

NAGALAND UNIVERSITY

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

MASTER OF COMMERCE (M.Com)

Syllabus



**Under National Education Policy (NEP)
2025**

Approved in the 40th Academic Council meeting vide resolution no. AC: 40: 15:7.

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 curriculum of M.Com. 1st and 2nd Semesters is same as the curriculum of B.Com. 7th and 8th Semesters respectively under NEP.
4. The students after completing 4th year of B.Com. is eligible for admission to M.Com. 2nd year under this M.Com. programme structure.
5. The total programme consists of 80 credits equally divided into 20 credits per semester.
6. There are 2 (two) General Elective Papers spread equally into 1st and 2nd semester.
7. There would be different Discipline Specific Elective papers from the different areas of specialization as per syllabus of respective group.

8. The programme consists of the following types of courses:
 - (i) Core: common for all optional specialization groups.
 - (ii) General Elective: spread equally into 1st and 2nd semester
 - (iii) Discipline 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 strategies the long term and short-term goals of a business.
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. Financial Statement Analysis and Reporting
2. Management Information System
3. Corporate Tax Planning and Management
4. Forensic Accounting and Fraud Examination
5. Security Analysis and Portfolio Management
6. Advertising and Sales Promotion
7. Digital Marketing
8. Human Resource Acquisition and Development

PROGRAMME STRUCTURE UNDER NATIONAL EDUCATION POLICY

Semester I

Paper	Name of the paper	Paper Type	Credit	Paper Code
1	Organisational Behaviour	C	4	CM701C
2	Financial Statement Analysis and Reporting	C	4	CM702C
3	Financial Management	C	4	CM703C
4	Research Methodology	C	4	CM704C
5	Business Environment	E	4	CM705E

Semester II

Paper	Name of the paper	Paper Type	Credit	Paper Code
6	Marketing Management	C	4	CM801C
7	International Business	C	4	CM802C
8	Statistical Analysis	C	4	CM803C
9	Accounting for Managerial Decisions	C	4	CM804C
10	Business Ethics and Corporate Governance	E	4	CM805E

Semester III

Paper	Name of the paper	Paper Type	Credit	Paper Code
11	Human Resource Management	C	4	CM901C
12	Management Information System	C	4	CM 902C
13	Strategic Management	C	4	CM903C
14	Elective - I	DSE	4	-
15	Elective - II	DSE	4	-

Semester IV

Paper	Name of the paper	Paper Type	Credit	Paper Code
16	Dissertation	C	12	CM1001C
17	Elective - III	DSE	4	-
18	Elective - IV	DSE	4	-
19*	International Business	C	4	CM1004C
20*	Statistical Analysis	C	4	CM1005C
21*	Accounting for Managerial Decisions	C	4	CM1006C

* Students who have completed the 12 credit Research Project/Dissertation in the 8th Semester B.Com. course will not study the course CM1001C: Dissertation in 4th Semester M.Com. programme. They will instead compulsorily study the courses CM1004C: International Business, CM1005C: Statistical Analysis, and CM1006C: Accounting for Managerial Decisions.

Specialization Groups

Group A: Accounting		Paper Type	Credit	Paper Code
1	Innovations in Accounting	DSE	4	CM914E
2	Corporate Tax Planning and Management	DSE	4	CM915E
3	Global Financial Reporting and Disclosure	DSE	4	CM1012E
4	Forensic Accounting and Fraud Examination	DSE	4	CM1013E
Group B: Finance		Paper Type	Credit	Paper Code
1	Financial Markets and Services	DSE	4	CM924E
2	International Financial Management	DSE	4	CM925E
3	Security Analysis and Portfolio Management	DSE	4	CM1022E
4	Financial Derivatives	DSE	4	CM1023E
Group C: Marketing		Paper Type	Credit	Paper Code
1	Advertising and Sales Promotion	DSE	4	CM934E
2	Services Marketing	DSE	4	CM935E
3	Digital Marketing	DSE	4	CM1032E
4	International Marketing	DSE	4	CM1033E
Group D: Human Resource Management		Paper Type	Credit	Paper Code
1	Organisational Dynamics	DSE	4	CM944E
2	Strategic Human Resource Management	DSE	4	CM945E
3	Human Resource Acquisition and Development	DSE	4	CM1042E
4	Performance Appraisal and Compensation Management	DSE	4	CM1043E

Proposed Modified Syllabus
CM703C: Financial Management
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 various methods as well as techniques used in Investment decisions.
- To Critically analyse various theories of capital structure, dividend payout policies etc.
- To assess the working capital needs of a firm, as well as to know about the determinants of working capital and help planning for effective working capital management.
- Use of AI tools for financial calculations, analysis and decision making

Course contents:

Unit I: Financial Management

Nature, scope, objective- profit vs wealth maximisation; Finance function- Financial Manager Role- Agency problem; Time value of money- Future value, Present value, Single flow, Annuity flow, Multi period compounding, Doubling period and use of AI tools for automated computation and forecasting; Risk-return analysis.

Unit II: Capital Budgeting Decisions

Nature of investment; Methods and techniques used for capital budgeting- Net Present Value, Internal Rate of Return, Profitability Index, Payback period, Accounting Rate of Return, MIRR and application of AI for easy comparison of projects and quick decision making in selecting best project; Risk and Uncertainty- Risk adjusted discount rate, Certainty equivalent method and Decision tree analysis. Cost of capital- Computation of component of cost of capital- Equity share, Debt, Preference share, Computation of weighted Average Cost of Capital.

Unit III: Capital Structure

Leverage- Operating, financial and combined leverage and use of AI tools for analysing leverage impact and supporting better financial decision making; Theories of Capital Structure- Relevance of capital structure- Net Income approach and Traditional approach, Irrelevance of capital structure- Net Operating Income & M.M Hypothesis; EBIT-EPS analysis, Breakeven-EBIT analysis; Under/Over capitalisation.

Unit IV: Dividend Theory

Dividend theory and policy issues in Dividend policy; Factors determining dividend policy; Forms of Dividend; Dividend theories- Relevance of dividend- Walter's Model, Gordon's Model, Irrelevance of Dividend- M.M. Hypothesis.

Unit V: Working Capital Management

Concepts of working capital; Determinants of working capital; Financing of working capital needs; Calculation of operating cycle period; Management of working capital- Cash, receivables, and inventories.

Suggested readings:

1. Pandey, I.M. *Financial Management*, Vikas Publishing House.
2. Chandra, P. *Financial Management: Theory and Practice*, McGraw Hill.
3. Horne, J.C.V. *Financial Management and Policy*, Prentice Hall.
4. Khan, M.Y. and Jain, P.K. *Financial Management Text, Problems and Cases*, McGraw Hill.
5. Hampton, J.J. *Financial Decision Making: Concepts, Problems and Cases*, PHI Learning.

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

Proposed Modified Syllabus
CM804C: Accounting for Managerial Decisions
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 management accounting in decision making.
- To draft different types of budgets in an organization.
- To equip themselves with the skills to prepare and present various reports of the organization.

Course contents:

Unit I: Management Accounting and Managerial Decisions

Concepts and definition, objectives, nature, scope, and functions; Distinction between financial accounting and management accounting; Tools and techniques or system of management accounting; Need & importance of management accounting and managerial decisions; Advantages of management accounting towards managerial decisions.

Unit II: Responsibility Accounting and emerging trends in Management Accounting

Meaning, objectives, significance and scope of responsibility accounting; Responsibility Centres- Cost Centre, Profit Centre, Investment Centre; Advantages and requirement of implementation of responsibility accounting; Social Responsibility Accounting- Objectives and areas; Methods of presentation of social responsibility accounting.

Unit III: Budget and Budgetary Control

Definition of budget; Characteristics of a good budget; Classification of budget- fixed and flexible; Budgetary control- Objectives, advantages and limitations; Zero-base budgeting- traditional budgeting and zero-base budgeting; Steps involved in zero-base budgeting; Performance budgeting.

Unit IV: Standard Costing and variance analysis

Meaning, objectives and significance; Steps involved in standard Costing; Advantages and limitations; Analysis of variances- Material variance, Labour Variance and Overhead variance; Accounting treatment of variances.

Unit V: Management Reporting

Definition, objectives and needs of management reporting; Essential features of a good report; General principles of a good reporting system; kinds of reporting;

Management Audit- Objectives and difference between financial audit & management audit; Value analysis and cost control and cost reduction.

Suggested readings:

1. Saxena, V.K. and Vashist, C.D. *Advanced Cost and Management Accounting*, Sultan Chand & Sons.
2. Pandey, I.M. *Financial Management*, Vikas Publishing House.
3. Gupta, S.K., Sharma, R.K. and Gupta, N. *Management Accounting- Principles and Practice*, Kalyani Publishers.
4. Nigam, B.M.L. and Jain, I.C. *Cost Accounting- Principles and Practice*, PHI Learning.
5. Horngren, C.T., Foster, G. and Datar, S.M. *Cost accounting: A Managerial Emphasis*, Pearson.

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

Proposed Modified Syllabus
CM934E: Advertising and Sales Promotion
Marks: 100; Credit: 4 (L-3 T-1 P-0)

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

- To gain a solid foundation in the principles and practices of advertising, including various types of advertising media, strategies, and their role in the marketing mix.
- To learn about different sales promotion techniques such as discounts, contests, and special offers, and how these tools can influence consumer behaviour.
- To develop an understanding of the ethical and legal considerations involved in advertising and sales promotions.

Course contents:

Unit I: Introduction to Advertising

History and growth of Advertising; Meaning; Nature and importance; Types of advertising; Principles of Advertising; Setting Advertising Budget; Legal and Ethical Aspects of Advertising; Role of Advertising Standard Council of India (ASCI).

Unit II: Advertising Message and Advertising Effectiveness

Advertising appeals; Advertising Message; Advertising copy and its Layout; Response hierarchy modes of advertising; Methods of measuring advertising effectiveness.

Unit III: Advertising Media and Advertising Agency

Types of Advertising Media- Strength and Limitations; Factors influencing selection of advertising media; Media Scheduling.

Advertising Agency- Concept; Types of an Advertising Agency; Functions of an Advertising Agency.

Unit IV: Introduction to Sales Promotion

Meaning of Sales Promotion; Objective of Sales Promotion; Nature and importance of sales promotion; Limitation of Sales Promotion; Sales promotion vs Advertising; Reasons for the increase in Sales Promotion; Forms of sales promotions- Consumer oriented sales promotion, Trade-oriented sales promotion & Sales force-oriented sales promotion; Organising sales promotion campaigns.

Unit V: Developing Sales Promotion Programmes

Sales Promotion Programme Development Process- Establishing Objectives, Selecting the tools, develop the program, Pre-testing and Implementation, evaluating the result and making necessary modifications; Different Tools and Techniques of Sales Promotion- Definitions, merits and demerits; Effects of sales promotion on Brand Equity; Legal Restrictions on sales promotion in India.

Suggested readings:

1. Mohan, M. *Advertising Management-Concepts and Cases*, Tata McGraw Hill.
2. Sethia, K.C. and Chunawalla, S.A. *Foundations of Advertising-Theory & Practice*, Himalaya Publishing House.
3. Choudhury, P., Elliott, R. and Toop, A. *Successful Sales Promotion*, Orient BlackSwan.
4. Blattberg, R.C. and Neslin, S.A. *Sales Promotions: Concepts. Methods and Strategies*, Prentice Hall.
5. Kazmi, S.H.H. and Batra, S. *Advertising and Sales Promotion*, Excel Books.

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