

MASTER OF COMMERCE (M.COM.)

**Two Year Programme
(Four Semesters)**

COURSE STRUCTURE

Under

**Choice Based Credit System (CBCS)
W.E.F. ACADEMIC SESSION 2023-2024**



**DEPARTMENT OF COMMERCE
UNIVERSITY OF LUCKNOW
LUCKNOW**

UNIVERSITY OF LUCKNOW
Master of Commerce Programme
Regulations 2020

1. Applicability

These regulations shall apply to the Master in Commerce (M.Com.) programme from the session 2023-24.

2. Minimum Eligibility for admission

A three/four year Bachelor's degree or equivalent in B.Com., B.Com. (Hons.) awarded by the University or Institute as per law and recognized as equivalent by this University with minimum 48% percentage marks or equivalent grade, shall constitute the minimum requirement for admission to the Master in Commerce programme.

3. Programme Objectives

- To acquaint students in the conventional as well as contemporary areas in the discipline of Commerce.
- To enable students to be well versed with national as well as international trends in business.
- To enable students to understand accounting and auditing practices, marketing environment, human resource development, taxation rules, role of regulatory bodies in the corporate and financial sectors, nature of financial instruments and markets, customer relationship management and business ethics.
- To provide in-depth knowledge of all core areas specifically Accounting & Finance, Marketing and Human Resource Management.

4. Programme Outcomes

After Completing Masters in Commerce (M.Com) the students will be able to:

- Develop an ability to apply knowledge acquired in problem solving in practical life and management of business activities.
- Inculcate ethical values, team work, leadership and managerial skills moulding students into future visionaries, management leaders that are compassionate yet efficient.
- Develop innovative thought processes and nurture open-mindedness, equitability and perseverance.
- Develop teaching and research talent in students and to create academic expertise suiting to contemporary needs of the society.
- Adopt a reflective approach to personal development and embrace the philosophy of continual professional development.

5. Specific Programme Outcomes

After the completion of the M.Com Course, a student should be able to:

- Pursue Research in his chosen area.
- Become successful Entrepreneurs.
- Teach in Colleges and Universities after qualifying the requisite tests. (NET/SET)
- Work in Banking and Insurance sector as executives after qualifying requisite test.
- Pursue professional courses such as CA/CS/CMA/CFA.
- Work as Accountants in Corporations.
- Work as Executives in Marketing and Sales.
- Work as Managers in Organizations.
- Work as investment and tax consultants after internship in suitable organizations.

COURSE OBJECTIVES

The course aims to impart the knowledge of detailed accounting process and reporting requirements of companies among the students.

COURSE OUTCOMES : After completion of this course, the students should be able to :

- Calculate Goodwill, evaluate shares adopting different methods and preparation of final accounts of Indian Companies.
- Have a comprehensive understanding of the advanced issues in accounting for assets, liabilities and owner's equity
- Understand the treatment regarding issue of bonus shares and treatment of prior period profits
- Account for mergers and amalgamations and analyse the internal or external reconstructions of companies
- Summarize the consolidated financial statement and balance sheet for holding companies

COURSE OUTLINE

Unit I : Shares & Debentures

Accounting for shares & debentures – Issue, forfeiture, re-issue, redemption, buy-back of shares, Bonus share.

Unit II : Financial statements Analysis

Meaning, objectives, tools and types. Common size statement, Comparative financial statement, Profit prior to incorporation, Computation of managerial remuneration.

Unit III : Accounting for Corporate Restructuring

Accounting problems relating to acquisitions : Amalgamation, Absorption and reconstructions, liquidation of companies.

Unit IV : Accounts of Holding Companies

Concept, consolidated financial statements, needs for consolidation, document to be filed along with consolidated financial statements, minority interest, cost of control, pre acquisition & post acquisition, elimination of unrealized profit.

Unit V : Valuation of Shares and Goodwill

Valuation of Shares : Intrinsic value method, Yield method and Fair value method,

Valuation of goodwill : Average profit method, Super profit method, Capitalisation method, annuity method.

SUGGESTED READINGS :

1. Bhattacharya and Dearden – Accounting for Management
2. Anthony, Robert – Management Accounting – Text and Cases
3. Gupta, R.L. – Advanced Accountancy
4. Grewal, T.S. – Double Entry Book Keeping
5. Hingorani, Ramanathan and Grewal – Management Accountancy
6. Agarwal, B.D. – Higher Accountancy
7. Shukla and Grewal – Advanced Accounts
8. Maheshwari, S.N. – Advanced Accountancy

COURSE OBJECTIVES

The course aims at familiarizing the students with the significance and role of HRM in the working of the modern organizations. It will provide exposure regarding human resource processes and practices with special reference to India.

COURSE OUTCOMES : After completion of this course, the students should be able to :

- Understand employee recruitment and selection process.
- Evaluate different training programs and understand their limitations.
- Gain knowledge regarding the developing role of human resource management in the globalized world.

COURSE OUTLINE

Unit I : Overview of HRM

HRM : Concept, evolution, objectives, scope, importance, principles and functions.

Manpower Planning : Concept, need, objectives, principles, methods or techniques.

Unit II : Staffing

Recruitment, Selection, Factors affecting recruitment, source of recruitment (Internal & External), selection process, methods of selection, Training and Development.

Unit III : Employee Appraisal and Maintenance

Discipline : Objects, forms/types of discipline, principles of maintaining discipline, causes of indiscipline, suggestions for effective discipline. Disciplinary action, Elements and Principles of disciplinary action process.

Performance Appraisal : Concept, Significance, Types, Methods or Techniques, Potential Appraisal.

Unit IV : Employee Relations

Grievance : Causes of grievances, grievance procedure, steps in handling grievance, Directive principles of handling grievances.

Collective Bargaining : Concepts, Goals of management and unions in collective bargaining.

Unit V : Employee Integration and Separation

Promotion, Job enrichment, Job enlargement, Labour Turnover, Absenteeism, Voluntary Retirement, Superannuation Lay-off, Retrenchment, Dismissal, Discharge.

SUGGESTED READINGS :

1. Mamoria, C.B. – Personnel Management
2. Srivastava, M.P. – Human Resource Planning : Approaches, Needs, Assessment Needs, Assessment and Priorities in Manpower Planning.
3. Ashwathapa – Human Resource Management
4. R.K. Shukla, Human Resource Management, New Royal Book Co., Lko.
5. Bimal Jaiswal & Deepak Verma – Managing Human Resource/HRM
6. R.B.S. Verma, Manav Sansadhan vah Prabandh ki Rooprekha, New Royal Book Co., Lko.
7. VSP Rao – Human Resource Management – Text and Cases
8. Gary Dessler – Human Resource Management
9. P. Jyothi and D.N. Venkanesh – Human Resource Management
10. John M. Ivancevich : Human Resource Management

MCEL-301A : STRATEGIC COST ACCOUNTING

COURSE OBJECTIVE

The course aims to impart and inculcate the knowledge of controlling and effective management of cost among the students.

COURSE OUTCOMES: After completion of this course, the students should be able to:

- Identify differences between various forms of accounting-financial, management and cost accounting
- Identify cost according to their associated activities and apply costing techniques for computing cost of product or services
- Make various managerial decisions on the basis of learning about concept and issues involved therein

COURSE OUTLINE

Unit I: Introduction

Meaning and terminology of cost accounting, comparison with other disciplines (management and financial accounting), Concept and uses of Cost Accounting; Accounting plan and responsibility centres : Meaning, significance of responsibility accounting, Types of Responsibility centres – cost centre, profit centre, investment centre, revenue centre, Responsibility performance reporting

Unit II: Marginal Costing and Breakeven Analysis

Marginal Costing- Meaning, concept and features, Criticism against marginal costing, application and limitations of marginal costing. Break even analysis – Definition, steps, formulation and its assumptions and limitations of break even analysis, Cost-Volume Profit Analysis, Margin of Safety.

Unit III : Standard Costing and Variance Analysis

Standard costing as a control technique, setting of standards, Variance analysis –Meaning of Variance Analysis, Material, Labour, Overheads Variance and their relevance in cost management

Unit IV: Strategic Costing Techniques, Cost Audit and Transfer Pricing

Value chain analysis – Meaning and types of value chain, quality costing, target costing and life style costing, Cost Audit – Definition, meaning, objectives, important legal provision as to cost audit. Transfer pricing – Concepts, requisites, objectives, methods of transfer pricing.

Unit V: Activity Based Costing

Activity based costing: Meaning & objectives, advantages & limitations, steps and other concepts in activity based costing, Job Costing – Definition, Features, Procedures and its advantages.

SUGGESTED READINGS:

1. Pandey, I.M. – Management Accounting
2. Gupta, R.L. – Advanced Accountancy Vol. II
3. Kishore, M Ravi – Cost Accounting and Financial Management
4. Goyal, M.M. – Management Accounting
5. Khan and Jain – Management Accounting
6. Sharma, D.C. and Gupta, K.G. - Management Accounting
7. Anthony, R.M. - Management Accounting
8. Horngren Charles, T. - Management Accounting
9. Batty, J. - Management Accounting
10. Hingorani, Ramnathan and Grewal - Management Accounting
11. Horngreen Charles T., Geogre Goster and Srikant M. Dalinr – Cost Accounting : A Managerial Emphasis, Prentice Hall, Delhi
12. Lall, B.M. and Jain, I.C. – Cost Accounting : Principles and Practice, Prentice Hall, Delhi
13. Welsch, Glenn A., Ronald W. Hilton and Paul N. Gordan – Budgeting, Profit and Control, Prentice Hall, Delhi.

COURSE OBJECTIVE

The aim of this course is to impart knowledge about accounting of special entities and to make students familiar with emerging accounting trends in the world.

COURSE OUTCOMES : After completion of this course, the students should be able to :

- Understand the concept and procedure of double accounting system.
- Frame ideas about accounting system in special entities like electricity and railway company.
- Gain knowledge about CSR made by companies.
- Develop concept and ideas relating to emerging trends of accounting such as environmental and forensic accounting.

COURSE OUTLINE

Unit I: Accounting for Special Entities

General accounting system and Double Accounting System : Meaning, historical background, objectives, difference between double accounting system and general accounting system, format of double accounting system, revenue account, net revenue account and capital account, General balance sheet.

Unit II : Accounting for Electricity Companies

Major accounting reforms in Indian Electricity Act 1910, The Electricity Supply Act 1948, 1978 and The Electricity Act 2003, Accounting system of electricity companies: Statement of share and loan capital, statement of capital structure, statement of operating revenue, statement of operating expenses, net revenue account and general balance sheet.

Unit III : Accounting for Railway Company

Historical evolution of railway company in India, Legal framework of railway company in India, Accounting system in railway company: Revenue account, net revenue account, capital account and general balance sheet.

Unit IV : Corporate Social Responsibility

Concept of Corporate social responsibility (CSR), Legal Provision under Companies Act 2013, Overheads of CSR, Corporate Social Responsibility Accounting: Meaning, objective and Requirements of disclosures and Sustainability Reports.

Unit V : Environmental Accounting and Forensic Accounting

Meaning, objective and importance; Types of Environment Accounting; Costs and benefits of Environment Accounts.

Forensic Accounting: Meaning, concept, objectives, components of forensic accounting, investigative services and litigation services.

SUGGESTED READINGS :

1. Hanif & Mukherjee : Corporate Accounting
2. S.N. Maheshwari : Corporate Accounting
3. R.L. Gupta & Radhaswami : Corporate Accounting
4. P.V. Ratnam : Advanced Accounting with Accounting Standards
5. S.M. Shukla : Advanced Accounting Vol. I & II.
6. Thomas, G. Fraser & Monika Agarwal : Ethics Governance and CSR in India
7. M.N. Mandal : Corporate Social Responsibility in India
8. Shuchi Pahuja : Environmental Accounting and Reporting
9. Siddhartha Sarkar : Economic and Environmental Accounting for Sustainable Development
10. Apurva Joshi : Student's handbook on Forensic Accounting.

COURSE OBJECTIVE:

The objective of this course is to enable students to understand the core concept of Customer Relationship Management (CRM), CRM as a business strategy and its organizational context.

COURSE OUTCOMES : After completion of this course, the students should be able to :

- Understand the concepts and principles of CRM and managing Customer Relationship.
- Appreciate the rules and changing face of CRM as an IT enabled function
- Introduce the core concepts of CRM paradigm
- Emphasize CRM as a business strategy
- Highlight the role of appropriate business process and technology management capabilities in managing customer relationship

COURSE OUTLINE :

Unit I : Introduction

Evolution of Relationship Marketing, Purpose of Relationship Marketing, Introduction to CRM – Definition, Concept of CRM, Significance and types of CRM, Factors responsible for growth of CRM, CRM Cycle and CRM implementation, building relationship with multiple stakeholders CRM Model , CRM strategy.

Unit II : Customer Satisfaction and Loyalty

Concept, significance and components of customer satisfaction, measurement of customer satisfaction, customer satisfaction models.

Meaning, concept and significance of customer loyalty, factors influencing customer loyalty.

Unit III : Customer Analysis

Customer profitability analysis, Life time customer value, base profit analysis, value chain analysis, customer defection, customer retention, important stages of customer retention, measurement, customer expectation, customer acquisition.

Unit IV : Managing Customer Relationship

Stages, Techniques to manage customer relations, Customer experience management, creating a customer profile, knowing your customer, segmenting and targeting customers, tools used for segmenting and targeting customers.

Meaning, Definition and Types of Service quality, Service quality dimension and gaps.

Unit V : Technology and Customer Relations

E-CRM in business, A changing perspective, Features and advantages of E-CRM, Technologies of E-CRM, Functional components of CRM, Customer data Management, sales force Automation

SUGGESTED READINGS :

1. Alok Kumar Rai – Customer Relationship Management : Concept and Cases, PHI
2. Jagdish & Seth - Customer Relationship Management : Emerging Concept – Tools & Applications.
3. Lakshaman Jha - Customer Relationship Management – A Strategic Approach.
4. Federico, Rajola - Customer Relationship Management – Organisational and Technological Perspective.
5. Ed Peelen - Customer Relationship Management.

MCEL-302B : DIGITAL MARKETING

COURSE OBJECTIVE

The course aims to familiarize students with the concept of digital marketing and its evolution. It further aims to equip students with the ability to understand and subsequently create strategic and targeted campaigns using digital media tools.

COURSE OUTCOMES:

After completion of this course, the students should be able to :

- Understand the concept of digital marketing and its real world iterations
- Articulate innovative insides of digital marketing enabling a competitive edge.
- Understand how to create and run digital media based campaigns.
- Identify and utilize various tools of digital marketing.

COURSE OUTLINE

Unit I: Introduction

Introduction to digital marketing, Traditional vs. digital marketing, Digital Marketing Channels, Creating Digital Marketing Plan, Digital Content Marketing, Understanding trends in digital marketing-Indian and global context.

Unit II: Contemporary Digital Revolution:

The contemporary digital revolution, Digital marketing strategy, Marketing Strategies for the digital world-latest practices, Security and Privacy issues with digital Marketing, Online communities and co-creation.

Unit III: Introduction to Social Media Marketing:

Social Media Marketing-Plan, Process, Goals, Channels, Implementation, Tools, Search Engine, Facebook Ads-its Creation & Visibility, Twitter, LinkedIn, Youtube Account Creation, Instagram, Introduction to Blogging, Fake news, Linkage with social media and social community.

Unit IV: Designing Organization for Digital Success:

Digital Transformation Framework; Digital leadership principles, Online Public Relation and Reputation Management, Value addition by digital marketing, cost effectiveness of digital strategies.

Unit V: Digital Marketing-User's Perspective

E-mail and Mobile Marketing – Introduction, Process, Plan, Design and Content delivery, Discovery, Mobile marketing – Introduction, concept, process, goals, Pros and Cons, Spam; Market gamification, Online campaign Management using marketing analytic tools to segment.

SUGGESTED READINGS

1. Seemagupta - Digital Marketing, McGraw Hill
2. Chuck Hemann Ken Burbary – Digital Marketing Analytics, Pearson
3. Chaffey, D, F.E. Chadwick, R. Mayer, and K. Johnston (2015). Internet Marketing: Strategy, Implementation, and Practice. Pearson India.
4. Kotler, Philip, Hermawan Kartajaya, and Iwan Setiawan (2017). Digital Marketing: 4.0 Moving from Traditional to Digital. Pearson India.
5. Ryan, Damian and Jones Calvin (2016). Understanding Digital Marketing: Marketing Strategies for engaging the Digital Generation.

COURSE OBJECTIVES

The objective of the course is to enable students to understand the various concepts related to labour legislations and social security.

COURSE OUTCOMES : After completion of this course, the students should be able to :

- Learn about the legalities involved in managing the labour force.
- Understand the implementation strategies of labour welfare schemes.
- Comprehend the concept of social security schemes and programmes.

COURSE OUTLINE

Unit- I : Concept of Labour Welfare

Labour welfare- concept, need & importance, objectives, Scope, types of labour welfare- statutory and non-statutory, Principles of labour welfare, ILO

Unit- II : Social Security

Meaning, Definition, Concept, need and importance of social security, Types of Social Security, Social Assistance, Social Insurance, Measures of Social Security.

Unit- III : Social Security Laws

Employee State Insurance Act 1948: Definitions, Objectives of the Act, Corporation, Standing Committee and Medical Benefits Council, Finance & Audit, Contributions, Benefits, Adjudication of disputes and claims, Penalties and procedures.

Unit- IV : Labour Welfare Laws

Trade union – Concept, scope, objectives of the act, provisions, registration of trade union, rights & liabilities of registered trade union, dissolution of registered trade union, penalties and procedure.

Unit- V : Labour Welfare Legislations

Payment of Bonus Act 1965: Computation of gross profit and available surplus, eligibility and disqualification for bonus, Payment of minimum and maximum bonus, penalties & provisions with respect to bonus.

Maternity Benefit Act 1961: Objectives, scope, admissible benefits and eligibility, role of inspector.

SUGGESTED READINGS

1. Sarma, A.M. – Aspects of Labour Welfare and Social Security, Himalaya Publishing.
2. Srivastava, S.C. – Social Security and Labour Laws, Eastern Book Publishing.
3. S.K. Shukla & K.P.Tewari – Industrial and Labour Law, (Hindi & English), New Royal Book Co., Lucknow
4. Devi, D. – Social Security and Labour Legislation
5. Singh, Indrajeet – Industrial and Labour Laws (Hindi)
6. Chakraborty, B.K. – Labour Laws in India
7. Sanjeev Kumar – Labour Laws
8. Goswami, V.G. – Labour and Industrial Laws, Central Law Agency

COURSE OBJECTIVE

The aim of this course is to familiarize the students with the behavioural aspects and patterns of human beings in context of their workplace.

COURSE OUTCOMES : After completion of this course, the students should be able to :

- Understand the importance of perception.
- Become a good leader and develop requisite qualities.
- Describe motivating factors of employees.
- Explain the organizational issues related to group, culture, learning and personality.

COURSE OUTLINE :

Unit I : Introduction

Meaning, nature, significance, Key elements of Organisational Behaviour, Role of managers in Organisational Behaviour – Interpersonal, Informational and Decision Role, Approaches, Challenges and Globalisation of Organisational Behaviour.

Unit II : Perception and Learning

Perception : Meaning, concept, nature, importance, factors affecting perception.

Learning : Nature, feature, process, components of learning, Theories of learning.

Unit III : Personality

Personality – Definition, Meaning of personality, Factors affecting personality, Theories of personality, Personality traits affecting Organisational Behaviour, Types of personality.

Unit IV : Leadership and Motivation

Leadership – Definition, concept, need of leadership, Leadership Theories.

Motivation – Definition & meaning of motivation, Importance, Theories of motivation.

Unit V : Organisational culture and Group Dynamics

Organisational culture – Meaning, concept & nature, functions of organizational culture, types of culture, cultural diversity, power & politics.

Introduction to Group – Meaning & importance of groups, types of groups, advantages & disadvantages, Difference of group & team, Organizational conflict.

SUGGESTED READINGS :

1. Aswathapa, K. – Organizational Behaviour, Himalaya Publishing House
2. Prasad, L.M. - Organizational Behaviour, Sultan Chand & Sons
3. Robin, Stephens P. - Organizational Behaviour, Pearson
4. Gaurav, Sankalp – Management and Organizational Behaviour
5. Fred, Luthans – Organizational Behaviour
6. Neeru Vashisth - Organizational Behaviour, Taxmann Publication.

COURSE OBJECTIVE

To enable students to develop knowledge about the accounting & taxation principles and their implementation aspect.

COURSE OUTCOMES : After completion of this course the students should be able to :

- To give an exposure to the principles of accounting & the preparation of final accounts.
- To enable students to be proficient in tax management
- To familiarize them with the knowledge of funds management.

COURSE OUTLINE :

Unit- I : Introduction to Accounting

Accounting: Definition, nature, scope, functions, importance, branches. Accounting as an Information System, Accounting concepts and conventions.

Unit- II : Basic Accounting Process

Journal, Ledger, Trial Balance, Trading and P&L Accounts, Balance Sheet.

Unit- III : Introduction to Taxation

Constitutional provisions, History of Taxation, Indian Tax System, Direct and Indirect Taxes, Basic knowledge of Income Tax Act 1961, regarding computation of taxable income and tax liability of an individual. Tax planning, Tax Avoidance, Tax Evasion and Tax Management.

Unit- IV : Goods and Services Tax

Concepts, objectives, GST framework, GST Council, Levy and Collection of GST.

Unit- V : Financial Management

Meaning, nature, scope and objectives. Financial Planning, Role of Finance Manager while making financial investment.

SUGGESTED READINGS

1. Shukla, S.K. – Direct Tax : Law and Accounts
2. Mehrotra, H.C. – Income Tax
3. Shukla, S.K. – Goods and Service Tax with Custom Duty (Hindi & English)
4. Bare Act of GST
5. Shukla, S.M. – Financial Accounting
6. Anthony, R.N. & Ruce I.S. – Accounting Principles
7. Kumar Audhesh – Financial Accounting
8. Pandey, I.M. – Financial Management
9. Rustagi, R.P. – Financial Management