes)**
3. **Valuation of Goodwill and Shares (18 Classes)**
4. **Accounting for Taxes on Income (Accounting Standard 22 is to be covered) (8 Classes)**
5. **Segment Reporting and Interim Financial Reporting (Accounting Standards 17 and 25 are to be covered) (10 Classes)**
6. **Disclosure in Company Annual Report: Concept of Disclosure, Quantitative and Non-quantitative information, Financial and Non-financial Information, Accounting and Non-accounting Information, Basic Problems of Disclosure, Users of Information, Purposes of Disclosure, Quantum of Information, Methods of Disclosure (Form and Arrangement of Formal Statement, Terminology and Detailed Presentation, Parenthetical Information, Footnotes, Schedules and Supplementary Statements, Auditors' Report, Directors' Report, Corporate Governance Report, etc.), Timing of Disclosure. (8 Classes)**

Suggested Readings:

1. Shukla and Grewal: Advanced Accountancy.
2. Gupta and Radhaswamy: Advanced Accountancy.
3. H.Chakraborty: Advanced Accountancy.
4. Relevant Publications of the ICAI.
5. Other Materials to be supplied in the Class Room.

Paper-MC 402

Advanced Auditing (Hard-core subject)

(Full Marks 100 - Written 60, Internal Assessment 40)

No. of Classes - 72

1. Audit of Limited Companies and LLPs: Statutory requirement under the Companies Act, 2013 (including fraud reporting by the auditor) and LLP Act, 2008.
2. Audit Reports: Difference between report and certificate, Different types of opinion in audit reports- SA 700 and SA 705. Emphasis of Matters in Audit Reports- SA 706.
3. Auditing Standards and other related Standards
4. Specialised Audit: Internal Audit, Management Audit, Propriety Audit Cost Audit and Secretarial Audit.
5. Auditing in Computerized Information System (CIS) Environment.
6. Audit of Govt. Entities- Role of C & AG, Provisions of the Companies Act, 2013.
7. Other Issues in Auditing: Audit Committee, Peer Review, Environmental Audit, and Social Audit.

Suggested Readings:

1. Kamal Gupta: Contemporary Auditing, Tata McGraw Hill, New Delhi.
2. Auditing Standards and other publications of the ICAI.

Paper Code – M. C. 403

Financial Statement Analysis (Hard-core subject)

(Full Marks—100, Term End Exam—60 & Internal Assessment—40)

No. of classes — 72

1. Financial Statements — Meaning, Objectives, Users and Limitations.
(4 Classes)
2. Financial Statement Analysis — Meaning, Objectives, Users and Sources of Financial Information for FSA—Traditional Approach vs. Modern Approach to FSA—Classification of FSA based on modus operandi and based on materials

used, Techniques of FSA—Comparative Statements, Common-size Statements, Trend Analysis and Ratio Analysis.

(14 Classes)

3. Financial Ratio Analysis — Meaning, Objectives, Classification of Ratios, Methods of Ratio Analysis, Interpretation of Ratios—Time Series (intra firm) Analysis, Cross-Sectional (inter firm) Analysis and Residual Analysis (Combination of Time Series and Cross-Sectional Analysis).

(14 Classes)

4. Analysis of Industrial Sickness — Concepts, Signals and Symptoms, Provisions under Companies Act 2013, Prediction—Stages of Sickness—Univariate and Multivariate Analysis—Concepts, Objectives, Uses and Limitations—Univariate vs. Multivariate Analysis, Application of Statistical Tools in FSA.

Classes)

(14

5. Analysis of Cash Flow — Cash Flow Statement Ratios—Relationship of Income and Cash Flows.

(8 Classes)

6. Profitability Analysis — ROCE and ROE relationship—Decomposition of ROE—Linkages of Profitability Ratios and firm value—Credit Analysis. (8 Classes)

7. Analysis of Inventories — Valuation Methods—Consequences of the Choice of Inventory Methods—Income Effects, Income-tax Effects and Information Effects.

(6 Classes)

8. Empirical Study — Implications for Financial Statement Analysis. (4 Classes)

Suggested Readings:

1. Lev, B.: Financial Statement Analysis—A New Approach, Prentice-Hall, Inc., Englewood Cliffs, NJ.

2. Wild, John J.: Financial Statement Analysis, Tata McGraw-Hill Publishing Company Ltd., New Delhi.

3. Foster, G.: Financial Statement Analysis, Pearson Education.

4. Fraser, L. M., & Ormiston, A.: Understanding Financial System, PHI, New Delhi.

5. Penmam: Financial Statement Analysis, McGraw Hill.

6. Banerjee, B.: Financial Policy & Management Accounting, PHI, New Delhi.

Paper Code – M. C. 404

Security Analysis and Portfolio Management (Hard-core subject)

(Full Marks 100 - Written 60, Internal Assessment 40)

Total Classes - 72

1. Investment – Analysis & Environment: Nature and scope of investment analysis, elements of investment, avenues of investment, approaches to investment analysis; Factors influencing selection of investment alternatives; Sources of financial information. (5

Classes)

2. Fundamental and Technical Analysis: Economic analysis, Industry analysis and Company analysis; Basic tenets of technical analysis; Trends, indicators, indices and moving averages applied in technical analysis; Dow Theory; Elliot Wave Theory. (14 Classes)

3. Security Valuation: Valuation of equity shares and bonds; Stock valuation model. (9 Classes)
4. Efficient Market Hypothesis: Random Walk Theory; Concept and forms of market efficiency and its testing technique. (7 Classes)
5. Risk-Return Relationship: Concept of return and risk; Ex-ante and Ex-post returns; Types of risk; Security returns and risk analysis; Portfolio return and risk; Measurement of return and risk; Reduction of portfolio risk through diversification; Two-asset portfolio case - expected return and risk of a two-asset portfolio. (6 Classes)
6. Portfolio Analysis: General n-security portfolio problem; Markowitz risk-return optimisation; Efficient frontier and selection of optimal portfolio; Sharpe's Single Index Model; Portfolio total risk, Portfolio market risk. (12 Classes)
7. Capital Market Theory and Portfolio Risk Analysis: Capital Asset Pricing Model (CAPM); Capital market line; Security market line (SML), Asset pricing implication of SML; Portfolio selection under risk-free lending and borrowing; Arbitrage Pricing Theory (APT), two factor and multifactor models. (12 Classes)
8. Portfolio Performance Evaluation: Risk adjusted measures of return – Sharpe's Ratio, Treynor's Ratio, Jensen's Alpha; Factor models: Fama–French three-factor model, Carhart four-factor model. (7 Classes)

Suggested reading:

1. Fischer, Donald E. & Jordan, Ronald J.: Security Analysis and Portfolio Management, Pearson Education.
2. Reilly, Frank & Brown, Keith: Investment Analysis and Portfolio Management, Cengage Learning.
3. Ranganatham, M. & Madhumathi, R.: Investment Analysis and Portfolio Management, Pearson Education.
4. Avadhani, V.A.: Security Analysis and Portfolio Management, Himalaya Publishing House.
5. Bodie, Zvi, et al.: Investments, Tata McGraw-Hill.
6. Sharpe, Alexander & Baily: Investments, Prentice-Hall.
7. Kevin, S.: Portfolio Management, Prentice-Hall.
8. Chandra, Prasanna: Investment Analysis and Portfolio Management, Tata McGraw-Hill.

Specialization: Marketing

Paper - MC 401

Consumer Behaviour (Hard-core subject)

(Full Marks 100 - Written 60, Internal Assessment 40)

Total No. Classes – 72

1. Introduction to Consumer Behaviour: Consumer Research; Consumer Behaviour and Marketing Strategy; Consumer Involvement and Decision Making; Problem or need recognition, Information Search Process; Evaluative Criteria and Decision Rules; Segmenting Consumers; Defining Market Segmentation; Bases for Segmentation (16 Classes).

2. **Consumer as an Individual: Individual and external factors affecting consumer involvement and decision making process; Motivation; Information Processing and Perception; Influence of Personality and Self Concept on Buying Behaviour; Learning; Attitude and Attitude Change (14 Classes).**
3. **Consumer in Social Context: Reference Groups and Opinion Leadership; Family Influences; Social Class and Consumer Behaviour; Cultural Influences (14 Classes).**
4. **Consumer as Decision Maker: Diffusion of Innovation; Consumer Decision Making; Consumer in Market Place; Post Purchase Behavior; Organization as Consumer (14 Classes).**
5. **Different Issues in Consumer Behaviour: Models of Consumer Behaviour; Consumer Behaviour Audit; Consumer and Marketer; Consumer Behaviour Studies in India (14 Classes).**

Suggested Readings:

1. Assael, H.: *Consumer Behaviour and Marketing Action*. Ohio, South Western.
2. Engle, J F.: *Consumer Behaviour.*: Chicago, Dryden Press.
3. Howard, John A.: *Consumer Behaviour in Marketing*. Englewood Cliffs, New Jersey, Prentice Hall Inc..
4. Hawkins, D I.: *Consumer Behaviour: Implications for Marketing Strategy*. Texas, Business.
5. Mowen, John C.: *Consumer Behaviour*. New York, MacMillan.
6. Schiffman, L G and Kanuk, L L.: *Vondumrt Brhaviour*. New Delhi, Prentice Hall of India.

Paper- MC 402

Marketing Research (Hard-core subject)

(Full Marks 100 - Written 60, Internal Assessment 40)

Total No. Classes – 72

1. **Nature of marketing research: Introduction to Marketing Research; Marketing Research Defined- Need for Marketing Research- Functions of Marketing Research- Practice of Marketing Research; Defining the Marketing Research Problem (6 Classes).**
2. **Research process and design: The Research Process-Introduction- Steps in the Research Process- Problems in the Research Process; Research Design; Exploratory Research Design; Descriptive Research Design; Causal Research Design – Experimentation (10 Classes).**
3. **Sources and methods of collecting data : Introduction; Classification of Data; Methods of Data Collection; Primary Data and Secondary Data; Survey Research-Introduction-Types of Interviews- Types of Surveys- Criteria for the Selection of a Survey Method- Importance of the Questionnaire- Designing of the Questionnaire - Advantages of the Questionnaire Method - Disadvantages of the Questionnaire Method; Data Collection Errors - Introduction- Field Work Procedure- Personal Interviews-Common Sources of Error in Fieldwork (18 Classes).**
4. **Measurement in marketing research and sampling : Measurement in Marketing Research - Introduction- The Concept of Measurement- Scales of Measurement- Components of Measurements- Measurement Accuracy- Reliability- Validity; Attitude Measurement - Introduction- The General Methods of Collecting the Attitude Data- Specific Methods of**

Collecting Attitudinal Data- Direct Response Attitude Scales: Non- Comparative Rating Scales, Comparative Rating Scales, Itemized Rating Scales, Multiitem Rating Scales: Thurstone Scale, The Semantic Differential Scale, Stapel Scale, Likert Scale. Sampling: Introduction- The Sampling Terminology- The Need for Sampling- Characteristics of a Good Sample- Sampling Designs- Sampling Concepts- Calculation of Sample Size- Types of Sample Designs

(18 Classes).

5. Data analysis: Preparation and Tabulation of Data; Tests of Significance: Introduction- Method of Hypothesis Testing- Parametric Tests- Chi Square Analysis; Bivariate Measures of Association: Introduction- Cross Tabulations-Contingency and Phi Correlation- Scatter Diagrams- Regression Analysis- Correlation Analysis- Linear Discriminant Analysis; Multivariate Measures of Association; Analysis of Variance(ANOVA): Introduction- Univariate ANOVA- ANOVA for Randomized Block Design; Marketing Research Reports; Application Of Marketing Research (20 Classes).

Suggested Readings:

1. Marketing Research: An Applied Orientation, N. Malhotra, Pearson Education.
2. Marketing Models: G.L.Lilien, Prentice-Hall India.
3. Marketing Research: Tull & Hawkins, Prentice-Hall India.
4. Research for Marketing Decisions: Green, Tull & Albaum, Prentice-Hall India.
5. Marketing Research: Debashis Pati, Prentice-Hall India.
6. Marketing Research: Methodical Foundations, Churchill, Thomson Learning India.

Paper- MC 403

Sales, Distribution and Retail Management (Hard-core subject)

(Full Marks 100 - Written 60, Internal Assessment 40)

Total No. Classes – 72

1. Fundamentals of Personal Selling: Nature, Objectives and Importance of Personal Selling; Types of Personal Selling Approach; Salesmanship and sales management; Process of Selling; Sales Organization (10 Classes).

2. Sales Planning: Sales Planning Process; Market Analysis and Sales Forecasting- importance of sales forecasting, Methods of sales forecasting; Sales Budgeting, Method of funding sales force; Territory Management- Nature of sales territories, procedure for designing sales territories; Sales Quotas – types of quotas, quota-setting procedure (15 Classes).

3. Sales force Management: Recruitment and selection of sales personnel – quantitative and qualitative requirements used in sales personnel planning, sources of sales recruits, sales recruiting guidelines, selection process and evaluation of the selection programme; Sales Training & Development – Need for training sales personnel, formal and informal training; Sales Motivation and Leadership; Sales incentives and compensation; Evaluating Sales force

Performance – Establishing Performance standards, methods of evaluation, Frequency of evaluation (20 Classes).

4. Introduction to Retailing: Retailing- an Overview, Types of relationship; Retail institutions; Understanding the Retail Customer (7 Classes).

5. Retail Strategy and Managing the Retail Store: Retail Market Strategy; Financial Strategy; Store location and site evaluation; Retail organization and Management; Store management; Store layout, design and visual merchandise; Customer service; Retail selling; Information system and Logistics (20 Classes).

Suggested Readings:

1. Buskirk, R H and Stanton, W J.: Management of Sales Force. Homewood Illinois, Richard D. Irwin.
2. Dalrymple, D J.: Sales Management: Concepts and Cases. New York, John Wiley.
3. Johnson, E M etc.: Sales Management: Concepts Practices and Cases. New York, McGraw Hill.
4. Still, R R.; Sales Management, Englewood Cliffs, New Jersey, Prentice Hall Inc..
5. Levy. Michael & Barton A. Weitz: Retailing Management. 2nd ed Irwin. London.
6. Morgenstein, Melvin and Harrow Strong: Modern Retailing Prentivce-Hall. NJ.

Paper - MC 404

Advertising Management and Services Marketing (Hard-core subject)

(Full Marks 100 - Written 60, Internal Assessment 40)

Total No. Classes – 72

1. Advertising: Definition; Objectives; Nature; Importance in the marketing process; Types of Advertising; Advertising Management process – an overview; Advertising Role- Ethical, Economical, Social; Ad communication process; Ad Campaign; Advertising scene in India – recent development and issues in advertising, Legal Aspects; Ad Budget (procedures) (10 Classes).

2. Ad Media and Creative Aspects in Advertising : Types of Media (indoor/outdoor) and their merits and demerits; Media Planning; Media Selection, Media Scheduling, Non-Media advertising; Ad Message Design and Development; Developing ad copy for Radio, TV, Print commercials; Dos and Don'ts for copywriting; Different types of copy; Ad Appeal (15 Classes).

3. Organization of Advertising Operations and Advertising Effectiveness: Types, Roles and Functions of Ad agency; Structure of Ad organization; Managing Advertiser-Agency relationship; Evaluation for Advertisement and campaign Effectiveness -Necessity and Techniques for testing Advertising Effectiveness (Pre, Post and Concurrent Testing)

(15 Classes).

4. Introduction to Services Marketing: Understanding Services; The Nature of Services Marketing; Consumer Behavior in Services; Customer Expectations and Perceptions

(7 Classes).

5. **Services and the Marketing Mix: The Marketing Mix Elements; Product: Packaging the Service; Pricing Services; Promotion and Communication of Services; Place in Services; People in Services; Process in Services; Physical Evidence in Services (15 Classes).**

6. **Maximizing Services Marketing Potential: Relationship Marketing; Internal Marketing; Supplementary Services; Challenges for Senior Management: Developing and Managing the Customer-Service Function; Marketing Planning for Services; Service Quality; Globalization of Services; Marketing Service-Specific Industries (10 Classes).**

Suggested Readings:

1. **Aaker, David A.: Advertising Management, 4th ed. New Delhi, Prentice Hall of India.**
2. **Beleh, George E. and Behl, Michael A.: Introduction to Advertising and Promotion, 3rd ed. Chicago, Irwin.**
3. **Borden, William H.: Advertising. New York John Wiley.**
4. **Newton M P Payne, A.: The Essence of Services Marketing. New Delhi, Prentice Hall of India.**
5. **Verma, H V.: Marketing of Services. New Delhi, Global Business Press.**
6. **Zeithaml, V A and Bitner, M J.: Services Marketing. New York, McGraw Hill.**

Specialization: E-Commerce

Paper - MC 401

Electronic Commerce (Hard-core subject)

(Full Marks 100 - Written 60, Internal Assessment 40)

No. of Classes - 72

1. **Introduction: Limitation of conventional commerce, Origin of E-Commerce, Evolution of E-Commerce, E-Commerce and E-Business, Definition of E-Commerce, Features of E-Commerce, M-Commerce.**
2. **Electronic Data Interchange (EDI): Definition of EDI; The birth and advent of EDI; Legal, security and privacy issues; EDI and E-Commerce; Standardisation and EDI; EDI software implementation; Value Added Network; Internet-based EDI; EDI in India.**
3. **Supply Chain Management (SCM): Definition of SCM; SCM and intra-organizational E-Commerce; Benefits, goals and functions of SCM; Strategies of SCM; Effects of Internet on SCM; Value Chain Management.**
4. **Electronic Payment System: Types of Electronic Payment System; Digital token based Electronic Payment System; Smart Cards and Electronic Payment System; Credit card based Electronic Payment System; Designing Electronic Payment System; Risk in Electronic Payment System.**
5. **Customer Relationship Management(CRM): Definition of CRM; Components of CRM; CRM architecture; Electronic CRM- Need for E-CRM; E-CRM architecture; E-CRM applications; CRM in India.**

References:

1. CSV Murthy: E-Commerce Concepts, Models & Strategies, Himalya Publishing House, New Delhi
2. Kalakota & Whinston: Frontiers of Electronic Commerce, Pearson Education; New Delhi
3. VK Jain & Hemlata: Enterprise Electronic & Mobile Commerce, Cyber Tech Publications, New Delhi.
4. Dr. CS Rayudu: E-Commerce E-Business, Himalaya Publishing House, Mumbai.

Paper - MC 402

Business Models for E-Commerce (Hard-core subject)

(Full Marks 100 - Written 60, Internal Assessment 40)

No. of Classes – 72

1. Brick and Mortar Models: Retail model, Media model, Advisory model, Made-to-order manufacturing model, Do-it-yourself model, Information service model.
2. Internet or Click-to-Click Model: Retail model- amazon.com (US) fabmart.com (India); Auction; Travel; Entertainment, etc. (Students are to be encouraged to deliberate on the current models in the global and Indian environment).
3. Brick-to-Click Model: Reasons which require an existing brick-and-mortar business to offer its products and services online to the customers; Case study of major initiatives in world and in India (Indian Railways' proposal to issue tickets through ATMs should be discussed with the students).
4. Emerging Hybrid Models: An analysis of models emerging in India be discussed and analysed.
5. Emerging E-Commerce Models in India: Models of ITC, BPCL, Tata, Banks and Financial Institutions.

References:

1. CSV Murthy: E-Commerce Concepts, Models & Strategies, Himalya Publishing House, New Delhi
2. Kalakota & Whinston: Frontiers of Electronic Commerce, Pearson Education; New Delhi
3. VK Jain & Hemlata: Enterprise Electronic & Mobile Commerce, Cyber Tech Publications, New Delhi.
4. Dr. CS Rayudu: E-Commerce E-Business, Himalaya Publishing House, Mumbai.
5. Afua A and Tucci: C: Internet Business Models and Strategies, McGraw Hill, New York.

Paper - MC 403

Legal and Security Issues in E-Commerce (Hard-core subject)

(Full Marks 100 - Written 60, Internal Assessment 40)

No. of Classes - 72

1. **Legal Framework:** Shrink-wrap-contracts,; Laws relating to online contracts; Jurisdiction of the owner website; Domain name- strategy of holding certain names; legal issues, registration, dispute and its resolution, Trademark- purpose, rights infringement, protection, dilution, registration, copyright vs. trademark, Trademark and domain name, Jurisdiction of domain name, trademark and copyright.
2. **Indian Legislations:** Consumer Protection Act; Information Technology Act 2000 (Classes).
3. **Legal Issues:** Jurisdiction, Export and Import regulations, Intellectual Property Rights (IPR), Cryptography and security, Contracts, Cross border transactions, Consumer protection, Copy right and trademark, Ethical issues resolution, Current status of implementation in India and world.
4. **Competitor and Security:** Principles of competitor monitoring; Competitor intelligence and its role in new product development; Security monitoring services, Firewall and other hardware and software considerations, Viruses and electronic sabotage.
5. **Security Considerations:** Copyright protection techniques, Policy and Procedures (SOP), Encryption, Security of sending and receiving messages & data, Sabotage & hacking vulnerabilities, Viruses, Wireless security issues, Cookies, Government protection in Internet crime and e-business security.

References:

1. CSV Murthy, E-Commerce Concepts: Models & Strategies, Himalya Publishing House, New Delhi
2. Kalakota & Whinston: Frontiers of Electronic Commerce, Pearson Education; New Delhi
3. VK Jain & Hemlata: Enterprise Electronic & Mobile Commerce, Cyber Tech Publications, New Delhi.
4. Dr. CS Rayudu: E-Commerce E-Business, Himalaya Publishing House, Mumbai.
5. Consumer Protection Act; Information Technology Act 2000.

Paper - MC 404

Financial and Other Issues in E-Commerce (Hard-core subject)

(Full Marks 100 - Written 60, Internal Assessment 40)

No. of Classes - 72

1. **Market Access and Technology:** Content translation into local language, Telecommunication infrastructure, bandwidth requirements and availability, development of a global standard on technology development and electronic transmission.

2. **International Trade:** Commercial issues and payment systems, Customs, taxation and insurance, Electronic payment system, Multiple currency transactions, Adoption of uniform commercial code, similar to UCC.

3. **International Agencies:** Role of international agencies involved in addressing these issues and their future initiatives, United Nation Commission in International Law (UNICITRAL), OECD, World Trade Organisation (WTO), Federal Trade Commission (FTC), World Intellectual Property Organisation,(WIPO), International Chamber of Commerce (ICC).

4. **Accounting & Taxation Issues.**

5. **Future Issues:** Privacy and Confidentiality, Security, Redressal, Integration of the existing systems, Human resource availability and development, Security of the Networks, Management of change, Multicultural implications, Payment systems, Technology-integration with other communication media.

References:

1. GAAT/ WTO, Various publications,
2. Lew, Julton D.M. and clive Standbrook,: International Trading Law and Practice, Euromoney Publications, London.

Specialization: Banking and Insurance

Paper - MC 401

Indian Banking System (Hard-core subject)

(Full Marks 100 - Written 60, Internal Assessment 40)

No. of Classes - 72

1. **Introduction:** Indian financial system, financial intermediation, organized and unorganized financial system

2. **Types of Banks in India:** Commercial Banks, Foreign Banks, Co-operative Banks, Non-Banking financial intermediaries.

3. **Banking Policies:**

4. **Capital Markets and Banking:**

5. **Micro Financing:**

Suggested Readings:

- 1) Mittal R.K., Saini A.K. & Dhingra Sanjay, Emerging Trends in the Banking Sector, Macmillan
- 2) Gupta, Suraj Bhan, Monetary Economics, S. Chand & Co.
- 4) Vasudevan A, Money and Banking, Academic Foundation, New Delhi.

Paper - MC 402

Retailing and CRM in Banking (Hard-core subject)

(Full Marks 100 - Written 60, Internal Assessment 40)

No. of Classes - 72

- 1. Introduction: Meaning and concept of retailing and retail banking, growing significance of retailing, Why Retail Banking?**
- 2. Retail Products in Banks: Technological Retail Products offered to the customers, various cards, retails products offered By Banks, KYC Norms, etc.**
- 3. New Generation Banks and Old Generation Banks:**
- 4. CRM in Banking: Principles of customer relationship, relationship building strategies, etc.**
- 5. Data Mining:**

Suggested Readings:

- 1. Mittal R.K., Saini A.K. & Dhingra Sanjay, Emerging Trends in the Banking Sector, Macmillan.**
- 2. Retail Banking, Shroff, T.F., Northern Book Centre, Daryaganj, New Delhi.**
- 3. H. Peeru and a Sagadevan, Customer Relationship Management, Vikas Publishing House, Delhi.**
- 4. CRM-Essential Customer Strategies for the 21st Century, Paul Greenberge, Tata McGraw Hill.**

Paper - MC 403

General Insurance and Reinsurance (Hard-core subject)

(Full Marks 100 - Written 60, Internal Assessment 40)

No. of Classes - 72

- 1. Introduction to General Insurance: Overview of the general insurance market, types of general insurances & their scopes, rules and regulations, etc.**
- 2. Underwriting: Meaning, objectives, underwriting process & rating practices, factors for underwriting, underwriting hazards, etc.**
- 3. Methods and rating of General Insurance:**
- 4. Overview of Reinsurance:**
- 5. Reinsurance Practices in India:**

Suggested Readings:

- 1. G. Rejda, Principals of Risk Management & Insurance, Pearson.**
- 2. Various Publications by Institute of Insurance.**

Paper - MC 404

Life insurance Schemes (Hard-core subject)

(Full Marks 100 - Written 60, Internal Assessment 40)

No. of Classes - 72

- 1. Introduction: Life Insurance products for individuals, various plans and riders of Life Insurance, etc.**
- 2. Various Policies:**
- 3. Policy forms and Documents:**
- 4. Premium, Nominations & assignments, etc:**
- 5. Computation of premium etc. and its accounting:**

Suggested Readings:

- 1. M. N. Mishra, Principles of Insurance & Risk Management S Chand & Co.**
- 2. G. Rejda, Principles of Risk Management and Insurance, Pearson.**
- 3. Anderson, Sweeney and Williams, *Statistics for Business and Economics*, South Western International**

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