

NAGALAND UNIVERSITY

**Department of Commerce
Kohima Campus: Meriema
Kohima- 797 004**

MASTER OF COMMERCE (M.Com)

Syllabus



Under Choice-Based Credit System (CBCS)

2024

Course Structure

1. The M.Com. programme is full time two years Post Graduate Programme.
2. The programme consists of Four Semesters - Semester I and II in the First Year of the programme and Semesters III and IV in the Second Year of the programme.
3. The total programme consists of 80 credits equally divided into 20 credits per semester.
4. There are 4 (four) General Elective Papers spread equally into 1st and 2nd semester. A student has to choose 1 (one) course out of the 2 (two) courses in both the semester I and II.
5. There would be different Department Specific elective papers from the different areas of specialization as per syllabus of respective group.
6. The programme consists of the following types of courses:
 - (i) Core: common for all optional specialization groups.
 - (ii) General Elective: can be chosen from the offered elective papers
 - (iii) Department Specific Elective: separate for all optional specialization groups.
7. Students are required to select the Specialization Group in Semester III as per their preference and in consultation with the faculty members of the Department. Specialization Group once selected cannot be changed and the Elective papers in the Semester III and IV will be as per the Specialization Group selected in Semester III. The first and the second paper of the optional groups will be taught in Semester III, while third and the fourth paper will be taught in Semester IV.
8. All the papers in the Programme are of 4 credits. The courses will follow the Lecture(L)-Tutorial(T)-Practical(P) pattern. Lecture and Tutorial are of 1 hour duration. 1 Practical class will be of 2 hours duration. A course has either Tutorial or Practical. No course has both Tutorial and Practical.
9. The department follows continuous evaluation process. Marks for internal and external examinations will be as per university rules. The external exam is of 3 hours duration.

Credit Per Paper	: 04	Credit Per Semester	: 20
Units in a Paper	: 05	Per Unit Credit	: 0.8
Marks Per Credit	: 25	Marks Per Unit	: 20
No. of Semester	: 04	No. of Paper in Each Semester	: 5
Total No. of Paper in Four Semester	: 20	Full Marks for Each Paper	: 100

Programme Outcomes (POs): After the completion of the M.Com. Programme, the learners will demonstrate:

1. The ability to apply the knowledge of the subject in solving the real-life business problems.
2. The ability to conduct research for identifying the problems of an organisation and solving the same with analytical tools.
3. The financial results of the organisation in a clear and precise manner thus making it understandable to all the users of financial information.
4. The proficiency in managing people in an organization.
5. The ability to start a new venture by identifying opportunities and leveraging the factors of production.
6. The knowledge in ensuring environmental protection and will always act ethically.
7. The keenness to continuously upgrade the knowledge so as to address the new and unique issues of the businesses independently.

Programme Specific Outcomes (PSOs):

The M.Com. course offers an opportunity for the learners in the field of teaching, research and administration. The course is in alignment with the needs of the industry and the passed-out students are absorbed in various vocations. The course immensely contributes in igniting the research interest of the students. The pedagogy of the teaching is not confined to hand holding of the students, rather it creates space for the students to demonstrate their critical thinking in solving a real-life business problem. The course imbibes a sense of responsibility among the students and transforms them into human capital for the society.

Courses having focus on employability/ entrepreneurship/ skill development

The courses of the M.Com. programme in general, enhances the skills of the learners and provides employment and entrepreneurial opportunities to the students. Specifically, the below mentioned identified courses have direct focus on employability, entrepreneurship, and skill development.

1. Entrepreneurship and Venture Creation
2. Banking and Insurance
3. Business Models in E-Commerce and ICT Application
4. Management Information System
5. Corporate Tax Planning and Management
6. Forensic Accounting and Fraud Examination
7. Security Analysis and Portfolio Management
8. Advertising and Sales Promotion
9. Digital Marketing
10. Human Resource Acquisition and Development

PROGRAMME STRUCTURE UNDER CHOICE-BASED CREDIT SYSTEM

Semester 1

Paper	Name of the Paper	Paper Type	Credit	Paper Code
1	Organisational Behaviour	CC	4	COM101C
2	Financial Statement Analysis and Reporting	CC	4	COM102C
3	Business Statistics	CC	4	COM103C
4	Entrepreneurship and Venture Creation	SEC	4	COM104C
<i>Any One from the following</i>				
5A	Business Ethics and Corporate Governance	GE	4	COM105E
5B	Banking and Insurance	GE	4	COM106E

Semester 2

Paper	Name of the Paper	Paper Type	Credit	Paper Code
6	Advanced Financial Management	CC	4	COM201C
7	Marketing Management	CC	4	COM202C
8	Human Resource Management	CC	4	COM203C
9	Business Models in E-Commerce and ICT Application	SEC	4	COM204C
<i>Any One from the following</i>				
10A	Legal Aspects of Business	GE	4	COM205E
10B	Managerial Economics	GE	4	COM206E

Semester 3

Paper	Name of the Paper	Paper Type	Credit	Paper Code
11	Research Methodology	CC	4	COM301C
12	Management Information System	CC	4	COM302C
13	International Business	GE	4	COM303C
<i>Refer to Specialization Group Selected for Paper 1 & 2</i>				
14	Specialization Paper 1	DSE	4	-
15	Specialization Paper 2	DSE	4	-

Semester 4

Paper	Name of the Paper	Paper Type	Credit	Paper Code
16	Accounting for Managerial Decisions	CC	4	COM401C
17	Strategic Management	CC	4	COM402C
18	Dissertation and Viva-Voce	CC	4	COM403C
<i>Refer to Specialization Group Selected for Paper 3 & 4</i>				
19	Specialization Paper 3	DSE	4	-
20	Specialization Paper 4	DSE	4	-

Specialization Groups

Group A: Accounting		Paper Type	Credit	Paper Code
1	Innovations in Accounting	DSE	4	COM314E
2	Corporate Tax Planning and Management	DSE	4	COM315E
3	Global Financial Reporting and Disclosure	DSE	4	COM414E
4	Forensic Accounting and Fraud Examination	DSE	4	COM415E
Group B: Finance		Paper Type	Credit	Paper Code
1	Financial Markets and Services	DSE	4	COM324E
2	International Financial Management	DSE	4	COM325E
3	Security Analysis and Portfolio Management	DSE	4	COM424E
4	Financial Derivatives	DSE	4	COM425E
Group C: Marketing		Paper Type	Credit	Paper Code
1	Advertising and Sales Promotion	DSE	4	COM334E
2	Services Marketing	DSE	4	COM335E
3	Digital Marketing	DSE	4	COM434E
4	International Marketing	DSE	4	COM435E
Group D: Human Resource Management		Paper Type	Credit	Paper Code
1	Organisational Dynamics	DSE	4	COM344E
2	Strategic Human Resource Management	DSE	4	COM345E
3	Human Resource Acquisition and Development	DSE	4	COM444E
4	Performance Appraisal and Compensation Management	DSE	4	COM445E

COM101C: Organisational Behaviour

Marks: 100; Credit: 4 (L-3 T-1 P-0)

Course Outcomes (COs): The successful completion of this course shall enable the students:

- To understand the importance of organizational behaviour in managing people in a work place.
- To understand the individual and group level behaviour of the people in an organization.
- To apply the theories of motivation in achieving the goals of the organization.
- To communicate effectively with the people in the organization and will be able to manage them with the leadership skills.

Course contents:

Unit I: Introduction

Meaning of Organizational Behaviour; Theoretical Foundation for Organizational Behaviour; Challenges and Opportunities for Organizational Behaviour; OB Model; Diversity in Organizations; Managing Diversity.

Unit II: Attitudes, Personality and Perception

Attitudes- Meaning; Components; Attitude and Behaviour; Major job attitudes.

Personality- Meaning; Herdity and the Brain; MBTI; Big Five Model; Dark Triad; Type A and Type B personality.

Perception- Meaning; Process; Making judgement- Attribution theory, selective perception, Halo effect and Horns effects, contrast effects, stereotyping.

Unit III: Learning and Motivation

Learning- Meaning; Theories of learning- Behavioristic, Cognitive and Social; Principles of learning- Reinforcement and Punishment.

Motivation- Meaning; Motivation process- primary, secondary, intrinsic v/s extrinsic motives; Theories of motivation- Maslow's hierarchy of needs, Herzberg's Two-Factor theory, McGregor's Theory X and Theory Y, McClelland's theory, Equity theory and Vroom's Expectancy theory.

Unit IV: Leadership and Power

Leadership- Meaning; Theories of leadership- Trait, Fiedler Contingency model, Path-Goal theory, Charismatic and Transformational leadership.

Power- Meaning; Bases of power- Formal and Personal; Dependence; Power Tactics; Sexual harassment.

Unit V: Communication and Group Dynamics

Communication- Meaning, process and direction of communication; Interpersonal communication; Organizational communication; Barriers to communication.

Group Behaviour- Concept; Stages of group development; Group properties; Dynamics of informal groups; Dysfunction of groups and teams; Group decision making.

Suggested readings:

1. Robbins, S.P., Judge, T.A., and Vohra, N. *Organizational Behaviour*, Pearson.
2. Luthans, F. *Organizational Behaviour An Evidence-Based Approach*, McGraw Hill Education (India) Pvt Ltd.
3. McShane, S., Glinow, M.A.V., and Rai, H. *Organizational Behaviour*, McGraw Hill Education (India) Pvt Ltd.
4. Pareek, U. *Understanding Organizational Behaviour*, Oxford University Press
5. Prasad, L.M. *Organizational Behaviour*, Sultan Chand & Sons.

Note: The latest edition of the textbooks should be used.

COM102C: Financial Statement Analysis and Reporting

Marks: 100; Credit: 4 (L-3 T-0 P-1)

Course Outcomes (COs): The successful completion of this course shall enable the students:

- To understand the importance of financial statement analysis in reviewing the performance of a business enterprise.
- To apply the knowledge of analytical tools in measuring the performance of a business.
- To communicate the financial performance of the organization to the stakeholders.

Course contents:

Unit I: Financial Statement Analysis

Business Analysis- Meaning, types, components; Financial statements- Types and basis of analysis; Analytical tools- comparative and common size financial statements, trend analysis, cash flow analysis and ratio analysis.

Unit II: Cash Flow Analysis

Statement of cash flows- Relevance of cash, reporting by activities, constructing the cash flow statement with direct and indirect method; Implications of cash flows- limitations, cash flows and net income; Cash flow ratios- Cash flow adequacy ratio and cash reinvestment ratio.

Unit III: Ratio and Financial Analysis

Meaning, purpose, use and limitations of ratio analysis; ratios by category- activity and liquidity analysis, long-term debt and solvency analysis, profitability analysis, operating and financial leverage; ratios used in valuation.

Unit IV: Financial Reporting and Analysis

Statutory financial reports; factors affecting statutory financial reports; Nature and purpose of financial accounting; Accrual accounting- concept, relevance and limitations; Economic and accounting concept of income; Fair value accounting; Need for accounting analysis and earnings management.

Unit V: Financial Reporting for Financial Institutions

Financial Reporting- Meaning, objectives; Meaning of Financial Institution; Mutual funds- Meaning, valuation, annual reporting; NBFCs- Meaning, prudential norms; Merchant Bankers- Meaning, SEBI Regulations; Stock brokers- Meaning, registration, capital adequacy norms, General obligations and responsibilities.

Suggested readings:

1. Subramanyam, K.R. *Financial Statement Analysis*, McGraw Hill.
2. White, G.I., Sondhi, A.C., and Fried, D. *The Analysis and Use of Financial Statements*, Wiley.
3. Lal, J. and Gauba, S. *Financial Reporting and Analysis*, Himalaya Publishing House.
4. Dhamija, S. *Financial Reporting and Analysis*, Sultan Chand & Sons.
5. Maheshwari, S.N., Maheshwari, S.K. and Maheshwari, S.K. *Corporate Accounting*, Vikas Publishing House.

Note: The latest edition of the textbooks should be used.

COM103C: Business Statistics
Marks: 100; Credit: 4 (L-3 T-0 P-1)

Course Outcomes (COs): The successful completion of this course shall enable the students:

- To understand the importance of probability and probability distribution in decision making.
- To comprehend the importance of sampling, estimation theory and hypothesis testing in solving a business problem.
- To use relevant softwares for forecasting in a real-life business situation.

Course contents:

Unit I: Probability and Probability Distributions: Definition of Probability- Unconditional Probability statement, Conditional Probability statement and its implications; Bayes Theorem and its applications; Joint Probabilities and its implications; Mathematical Expectations; Theoretical Probability Distributions – Binomial, Poisson and Normal.

Unit II: Sampling Distributions and Estimation: Concept of Population and samples; Types of Sampling; Sampling and Sampling Distributions; Sampling and Non-sampling Error; Selection of a Random Sample; Estimation theory- Point and Interval.

Unit III: Hypothesis Testing: Concept and Errors of Hypothesis Testing; Hypothesis Test Construction and Testing Procedure; Parametric Tests- z-test, t-test, and f-test; Non-parametric Tests- Wilcoxon signed rank test, Mann-Whitney U test, and Kruskal-Wallis test.

Unit IV: Chi-square Tests and Analysis of variance: Chi-Square Tests- Tests of association and Tests of Goodness of Fit; Concept and Types of factorial experiments; One-way ANOVA; two-way ANOVA and multivariate ANOVA (MANOVA).

Unit V: Forecasting Techniques: Linear Correlation Analysis- Scatter Plot, Covariance, Pearson's Correlation Coefficient (r), Spearman's rank Correlation Coefficient (rs); Testing the significance of 'r' and 'rs'; Linear Regression Analysis- Sample versus Population Regression Models, The Least-Square estimation of α and β , and the coefficient of Determination; test of significance.

Suggested Readings:

1. Mathai, A. M., and P. N. Rathie. *Probability and Statistics*. Macmillan India Ltd., New Delhi, 1975.
2. Elhance, D.N., Elhance, V., & Aggarwal, B.M. *Fundamentals of Statistics*, Kitab Mahal.
3. Mustafi, C. K. *Statistical Methods in Managerial Decisions*, Macmillan India Inc., New Delhi, 1981
4. Aczel, A. D., Sounderpandian, J. Saavanan, P. & Joshi, R. *Complete Business Statistics*, McGraw Hill Education (India) Pvt. Ltd., New Delhi, 2012.
5. Anderson, D. R., Sweeney, D. J., Williams, T. A., Camm, J. D. and Cochran, J. J. *Statistics for Business & Economics*, CENGAGE Learning Custom Publishing, 2014.

Note: The latest edition of the textbooks should be used.

COM104C: Entrepreneurship and Venture Creation

Marks: 100; Credit: 4 (L-3 T-1 P-0)

Course Outcomes (COs): The successful completion of this course shall enable the students:

- To understand the relationship between innovation and entrepreneurship and its importance in an economy.
- To identify the opportunities in establishing a business and managing the necessities for bring the idea into fruition.
- To recognize the skills required to successfully run a business.
- To identify the environmental support for promotion of entrepreneurship.

Course contents:

Unit I: Entrepreneurship and Innovation

The evolution of the concept of entrepreneurship; John Kao's Model on Entrepreneurship; entrepreneur's role; task and personality; types of entrepreneurs; Importance of entrepreneurship; developing creativity and understanding innovation; stimulating creativity; Organisational actions that enhance/hinder creativity; Managerial responsibilities; Creative Teams; Sources of Innovation in Business; Managing Organizations for Innovation.

Unit II: Generation of Business Ideas

Recognizing Opportunities and Generating Ideas- sources and process of business ideas; Entry strategies- New product, Franchising, Buying an existing firm, Franchising: advantages/disadvantages of franchising, types of franchise arrangements, franchise evaluation checklist; Feasibility Analysis- Marketing, Technical and Financial Feasibility analysis, Industry and Competitor Analysis, Assessing a Venture's Financial Strength and Viability; Writing a Business Plan, and Developing an Effective Business Model.

Unit III: Moving from an Idea to a Venture

Preparing the Proper Ethical and Legal Foundation; Building a Venture Team; Leadership; Corporate Entrepreneurship; Social Entrepreneurship; Strategic planning for business, and Steps in strategic planning; Startups in India.

Unit IV: Mobilizing Resources

Resource Mobilization for entrepreneurship- Resources mobilization, types of resources, process of resource mobilization, arrangement of funds; writing a Funding Proposal; Traditional sources of financing; Venture capital; Angel investors; Business Incubators.

Unit V: Managerial Aspects of Business and Government Initiatives

Managing finance; Understanding capital structure; organisation structure and management of human resources of a new enterprise; Marketing-mix; Management of cash; Relationship management; Cost management; The initiatives by Government of India and Government of Nagaland for promoting entrepreneurship.

Suggested Readings:

1. Holt, David. H., *Entrepreneurship: New Venture Creation*. Pearson Education India, New Delhi, 2016.
2. Hisrich, Robert D.; Peters, Michael P.; Shepherd, Dean A., *Entrepreneurship*, McGraw Hill Education, 2018.

3. Roy, Rajeev. *Entrepreneurship*. Oxford University Press, 2011.
4. Timmons, Jeffrey; Spinelli, Stephen. *New Venture Creation*. McGraw Hill Education, 2017.
5. Kumar, Arya. *Entrepreneurship: Creating and Leading an Entrepreneurial Organization*. Pearson Education India, 2012.

Note: The latest edition of the textbooks should be used.

COM105E: Business Ethics and Corporate Governance

Marks: 100; Credit: 4 (L-3 T-1 P-0)

Course Outcomes (COs): The successful completion of this course shall enable the students:

- To understand the importance of business ethics and corporate governance in strengthening an organization.
- To comprehend the accountability of the corporate bodies towards the stakeholders and the society.
- To delve into the theories of corporate governance.
- To understand the responsibility of the Board of Directors and the reasons of corporate scams.

Course contents:

Unit I: Business Ethics

Meaning and significance of business ethics; Values and ethics; Ethical theories; Ethical dilemma-meaning, sources, resolution; Ethical decision making in business; Ethical organization; Unethical practices by business organizations.

Unit II: Corporate Governance- Concept, scope and regulation

Concept, features, players, rationale, principles and essentials of corporate governance; Historical perspective of corporate governance; Theories of corporate governance- Agency theory, Stewardship theory, Stakeholder theory, Resource Dependency theory, Transaction cost theory; Corporate models- Anglo-American model, German-Japanese model, India-South Asia model; Corporate Social Responsibility- Meaning, advantages, disadvantages, CSR Regulation in India.

Unit III: Codes and Committees on Corporate Governance

International- Cadbury Committee, 1992; OECD Principles; Sarbanes-Oxley Act, 2002.

Indian Committees and Guidelines- CII Code, 1998; Kumar Mangalam Birla Committee, 2000; Ganguly Committee, 2002; Naresh Chandra Committee, 2002; Narayana Murthy Committee, 2003; J. J. Irani Committee, 2005, CII Task Force Report, 2009.

Unit IV: Boards and Directors

Board of Directors- Meaning and composition; Role, powers and duties of BoD; Types of Directors; Appointment, Resignation and removal of Directors as per Companies Act, 2013; Board meetings; Board committees- Audit, Nomination and Remuneration, Stakeholder's Relationship and Corporate Social responsibility.

Unit V: Whistle-Blowing and Corporate scams

Meaning, types, advantages and disadvantages of whistle-blowing; The Whistle Blowers Protection Act, 2014 and its Amendments; Corporate scams- Enron scam, WorldCom scam, Lehman Brothers, Harshad Mehta scam, Ketan Parekh scam, Satyam Computers scam and recent scams.

Suggested readings:

1. Fernando, A.C., Muraleedharan, K.P., and Satheesh, E.K. *Business Ethics An Indian Perspective*, Pearson.
2. Fernando, A.C. *Corporate Governance Principles, Policies and Practices*, Pearson.
3. Goel, S. *Corporate Governance Principles and Practices*, McGraw Hill.
4. Sharma, J.P. *Corporate Governance, Business Ethics & CSR (With Case Studies and Major Corporate Scandals)*, Ane Books Pvt. Ltd.
5. Tricker, B. *Corporate Governance*, Oxford University Press.

Note: The latest edition of the textbooks should be used.

COM106E: Banking and Insurance

Marks: 100; Credit: 4 (L-3 T-1 P-0)

Course Outcomes (COs): The successful completion of this course shall enable the students:

- To analyse the functioning of different types of banks.
- To understand the services offered by banks and the challenges therein.
- To analyse the conditions that drive the insurance business.
- To evaluate the benefits of different types of insurance
- To explore new distribution channel for insurance business.

Course contents:

Unit I: Introduction to Banking

Banking in India: Brief history, Business of banking, Banker - Customer relationship
Indian banking system: Structure of Indian banking system, Public sector banks, Private sector banks, Local area banks, Indian banks, Foreign banks, Regional Rural Banks, Cooperative banks, Small Finance Banks, Payments Banks
Banks Financial Statements: Basic Concepts of Bank Liabilities and Assets, Financial Statements of Banks Operating in India; Analyzing Banks Financial Statements

Unit II: Commercial Banking

Bank deposits: Types of Deposits, Pricing deposit services, Protection of Depositors
Loans and advances: Features of Bank Credit, Types of Lending, Loan Pricing and Customer Profitability Analysis, Priority sector lending
New concepts in banking: Retail Banking, Wholesale Banking, Financial Inclusion

Unit III: E-Payment Systems and Electronic Banking

Technology in Banking: Need, Benefits of Electronic Banking, Core Banking System, Signature storage and retrieval system
Payment and collection: Electronic payments systems, New age clearing, Plastic Money and E-Money, UPI and Payment Wallets
Security issues in E-Banking

Unit IV: Introduction to Insurance

Definition and nature of insurance; Requirements of an insurable risk
Insurance and asymmetric information problem
Principles of insurance; Insurance contract
Types of insurance: Life and General- motor, health, crop, and reinsurance.

Unit V: Insurance Company Operations

Rate making; Underwriting- Principles, steps, sources, decision
Claim settlement- objectives, Claims adjustors, Steps
Reinsurance- Types of reinsurance; Channel of distribution- traditional and modern.

Suggested Readings:

1. Iyengar, V. (2007). *Introduction to Banking*. New Delhi: Excel Books.
2. Machiraju, H. (2012). *Modern Commercial Banking*. New Delhi: New Age International.

3. Suresh, P., & Paul, J. (2017). *Management of Banking and Financial Services*. Noida: Pearson India Education Services Pvt. Ltd.
4. Gulati, N. C. (2007). *Principles Of Insurance Management: A Special Focus On Developments In Indian Insurance Sector*. New Delhi: Excel Books.
5. Rejda, G. E. (2009). *Principles of Risk Management and Insurance*. Pearson Education.

Note: The latest edition of the textbooks should be used.