

ASSAM UNIVERSITY, SILCHAR
Syllabus for M.Com Course
(Based on NEP-2020)

M.Com Semester I

Paper Code	Name of the Paper	Credit	Hour/Week	Marks
COM-500	Orientation (Compulsory)	----	----	----
COM-501	Organizational Behaviour (Core)	4	4	100
COM-502	Advanced Accounting (Core)	4	4	100
COM-503	Marketing Management (Core)	4	4	100
COM-504	Fundamentals of Research Skills (SEC)	3	3	100
COM-505	Entrepreneurship and Small Business Management (ALIF)	3	6	100
COM-506	Compulsory Community Engagement Course (CCEC)	2	2	100
	TOTAL	20	23	600

M.Com Semester II

Paper Code	Name of the Paper	Credit	Hour/Week	Marks
COM-551	Financial Management (Core)	4	4	100
COM-552	Business Economics (Core)	4	4	100
COM-553	Human Resource Management (Core)	4	4	100
COM-554	Financial Literacy (Skill Enhancement Course) (Open Paper)	3	3	100
COM-555	Field Study (Core)	2	6	100
COM-556	Business Ethics and Corporate Governance (Value Based Course)	3	2	100
	TOTAL	20	23	600

M.Com Semester III

Paper Code	Name of the Paper	Credit	Hour/Week	Marks
COM-601	Business Environment (Core)	4	4	100
COM-602	Statistics for Business Decision (IDC)	4	4	100
COM-603	Accounting Theory and Reporting (Elective) (AC) Services Marketing (Elective) (MR) Personal Finance (Elective) (FM) Compensation Management (Elective) (HR)	4	4	100
COM-604	International Accounting (Elective) (AC) Advertisement and Sales Management (Elective) (MR) International Financial Management (Elective) (FM) Industrial Relations (Elective) (HR)	3	6	100
COM-605	PG Dissertation I (Research Project-I)	5	10	100
	TOTAL	20	28	500

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M.Com Semester IV

Paper Code	Name of the Paper	Credit	Hour/Week	Marks
COM-651	Strategic Management (Core)	4	4	100
COM-652	Accounting for Managerial Decisions (Core)	4	4	100
COM-653	Corporate Tax Planning and Management (Elective) AC Marketing Research and Consumer Behaviour (Elective) MR Security Analysis and Portfolio Management (Elective) FM Social Security and Labour Legislation (Elective) HR	4	4	100
COM-654	PG Dissertation II (Research Project-II)	8	16	200
	TOTAL	20	28	500

Note:

- a) One Credit means one hour of theory or two hours of field works per week.
- b) 30% of all theory papers will be based on Internal Assessment and remaining 70% will be based on sessional test.
- c) For each paper other than the orientation course (**COM-500**) pass mark will be 40%.

OBJECTIVES OF THE PROGRAMME:

1. To inculcate and develop aptitude towards applying business education and knowledge in dealing with real business world.
2. To train students to handle different dimensions of Commerce and to make them able to take decisions relating to business and management.
3. To teach a wide range of skills, including problem-solving, project work, field study and presentation so as to enable students to take prominent role in a wide spectrum of research, business, employment and management.

OUTCOMES OF THE PROGRAMME:

On successful completion of the course a student is expected to:

1. Gain sound knowledge in theoretical and practical aspects of Commerce.
2. Describe and make understand complex business situation to others.
3. Get wide range of job opportunities in public and private sectors as well as to take necessary initiative for entrepreneurship development.

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FIRST SEMESTER
ORIENTATION [COM-500]

Orientation is mandatory for each student. Although it has zero credit, without 70% attendance in the orientation programs the result will not be cleared.

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FIRST SEMESTER

ORGANIZATIONAL BEHAVIOUR [COM-501]

Objective: The objective of this course is to enable the students to develop a theoretical insight about the behaviour of organization as it develops over time.

Outcome: A student is expected to gain sound knowledge in theoretical and practical aspects of human behaviour in organisational context.

Unit I: Concept and Basic Aspects of Organization Behaviour

Models of OB. Individual Behaviour- Perception: Concept and perceptual process; Factors influencing perception; Attitudes, Learning, Personality.

Unit II: Organizational Culture and Development

Organizational culture, Organizational Change and Development and Job Stress.

Unit III: Power and Politics

Power and Politics- Sources of power, Reasons for Organisational Politics, Management of Organizational Politics.

Unit IV: Leadership

Styles and theories of leadership, Approaches of Leadership - Trait, Behavioral & Situational,

Unit V Conflict Management

Organisational Conflict: Types and Sources of Conflict; Issues involved in Conflict, Conflict Resolution.

Suggested Readings-

- Luthans, F. Organizational Behaviour. New York: McGraw-Hill.
- Robbins, S.P., Sanghi, S. & Judge, T. A. Organizational Behavior. New Delhi: Pearson Education.
- Aswathappa, K. Organizational Behaviour. New Delhi: Himalaya Publishing House.
- Newstrom J. Organizational Behaviour: Human Behaviour at Work. New Delhi: Tata McGraw-Hill.
- Pareek, U. Understanding Organizational Behaviour. New Delhi: Oxford Publishers.
- S.S. Khanka Organisational Behaviour:, S. Chand & Company Ltd, New Delhi.

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FIRST SEMESTER

ADVANCED ACCOUNTING [COM-502]

Objective: The objective of this course is to provide knowledge and skills to the students on contemporary areas of Corporate Accounting and to develop professional knowledge and skills in contemporary areas of accounting.

Outcome: A student is expected to gain sound knowledge in theoretical and emerging aspects of accounting in corporate sector.

Unit I: GAAP and Accounting Standards

Accounting information and its users –Qualitative Characteristics of Accounting information and its constraints – GAAPs.Accounting Standards:Objectives and Process of preparation and Compliance of Accounting Standards in India.

Unit II: Financial Statement Analysis

Financial Statement Analysis, Accounting Ratios and their computation for measuring profitability, solvency and liquidity; Cash Flow Statement.

Unit III: Accounting Information and Valuation of Goodwill and Shares

Accounting Information and the Capital Market: Issues of Disclosure and Ethical Reporting.Accounting for Redemption of Preference Shares and Debentures: Methods of Redemption—Buy Back of Shares.

Valuation of Goodwill and Shares: Factors, Need and Methods of valuation of Goodwill and Shares.

Unit IV:Accounting for Amalgamation and Internal reconstruction

Types of Amalgamation—Purchase Consideration—Accounting treatment.

Internal Reconstruction of Companies: Circumstances and Procedure of Internal Reconstruction—Difference between Amalgamation and internal reconstruction—Steps of Reconstruction

Unit V:Accounting for Holding Companies

Treatment of Minority interest, goodwill/ Capital Reserve, pre-acquisition and post-acquisition profits, etc.- Significance of Consolidated Financial Statement and Preparation.

Accounting for Government Companies, Provisions of Companies Act, 2013–Audit of Government Companies.

Suggested Readings-

- Gupta, R. L: Advanced Financial Accounting, S. Chand and Co, New Delhi
- Neigs, R. L: Financial Accounting, Tata McGraw Hill, New Delhi
- Jain, S.P., Narang, K.L: Corporate Accounting, Kalyani Publishers, New Delhi
- Jain, S.P., Narang, K.L: Advanced Accountancy, Kalyani Publishers, New Delhi.
- Maheshwari, S. N, Maheshwari, S.K: Corporate Accounting, Vikas Publishing House Pvt Ltd.
- Dasgupta. N: Human Resource Accounting, Sultan Chand & Sons, New Delhi.

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FIRST SEMESTER

MARKETING MANAGEMENT [COM-503]

Objective: The objective of the course is to familiarize the students with the concepts of marketing to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.

Outcome: A student is expected to gain sound knowledge in theoretical and practical aspects of marketing in contemporary environment.

Unit I: Basic Concepts and Evolution

Evolution of marketing concept; Marketing Environment- Micro and Macro components & their impact on marketing decisions. ; Ethical and Legal Issues of marketing in Indian context

Unit II: Products and Pricing

Major product decision: Product Mix; Product Life Cycle: Strategies & implications; New product development.

Pricing: objective of pricing and factors affecting price determination; pricing policies.

Unit III: Market Segmentation and Marketing Mix

Basis and procedure for segmenting a consumer market; Criteria for effective market segmentation; Target market selection and strategies; Bases and process of market Positioning.

Marketing Mix: elements of marketing mix,

Unit IV: Specialized Type of Marketing

Green Marketing, Rural Marketing, Digital marketing, Social marketing

Unit V: Issues of International Marketing

Complexities in international marketing; International Marketing Environment: geographical, demographic, economic, political and social environment. Foreign market selection and entry strategies.

Suggested Readings-

- Czinkota, M.R.: International Marketing, Dryden Press Boston.
- Jain, S.C.: International Marketing, Prentice Hall, New Delhi.
- Keegan, Wareen J.: The Essence of International Marketing, Prentice Hall, New Delhi.
- Paliwoda, Stanley J.: The Essence of International Marketing, Prentice Hall, New Delhi.
- Vasudeva, P.K.: International Marketing, Excel Books, New Delhi.
- Cherunilam, F. : International Marketing (Text and Cases) Himalaya Publishing House, ND
- Ramaswamy, V.S. and Namakumari, S. Marketing Management.

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FIRST SEMESTER

FUNDAMENTALS OF RESEARCH SKILLS [COM-504]

Objective: The objective of this course is to equip the students with basic knowledge of research and preparation of project reports and dissertation.

Outcome: A student is expected to gain basic knowledge in business research and develop skills for pursuing research.

UNIT I: Basics of Research

Research: Characteristics, Types and Methods and Research Process, Formulating a research problem.
Review of Literature: Concept, purpose and procedure; preparation of literature review from research papers

UNIT II: Sampling and Data

Sampling techniques, Types of Data, Method of Collection of data, Preparation of Questionnaire and Schedule, Types of variables and measurement of scale.

UNIT IV: Data Analysis

Measures of Central Tendency and Dispersion, Correlation and Regression.

UNIT III: Microsoft Office

Uses and Features of various menus of MS Word

Basic Statistical Functions of MS Excel

Uses and Features of various menus of MS Power Point

UNIT V: Report Writing:

Importance and style of report writing, Bibliography and References. Concept and types of Plagiarism. Ethical methods to avoid plagiarism in report.

Suggested Readings-

- Goertz G. 2006. Social Science Concepts: A User's Guide. Princeton, NJ: Princeton Univ. Press.
- Alexander L. George and Andrew Bennett. 2005. Case Studies and Theory Development in the Social Sciences. Cambridge, MA: MIT Press.
- Young P.V, "Scientific Social Survey and Research", Prentice Hall, New Delhi, 1975. Gopal M.H 1970.

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FIRST SEMESTER

ENTREPRENEURSHIP AND SMALL BUSINESSMANAGEMENT [COM-505]

Objective: The objective of the course is to give a basic concept of Entrepreneurship and to make student aware of the various issues in Small Business Management.

Outcome: A student is expected to gain basic knowledge about entrepreneurship and to develop ideas and skills to start own venture.

Unit I: Concept of Entrepreneurship

Definition, Characteristics of Entrepreneurship; Types of Entrepreneurship: Corporate Entrepreneurship, Social, Destructive and Destructive Entrepreneurship, Entrepreneurship and Innovation; Entrepreneurship in Economic Development.

Unit II: Theories of Entrepreneurship

Theories of Entrepreneurship: Innovation theory, Economic Forces theory, Resource Based theory, Systematic Entrepreneurship theory; Emergence of Entrepreneurship in India, Entrepreneurship Environment in India.

Unit III: Entrepreneurs and Social Responsibility

Functions and role of Entrepreneur in Economic growth, types of entrepreneur; entrepreneurs vs. intrapreneur, Entrepreneurial Decision Making; Entrepreneurial leadership; Entrepreneurial attributes and characteristics; Case studies on Traits of successful Entrepreneurs;. Social Responsibility of Entrepreneurs; EDP.

Unit IV: Small Business Management

Small Business: concept of small business, managerial issues in small business; concept of MSME in India, Startup India; Registration of Small Business in India; Project Report Preparation of small business: Specimen of Project Report; Challenges & Opportunities of Small Business Development.

Unit V: Women Entrepreneurship

Significance of women entrepreneurship, factors contributing to women entrepreneurship, characteristics of women entrepreneur, challenges and opportunities for women entrepreneurs, Role models of women entrepreneur.

Suggested Readings-

- Kumar, Arya, and Entrepreneurship: Creating and Leading an Entrepreneurial Organisation, Pearson, India.
- Drucker Peter F, Innovation and Entrepreneurship, Harper New York
- Vasant, Desai, Small- Scale Industries and Entrepreneurship , Himalaya Publication, India.
- Kuratko, D.F., and T. V. Rao, Entrepreneurship: A South – Asian Perspective, Cengage Learning
- Gupta CB & Khanka, SS, Entrepreneurship and Small Business Management, New Delhi: Sultan Chand& Co.

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FIRST SEMESTER

COMPULSORY COMMUNITY ENGAGEMENT COURSE [COM-506]

Objective: The objective of the course is to gain an insight over the particular issue of the community.

Outcome: To understand the crux of the issue of a particular community as well as develop the acumen to assess the ground realities.

Every admitted student shall be assigned a MENTOR from the Department and the MENTOR will coordinate the CCEC activity of the allotted students.

In this paper students are to visit the section of a particular community and to make necessary attempt to gain an insight over the issues related to that particular section/ group/ category/ team of the community. The issues related to the community may be any one of the following-

- A) Accounting and Finance
- B) Marketing and Consumer Behaviour
- C) Entrepreneurship and Small Business
- D) Human Resource Management and Organisational Behaviour
- E) Any other Socio-Economic aspect.

- ✓ Students shall obtain necessary information from the community in a structured format (Interview schedule) as instructed by the concerned mentor.
- ✓ Students shall compile the information and submit the same to the Department through concerned mentor in the form of report a report specifying the purpose, design and outcome of the entire exercise for evaluation.
- ✓ Students shall make oral presentation of their work for the purpose of the evaluation.

Note: The participation in field visit will be allocated 30% marks through assessment by the mentor/supervisor or teacher-in-charge.

The remaining marks will be allocated as follows:

Field project Report (40%) and Presentation (30%)

The evaluation committee shall be comprised of Head of the Department/ Representative of the Head of the Department, concerned mentor and another Internal/ External member.

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SECOND SEMESTER
FINANCIAL MANAGEMENT [COM-551]

Objective: The Objective of this course is to enable the students to understand the various concepts of financial management in the context of a corporate entity and acquaint them with different dimensions of financial management.

Outcome: A student is expected to gain sound knowledge in theoretical aspects of financial management in the context of corporate sector.

Unit I: Introduction to Financial Management

Financial Management goals-Profit maximization, Wealth Maximization, Welfare of the stakeholders; Important Decisions in Financial Management-Investment, financing, dividend etc.; Risk and Return-concepts, computation, relationship, Risk Return trade off.

Unit II: Capital Budgeting

Capital Budgeting: Meaning, Importance, Time Value of Money-concept and its uses in investment analysis, Investment Evaluation techniques – Payback period, Accounting Rate of return, Net present value, Internal Rate of return, Profitability Index, NPV & IRR- Similarities and Comparison.

Unit III: Cost of Capital and Capital Structure

Cost of Capital: Significance, Assumptions, Components, Implicit Cost vs Explicit Cost; Computation of cost of capital- Cost of Debt, Preference Capital, Equity Share Capital and Retained Earnings, Weighted average cost of capital-Marginal value weight, Historical weight.

Capital Structure: Significance, determinants, Capital structure theories, Leverages- Importance, Type of leverages; Degree of leverage and its measurement; EBIT and EPS Analysis.

Unit IV: Dividend Policy and Practices

Importance and determinants of dividend policy, Forms of Dividends, Stability in Dividend policy; Theories of Dividend policy- Walter's Model, Gordon's Model and MM Hypothesis.

Unit V: Working Capital Management

Classification and Sources of Working capital, Working Capital determinants, Working Capital Management Policies, Estimation of Working capital, Dimensions of working capital management-cash management, receivable management and inventory management.

Suggested Readings-

- Chandra Prasanna – Financial management: Tata McGraw Hill, New Delhi.
- Pandey, IM: Financial management, Vikas Publishing House, New Delhi.
- Khan MY, Jain PK: Financial management, Tata McGraw Hill, New Delhi.
- Van Horne, James C: Financial Management & Policy, Prentice Hall, New Delhi.
- Balla V.K. Financial Management, Anmol Publication.
- S. N. Maheshwari, Financial Management: Principles and Practice, Sultan Chand and Sons, New Delhi.
- Srivastava, R, and Misra, A, Financial Management, Oxford University Press

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SECOND SEMESTER
BUSINESS ECONOMICS [COM-552]

Objective: The objective of the course is to acquaint students with the concepts of micro-economic theory and their use in business decision making. The effort is to make them capable of using various concepts to deal with business problems in a globalized economic environment.

Outcome: A student is expected to have a thorough understanding of the various concepts of economics and their application in business.

Unit I: Demand & Supply Analysis

Demand analysis: individual and market demand, determinants of demand, Law of demand;

Supply analysis: individual and market supply, determinants of supply, Law of supply; Elasticity of demand and its use in business decision making. Demand estimation for major consumer durable and non-durable products; demand forecasting techniques.

Unit II: Theory of Consumer Behaviour

Cardinal utility approach: Law of Diminishing Marginal Utility, Law of Equi –Marginal Utility; Indifference approach: Properties of Indifference curves, Budget Line, Consumer's Equilibrium; Revealed preference theorem and theory of consumer choice under risk; Application of theory of Consumer Behaviour in business decision making.

Unit III: Theory of Production & Costs

Theory of Production: Factors of production, Production function, Law of variable production, Law of return to scale, economies of scale.

Theory of cost: cost estimation, economic value analysis, short and long run cost function, nature, shape and interrelationship of short and long run cost curves.

Unit IV: Market Structure and Pricing Policies

Concepts of Revenue & Market: types of market, Market structure and Price determination under different market conditions: characteristics of different market structures, price determination and firm's equilibrium in short run & long run under perfect competition, monopoly, monopolistic competition and oligopoly.

Pricing policies: methods of price determination in practice, pricing of multiple products, international price discrimination and dumping, transfer pricing. Pricing strategies: Price skimming; Price penetration; Peak load pricing

Unit V: Theories of Distribution

Theory of rent: concepts of rent, Ricardian Theory of Rent, Modern Theory of Rent.

Wage Determination: Nominal and real wages, Marginal Productivity Theory of Wage Determination.

Theory of Interest: concepts of interest, classical theory of interest, Loanable funds theory of interest, Keynes's liquidity preference theory of interest, Liquidity trap.

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Theory of Profit: concepts of profit, Schumpeter's innovation theory of profit, Knight's uncertainty theory of profit.

Suggested Readings-

- Dwivedi, DN, Managerial Economics New Delhi: Vikas Publications
- Jhingan, ML, Micro Economic Theory, New Delhi: Konrak Publishers
- Keat, Paul G & Philip, K Young, 'Managerial Economics' New Delhi: Pearson Education
- Varshney, RL, Managerial Economics New Delhi: Sultan Chand & Sons
- Koutsiyannis, A., Modern Microeconomics, Macmillan Press Ltd. (1998 Reprint).
- Varian, Micro-Economic Analysis (ed. 3), Norton, 1992.
- Pindyck Robert S. and Daniel L. Rubinfeld, Micro Economics, Third Edition, Prentice Hall of India, New Delhi, 1996.
- Madala G.S. and Ellen Miller, Micro Economics, Theory and Applications, McGraw Hill, Book Company, New York.
- Gould, John P., Edward P. Lazear, Micro-Economic Theory, Richard D. Irwin, Inc., Homewood Illinois.
- SenAnindya, Micro-Economics: Theory and Applications, Oxford University Press, New Delhi, 1999.
- Tirole J., The Theory of Industrial Organisation, Cambridge MIT Press.

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SECOND SEMESTER

HUMAN RESOURCE MANAGEMENT [COM-553]

Objective: The objective of this course is to acquaint the students with the techniques and principles required to manage the human resources in an organization.

Outcome: A student is expected to understand the basic concepts of the subject and relate them in the context of corporate sector.

Unit I: Introduction

Concept of Human Resource Management, Scope of Human Resource Management, Functions of Human Resource Management. HRM in India: Introduction, Changing Role of Human Resource in India, Globalization and Its Impact on HR.

Unit II: Human Resource Planning

Process of Human Resource Planning, Need for Human Resource Planning, Recruitment and Selection of employees, Placement, Induction.

Unit III: Training and Development

Training and Management Development-Meaning of Training, Area of Training, Methods of Training, Concept of Management Development, Management Development Methods, Employee Career Planning and Growth: Concept of Employee Growth, Managing Career Planning, Elements of a Career Planning Programme, Succession Planning.

Unit IV: Performance Appraisal and Job Evaluation

Performance Appraisal and Salary Administration: Concept and Need for Performance, Types of Appraisal Methods.

Managing Wages: Concept of Rewards and Incentives, Types of Incentive systems - methods.

Job Evaluation: Concept of Job Evaluation, Objectives, Techniques;. Concept of Job Analysis and Design, Process and method of Job Analysis and Design.

Unit V: Health and Safety of Industrial Workers and Grievance Handling

Health and Safety of Industrial Workers- Occupational Diseases, Hazards and Industrial Accidents – Causes, Effects, Statutory Provisions under the Factories Act Relating to Health and Safety of industrial workers.

Grievance and Grievance Procedure - Concept of Grievance, Causes of Grievances, Forms and Effects of Grievance, the Grievance Handling Procedure, Need for Grievance Redressal Procedure.

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Suggested Readings-

- C.B. Mamoria and S.V. Gankar, Human Resource Management, Himalaya Publishing House, Mumbai.
- K. Aswathappa, Human Resource Management, Tata McGraw Hill Publishing Company Ltd.
- S.S. Khanka, Human Resource Management (Text and Cases), S. Chand & Company Ltd, New Delhi.
- T.N. Chhabra, Human Resource Management Concepts and Issues, DhanpatRai& Co. (P) Ltd, New Delhi.
- V.S.P. Rao, Human Resource Management, Excel Books.

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SECOND SEMESTER

FINANCIAL LITERACY [COM-554]

Objective: The objective of this course is to impart knowledge on basic financial literacy and the importance of financial education for financially sound society.

Outcome: The students will be able to understand the importance of financial literacy and will be capable to make judicious decisions for savings and investment.

Unit I: Introduction to Financial Literacy

Meaning, importance and scope of financial literacy; Prerequisites of Financial Literacy; various financial institutions - Banks, Insurance companies, Post Offices; Mobile App-based services. Need of availing of financial services from banks, insurance companies and postal services.

Unit II: Banking Services and Financial Inclusion

Meaning and types of banks, various services offered by the banks, types of banks deposit account, Formalities to open bank account, KYC norms, Mobile banking, Debit Card, Credit Card, UPI Payment.

Financial Inclusion- Importance, Challenges and Initiatives of Govt. of India.

Unit III: Post Office Financial Services

Post office Savings Schemes, NSC, Kishan Vikas Patra, Senior Citizen Savings Scheme (SCSS), Sukanya Samridhi Yojana/ Account (SSY/SSA), PPF; Different instruments of Indian Post Payments Bank (IPPB), Post office Insurance Schemes

Unit IV: Financial Services

Capital Market, Securities and its types, i.e., Equity, Debentures or Bonds, IPOs and FPOs; NIFTY and Sensex and their significance; Investment in Shares – Mutual Fund – SIP and SWP, DEMAT account, Process for capital market investment through DEMAT account, basics of Intraday trading and Long-term investment.

Unit V: Protection and Investment Related Financial Services

Insurance Services: Life Insurance Policies: Life Insurance, Term Life Insurance, Endowment Policies, Pension Policies, ULIP, Health Insurance and its Plans, Property Insurance: Policies offered by various general insurance companies.

Suggested Readings-

- Avadhani, V. A. (2019). Investment Management. Mumbai: Himalaya Publishing House Pvt. Ltd.
- Chandra, P. (2012). Investment Game: How to Win. New Delhi: Tata McGraw Hill Education.
- Kothari, R. (2010). Financial Services in India-Concept and Application. New Delhi: Sage Publications India Pvt. Ltd.
- Milling, B. E. (2003). The Basics of Finance: Financial Tools for Non-Financial Managers. Indiana: universe Company.
- Mitra, S., Rai, S. K., Sahu, A. P., & Starn, H. J. (2015). Financial Planning. New Delhi: Sage Publications India Pvt. Ltd.
- Zokaityte, A. (2017). Financial Literacy Education. London: Palgrave Macmillan.

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SECOND SEMESTER
FIELD STUDY [COM-555]

Objective: The objective of the course is to conduct a field study over a particular issue related to business and society.

Outcome: To acquire knowledge and skill for conducting research work with specific objectives and arrive at some findings following a specific research methodology.

- ✓ Every student shall be assigned a Supervisor from the Department and the Students shall work under the guidance and supervision of their concerned Supervisor on a particular topic.
- ✓ The main part of report of the field work may be organized in three/ four chapters.
- ✓ Students shall obtain necessary information from the community in a structured format (Interview schedule) as instructed by the concerned supervisor.
- ✓ Students shall compile the information and submit the same to the Department through concerned supervisor in the form of report a report specifying the purpose, design and outcome of the entire exercise for evaluation.
- ✓ Students shall make oral presentation of their work for the purpose of the evaluation.

Note:

The participation in field visit will be allocated 30% marks through assessment by the supervisor.

The remaining marks will be allocated as follows:

Field Study Report (40%) and Viva-voce/Presentation (30%)

The evaluation committee shall be comprised of Head of the Department/ Representative of the Head of the Department, concerned supervisor and another member from other/ allied Departments of the University.

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SECOND SEMESTER

BUSINESS ETHICS AND CORPORATE GOVERNANCE [COM -556]

Objective: The objective of the course is to give a basic idea about the principles of Business Ethics and Corporate Governance.

Outcome: A student is expected to gain an insight about various aspects of ethical vision relating to business and have a basic understanding about the concepts and dimensions of corporate governance.

Unit I: Introduction

Business Ethics: Concept, Characteristics and Importance of Business Ethics –Factors influencing Business ethics—Roots of Unethical Behavior--Sources of Business Ethics—Relevance of values in Management

Unit II: Ethical Vision

Ethical Vision of Management: Lessons from Gita on Work, The Law of Karma--Contribution of Swami Vivekananda and Mahatma Gandhi on ethics—Ethical issues in General Management.

Unit III: Theories of Business Ethics

Teleological and Deontological theories of Business Ethics, Ethics in Marketing and Human Resource Management

Corporate Social Responsibilities: Arguments for and against CSR, Various Dimensions of CSR

Unit IV: Concept and theories of corporate governance

Corporate Governance: Concept, objectives and constituents - Advantages and Disadvantages of Corporate Governance – Agency Theory and Stakeholder Theory – Cadbury Report, OECD Principles

Corporate Governance in India in the light of Companies Act, 2013

Unit V: Corporate Social Responsibility (CSR)

CSR and environmental concerns: CSR Policy—Factors influencing CSR Policy—Role of HR professionals in CSR—Global Recognitions of CSR- CSR Codes formulated by UN Global Compact- UNDP, Global Reporting Initiative- CSR and Sustainable Development- CSR through Tripple Bottom Line in Business.

Suggested Readings-

- Murthy C.S.V , Business Ethics- Text and Cases, Himalaya Publishing House
- Fernando, A.C : Corporate Governance: Principles, Policies and Practices, Pearson
- Crane, A and Matten, D: Business Ethics , Oxford University Press
- Murthy C.S.V , Business Ethics and Corporate Governance, Himalaya Publishing House
- Gaval, A.K : Business Ethics, Himalaya Publishing House

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THIRD SEMESTER
BUSINESS ENVIRONMENT [COM-601]

Objective: The objective of the course is to give a basic idea about the contemporary Indian business environment.

Outcome: A student is expected to understand various aspects of ever changing business environment and the nature of response by the corporate entity.

Unit I: Concept and Components of Business Environment

Nature and scope of Business Environment-Micro and Macro Environment, Various Components of Business Environment: Economic, Political, Legal, Social, technological and Cultural, Analysis of business environment: SWOC analysis.

Unit II: State, Business and Privatization

Different roles of Government in Business – regulatory, entrepreneurial, promotional, planning; Role of Public Sector in India; Concept, objectives and nature of Privatization.

Unit III: Status of Business Environment in India

Business Environment after independence,: From 1947 to 1964; From 1965 to 1990, Rationale of Globalization of Indian Economy, Pros and Cons of Globalization for Indian economy. Liberalization of Indian Economy.

Unit IV: FDI and MNCs

Foreign Capital and Foreign Investment in India, Trend of FDI in India, Challenges and consequences of FDI in India, Concept of MNCs, positive and negative impact of MNCs on Indian Economy.

Unit V: Some Issues of Indian Economy

Regional Disparities in India, Unemployment in India, Sickness of Indian Industries, Black money, Impact of Demonetization in India..

Suggested Readings-

- Aswathappa, K, Business Environment for Strategic Management, Himalaya Publishing House, Mumbai.
- Misra&Puri, Economic Environment of Business, Himalaya Publishing House, Mumbai.
- Cherunilam, F, Business Environment, Himalaya Publishing House, Mumbai.
- Adhikary, Economic Environment of Business, Sultan Chand and Co., New Delhi.
- Sengupta: Government and Business in India, Vikas Publishing House, New Delhi.
- Bagchi, A.K, WTO and India, Eastern Law Book, Kolkata.
- Dutta and Sundharam, Indian Economy, S Chand & Co. New Delhi.
- Economic and Political Weekly, Yojana, Survey of Indian Industries and Economic Survey (various issues)

THIRD SEMESTER
STATISTICS FOR BUSINESS DECISION [COM-602]

Objective: The purpose of this course is to equip the students with basic knowledge of preparation of dissertation and computer application in business, commerce and analysis of data by computer.

Outcome: A student is expected to have a thorough understanding of the various concepts of statistics and their application in business.

Unit I: Probability theory and distribution:

Probability theory & distribution: Concept, Theorems, Rules of Event operations. Definition of probability, Probability Rules, Probability distribution: Binomial distribution, Poisson distribution and Normal distribution: Concept, Characteristics and applications.

Unit II: Sampling Concept and Sampling Distribution

Concept of Population and Samples, Parameter and Statistic, Types of Sampling, Sampling Error and Non-sampling Error, Sampling distribution, estimation of Sample mean and variance, Central limit theorem, Population Point Estimation and Population Interval Estimation.

Unit III: Hypothesis Testing

Concept of Hypothesis Testing, Type of Errors, one-tailed & two-tailed test, Concept, Assumptions and Application of Z-test, t-test, F test, Chi-Square test

Unit IV: Non Parametric Test

Non-Parametric Tests: Concepts, Utility, Comparison with parametric tests, conditions for Applications of Non-Parametric Tests. Concept, Assumptions and Application of Mann-Whitney test, Kruskal-Wallis Test.

Unit V: Computer Application in Research

Importance of MS Excel and SPSS in business research. Entry of data in Excel and SPSS.

Use of Excel and SPSS for calculation of Descriptive Statistics, Simple Correlation and Regression, use of SPSS and Excel for performing independent two sample t-test and one way ANOVA.

Suggested Readings-

- O. R. Krishnaswamy and M. Rangnatham, Methodology of Research in Social Sciences, Himalaya publication, New Delhi
- C. R. Kothari, Research Methodology: Methods and Techniques, New Age International Publishers.
- S.C. Gupta, Fundamentals of statistics, Himalaya Publication, New Delhi.
- B.L. Agarwal, Business Statistics, New Age International Ltd.
- N. G. Das, Statistical Methods, Tata McGraw-Hill, New Delhi.
- J. K. Das, Statistics for Business Decisions, Academic Publishers, Kolkata.

THIRD SEMESTER

ACCOUNTING THEORY AND REPORTING [COM-603 AC]

Objective: The objective of this course is to acquaint the students with nature, scope, structure and operations of international business and familiarizes them with trends and developments in India's foreign trade and investments and policy framework.

Outcome: A student is expected to have a thorough understanding of the various concepts of economics and their application in business.

Unit I: Evolution of Accounting

Accounting and its changing role: History of accounting thought- early history, the age of stagnation, Development of accounting theory and practice, Growth of accounting knowledge- accounting environment- socio economic, legal and statutory, professional and institutional.

Unit II: Accounting Theory

Accounting theory: Nature, Importance, Classification, levels, foundation of accounting theory- approaches to the formulation of accounting theory- conceptual framework for accounting and reporting, Qualitative characteristics of accounting information.

Depreciation Policy and Valuation of Asset and Liabilities-Measurement and Reporting- Revenue (Revenue Recognition Concept), Expenses, Gains and Losses.

Unit III: Corporate Disclosure and Reporting

Corporate Disclosure and Reporting: Importance and Methods of Corporate Reporting- Annual Reports, Director's Report, Auditor's Report, Accounting Report, Current Trends in Corporate Reporting, Segment & Interim Reporting.

Unit IV: Value-Added Accounting

Value Added Accounting: Objectives, Significance and Approaches in preparation of Value-Added Statements. Issues relating to sustainability reporting; role of various agencies; CSR practices in India. ESG Framework.

Unit V: Contemporary Areas of Accounting

Environmental Accounting and Auditing: Concept, Scope, Practices, Methods.

Inflation Accounting: Concepts, Methods, Practices.

Human Resource Accounting: Concept, Approaches and status of HRA in India.

Suggested Readings-

- Porwal, L.S: Accounting Theory, Tata McGraw Hill, New Delhi.
- Rathor. S: International Accounting, Tata McGraw Hill, New Delhi.
- Dasgupta. N: Human Resource Accounting, Sultan Chand & Sons, New Delhi.
- Gupta. R: Inflation Accounting, Tata McGraw Hill, New Delhi.
- Maylov. H. Project Management, McMillan India, New Delhi.

THIRD SEMESTER
SERVICE MARKETING [COM-603 MR]

Objective: The objective of the course is to make student aware of the importance and various types of Service marketing.

Outcome: A student is expected to gain sound knowledge in theoretical and practical aspects of service marketing in contemporary environment.

Unit I: Introduction

Concept of service, Characteristics of services, Classification of Services, Differentiation between goods and services, factors responsible for the growth of service sector, Challenges confronted by the service sector.

Unit II: Service Marketing and Servicescape

Services Marketing: Services marketing Philosophy, Defining services marketing, different service marketing activities, services marketing mix. Physical Evidence and the Servicescape: Physical evidence, types of Servicescape, strategic roles of the Servicescape.

Unit III: Expectation, Perception and Satisfaction

Service expectation- types of expectation, factors influencing customers' expectation of services, customer perception, Factors influencing perception; defining customer satisfaction, outcomes of customer satisfaction, service failure and recovery, service recovery strategies.

Unit IV: Service Innovation and Marketing of Specialized Services

Service Innovation Challenges of service innovation, types of service innovation, stages in service innovation. Marketing of banking, tourism and health services, Issues and measures for improvement.

Unit V: Dimensions of Service Quality

Concept of service quality, service quality dimensions, need for delivering quality services by the service firms, SERVQUAL model, SERVPERF Scale, electronic service quality.

Suggested Readings-

- Ravi Shanker, Services Marketing: The Indian Perspective, Excel Books.
- Lovelock, Services Marketing: People, Technology, Strategy, Pearson Education.
- Zeithaml and Bitner, Services Marketing: Integrating Customer Focus Across the Firm, Tata McGraw Hill.
- K.RamaMohana Rao, Service Marketing, Pearson Education, New Delhi.
- C. Bhattacharjee, Service Marketing: Concepts, Planning and Implementation, Excel Books, New Delhi.

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THIRD SEMESTER
PERSONAL FINANCE [COM-603 FM]

Objective: The objective of this course is to provide the student with an introduction to the various issues associated with broad coverage of personal financial decisions.

Outcome: A student is expected to gain sound knowledge in theoretical and practical aspects of finance that is necessary for financial decision making in everyday life.

Unit I: Personal Finance and Personal Financial Planning

Meaning, objective, importance, scope, various terms associated with personal finance, Personal financial goals, factors to be considered in setting personal goals, types, Goal setting approach- SMART, steps to achieve personal goal. Personal financial planning: meaning, importance, scope, process, decisions relating to a personal financial plan.

Unit II: Personal Budgeting and Personal Financial Statements

Budgeting- concepts, importance, basic principles in preparing a personal budget, process of preparing a personal budget; Time value of Money(TVM)- concept, application of TVM in personal finance, Personal Financial Statements: income and expenditure statement, balance sheet, cash flow statement, Financial Aspects of Career Planning.

Unit III: Personal Tax Planning and Management

Personal tax planning and management- importance, precautions, various concepts related to tax planning and management, current personal income tax policy of the government, current income tax slab as related to individual, process of applying PAN card online, process of filing income tax return(ITR) online, tax planning for Individuals.

Unit IV: Personal Savings and Investments

Personal Savings – meaning, importance, types of financial savings- emergency savings, personal savings, personal savings plan, Savings Products: managing, savings and other liquid accounts, savings alternatives; Personal Investment- meaning, Need for investment, characteristics of personal investment, short term and long term investment, types of return-regular return and capital gain, capital gain tax- short term and long term, investment avenues-Stocks and Bonds, Mutual Funds-SIP, Investing in Real Estate and other Investment alternatives.

Unit V: Retirement Planning, Estate Planning and Risk Management

Retirement Planning – meaning, need, planning process, decisions in estate planning, Estate Planning – meaning, need, planning process, decisions in estate planning, Risk Management- meaning, type of risk as related to personal finance, ways to manage risk, financial risk coverage- importance, institutional structure of insurance, plan for risk coverage- life insurance, general insurance- health insurance, property insurance.

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Suggested Readings-

- Kapoor, J, Dlabay, Robert J, Hughes, R. (2008). Personal Finance. McGraw- Hill (Indian Edition)
- Personal Financial Planning, 13th Edition, Lawrence Gitman, Michael Joehnk, and Randall Billingsley, South – Western, Cengage Learning 2014.
- Khujan Singh and Chand Kiran. Concepts of personal finance –B Bharti
- Arthur J, Keown, Personal Finance (8th Edition), Pearson Education
- A. Rajmani Singh, Fundamentals of Personal Finance,
- GjinNdreu, Personal Finance. GJIN ENDREU
- Karthika K., Baiju A V, Bino Joy, Vishnu P M, Personal Investment and Behavioral Finance, Kalyani
- Glencoe, Personal Finance, Student Edition. MsGraw-Hills Education
- Singhania and Singhania – Direct Taxes Law and Practice.

THIRD SEMESTER
COMPENSATION MANAGEMENT [COM-603 HR]

Objective: The objective of this course is to enable the students to analyze the basics of wage and salary administration and its nature.

Outcome: The students would be able to comprehend the compensation strategies and make relation between wages and skill levels with the changing trends in the determination of pay and different payment methods.

Unit I: Introduction to Compensation

Concept, Elements and Significance of Employees Compensation & Benefits, Characteristics of Compensation Program; Types of Compensation - Base & Supplementary Compensation, Theories of Wages.

Unit II: Wage Determination and Labour Market

Wage Policy and Legal Framework; Wage Determination - Unilateral, Collective Bargaining, Pay Commissions and Wage Boards.

Unit III: Compensation Management and Job Design

Objectives of Job Design, Strategies and Techniques of Job Design, Job Analysis - Components of Job Analysis, Job Evaluation & Job Assessment, Work Measurement.

Unit IV: Compensation and Equity

Establishing Internal and External Equity Introduction, Objectives, Meaning of Internal and External Equity, Communicating Compensation Policies, Developing Pay Structure, Wage and Salary Surveys, Pay Grades and Ranges.

Unit V: Incentives Compensation and Benefits

Objectives, Need for Incentive Plans, Organization-wide Incentive Plan, Types of Employees Benefits.

Suggested Readings-

- Tapomoy Deb, Compensation Management - Text and Cases: Excel Books.
- T.N. Bhagoliwal, Personnel Management and Industrial Relations: SahityaBhawan Publication, Agra.
- B.D. Singh, Compensation Reward Management: Excel Books.
- A.M. Sharma, Understanding Wage System: Himalaya Publishing House, Mumbai.
- Dipak Kumar Bhattacharyya, Compensation Management: Second Edition, Oxford

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THIRD SEMESTER

INTERNATIONAL ACCOUNTING [COM-604 AC]

Objective: The objective of this course is to develop some conceptual knowledge and understanding of international accounting issues among students. In addition, this course makes students capable of tackling issues in prevailing regulatory environments.

Outcome: A student is expected to gain knowledge about various aspects of international accounting and reporting practices in corporate sector.

Unit I: Introduction

International Accounting: Concept, Development, Scope and importance of international accounting, difficulties in international accounting, causes of diversity in international financial reporting, framework of extensive Business Reporting Language (XBRL) and its role.

Unit II: Harmonization of accounting practices

Need and forces leading to Harmonization of accounting practices: harmonization process, international efforts in harmonization- role of IASC, OECD, ASEANFA and UN, impediments to harmonization. International accounting standards.

Unit III: International Financial Reporting Standards (IFRS)

Structure, vision and mission of IASB, the IFRS setting process, the IFRS adoption or convergence in countries around the world, Indian accounting standards/ GAAPs vs. IFRS: Comparison, Status of IFRS adoption in India.

Unit IV: Financial Statement Analysis

International Financial Statement Analysis: Techniques of Financial Statement Analysis, Difficulties in analysis of foreign financial statements IFRS requirements on Disclosure, Recognition and Measurement of revenues, expenses, assets and liabilities.

Unit V: Foreign Exchange Rate, Currency Translation and IFRS

Accounting for Foreign Exchange Rate Fluctuations: An overview of foreign currency markets and exchange rates, Foreign Currency Translation-need for translation, issues in foreign currency translation, methods of foreign currency translation, IFRS on foreign currency exchange accounting.

Suggested Readings-

- IFRS Part A and Part B, Taxman Publications, PVT. Ltd New Delhi,.
- IFRS: A Practical Approach by Jasmine Kaur, Tata McGraw Hill Education PVT. Ltd. New Delhi.
- International Accounting by A.K. Das Mohapatra, PHI Learning Pvt. Ltd. New Delhi.
- The Vest Pocket IFRS by Steven M Bragg by John Wiley Publications.
- Financial Accounting: IFRS Edition by Jerry J. Weygandt, Paul D. Kimmel, Donald E. Kieso, John Wiley Publications.

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THIRD SEMESTER

ADVERTISEMENT AND SALES MANAGEMENT [COM-604 MR]

Objective: The objective of this course is to enable the students to develop an in-depth understanding of the modern concepts and latest techniques of advertising and personal selling and sales force management which constitute a fast-growing area of marketing.

Outcome: A student is expected to develop an insight about various aspects and issues related to advertising and sales management in contemporary environment.

Unit I: Introduction

Meaning, nature and Role of Advertising for Business Units, Economic, Social and Ethical issues in advertising, Advertising Planning and Process-Determining advertising message, Developing advertising copy, Importance of advertising as Marketing Mix Element, Celebrity Endorsements.

Unit II: Advertising Budget and Agencies

Advertising Budget- Preparation models, Advertising Agencies- Their Organisation, Functions, and Needs. Selection and Coordination with an agency, Agency Compensation.

Unit III: Advertising Campaign, Media and Effectiveness

Planning and Organizing Advertising Campaign, Creative Strategy- Copy writing & layout, Creative Execution & Judgment, Advertising Media- Selection and other relevant decision. Methods of measuring advertising effectiveness- Techniques for testing advertising effectiveness. Social and Legal Control of advertising. Role of Consumer Organizations.

Unit IV: Personal Selling and Sales Force Management

Nature of importance of selling; Types of selling; Personal selling, Salesmanship and sales management; Process of effective selling; Sales Forecasting, sales Territories, Sales Budget, sales Quotas. Principles of Sales Organisation, relationship with other departments, Organising Sales Force- Recruitment Selection, Training, Remuneration.

Unit V: Salesmanship and Promotion

Meaning of Salesmanship, Sales Promotion and their Components. Purposes and decisions in Sales Promotion. Factors Affecting Promotional Activities, Ethical and legal aspects of selling.

Suggested Readings-

- Aaker, David A., Rajeev Batra and John G. Mayers, Advertising Management, Prentice Hall of India, New Delhi.
- Still, Richard R. Edward W. Cundiff and Norman A. P. Govoni, Sales Management: Decisions, Strategies and cases, Prentice Hall of India, New Delhi.
- Batra, Mayers & Aaker, Advertising Management, Pearson Education, New Delhi.
- Mohan M., Advertising Management, Tata McGraw Hill, New Delhi.
- Cummins, J & Mullin. R. – Sales Promotion: How to Create, Implement and Integ. (Kogan Page)
- Rathod, B.S., Advertising Management, Himalaya publishing House,
- Norris: Advertising, Prentice Hall of India, New Delhi.
- Singh and Tandon, Advertising with special reference to India, Kalyani Publishing House, New Delhi.

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THIRD SEMESTER

INTERNATIONAL FINANCIAL MANAGEMENT [COM-604 FM]

Objective: The objective of the course is to acquaint the students with financial management problems of multinational corporations and prepare them to tackle these problems.

Outcome: A student is expected to gain knowledge in theoretical aspects of international financial management in the context of corporate sector.

Unit I: Introduction and BOP of India

International Financial Management: Meaning, importance, nature, scope, finance function in a global corporation. Factors leading to fast growing international finance and rationale of globalization of finance. Balance of Payment of India- Structure, trend of current account and capital account transactions, consequences of disequilibrium in BOP and measures for corrections.

Unit II: International Financial System, Institutions and Instruments

Developments in International Monetary system- exchange rate regime; International financial institutions: Monetary Fund, International Bank for Reconstruction and Development, International finance corporation, International Development Association, Asian Development Bank; International financial markets: segments- foreign exchange market, International Bond and equity market, International money market and credit market; International financial instruments.

Unit III: Foreign Exchange Market, Foreign Exchange Rate and Exchange Rate Theories

Foreign Exchange Market-Distinctive Features, Major Participants, Spot Market And Forward Market; Exchange Rate Mechanism: Exchange Rate Quotations, Nominal, Real And Effective Exchange Rates, Factors Influencing Exchange Rate. Theories of Exchange Rate: PPP, IRP, Expectation Theory and Balance of Payment Theory.

Unit IV: Foreign Exchange Exposure Management

Need for exchange rate forecasts, technique of forecasting, forecast in a controlled exchange rate regime.; Foreign exchange exposure- type-Transaction, Real operating and translation exposure-nature & Measurement; Management of foreign exchange exposure- need for hedging, hedging of transaction and real operating exposure, managing translation exposure

Unit V: International Capital Budgeting and Cross Border Financing

International capital budgeting: evaluation criteria, computation of cash flow, cost of capital, financial and non-financial factors influences in international capital budgeting decision; Cross border trade: export finance- Pre-shipment and Post-shipment. Buyers credit and suppliers credit.

Suggested readings-

- O.P. Agarwal: International Financial Management, Himalaya Publishing House.
- P.G. Apte- International Management, Tata McGraw Hill.
- S. Kevin-Fundamentals of International Financial Management, PHI Learning Private Limited.
- P.K. Jain- International Financial Management.
- Sharma V- International Financial Management, Prentice Hall of India New Delhi.
- V.A. Avahadni International Finance, Himalaya Publishing House.
- Shapiro- Multinational Financial Management, Prentice Hall of India.

THIRD SEMESTER

INDUSTRIAL RELATIONS [COM-604 HR]

Objective: The objective of this course is to make the students aware about the concept of industrial relations. It would also make them understand the importance of industrial relations for an organization as well as how these relations provide dynamics to organizations.

Outcome: A student is expected to understand the intricacies of human nature and relational dynamics in the context of corporate sector.

Unit I: Introduction

Concept, Definition, Nature, Scope, Objectives and Significance of Industrial Relations; Approaches to Industrial Relations; Size, Composition, and Analysis of Industrial Workforce; Absenteeism and Labour Turnover.

Unit II: Trade Unionism

Definition, Objectives, Structures, Importance, Types and Problems of Indian Trade Unions; Essentials of a Strong and Successful Trade Union, Multiplicity and Politicizations of Indian Trade Unions, Problems of Outside Leadership.

Unit III: Labour Management and Collective Bargaining

Industrial Democracy & Labour Management Co – operation- Joint Management Council, Works Committee, Tripartite Forums – Wage Boards and Pay Commissions, Indian Labour Conference; Collective Bargaining – Definition, Scope, Features, Importance, Principles and Stages in Collective Bargaining, Conditions for Effective Collective Bargaining.

Unit IV: Discipline and Industrial Peace

Meaning, Features, Objectives, Principles, Importance and Types of Discipline, Discipline Maintenance System - Indiscipline and Misconduct – Causes and Guidelines of a Disciplinary Action, Code of Discipline, Procedure for Disciplinary Action

Industrial Disputes – Causes and Consequences; Voluntary and Legislative Provisions – Conciliation, Arbitration and Adjudication, Court of Enquiry, Labour Court, Industrial Tribunal and National Tribunal.

Unit V: ILO and Labour Welfare

Origin and Preamble to the Constitution of ILO, Fundamental Principles and Philadelphia Charter, Membership, Organisation/Structure of ILO; Composition, Objectives, Functions and Importance of ILO.

Labour Welfare: Definition, Evolution, Scope, Importance and Objectives of Labour Welfare, Types of Labour Welfare – including Voluntary and Obligatory; Fringe Benefits – Housing, Medical, Education for Children, Retirement Benefits and Facilities at Workplace.

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Suggested Readings-

- Mamoria, C. B.: Dynamics of Industrial Relations in India, Sultan Chand and Company, New Delhi
- Bhagoliwal, T. N.: Economics of Labour Welfare and Industrial Relations Sahitya Bhawan, Agra.
- Sarma, A.M.; Industrial Relations, Himalaya Publishing House, Mumbai.
- Sarma, A.M.; Aspects of Labour Welfare and Social Security, Himalaya Publishing House, Mumbai.
- Saxena, R. C. and Saxena, S. R.: Labour Problems and Social Welfare, Prakashan Kendra, Lucknow.
- Monappa, Arun: Industrial Relations Tata McGraw Hill Publishing Co. Ltd.
- Punekar, Deodhar & Sankaran: Labour Welfare, Trade Unionism and Industrial Relations, Himalaya Publishing House, Mumbai.
- Verma, Pramod: Management of Industrial Relations: Oxford and IBH Publishing.
- Mamoria, C.B. and Rao, V.S.P.: Personnel Management (Text and Cases), Himalaya Publishing House, Mumbai.
- Sarma, A.M.: Industrial Relations and Labour Laws, Himalaya Publishing House, Mumbai.
- Sivarethinamohan, R: Industrial Relations and Labour Welfare Text and Cases, PHI Learning Private Limited, New Delhi.

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THIRD SEMESTER

PG DISSERTATION I (RESEARCH PROJECT-I) [COM-605]

Objective: The objective of the course is to conduct research work over a particular issue related to business and society.

Outcome: To acquire knowledge and skill for conducting research work with specific objectives and arrive at some findings following a specific research methodology.

Every student shall be assigned a Supervisor from the Department and the Student shall work under the guidance and supervision of their concerned Supervisor on a particular topic.

The main part of Dissertation report may be organized in four/ five chapters.

Note:

#Out of total marks, 70% of the marks will be for Dissertation report and remaining 30% will be for Viva-Voce Examination. The evaluation committee shall be comprised of Head of the Department/ Representative of the Head of the Department, concerned Supervisor and one External Expert preferably from other University/NIT.

#Viva-voce examination will be conducted in the Department and one faculty member preferably from other University/NIT will be invited as external expert. The average of the marks awarded by the concerned supervisor, Head of the Department/ Representative of the Head of the Department, & external expert will be the final marks of a candidate in Viva-Voce.

#Students shall ensure to keep the similarity index within 10% before submitting the Dissertation report through their respective supervisor to the Department. For Dissertation report evaluation, the average of the marks awarded by the concerned Supervisor and External Expert will be the final marks of a candidate in Dissertation report.

FOURTH SEMESTER
STRATEGIC MANAGEMENT [COM-651]

Objective: The objective of this course is to help students understand strategy making process that is informed integrative and responsive to rapid changes in an organization's globally oriented environment and also to help them understand tasks of implementing strategy in a global market.

Outcome: A student is expected to understand the basic concepts of the subject and equip themselves to develop the nature and style of managerial response to the ever changing global business environment.

Unit I: Introduction

Concept and Role of Strategy; The strategic Management Process; Approaches to Strategic Decision Making; Strategic Role of Board of Directors and Top Management. Strategic Intent; Concept of Strategic Fit. Leverage and Stretch; Strategic -options at corporate level– Growth, Stability and Retrenchment strategies; Corporate Restructuring.

Unit II: Environmental Analysis

Analysis of Global Environment- Environmental Profiles; constructing Scenarios; Environmental Scanning techniques-ETOP, PEST and SWOT (TOWS) Matrix; Michael Porter's Diamond Framework; Analysis of Operating Environment - Michael Porter's Model of Industry Analysis; Strategic Group Analysis; The International Product Life Cycle (IPLC); Organizational Appraisal and Strategic Advantage Analysis and Diagnosis.

Unit III: Global Strategic Management

Concepts: Theory of Global Competitiveness Alignment, Mapping Competitiveness shifts. Strategic options at Business Level- Michael Porters' competitive strategies. Model of Competitive Advantage. The 10-P Model of Global Strategic Management

Unit IV: Market Entry and Situation Specific Strategies

Strategies for situation like competing in emerging industries, maturing and declining-industries. Fragmented industries. Hyper-Competitive industries and turbulent industries; Strategies for industry leaders, Significance of Strategic Leadership. Market Entry Objectives, Scale of Entry, Timing of Entry, Entry Models.

Unit V: Strategic Implementation

Strategic implementation issues, planning and allocating resources- organization structure and design- Barriers to strategy implementation–Implementation Strategy Through Organizational Design- Managing strategic change Strategic control. Emerging issues and development in strategic management-Strategy Culture Relationship.

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Suggested Readings-

- Davidson, W.H., Global Strategic Management, John Wiley, New York.
- Thompson, Arthur A and A.J.Strickland, Strategic Management, McGraw Hill, New York.
- Hitt, Michael A., Ireland, R.F., Hokisson, Robert E. and S. Manikutty, Strategic Management: A South- Asian Perspective, Cengage Learning, India.
- Barlett, C.A., Ghoshal, S. and P. Beamish, Transnational Management: Text, Cases, and Readings in Cross- Border Management, McGraw Hill, New York.
- Porter, Michael E., Competition in Global Industries, Harvard University Press, New York.
- Porter, Michael E. The Competitive Advantage of Nations, Macmillan, London.
- Sengupta, N. and J.S. Chandan, Strategic Management: Contemporary concepts and Cases, Vikas Publishing.

FOURTH SEMESTER

ACCOUNTING FOR MANAGERIAL DECISIONS [COM-652]

Objective: The objective of the course is to enable students to acquire sound Knowledge of concepts, methods and techniques of management accounting.

Outcome: A student is expected to gain sound knowledge and competence in managerial decision making and control.

Unit I: Introduction

Objectives and Scope of Management Accounting; Management Accounting and Managerial decisions; Role and Responsibilities. Management Accounting vs. Cost Accounting vs. Financial Accounting. Tools and techniques of management accounting

Unit II: Budgeting & Budgetary Control

Concept of budget and budgetary control, types of budgets, Control ratios, ZBB, Performance Budgeting, Preliminaries for the adoption of a system of budgetary control and practical applications. Responsibility Centers: Significance of Responsibilities Accounting; Responsibility Centres; Problems in Transfer Pricing; Need, Objectives and Principles: Different methods.

Unit III: Marginal Costing and Break-even Analysis

Concept of Marginal cost; Marginal Costing and Absorption costing; Marginal Costing vs. Direct Costing. Cost Volume Profit Analysis; Break even analysis,; decision regarding sales mix, make or buy decisions, discontinuation of product line, export vs. local sale decision, expand or contract decision, sell or further process decision, marketing decisions etc.

Unit IV: Cash Flow Statement

Classification of cash flows, cash flows from operating, investing and financing activities. Uses and limitations of cash flow statements. Difference between cash flow statement and fund flow statement. Procedure of preparing cash flow statement. Analysis of cash flow statement. Relevant accounting standard.

Unit V: Contemporary Issues in Management Reporting

Value chain analysis; Activity- based costing, Quality costing; Target and life cycle costing. Meaning and objective of reporting, Financial forecasting and balance score card, Emerging issues and development in management accounting theories and practice.

Suggested Readings-

- Anthony, Robert: Management Accounting, Taraporewala, Mumbai.
- Pandey, I. M: Management Accounting, Vikas Publications Delhi.
- Lall. B.M and I.C Jain: Cost Accounting, Principles and Practice, Prentice Hall, Delhi.
- Horngren, C. T. Gary, Sundem and William O. Stratton: Introduction to Management Accounting, Prentice Hall, Delhi.

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FOURTH SEMESTER

CORPORATE TAX PLANNING AND MANAGEMENT [COM-653 AC]

Objective: The objective of this course is to familiarize the student with major latest provisions of the Indian tax laws pertaining to corporate enterprises having implications for various aspects of corporate planning.

Outcome: A student is expected to gain sound knowledge and competence in tax planning and management in the context of corporate sector.

Unit I: Introduction

History of Income Tax in India, Constitutionality of Income Tax Act, 1961. Concepts of Tax Planning, Tax Avoidance and Tax Evasion- Features, Objectives and Areas of Tax Planning – Distinction between Tax Avoidance and Tax Evasion, Tax Planning and Tax Evasion, Tax Planning and Tax Management –Is Tax Planning ethical? –Precautions in Tax Planning – Limitations of Tax Planning, Factors on the basis of which Tax Planning is done- Carry Forward and Set off of Losses.

Unit II: Goods and Services Tax – Framework and Definitions

Introduction to Goods and Services Tax, Constitutional Framework, Orientation to CGST, SGST and IGST, Definitions – Supply. Inward Supply, Outward Supply, Continuous Supply, Time of Supply, Place of Supply, Goods, Services, Person, Taxable Person, Related Person, Business, Place of Business, Business Verticals, Consideration, Capital Goods, Input and Input Service, Input Tax, Output Tax, Aggregate Turnover.

Unit III: Corporate Tax Planning

Tax Planning related to Capital Structure decision, Dividend policy, Inter-Corporate Dividends and Bonus Shares. Tax Planning in Management decisions: Make or Buy, Lease or Buy of Asset, Retain, Shut Down or Continuation decision.

Unit IV: Tax Planning in formulation of Strategies

Foreign Collaboration Agreements, Repair and Replacement, Purchase by Installment and Hire. Tax Planning in respect of Amalgamation or Demerger of Companies, Conversion of Firm into Company, Slump Sale. (Theory and Applications)

Unit V: Tax Management Functional Management

Return of Income, Advance Payment of Tax, Tax Deducted at Source, Penalties and Prosecutions, Appeals and Revisions, Refund of excess payment of Tax, Tax Provisions of latest Union Budget, E-filing of Income-tax returns, Tax Planning and Corporate Strategies-Tax Planning and Managerial Decisions-Corporate Tax Planning in India.

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Suggested readings-

- V. K. Singhania, Direct Taxes (Taxman Publication).
- V.K. Singhania, Tax Planning (Taxman Publication).
- Ahuja and Gupta, Direct Taxes- Laws and Practice (Bharat Publishers).
- Kanga and Plkivala, Law and Practices of Income Tax in India (Taxman Publication).
- Ahuja and Gupta, Tax Planning Law and Practices of Income Tax in India (Taxman Publication).
- Income Tax Act, 1961(As Amended)
- Income Tax Rules, 1992(-Do)

FOURTH SEMESTER

MARKETING RESEARCH AND CONSUMER BEHAVIOUR [COM-653 MR]

Objective: The objective of this course is to equip the students with basic knowledge on collection and analysis of data in marketing research and also enables students to understand why and how consumers make consumption decisions.

Outcome: A student is expected to gain sound knowledge and competence in dealing with various aspects of marketing research and consumer behaviour.

Unit I: Introduction

Nature and scope of marketing research; Marketing systems and Marketing research; Marketing research process. Problem identification and Research Design; Developing a research proposal; Types of Marketing research

Unit II: Data and Measurement

Primary data and Secondary Data; Difference between questionnaire and schedule, online surveys, observation method; Types of data: nominal, ordinal, ratio and interval.

Attitude measurement and scaling techniques- elementary introduction to measurement scales. Likert and Thurston

Unit III: Data Analysis and Report Writing

Analysis of Univariate data: Measures of Central tendency, Measures of Dispersion, Analysis of Bivariate Data: Simple Correlation and Regression.

Report preparation and presentation. Marketing Report writing: Importance, steps, Study of the Specimen business research Report.

Unit IV: Concept and Models of Consumer Behavior

Concept, Nature and Scope of Consumer Behaviour; Consumer Motivation: Nature of Motivation; Types of Consumer Needs and Motives; Need Conflict; Need Hierarchy Theory of Motivation and its Applications; Models of Consumer Behaviour: E.K.B; Howard and Sheth; Nicosia's Model

Unit V: Determinants of Consumer Behaviour

Personality and Consumer Behaviour; Relationship of Consumer Behaviour with Consumer Perception, Consumer Learning and Consumer Attitude Reference Group and Family Influences; Celebrity and Other Reference Group Appeals; Family Decision Making and Consumption Related Roles.

Suggested Readings-

- Leon G.Schiffman and Leslie LasarKanuk, Consumer Behavior, Pearson Education, India.
- Majumder, R: Consumer Behaviour: Insights from Indian Market, PHI, New Delhi.
- Nair, S: Consumer Behaviour, Himalaya Publishing House, Bombay, India.
- Paul, Donald, Herald, Research for Marketing Decisions, Prentice Hall India, New Delhi.
- Malhotra, Naresh K. Marketing Research: An Applied Orientation, Pearson Education, Asia.

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FOURTH SEMESTER

SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT [COM-653 FM]

Objective: The objective of the course is to provide a theoretical knowledge of Security analysis and portfolio management.

Outcome: A student is expected to gain sound knowledge and competence in dealing with various issues of security analysis and develop the skill of managing portfolio.

Unit I: Investment and Portfolio Management

Investment- Meaning, Objectives, Scope, Investment Avenues. Investment Vs Speculation, Investment Vs. Gambling, Approaches of Investment Analysis, Security Returns and Risk-Concept, Measurement and Analysis, Financial Assets: Types and their Characteristics, Sources of Financial Information. Portfolio Management- importance, phases of portfolio management.

Unit II: Fundamental Analysis and Technical Analysis

Fundamental Analysis: Meaning, Economy-Industry-Company Analysis Framework, Economy Analysis, Industry Analysis, Company Analysis. Technical Analysis: Meaning, Dow theory-Bullish Trend, Bearish Trend, Basic principles of Technical Analysis, Chart Patterns, Trend analysis, Elliot Wave Theory, Mathematical Indicators, Oscillators, Market Indicators, Technical Analysis Vs Fundamental Analysis.

Unit III: Share Valuation and Bond Valuation

Concept of present value, uses in valuation in securities.

Share Valuation- Concept, significance, Share Valuation Models, Discount Rate, Multiple Approach to Share Valuation - Regression Model. Bond Valuation- Concept, significance, Bond Returns, Bond Pricing, Bond Pricing Theorems, Bond Risk, Bond Duration.

Unit IV: Efficient Market Hypothesis, Portfolio Analysis and Portfolio Selection

Efficient Market Theory: Weak, Semi-Strong and Strong Form Efficiency and Testing. Portfolio Analysis: Portfolio with two securities – Estimating return and Risk, Risk reduction through diversification; Portfolio with more than two securities - Estimating return and Risk. Portfolio Selection: Markowitz Risk-return optimization, Feasibility Set of Portfolio, Efficient set of portfolio, Selection of the optimal Portfolio, Single Index Model, Multi-Index Model.

Unit V: CAPM, Portfolio Revision and Portfolio performance evaluation.

Capital Asset Pricing Theory: CAPM, assumptions, efficient frontier with riskless lending and borrowing, CML, SML, Pricing of securities with CAPM. Portfolio Revision: meaning, need for revisions, constraints in revision, Portfolio Revision Strategies, Formula Plans. Portfolio Performance Evaluation: need for evaluation, Evaluation Perspective, Measuring Portfolio Return, Risk adjusted returns, Differential Return, Decomposition of Performance.

Suggested Readings-

- Fisher and Jordan: Security analysis and portfolio management (Pearson Education)
- Prasanna, Chandra: Investment analysis and portfolio management (Tata McGraw Hill)
- V.K.Bhalla: Investment Management (S.Chand)
- Pandian: Security Analysis and portfolio management (Vikas Publishing House)
- Harington Modern Portfolio, Theory (Prentic Hall of India)
- Robert Strong: Portfolio Construction (Wiley Publishing)

FOURTH SEMESTER

SOCIAL SECURITY AND LABOUR LEGISLATION [COM-653 HR]

Objective: The objective of the course is to make the students aware about the various types of Social Security Acts and Labour Legislations prevalent in India.

Outcome: A student is expected to gain sound knowledge about various social security measures and labour legislations in order to manage the human resource within the relevant legislative framework.

Unit I: Social Security

The Concept of Welfare State, Constitutional Guarantee, Origin and Growth of the idea of Social Security. Advancement in Labour Legislation during various Five Year Plan Periods, Need and Importance of state intervention for protecting the interest of workers; Concept, Aims and Tools of Social Security - Social Assistance and Social Insurance.

Unit II: Protective Legislations

The Factories Act 1948 – Objectives, Applicability, General Scheme of the Act, Approval, Licensing and Registration of Factories – Notice by Occupier, Provisions regarding Health, Safety and Welfare.

The Mines Act 1952 – Provisions regarding Employment and Leave etc. Overtime Work, Employment of Child, Adolescent and Women; Health and Safety Provisions; The Plantation Labour Act 1951 – Objectives, Provisions regarding Health, Welfare and Limitation of Employment; The Minimum Wages Act 1948 – Objectives, Applicability, Fixation and Revision of Minimum rates of Wages, Advisory Boards, Fixing Hours of Work, Wages for Overtime, Wages for less than Normal Working Hours.

Unit III: Regulative Legislations

Trade Unions Act 1926 – Objectives, Applicability, General Scheme of the Act, Provisions of the Act regarding Registration, Re-registration and Cancellation of Trade Unions, Trade Unions (Amendment) Act 1947.

The Industrial Dispute Act 1947 - Objectives, Applicability, New Principles under the Act, Authorities under the Act, Settlements, Layoff, Retrenchment, Miscellaneous Provisions, and Latest Amendments.

Unit IV: Social Security Legislations

The Workmen Compensation Act 1923 – Objectives, General Scheme of the Act, Applicability, Provisions in the Act; The Maternity Benefit Act 1961–Objectives, Important definitions, Applicability and Provisions in the Act; The Payment of Gratuity Act 1972 – Objectives, Important definitions, Applicability and Provisions in the Act.

Unit V: Other Legislations

The Industrial Employment (Standing Orders) Act 1946 – The Genesis of the Order, Objectives, Main features of the Act, The Scheme and Provisions in the Act; The Payment of Wages Act 1936 – Objectives, Applicability, Scheme and Provisions of the Act.

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Suggested Readings-

- Bare Acts of the Concerned Legislations.
- Ajay Garg: Labour Laws One Should Know, Nabhi Publications, New Delhi.
- Mamoria, Mamoria and Rao: Dynamics of Industrial Relations, Himalaya Publishing House, Mumbai.
- Sarma, A.M.; Aspects of Labour Welfare and Social Security, Himalaya Publishing House, Mumbai.
- Sarma, A.M.; Industrial Relations, Himalaya Publishing House, Mumbai.
- Sarma, A.M.; Industrial Relations & Labour Laws, Himalaya Publishing House, Mumbai.
- Punekar, Deodhar&Sankaran: Labour Welfare, Trade Unionism and Industrial Relations, Himalaya Publishing House, Mumbai.

FOURTH SEMESTER
PG DISSERTATION II (RESEARCH PROJECT-II) [COM-654]

Objective: The objective of the course is to conduct research work over a particular issue related to business and society.

Outcome: To acquire knowledge and skill for conducting research work with specific objectives and arrive at some findings following a specific research methodology.

Every student shall be assigned a Supervisor from the Department and the Student shall work under the guidance and supervision of their concerned Supervisor on a particular topic.

The main part of Dissertation report may be organized as follows:

Chapter 1: Introduction

Chapter 2: Review of Literature

Chapter 3: Research Methodology

Chapter 4: Data Analysis

Chapter 5: Conclusion

Note:

#Out of total marks, 70% of the marks will be for Dissertation report and remaining 30% will be for Viva-Voce examination. The evaluation committee shall be comprised of Head of the Department/ Representative of the Head of the Department, concerned Supervisor and one External Expert from other University/NIT.

#Viva-voce examination will be conducted in the Department and one faculty member from other University/NIT will be invited as external expert. The average of the marks awarded by the concerned supervisor, Head of the Department/ Representative of the Head of the Department, & external expert will be the final marks of a candidate in Viva-Voce.

#Students shall ensure to keep the similarity index within 10% before submitting the Dissertation report through their respective supervisor to the Department. For Dissertation report evaluation, the average of the marks awarded by the concerned Supervisor and External Expert will be the final marks of a candidate in Dissertation report.