

**MAHARSHI DAYANAND UNIVERSITY ROHTAK**  
**DEPARTMENT OF COMMERCE**  
**Scheme of Examination under CBCS**  
**w. e. f Session:2016-17**

**M.Com First Semester**

Sr. No.	Paper Code	Nomenclature of Paper	Theory Marks	Int. Ass.	Total Marks	Time	Credits (C+T+P)
1	16MCO21C1	Accounting Standards and Financial Reporting	80	20	100	3 Hours	4+1+0=5 Credits
2	16MCO21C2	Statistical Analysis for Business	80	20	100	3 Hours	4+1+0=5 Credits
3	16MCO21C3	Managerial Economics	80	20	100	3 Hours	4+1+0=5 Credits
4	16MCO21C4	Computer Application in Business	60	40 (Practical)	100	3 Hours	4+0+1=5 Credits
5	16MCO21D1 16MCO21D2 16MCO21D3	Student must choose one paper from the followings: (i) Entrepreneurship Development or (ii) Business Environment or (iii) Principles of Management	80	20	100	3 Hours	4+0+0=4 Credits

**Details of Credits Per Week**

**M.Com First Semester:**

Core Papers: (04 for Teaching +01 for Tutorial) X 4 = 20 Credits

Discipline Specific Elective Paper: (04 for Teaching only) X 1 = 04Credits

**Total = 24Credits**

**Size of Groups : For Tutorial = 20 Students (one group)**

**For Practical = 15 Students (one group)**

**MAHARSHI DAYANAND UNIVERSITY ROHTAK**  
**DEPARTMENT OF COMMERCE**  
**Scheme of Examination under CBCS**  
**w. e. f Session: 2016-17**

**M.Com Second Semester**

Sr. No.	Paper Code	Nomenclature of Paper	Theory Marks	Int. Ass.	Total Marks	Time	Credits (C+T+P)
1	16MCO 22C1	Management Accounting	80	20	100	3 Hours	4+1+0=5 Credits
2	16MCO 22C2	Investment Management	80	20	100	3 Hours	4+1+0=5 Credits
3	16MCO 22C3	Financial Management	80	20	100	3 Hours	4+1+0=5 Credits
4	16MCO22D1 Or 16MCO22D2 Or 16MCO22D3	Student must choose one paper from the followings: (i) International Economics or (ii) Strategic Financial Management or (iii) Organizational Behaviour	80	20	100	3 Hours	4+0+0=4 Credits
5		<b>Foundation Elective Paper</b> (To be chosen From the list of Foundation Elective Papers provided by the University)				3 Hours	2 Credits
6		<b>Open Elective Paper</b> (To be chosen from the list of Open Elective Papers provided by the university)				3 Hours	3 Credits

**Details of Credits Per Week**

**M.Com Second Semester:**

Core Papers : (04 for Teaching +01for Tutorial) X 3 = 15 Credits

Discipline Specific Elective Papers: (04 for Teaching only) X 1 = 04Credits

Foundation Elective Paper: (02 for Teaching only) X 1 = 02Credits

Open Elective Paper: (03 for Teaching only) X 1 = 03 Credits

**Total = 24 Credits**

**MAHARSHI DAYANAND UNIVERSITY ROHTAK**  
**DEPARTMENT OF COMMERCE**  
**Scheme of Examination under CBCS**  
**w. e. f Session: 2017-18**

**M.Com Third Semester**

Sr. No.	Paper Code	Nomenclature of Paper	Theory Marks	Int. Ass.	Total Marks	Time	Credits (C+T+P)
1	17MCO 23C1	Portfolio Management	80	20	100	3 Hours	4+1+0=5 Credits
2	17MCO 23C2	Corporate Tax	80	20	100	3 Hours	4+1+0=5 Credits
3	17MCO23DA1 or 17MCO23DA2 or 17MCO23DA3	Student must choose one paper from the followings : (i) Marketing Concepts & Decisions or (ii) Project Management or (iii) Management of Financial Services	80	20	100	3 Hours	4+0+0=4 Credits
4	17MCO23DB1 Or 17MCO23DB2 Or 17MCO23DB3	Student must choose one paper from the followings : (i) International Finance or (ii) Service Marketing or (iii) Advance Cost Accounting	80	20	100	3 Hours	4+0+0=4 Credits
5		<b>Open Elective Paper</b> (To be chosen from the list of Open Electives Papers provided by the university)				3 Hours	3 Credits

**Details of Credits Per Week**

**M.Com Third Semester:**

Core Papers: (04 for Teaching + 01 for Tutorial) X 2 = 10 Credits

Discipline Specific Elective Paper: (04 for Teaching only) X 2 = 08 Credits

Open Elective Paper: (03 for Teaching only) X 1 = 03 Credit

**Total = 21Credits**

**MAHARSHI DAYANAND UNIVERSITY ROHTAK**

**DEPARTMENT OF COMMERCE**  
**Scheme of Examination under CBCS**  
**w. e. f Session : 2017-18**

**M.Com Fourth Semester**

Sr. No	Paper Code	Nomenclature of Paper	Theory Marks	Int. Ass.	Total Marks	Time	Credits (C+T+P)
1	17MCO 24C1	Cost Accounting Standards & Reporting	80	20	100	3 Hours	4+1+0=5 Credits
2	17MCO 24C2	Corporate Tax Planning and Management	80	20	100	3 Hours	4+1+0=5 Credits
3	17MCO 24C3	Business Research Methods	80	20	100	3 Hours	4+1+0=5 Credits
4	17MCO24DA1 Or 17MCO24DA2 Or 17MCO24DA3	Student must choose one paper from the followings : (i) Human Resource Management or (ii) Working Capital Management or (iii) Strategic Management	80	20	100	3 Hours	4+0+0=4 Credits
5	17MCO24DB1 Or 17MCO24DB2 Or 17MCO24DB3	Student must choose one paper from the followings : (i) International Business Environment or (ii) Production Management or (iii) Advance Accounting	80	20	100	3 Hours	4+0+0=4 Credits
6	17MCO24DC1 Or 17MCO24DC2 Or 17MCO24DC3	Student must choose one paper from the followings : (i) Financial Derivatives & Risk Management Or (ii) International Marketing Or (iii) Cost Management	80	20	100	3 Hours	4+0+0=4 Credits

**Details of Credits Per Week**

**M.Com Fourth Semester:**

Core Papers: (04 for Teaching +01 for Tutorial) X 3 = 15 Credits

Discipline Specific Elective Papers: (04 for Teaching only) X 3 = 12 Credits

**Total = 27 Credits**



### **Important Points regarding Papers:**

- Core Paper means : Compulsory Papers.
- Discipline Specific Elective Paper means : Optional Papers within the Department.
- Open Elective Paper means : Paper from list of Open Electives Papers provided by the University.
- Foundation Elective Paper means : Paper from list of Foundation Electives Papers provided by the University.

### **Important Points regarding Credits:**

- Classroom Lecture of one Hour = One Credit Per Week
- Tutorial of one Hour = One Credit Per Week
- Practical of two Hours = One Credit Per Week
- Project /Dissertation Work of one Hour = One Credit Per Week

**For a Two-Years PG Programme, a student should accumulate the total credit score as under:**

Semester	Credits					
	Hard Core	Soft Core	Open Elective	Supportive/ Foundation Elective	Project/ Field work/ Dissertation	Total
1 <sup>st</sup>	20-28	0-4	0-6	0-2	-	20-36
2 <sup>nd</sup>	12-24	0-8	0-6	2-4	-	21-36
3 <sup>rd</sup>	0-16	0-20	0-6	0-2	X (=0 or 2 or 4 or 8 or 20)	21-36
4 <sup>th</sup>	0-16	0-20	-	-	Y(=0 or 4 or 8 or 20)	20-36
Minimum Credits required	54 or 74-(X+Y) according to whether $X+Y \leq$ or $>$ 20. (Please see <i>Annexure II</i> )	20-(X+Y) or 0 according to whether $X+Y \leq$ or $>$ 16. (Please see <i>Annexure II</i> )	6	2	X+Y	82

**M.Com (Two Year Course) 1<sup>st</sup> Semester w.e.f. 2016-17**  
**Accounting Standards and Financial Reporting**  
**Paper Code: 16MCO21C1**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:1:0= 05**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Accounting Standards: Meaning, Objectives, Benefits, Scope; Stages and Process of Standards settings in India, Accounting Standards issued by ICAI, Compliance and Applicability of Accounting Standards in India, The Companies (Indian Accounting Standards) Rules, 2015

**Unit-II**

International Financial Reporting Standards: Meaning, History, Objectives, Scope; Convergence of Indian Accounting Standards with IFRS: Current Status and Challenges; IASB: History, Objectives, Scope; FASB: History and its Pronouncements. Harmonization in Accounting and Reporting.

**Unit-III**

Financial Disclosures and Reporting: Objectives and Concepts, Developments on Financial Reporting Objectives: True blood Report, Corporate Report, Stamp Report, IASB's and FASB's Conceptual Framework, Corporate Annual Report, Segment Reporting and Interim Financial Reporting.

**Unit-IV**

Financial Reporting by Mutual funds, Non-banking finance companies, Merchant bankers  
Contemporary Issues in Accounting:- Human Resource Accounting, Corporate Social Reporting, Forensic Accounting and Reporting. Environmental Reporting.

**Suggested Readings:-**

1. Kenneth S. Most, "Accounting Theory", Ohio Grid Inc.
2. JawaharLal, "Corporate Financial Reporting: Theory and Practice" Taxman, 2nd Ed.
3. Vijay Kumar, M.P, "First Lesson on Accounting Standards", Snowwhite.
4. Glautier, H.W.E. And Undordown, B. "Accounting Theory and Practice" (Arnold Heinemann).

**M.Com (Two Year Course) 1<sup>st</sup> Semester w.e.f. 2016-17**  
**Statistical Analysis for Business**



**Paper Code: 16MCO21C2**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:1:0= 05**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

- Unit-1** Correlation and Regression Analysis: Partial and Multiple Correlation and Regression (Up to three variables); Probability Distribution : Binomial distribution , Poisson Distribution and Normal Distribution: Their applications to Business.
- Unit-2** Statistical Inference:- Test of Hypotheses: Sampling tests – Large and small Sample tests – Z-Test, T-Test.
- Unit-3** Analysis of Variance: Introduction, assumptions, Techniques of Analysis of Variance – one way classification and two way classifications. F-Test. Non-Parametric Tests: Sign-Test, Wilcoxon Sign – Rank test, Wald – Wolfowitz test, Kruskal Wallis – H Test and The Mann Whitney – U-Test. Median Test, Run Test
- Unit-4** Association of Attributes: Criterion of Independence, Consistency of data (two and three attributes),  $\chi^2$  –Test: Conditions for apply  $\chi^2$  – Test, Yate’s correction, Uses of  $\chi^2$  Test, Additive Property of  $\chi^2$ ., Misuse of Chi-Square Test and its limitations.

**Suggested Readings:**

1. Chou-Ya-Lun: Statistical analysis, Holt, Rinchart and winslon.
2. Hooda, R.P: Statistics for Business and Economics, Macmillan India Ltd. New Delhi.
3. Heinz, Kohler: Statistics for Business & Economics, Harper Collins.
4. Hien, L.W: Quantitative approach to Managerial decisions, Prentice Hall, New Jesery. India, Delhi.
5. Lawrence B.Morse: Statistics for Business & Economics, Harper Collins.
6. Levin, Richard I and David S Rubin: Statistics for Management, Prentice Hallof India, Delhi.
7. Watsnam Terry J. and Keith Parramor: Quantitative Methods in Finance, International Thompson Business Press.
8. Ackaff,R.L. and Sasieni, M.W., Fundamentals of Operations Research, John Wiley and sons Inc., New York 1968.
9. Agee, M.H., Taylor, R.E. and Torgersen, P.E., Quantitative Analysis for Management Decisions, Prentice Hall Inc., Englewood Cliffs, N.J., 1976.

**M.Com (Two Year Course) 1<sup>st</sup> Semester w.e.f. 2016-17**  
**Managerial Economics**  
**Paper Code: 16MCO21C3**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:1:0= 05**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-1 Introduction:** Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making, Fundamental economic concepts: Consumer Behaviour and Demand Analysis: Cardinal and Ordinal Approaches to Consumer Behaviour, Demand Estimation and Forecasting.

**Unit-2 Theory of Production and Cost:** Managerial uses of Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Empirical Estimation of Production Functions; Traditional and Modern Theory of Cost in Short and Long Runs, Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function: Behaviour of Firm under various market situations: Prisoner's Dilemma – Price and Non-price Competition.

**Unit-3 Macro economics:** Meaning, nature and scope; circular flow of income; multiplier, accelerator and marginal efficiency of capital. Economic growth: measurement and determinants. Inflation: definition, types and strategies to counter inflation

**Unit-4 Budgets and budgetary deficits; deficit financing; Public debt operations and its management. Balance of payment management, management of internal and external balance, balance of deficit management; foreign exchange reserves; foreign exchange rate management and its role in managerial decision making; foreign exchange flow. Business cycles and its relevance to managerial economist.**

**Text Books:**

1. Christopher R. Thomas & S. Charles Maurice (2006), Managerial Economics, Tata McGraw Hill, New Delhi.
2. Dean, Joel: Managerial Economics, Prentice Hall, Delhi.
3. Dholkia, R.H. and A.L. Oza: Micro Economics for Management Students, Oxford University Press. New Delhi.

**M.Com (Two Year Course) 1<sup>st</sup> Semester w.e.f. 2016-17**  
**Computer Applications in Business**  
**Paper Code: 16MCO21C4**

**Time: 3 hours**

**Max. Marks: 60**  
**Credits: 4:0:1= 05**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 6 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 12 marks each.

**Unit-1**

**Introduction to computer:** Characteristics of computer systems, Various Functional units of computers, Types of computer systems, Introduction to computer Memories: Primary Storage, Secondary storage, Input/Output Devices, Software types: Systems software, Application software, functions of Operating Systems, Computer Networks: Advantages of Networking, Types of Network: LAN, MAN, WAN, Public and Private Network, Data communication Media.

**Unit-II**

**Internet and E-Commerce:** Internet concept and Technologies, Internet applications, Internet Accounts, Extranet and E-Mail, Features of E-Commerce, Elements of E-Commerce, Types of E-Commerce System: B2B,B2C,C2C,C2B,B2Gand G2C, E-commerce technologies, Types of an Electronic Payment System, Security Schemes of an electronic Payment Systems, E-Commerce On-line Services. Electronic data Interchange (EDI): Basics of EDI, Application of EDI, Advantages of EDI.

**Unit-III**

Word processing: Introduction and working with MS-Word in MS-Office; Word basic commands; Formatting-text and documents; Sorting and tables; Working with graphics; Introduction to mail merge.

Spread Sheets: Working with EXCEL-formatting, functions, chart features; Working with graphics in Excel; using worksheets as database in accounting, marketing, finance and personnel areas.

Presentation with Power-Point: Power-point basics, creating presentations the easy way; Working with graphics in Power-Point; show time, sound effects and animation effects.

**Unit-IV**

**Accounting Package-Tally (ERP 9):** Features of Tally, Contents of Accounts Info, Menu, Creating Ledgers, Preparation of Vouchers, Inventory Master: Functions in Inventory Information Menu, Inventory Information Menu, VAT(Value added tax) in Tally, Maintenance of Inventory records, Maintenance of Accounting Books and Final Accounts, Generating and Printing of Accounting Reports.

Introduction to Statistical Packages (SPSS): Features, Formation of table, Types of graph, uses of SPSS.

**Practical Max. Marks:40**

The following areas are to be covered:-

Internet Technology-Applications

M.S.Word, PowerPoint , M.S Excel, Tally and SPSS basic commands.

**References**

1. Date, C.J: An Introduction to Database Systems, Addison Wesley, Massachusetts
2. Dienes, Sheila S: Microsoft office, Professional for Windows 95; Instant Reference; BPB publication, Delhi.
3. Mansfield, Ron: The Compact Guide to Microsoft office; BPB publication, Delhi.
4. Norton, peter: Working with IBM-PC,BPB Publications Delhi.
5. O'Brian, J.A: Management Information Systems, Tata McGraw Hill, New Delhi.
- 6.Ullman, J.O. Principles of Database Systems, Galgotia Publications, New Delhi.
7. S.anthony raj, Computer applications in Business Himalaya Pubnlshing House,
- 8, T.D.Malhotra, Computer applications in Business Kalyani Pub lishers

**M.Com (Two Year Course) 1<sup>st</sup> Semester w.e.f. 2016-17**  
**Entrepreneurship Development**  
**Paper Code: 16MCO21D1**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:0:0= 04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-1**

Entrepreneurship: Definition, Concept, Growth and role. The Entrepreneur: types, Characteristics, theories of Entrepreneurial class, Urges and importance of Entrepreneurship Stimulants; Seed-Beds of Entrepreneurship, Influencing Factors; Problems (Operational and Non-Operational) and Obstacles. Entrepreneurial Management. Role of socio-economic environment.

**Unit-2**

Theories of Entrepreneurship, Schumpeter's, Ducker's and Walker's views on Entrepreneur; Evolution of Entrepreneurs in India; Business-skills, Inventory in Entrepreneurs; Information as a strategic catalyst of Entrepreneurial Development; Managers and entrepreneurs; Similarities, Creation of Dream for Entrepreneurs.

**Unit-3**

Skills for a New Class of Entrepreneurs; The Ideal Entrepreneurs; The Entrepreneurship Audit; Identification of opportunities by an Entrepreneur; The steps to identify the project /ventures; Process of converting business opportunities into reality. Feasibility Report and analysis; Process of setting up a small scale industry / unit.

Entrepreneurial Behavior, Innovations and Entrepreneurs, Behavioral and Psycho Theories, social responsibility and Entrepreneurial Problems. Location Problems before Entrepreneurs.

**Unit-4**

Promotion of a venture, External Environment Analysis: Economic, Social, Technological and competition; Legal Framework for establishing and fund raising Venture Capital: Sources and Documents required.

Entrepreneurial Development: Meaning, Need, Programmes, Cycle and Objective. Rural Area and ED, Structuring the EDPs; Inputs for and methods of Training, entrepreneurship Development Programmes in India: An Evaluation

**SUGGESTED READINGS:**

1. Tandon. B.C. Environment and Entrepreneur, Chugh Publication, Allahabad.
2. Siner A David: Entrepreneurial Megahuks: John Wiley and Sons, New York.
3. Srivastava S.B. : A practical Guide to Industrial Entrepreneurial, Sultan Chand and sons, New Delhi.
4. Parsana Chandra: Project preparation n, Appraisal, Implementation; Tata McGraw Hill, New Delhi.
5. Pandey, I.M. Venture Capital – The Indian Experience, Prentice Hall of India.
6. Halt: Entrepreneurship – New Venture Creation; Prentice Hall of India

**M.Com (Two Year Course) 1<sup>st</sup> Semester w.e.f. 2016-17**  
**Business Environment**  
**Paper Code: 16MCO21D2**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:0:0= 04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

- Unit-1** Theoretical Framework of Business Environment; Government Business Relationship:- Roles of government in business; Economic Implications of Indian Constitution- Preamble, Directive Principles of State Policy, Fundamental Rights, Centre-state relationship; Foreign Investment Policy; FEMA.
- Unit-2** Dualism in Indian Society and problem of uneven distribution of income; Emerging rural sector in India; Social responsibilities of Business; Consumerism in India; Consumer Protection Act. Economic Systems and Business Environment; Economic Planning in India – Types of Economic Plan; Pre-requisites of successful economic planning; Latest Five Year Plan.
- Unit-3** Economic Reforms in India; Industrial Policy – Policies of Pre and Post liberalization era; Industries (Development and Regulation) Act; Competition Policy and Competition Act;  
Small Scale Industries – Importance, Problems and Policies; Industrial Sickness – problem, magnitude and remedies.
- Unit-4** Public Sector- Objectives, pattern of growth; Changing role of public sector; Privatization and Disinvestments of public enterprises; Pricing policies in public enterprises.  
Multinational Corporations and its role; EXIM Policy(Latest): An overview of International Economic Institutions and their working – WTO, IMF, World Bank.

**Suggested Readings:-**

1. S.K.Bedi – Business Environment
2. FransisCherunilam – Business Environment – Himalya Publishing House.
3. P.K.Ghosh – Business & Government – Sultan Chand & Sons.
4. Adhikiary, M: Economic Environment of Business, Sultan Chand & Sons, New Delhi.
5. Ahluwalia. I.J. Industrial Growth in India, Oxford University Press, Delhi.
6. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Pub, N.Delhi.

**M.Com (Two Year Course) 1<sup>st</sup> Semester w.e.f. 2016-17**  
**Principles of Management**  
**Paper Code: 16MCO21D3**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:0:0= 04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-1.** Schools of Management Thought: Scientific, process, human behavior and social system school; Decisions theory school; Quantitative and system school; Contingency theory of management; Managerial skills. Managerial Functions: Planning –concept, significance, types; Organizing-concept, principles, theories, types of organizations, authority, responsibility, power, delegation, decentralization; Staffing; Directing; coordinating; control- nature, process, and techniques.

**Unit-2** Motivation: Process of motivation; Theories of motivation- need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory.

**Unit-3** Leadership: concept; Leadership styles; Theories- trait theory, behavioral theory, Fiedler's contingency theory; Hersey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership.

**Unit-4** Interpersonal and Organisational communication: concept of two-way communication; communication process; Barriers to effective communication types of organisational communication, improving communication, transactional analysis in communication;

**Suggested Readings:-**

1. Griffin, Ricky W: ;Organisational Behaviour, Houghton Mifflin co., Boston.
2. Hellreigel, Don, John W. Slocum, Jr., and Richards W. Woodman: Organizational Behavior, south western college Publishing, Ohio.
3. Hersey, Paul, Kenneth H. Blanchard and Dewey E Johnson: Management of Organisational Behaviour:
4. Utilising Human Resources, Prentice Hall, New Delhi.
5. Ivancevich; John and Micheol T. Matheson: Organisational Behaviour and Management, Tata McGraw-Hill, New Delhi.
6. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York

**M.Com (Two Year Course) 2<sup>nd</sup> Semester w.e.f. 2016-17**  
**Management Accounting**  
**Paper Code: 16MCO22C1**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:1:0= 05**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I** Management Accounting-An Introduction: Nature & Scope, Financial Accounting vs. Cost Accounting vs. Management Accounting; Functions, Techniques, Principles; Scope; Utility; Limitations; Essentials for Success. Management Accountant: Position, Role and Responsibility;

**Unit-II** Budgetary Control: Managerial Control Process; Benefits; Limitations; Installation of the System; Classification of the Budgets; Preparation of different types of Budgets, Performance Budget and Zero-Base Budgeting.  
Lease Financing – Lease or buy decision; Evaluation of Lease methods

**Unit-III** Contemporary issues in Management-Accounting: Value Chain analysis;  
Activity Based Accounting; Quality Costing; Target and LifeCycle Costing.

**Unit-IV** Decisions Involving Alternate Choices: Cost Concepts Associated with Decision-making; Evaluation Process; Specific Management Decisions – Make or buy; Expand or buy; Expand or Contract; Change vs. Status Quo; Retain or Replace; Exploring New Markets; Optimum Product Mix; Adding and Dropping a Product.

Responsibility Accounting – Principles; Definition; Types of Responsibility Centers; Pre-requisites; Utility; Problems.

Reporting to Management- Steps for Effective Reporting; Requisites of Ideal Report; Types of Reports; Uses

**Suggested Readings:-**

- 1.J.K.Aggarwal, R.K.Aggarwal, M.L.Sharma – Accounting for Managerial Decisions – Ramesh Book Depot., Jaipur.
- 2.R.Kishore – Advance Management Accounting – Taxam allied Services Pvt. Ltd.
- 3.M.Y.Khan, P.K.Jain – Management Accounting – Tata Mcgraw Hill.
- 4.Horngren, Sundem, Stratton – Introduction to Management Accounting - Pearson Education
- 5.S.N.Mittal – Accounting & Financial Management – Shree Mahavir Book Depot, NaiSarak, New Delhi.
6. Anthony, Robat N., Hawkins and Merchant Management Accounting

**M.Com (Two Year Course) 2<sup>nd</sup> Semester w.e.f. 2016-17**

**Investment Management  
Paper Code: 16MCO22C2**

**Time: 3 hours**

**Max. Marks: 80  
Credits: 4:1:0= 05**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Investments: Nature, Scope, Avenues, Elements, Process of Investment; Tax and Transactions Cost in Investment; Risk-Return Analysis- Meaning, Types and Measurement; Time Value of Money; Sources of Financial Information.

**Unit-II**

Capital Markets: Secondary and Primary, Public Issue: IPO and other types of issues in Securities in India; Stock-Market: - Stock-Exchanges, Listing of Securities, Trading and Settlement; SEBI- Objectives, Function and Evaluation of its role; Intermediaries in the capital markets (including Depositories).

**Unit-III**

Security Valuation: Bonds/Debentures, Preference Shares, Equity Shares, Options and Futures (With numerical); Security Analysis- Fundamental Analysis(Macroeconomic, Industry and Company analysis), Estimation of Intrinsic Value.

**Unit-IV**

Technical Analysis: Charting techniques, Dow-theory, Moving Average Analysis, Oscillators Moving Average Convergence-Divergence, Relative Strength Index and Rate of Change, Technical Indicators of Breadth, Sentiments), Testing Technical Trading Rules, Evaluation of Technical Analysis, Efficient Market Theory: Random Walk Theory, Forms and Empirical Evidences of Various Forms of EMH.

**Suggested Readings:-**

1. Fischer & Jordan, Security Analysis and Portfolio Management, Prentice Hall India.
2. PunithavathyPandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.
3. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing House.
4. French, Don, Security and Portfolio Analysis, Merrill Publishing Co.
5. Preeti Singh, Investment Management, Himalaya Publishing.
6. Devin S., Portfolio Management, Prentice Hall.
7. Cheney, Muses, Fundamentals of Investments
8. V. K. Bhalla, Portfolio Analysis and Management, Sultan Chand & Sons
9. Chandra, P. Investment Analysis and Portfolio Management. McGraw Hill Education (India) Pvt. Ltd., New Delhi



**M.Com (Two Year Course) 2<sup>nd</sup> Semester w.e.f. 2016-17**  
**Financial Management**  
**Paper Code: 16MCO22C3**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:1:0= 05**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Financial Management: Introduction, Meanings and Definitions, Goals of Financial Management, Finance Functions, Interface between Finance and Other Business Functions, Financial Planning: Introduction, Objectives, Benefits, Guidelines, Steps in Financial Planning, Factors Affecting Financial Planning, Estimation of Financial Requirements of a Firm, Capitalization. Time Value of Money: Introduction, Rationale, Future Value, Present Value, Construction of Present Value Tables and Annuity Tables. Cost of Capital: Introduction, Meaning of Cost of Capital, Cost of Different Sources of Finance, Weighted Average Cost of Capital.

**Unit – II**

Leverage: Introduction, Operating Leverage, Application of operating leverage, Financial Leverage, Combined Leverage. Capital Structure: Introduction, Features of an Ideal Capital Structure, Factors Affecting Capital Structure, Theories of Capital Structure. Dividend Decisions: Introduction, Traditional Approach, Dividend Relevance Model, Miller and Modigliani Model, Stability of Dividends, Forms of Dividends.

**Unit – III**

Capital Budgeting: Introduction, Importance of Capital Budgeting, Complexities Involved in Capital Budgeting Decisions, Phases of Capital Expenditure Decisions, Identification of Investment Opportunities, Rationale of Capital Budgeting Proposals, Capital Budgeting Process, Investment Evaluation, Appraisal Criteria. Risk Analysis in Capital Budgeting : Introduction, Types and Sources of Risk in Capital Budgeting, Risk Adjusted Discount Rate, Certainty Equivalent Approach, Probability Distribution Approach, Sensitivity Analysis, Simulation Analysis, Decision Tree Approach. Capital Rationing: Introduction, Types, Steps Involved in Capital Rationing, Various Approaches to Capital Rationing.

**Unit – IV**

Corporate Restructuring: Mergers and Acquisitions, Take Overs, Amalgamation, Leverage Buy-outs, Management Buy Out. Financial Restructuring: Share Split, Consolidation, Cancellation of Paid Up Capital, Corporate Failures and Liquidations

**Suggested Readings:**

1. *Apte, P.G. Global Business Finance (ed.2002) T.M.H.New Delhi.*
2. *Buckley, Adrian, Multinational Finance, Prentice Hall, New Delhi.*
3. *Henning, C.N. ,W.Piggot and W.H.Scott. Financial Management, McGrawHill (Intl. Edition).*
4. *Shapppro , Alan C. Financial Management, Prentice Hall of India, New.Delhi.*
5. *Sharan, V. Financial Management, Prentice Hall of India, New Delhi.*
6. *Bhalla, V.K. Financial Management, Text & Cases, AnmolPublications,New Delhi.*

**M.Com (Two Year Course) 2<sup>nd</sup> Semester w.e.f. 2016-17**  
**International Economics**  
**Paper Code: 16MCO22D1**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:0:0= 04**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit 1**

An introduction to International economics, International trade and Protection; Essential : Ricardo and comparative advantage, factor price equalization and trade, standard trade models and country welfare, Market imperfection and trade.

**Unit 2**

International factor movements; international labour mobility, international capital flows; multinational firms and FDI; Tariffs and non-tariffs barriers to trade, strategic trade policies, Political economy of trade, WTO, Preferential Trading Arrangements, Custom unions and economic integration.

**Unit 3**

International macroeconomics-an introduction, National income accounting and Balance of payments, Asset approach to exchange rate determination, Price Levels and the Exchange Rate in the Long Run, Output and the Exchange Rate in the Short Run.

**Unit 4**

Fixed exchange rate regime, The international monetary system, International capital markets and emerging markets

**Suggested Readings:-**

1. Krugman, Paul, and Obstfeld, Maurice. 2008. International Economics: Theory and Policy. Addison Welsey
2. Chang, Ha-Joon. 2002. Kicking Away the Ladder: Development Strategy in Historical
3. Perspective. London: Anthem Press
4. Stiglitz, Joseph. 2002 (or 2003). Globalization and Its Discontents. New York: W.W. Norton & Company
5. Shaikh, Anwar. 2003. "Globalization and the Myth of Free Trade," to be found at <http://homepage.newschool.edu/~AShaikh/> .

**M.Com (Two Year Course) 2<sup>nd</sup> Semester w.e.f. 2016-17**  
**Strategic Financial Management**  
**Paper Code: 16MCO22D2**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:0:0=04**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**UNIT-I**

Financial Policy and Strategic Planning: Changing face of Financial Management, components of financial strategy, Objectives and goals, strategic planning process. Investment Decisions Under Risk and Uncertainty: Techniques of investment decision-risk adjusted discount rate, certainty equivalent factor, statistical method, sensitivity analysis, corporate strategy and high technology investments. Project Evaluation and Corporate Goal.

**UNIT-II**

Expansion and Financial Restructuring: Mergers and Amalgamations- Corporate restructuring, types of corporate restructurings- Expansion strategy, Divestment Strategy, reason for merger, benefits and cost of merger. Determination of swap ratios, Evaluation of merger proposal.

**UNIT-III**

Leasing: Meaning, importance, types, tax, Evaluation of lease from the point of view of lesser and lessee, Lease versus buy decision. Venture Capital: Concept and developments in India, process and methods of financing, fiscal incentives.

**UNIT-IV**

Financing Strategy: Hybrid securities namely convertible and non-convertible securities, deep discount bonds, secured premium notes, convertible, preference shares; option financing warrants, convertibles and exchangeable. Corporate Strategy Financial Policy and shareholder value creation: Linkage between corporate strategy and financial strategy, Implication of capital budgeting, capital structure and dividend policy on corporate strategy, shareholder value creation.

**Suggested Readings:-**

1. Allen D. An Introduction to Strategic Financial Management, CIMA/Kogan page, London
2. Chandra, Parasanna, Financial Management, Tata Mc.GrawHill, Delhi.
3. Copeland. T.T Koller and J.Murrin. Valuation Measuring and Managing the value of Companies John Wiley, International Edition, NY.
4. Copeland T.E and J.D Weston: Financial Theory and Corporate Policy, Addison Wesley, NY.
5. Hamton Jone: Financial Decision Making PHI, New Delhi.
6. Hull J.C. Options: Futures and other Derivative securities, Prentice Hall of India, Delhi.
7. Matto, P.K. : Corporation Restructuring: An Indian Perspective Macmillan, New Delhi.
8. Pandey I.M: Financial Management, Vikas Publications, Delhi.
9. Stewart G.B : The Quest for Value. Harper Collins, London.
10. Sudarsanam, P.S: The Essence of Mergers and Acquisitions Prentice Hall of India, Hall.
11. Van Home J., C: Financial Management and Policy, Prentice Hall of India New Delhi..
12. Verma. J.C : Corporate Managers, Amalgamations and Takeovers Bharat Publishing House, New Delhi.
13. Weston J.F.K.S Chung and S.E Hoag: Mergers, Restructuring and Corporate Control, Prentice Hall, Delhi.

**M.Com (Two Year Course) 2<sup>nd</sup> Semester w.e.f. 2016-17**  
**Organisational Behaviour**  
**Paper Code: 16MCO22D3**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:0:0=04**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-1** Organisational Behavior: concept and significance; Relationship to other fields ;OB Model, ethics and ethical behaviour in organizations. Learning: meaning and definition, process, theories of learning, OB in learning organization.

**Unit-2** Attitude: meaning and definition, components, functions, formation, changing of attitude, prejudice and attitude. Personality: meaning and definition, the big five personality model, the Myers-Briggs Type Indicator, additional work related aspects of personality.

**Unit-3** Perception: meaning and definition, process, factors influencing perception, perceptual errors or distortions.  
Group Dynamics and Team Development: Group dynamics- definition and importance, types of groups, group formation, group development, group performance factors, group norms, group status, group size, cohesiveness, social loafing. Team: types, team composition factors, team development.

**Unit-4.** Organisational Conflict: Dynamics and management; sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organisational conflicts; Resolution of conflict.  
Organisational development: Concept; Need for change, resistance to change; Theories of planned change; organisational diagnosis; OD intervention.

**References**

1. Griffin, Ricky W: ;Organisational Behaviour, Houghton Mifflin co., Boston.
2. Hellreigel, Don, John W. Slocum, Jr., and Richards W. Woodman:
3. Organizational Behavior, south western college Publishing, Ohio.
4. Hersey, Paul, Kenneth H. Blanchard and Dewey E Johnson: Management of Organisational Behaviour:
5. Utilising Human Resources, Prentice Hall, New Delhi.
6. Ivancevich; John and Mischeol T. Matheson: Organisational Behaviour and Management, Tata McGraw-Hill, New Delhi.
7. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York
8. Newstrom, John W. and Keith Davis: Organizational Behavior: Human Behavior at Work, Tata McGraw-Hill, New Delhi.
9. Robbins, Stephen P, and Mary Coulter: management, Prentice hall, New Delhi.
- 10 Robbins, Stephen P: Organizational Behavior, Prentice hall., New Delhi.
11. Steers Richard m. and J. Stewart black: organizatiojnalBehavior, Hrper Collins college Publishers, New York.
- 12 Sukla, Madhukar: Understanding Organisations: Organisation Theory and Practice in India, Prentice Hall, New Delhi.

**M.Com (Two Year Course) 3<sup>rd</sup> Semester w.e.f. 2017-18**  
**Portfolio Management**  
**Paper Code: 17MCO23C1**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:1:0=05**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Portfolio: Meaning and Benefits, Rationale of Diversification in Investments, Portfolio Risk and Return: Meaning and Measurement; Strategic Asset Allocation,; Portfolio Selection: Markowitz's model (Efficient Market Frontier); Risk less lending and Borrowings.

**Unit-II**

Sharpe's Single Index Model: Empirical Analysis and Sharpe's Optimal Portfolio; Capital Asset Pricing Model (including SML and CML): Assumptions, Empirical evidence on CAPM(with numerical) and Limitations.

**Unit-III**

Factor Models; Arbitrage Pricing Theory; Performance Evaluation: Treynor Ratio, Sharpe Ratio, Jensen Ratio, M<sub>2</sub> Measure, Style Analysis, Risk Adjusted Measures of Return; Techniques of Portfolio Revision

**Unit-IV**

Behavioural Finance: Heuristic-Driven Biases, Frame Dependence, Emotional and Social Influences and Market inefficiency; Strategies of the Great Masters: Benjamin Graham, Warren Buffett, John Templeton, Peter Lynch, George Soros, David Dreman, Charles Ellis and Indian Money Monarchs; Basic guidelines for InvestmentDecisions.

**Suggested Readings:-**

1. Fischer & Jordan, Security Analysis and Portfolio Management, Prentice Hall India.
2. PunithavathyPandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.
3. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing House.
4. French, Don, Security and Portfolio Analysis, Merrill Publishing Co.
5. Preeti Singh, Investment Management, Himalaya Publishing.
6. Devin S., Portfolio Management, Prentice Hall.
7. Cheney, Muses, Fundamentals of Investments
8. V. K. Bhalla, Portfolio Analysis and Management, Sultan Chand & Sons
9. Chandra, P. Investment Analysis and Portfolio Management. McGraw Hill Education (India) Pvt. Ltd., New Delhi

**M.Com (Two Year Course) 3<sup>rd</sup> Semester w.e.f. 2017-18**  
**Corporate Tax**  
**Paper Code: 17MCO23C2**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:1:0=05**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Meaning of company; Types of companies; Residential status and incidence of tax on companies. Computation of Income of company under various heads; general provisions applicable to companies for computation of gross total income.

**Unit-II**

Deductions from gross total income as applicable to companies, computation of tax for various types of companies, Provisions of MAT; Assessment of Insurance Companies.

**Unit-III**

Assessment of Charitable / Educational Institutions/ Religious Trust and Political Parties; Assessment of Non- Residents and advance ruling for non-residents.

**Unit-IV**

Assessment of cooperative societies, Assessment of discontinued business, Double taxation relief.

**Suggested Readings:**

1. Direct Tax Law & Practice: Dr V.K.Singhania and Dr.KapilSinghania, Taxmann Publications.
2. Income Tax Law & Practice: Dr.H.C.Mehrotra&Dr.S.P.Goyal, SahityaBhawan Agra.
3. Direct Tax Law & Practice: B.B.Lal, Konark Publication, Delhi.
4. Service Tax and VAT: V.S.Datey, Taxmann Publication

**M.Com (Two Year Course) 3<sup>rd</sup> Semester w.e.f. 2017-18**  
**Marketing Concepts and Decisions**  
**Paper Code: 17MCO23DA1**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:0:0=04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

- Unit-1** Introduction: Concept, nature, scope and importance of marketing. Understanding concepts of Relationship Marketing, Integrated Marketing, Internal and Marketing Performance Marketing. Marketing the Customer Value: The Value Delivery, Value Chain, Core Competencies. Strategic Marketing Planning: Corporate and Division Strategic Planning, Business Unit Strategic Planning.
- Unit-2** Market Analysis and Selection: Marketing environment-Macro and Micro Components and their impact on marketing decisions; Market segmentation and Targeting; Buyer behaviour; Consumer decision making process. Creating Customer Value, Satisfaction and Loyalty.
- Unit-3** Product Decisions: Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life-cycle: strategic implications; New product development and consumer adoption process.  
Pricing Decisions: Factors affecting price determination; Pricing policies and strategies
- Unit-4** Promotion Decisions; Communication process; Promotion mix, advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.  
Distribution Channels and Physical Distribution Decisions: Nature, functions and types of distribution channels; distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Decision – areas in the Management of Physical Distribution.

**SUGGESTED READINGS:**

1. Kotler, Keller, Koshy and Jha, Marketing Management-A South Asian Perspective, Pearson
2. Paul Baines; Chris Fill; Kelly Page and Piyush K Sinha. Marketing (Asian Edition). Oxford
3. V.S. Ramaswamy and S Namakumari. Marketing Management. Macmillan

**M.Com (Two Year Course) 3<sup>rd</sup> Semester w.e.f. 2017-18**  
**Project Management**  
**Paper Code: 17MCO23DA2**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:0:0=04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

**Basics of Project Management:** Introduction, Need for Project Management, Project Management Knowledge Areas, The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management Philosophy, Project Management Principles

**Project Planning:** Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Team Work, Project Planning Process, Work Breakdown Structure (WBS)

**Unit-II**

**Project Identification and Selection:** Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break - Even -Point

**Unit-III**

**Organisational Structure and Organisational Issues:** Introduction, Concept of Organisational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management

**Resources Considerations in Projects:** Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts

**Unit-IV**

**Project Performance Measurement and Evaluation:** Introduction, Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects

**Project Execution and Control:** Introduction, Project Execution, Project Control Process, Purpose of Project Execution and Control

**Project Close-out, Termination and Follow-up:** Introduction, Project Close-out, Steps for Closing the Project, Project Termination, Project Follow-up

**Suggested Readings:**

1. Brycd, M.C: *Industrial Development*, McGrawe Hill(Int.Ed.), New Yorik..
2. Chandra, Prasanna; *project Preparation, Appraisal and Implementation*, Tata McGraw Hill, Delhi.
3. Pitale, R.L: *Prouectap[praisal Techniques*, Oxford and IBH.
4. *Planning Commission: Manual for Preparation of Feasibility Report*.
5. Timothy, D.R. and W.R. Sewell: *Project Appraisal and Review*, Macmillan, India



**M.Com (Two Year Course) 3<sup>rd</sup> Semester w.e.f. 2017-18**  
**Management of Financial Services**  
**Paper Code: 17MCO23DA3**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:0:0 =04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Evolution of Financial Services: Indian Financial System. Formal Financial system and Informal Financial System; Financial Institutions –Banking Companies and Non-Banking Companies. Securitisation: Concept, Players and Process of Securitisation. Securitisation structure, Securitisation Instruments, Developments in Securitisation.

**Unit – II**

Credit Rating: Concept of Credit Rating, Meaning, Definition, Scope, Need and Importance of Credit Rating, Types of Credit Rating, Kinds of Instruments rated, credit rating symbols, Credit Rating Agencies in India – CRISIL, CARE, ICRA and Fitch India, Process of Credit Rating and Methodology adopted by Indian Credit Rating Agencies, Services rendered by Credit Rating Agencies.

**Unit-III**

Depository: An overview of the Depository System, Meaning, scope, importance, features. Eligibility criteria for a depository, Right and obligations of Depositors, Records Maintained by the Depositories, Services and functions of Depository. NSDL-System, Procedure and Practices, Core Services and Special Services

**Unit – IV**

Other Financial Services: Leasing, Merchant Banking, Hire Purchase and Installment System, Consumer Finance, Credit Cards, Mutual Funds, Commercial Papers, Forfeiting, Counter Trade, Financial Journalism.

**Suggested Readings:**

1. *Bhalla V.K. "Management of Financial Services": Anmol Publication - 4th edition, New Delhi.*
2. *Dharmaraj E "Financial Services ". S. Chand New Delhi.*
3. *NatrajanGorden "Financial Markets & Services", 3rd Ed Himalaya Publishing House, New Delhi.*

**M.Com (Two Year Course) 3<sup>rd</sup> Semester w.e.f. 2017-18**  
**International Finance**  
**Paper Code: 17MCO23DB1**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:0:0 =04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

- Unit-1** International Finance: - Meaning, Nature and Importance. Bretton Woods Conference and afterwards, I.M.F. and World Bank, Methods of International Investments. Balance of Payments and its Components. Current Trends in International Trade and Finance. International Flow of : Goods, Service and Capital Coping with Current Account Deficit.
- Unit-2** International Monetary system: Developments, Gold Standard, Bretton Wood System, Fixed Parity System. Smithsonian Arrangement, Exchange Rate Regime since 1973, Floating system. Managing the Multinational Financial System: Inter company fund-flow mechanisms, designing a global remittance policy, transfer-pricing and tax evasion.
- Unit-3** International liquidity, Creation of SDRs, IMFs, funding facilities, the European Monetary system , Monetary and Banking Institutions in International Markets.  
International Capital and Money Market Instruments: GDRs ADRs, IDRs, Euro Bonds, Euro Loans, Repos, CPs, floating rate instruments, loan-syndication and Euro – deposits.
- Unit-4** Parity Conditions in International Finance and Currency Forecasting: Arbitrage and Law of One Price, PPP – Theory. The Fisher- Effect, the International Fisher Effect, Inflation-risk and its impact on Financial markets, Currency forecasting;

**SUGGESTED READINGS:**

1. Apte, P.G. Global Business Finance (ed.2002) T.M.H.New Delhi.
7. Buckley, Adrian, Multinational Finance, Prentice Hall, New Delhi.
8. Henning, C.N. , W.Piggot and W.H.Scott. International Financial Management, McGraw Hill (Intl. Edition).
9. Shapppro , Alan C. Multinational, Financial Management, Prentice Hall of India, New.Delhi.
10. Sharan,V. International Financial Management, Prentice Hall of India, New Delhi.
11. Bhalla, V.K. International Financial Management, Text & Cases, AnmolPublications,New Delhi.  
The Economic Time

**M.Com (Two Year Course) 3<sup>rd</sup> Semester w.e.f. 2017-18**  
**Service Marketing**  
**Paper Code: 17MCO23DB2**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:0:0 =04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-1**

Introduction of Service: Meaning and Characteristics of Services; The '7 Ps of Services; Expectations and perceptions of a service; Core and augmented service; Technology in services; Future of services  
Organization for service: Defining organization realities, Structure and Culture of organizations; Organizational Climate; Defensive behavior; Empowerment; Criticism of the new service management school of thought; The virtual organization

**Unit-2**

Service Design: The concept of design; Classification of service: a design issue; Objects of the service processes, Customer contact; service blueprint  
Service Quality: Definitions of quality; Standards; The Gaps Model of Service Quality; The SERVQUAL Scale; Tools of Quality; Cost of quality; Implications for service quality.

**Unit-3**

The Service Encounter: The essence of an encounter; Service encounter as theatre; Scripts; Emotional labour; The critical incident technique; Dysfunctional customers, deviant employees- an everyday occurrence in the service encounter?  
Demand and Capacity Management: The basic problem: perishability; Service capacity; Service demand; Managing demand and capacity; Yield management; Waiting and queuing; Queuing: A behavioural perspective

**Unit-4**

Service Communications: Integrated marketing communications; The role for communications; Key communication variables; Corporate identity; Branding services; Advertising the service.  
Monitoring and Evaluating the Service: Customer satisfaction evaluation; Customer complaints; Service recovery; Effective complaint-handling procedures; Guarantees; Customer defections

**Suggested Readings:**

1. Peter Mudie and Angela Pirrie: Services Marketing Management, Elsevier Ltd.
2. Audrey Gilmore. Services Marketing and Management. SAGE
3. K. Douglas Hoffman and John E.G. Bateson. Services Marketing – Concepts, Strategies and Cases. Cengage
4. Steve Baron and Kim Harris. Services Marketing – Text and Cases. Macmillan
5. R.Srinivasan. Services Marketing : The Indian Context. PHI
6. Ravi Shanker. Services Marketing. Excel
7. Rama MoahanaRao. Services Marketing. Pearson
8. Lovelock. Services Marketing. Pearson
9. Harsh V. Verma. Services Marketing. Pearson

**M.Com (Two Year Course) 3<sup>rd</sup> Semester w.e.f. 2017-18**  
**Advanced Cost Accounting**  
**Paper Code: 17MCO23DB3**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:0:0 =04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-1**

Inventory system: turnover of material: ABC analysis; VED analysis; JIT, aims and objectives of JIT, Methodology in implementation of JIT, Impact of JIT on Production Price. JIT's effect on costing system. Material Requirement Planning (MRP-I), aims, methodology, methods of Operations, Requirement for Implementation of MRPI, MRPI and Inventory Management. Zero Inventory system.

**Unit-2**

Manufacturing resource planning (MRP II), Evolution, essential elements. Enterprise resource planning (ERP), Lean Accounting, Back flush Costing, Conditions for adopting Back flush Costing, different types of back flush Costing, Accounting for Variances, disposition of variances, difficulties in backflush costing, backflush costing in JIT system.

**Unit-3**

Process Costing; Work in Progress, Inter process Profits, by Products and Joint Products. Uniform costing, Concept, Scope of Uniform costing, Need for Uniform Costing, Inter firm comparison, Need for Inter Firm Comparison. Requirements of an Inter firm Comparison scheme, Types of Comparison.

**Unit-4**

Cost records, Integral system, preparation of accounts under integral system. Non-integral system, preparation of accounts under non-integral system. Benefits and limitations of integral and non-integral systems.

**SUGGESTED READINGS:-**

1. Saxena and Vashishtha: Advanced Cost Accounting; Sultan Chand and Sons, Delhi.
2. Horngren Charles. T: Cost Accounting – A Managerial Emphasis. Pearson Publications, Delhi.
3. Ravi M. Kishore : Cost Management – Taxman Publications, Delhi.
4. Jain, S.P, K.L.Narang : Advanced Cost Accounting. Kalyani Publications, Delhi.

**M.Com (Two Year Course) 4<sup>th</sup> Semester w.e.f. 2017-18**  
**COST ACCOUNTING STANDARDS AND REPORTING**  
**Paper Code: 17MCO24C1**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:1:0 =05**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Institute of Cost Accountants of India: Introduction, objectives. Cost accounting standard board: Introduction, objectives and functions. Generally accepted cost accounting principles: introduction, conceptual framework, objectives, scope, nature of content and format, Cost Accounting Standards(CAS): need and statutory recognition of CAS. Overall recommendations of B. B. Goyal expert committee.

**Unit-II**

Outlines of CAS: Classification of cost (CAS-1), Overheads (CAS- 3), Material cost (CAS-6), Employee cost (CAS-7), Direct expenses (CAS -10), Administrative overheads (CAS-11),Repairs and maintenance cost (CAS-12), cost of service cost center (CAS – 13) , Selling and distribution overheads (CAS-15) ,Depreciation and amortization ( CAS – 16) , Research and development costs ( CAS-18) , joint costs (CAS-19) .

Introduction, objectives, scope, definition and explanation of terms used, principles of measurement, assignment of cost, presentation and disclosure of CAS: capacity determination (CAS-2), cost of production for captive consumption (CAS-4), Determination of average (equalized) cost of transportation (CAS-5), cost of utilities ( CAS-8).

**Unit-III**

Introduction, objectives, scope, definition and explanation of terms used, principles of measurement, assignment of cost, presentation and disclosure of CAS: packing material cost (CAS-9), pollution control cost(CAS -14) , Interest and financing charges (CAS-17) , Royalty and technical know – how fee (CAS-20) , Quality control ( CAS-21), Manufacturing cost (CAS-22).Latest amendments and development in CAS.

Cost auditor –appointment, eligibility, remuneration, rights and responsibilities, functions, appointing authorities.

**Unit-IV**

Cost Audit: nature, scope, advantages of cost audit, genesis of cost audit in India, types of cost audit, relevance of cost audit, usefulness of cost audit, difference between cost audit and cost investigation.

Cost audit standards : CAS 101 – planning on audit of cost statement, CAS -102 – cost audit documentation , CAS 103 – overall objectives of independent cost auditor , CAS -104 knowledge of business, its process and the business environment.

Cost accounting records, general features of cost accounting records, companies ( cost records and audit ) rules 2014.

**SUGGESTED READINGS: -**

1 Cost and Management Audit, ICAI, New Delhi.

2 Cost and Management Accounting, ICAI, New Delhi.

3 Cost Management, SP Jain and Narang, Kalayani Publications, New Delhi.

**M.Com (Two Year Course) 4<sup>th</sup> Semester w.e.f. 2017-18**  
**Corporate Tax Planning and Management**  
**Paper Code: 17MCO24C2**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:1:0 =05**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Corporation Tax: Meaning of tax, Tax evasion, Tax avoidance, Tax planning, Tax management, Need for tax planning, Precautions in tax planning, Limitations of tax planning. Tax planning for new business: Tax planning with reference to location, nature and different forms of organization of new business.

**Unit-II**

Tax provisions relating to free trade zones, infrastructure sector, backward areas. Tax issues relating to amalgamations: Meaning and types of amalgamation, Tax incentives of amalgamation to amalgamating company, amalgamated company and shareholders of amalgamating company. Tax planning with reference to amalgamation of companies.

**Unit-III**

Tax Planning and Financial Management Decisions: Tax Planning relating to capital structure decisions, Dividend policy, Inter corporate Dividends, Bonus share and Bonus debentures, Tax planning in respect of own or lease. Tax planning regarding Managerial Remuneration.

**Unit-IV**

Tax planning and Financial Management Decisions: Tax planning in respect of sale of assets used for scientific research, Make or buy decisions, Repair replace, Renewal or renovation of an asset, Shut down or continue decisions. Tax planning in respect of selling in domestic or foreign market. Tax planning in respect of Tax Incentives to Exporters.

**Suggested Readings:**

1. *Corporate Tax Planning & Management* by H.C. Mehrotra & S P Goel, Sahitya Bhawan, Agra
2. *Simplified Approach to Corporate Tax Planning & Management: Dr. Girish Ahuja & Dr. Ravi Gupta*, Bharat Law House, New Delhi
3. *Corporate Tax Planning & Management* by V K Singhania & Monica Singhania, Taxmann Publications, New Delhi.
4. *Corporate Tax Planning & Management* by Rajvee Puri & Puja Gaur, Nirupam Sahitya Sadan, Agra.

**M.Com (Two Year Course) 4<sup>th</sup> Semester w.e.f. 2017-18**  
**Business Research Methods**  
**Paper Code: 17MCO24C3**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:1:0 =05**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-1** Introduction to Business Research: Defining Research; Types of Research-Basic and Applied Research; Process of Research; Features of a Good Research Study; Research Applications in Business Decisions.  
Formulation of the Research Problem and Development of the Research Hypotheses: Problem Identification and definition; Process of Problem Identification; Developing a research proposal; Formulation of the Research Hypotheses

**Unit-2** Research Design: The Nature of Research Designs; Process of Formulation of Research Design; Classification of Research Designs: Exploratory, Two-tiered, Experimental and Descriptive  
Research Design for Hypothesis Testing or Experimental Research Studies: Concept and Classification of Experimental Designs; Validity in Experimentation; Factors affecting Internal Validity of Experiment; Factors affecting External Validity of Experiment; Methods to Control Extraneous Variables and Environments of Conducting Experiments.

**Unit-3** Data Collection Methods: Classification of Data; Research Applications of Secondary and Primary Data; Secondary data sources and usage; Online data sources; Qualitative Method of Data Collection: observation method, Content Analysis, Focus Group Method, Personal Interview Method and Projective Techniques; Primary data collection methods-questioning techniques, online surveys; Questionnaire Design Procedure.  
Sampling Plan: Universe, Sample vs Census; Sample Frame and Sampling Unit; Sampling Design; Sampling Techniques; Sample size Determination; Sampling and Non-Sampling Errors.

**Unit-4** Report Writing : Meaning, Functions and Types of Research Report, Steps of Planning Report Writing, Research Report Structure, Principles of Writing, Guidelines for Effective Documentation, Writing and Typing the Report, Research Briefings: Oral Presentation.  
Presentation of Results: Descriptive Presentation, Graphic Presentation, Diagrams, Pictures and Maps, Tabular Presentation, Difficulties in Presentation.

**SUGGESTED READINGS: -**

1. Dr Deepak Chawla and Dr NeenaSondhi. Research Methodology-Concepts and Cases. Vikas
2. Hooda, R.P. Statistics for Business and Economics, Macmillan India, New Delhi.
3. S.N.Murthy and U Bhojanna. Business Research Methods. Excel
4. K.V. Rao. Research Methodology in Commerce and Management. Sterling
5. Donald R Cooper and Pamela S Schindler. Business Research Methods. McGraw Hill
6. Panneerselvam, R. Research Methodology. PHI
7. K.N. Krishnaswamy, AppaIyerSivakumar and M. Mathirajan. Management Research Methodology. Pearson.
8. Dr V.P. Michael. Research Methodology in Management. Himalaya

**M.Com (Two Year Course) 4<sup>th</sup> Semester w.e.f. 2017-18**  
**Human Resource Management**  
**Paper Code: 17MCO24DA1**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:0:0 =04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Human Resource Management- An Introduction, Nature, Features, Scope, Objectives and importance of Human Resource Management; Functions of Human Resource Management- Managerial and Operative functions; Qualification and Qualities of Human Resource Manager in an Organisation; Evolution and growth of Human Resource Management in India, Recent Techniques in Human Resource Management (HRM).

**Unit-II**

Workers Participation in management (W.P.M): Concept, Need, Objectives and Forms of W.P.M ; Pre-requisites of effective participation, Evaluation of the scheme of W.P.M., Essential features, Functions and progress of Joint Management Councils in India, Causes of failure of Joint Management Councils.

**Unit-III**

Trade Unions: Concept, Need, Functions and Objectives of Trade Unions, Origin, Growth and development of Trade Unions in India, Difficulties and Principal drawbacks of Trade Unions movement in India.

Collective Bargaining: Concept, nature, Scope and functions of Collective Bargaining in India, Essentials for the success of collective Bargaining in India.

**Unit-IV**

Employee Morale: Concept, Nature and significance of morale, Determinants of morale and measurement of morale.

Productivity: Concept and significance of productivity, Measurement of Productivity, Factors influencing Industrial productivity, measures to improve productivity and relationship between morale and productivity.

**Suggested Readings:-**

1. Rao.P.Subba, Essentials of Human Resource Management, Himalaya Publishing House, Bombay.
2. Robins A. David, Human Resource Management, Prentice Hall of India, New Delhi.
3. Flippo, Edwin B, Principles of Personnel Management; McGraw Hill Book Co. New York. Ganguli, H.C. Industrial Productivity and Motivation, Asia Publishing House, Bombay.
4. Yoler, Dale, Personnel Management and Industrial Relations, Prentice Hall of India, New Delhi.
5. Bowley, AM Handbook of Salary and Wage System, Grover press, Essex.
6. Tracy, W.R. Designing, Training and Development Systems, American Management Association, New York.
7. Yoder, D. Maheman, H.G. Turnbule J.G. and Stone, C. Handbook of Personnel Management and Industrial Relations McGraw Hill Book Co. New York.
8. Memoria, C.B. Personnel Management, Himalaya Publishing House, Bombay.
9. Indian Journal of Industrial Relations, Shri Ram Center for Industrial Relations, New Delhi.
10. Industrial Relations, Institute of Industrial Relations, University of California, Berkley. California.



**M.Com (Two Year Course) 4<sup>th</sup> Semester w.e.f. 2017-18**  
**Working Capital Management**  
**Paper Code: 17MCO24DA2**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:0:0 =04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit - I**

Working Capital Management: Meaning, Concepts, Classification and Importance of working capital. Excess or Inadequate working capital, its disadvantages. Objective of working capital. Factors determining working capital requirements, Forecast of working capital requirement.

Working Capital Financing: Financing of working capital, Determining the working capital Financing Mix, New Trends in Financing of Working Capital by Banks, Dahejia Committee Report, Tondon Committee Report, Chore Committee Report, Marathe Committee Report, Chakravarty Committee Report, Kannan committee Report, The Latest Report on Working Capital Financing.

**Unit - II**

Management of Cash: Nature of Cash, Motives of holding Cash, Managing Cash Flows, Determining Optimum Cash Balance, Cash Management Models, Investment of Surplus Funds. The Cash Budget and Financial Decision Making.

**Unit - III**

Receivables Management: Meaning of Receivables. Cost of maintaining Receivables. Factors Influencing Receivables. Meaning, Objects and Dimensions of Receivable Management. Formation and Execution of Credit Policy. Formation and Execution of Collection Policy.

**Unit - IV**

Inventory Management: Meaning and Nature of Inventory. Purpose and Benefits of Holding Inventory. Risk and cost of Holding Inventory. Inventory Management Tools, Techniques, and Objectives. Determining Stock levels and safety stocks. EOQ, VED, and ABC Analysis. Inventory Turnover Ratios. Aging schedule of Inventory. Classification, Codification and valuation of Inventories.

***Suggested Readings:***

1. *M.Y.Khan and P.K.Jain 'Financial Management'*
2. *I.M.Pandey 'Financial Management'*
3. *Parsana Chandra 'Financial Management Theory and Practice'*
4. *Aggarwal and Aggarwal 'Financial Management ' Hindi Medium.*
5. *5. Van Horse, James C 'Financial Management and Policy.*

**M.Com (Two Year Course) 4<sup>th</sup> Semester w.e.f. 2017-18**  
**Strategic Management**  
**Paper Code: 17MCO24DA3**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:0:0 =04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I** Strategic Management Process: Evolution of Strategic Management, Concept of Strategy, Level at which Strategy operates, Issues in Strategic decision making, Schools of thoughts of strategy formulation, Process of Strategic Management, Role of Strategists in the Process of strategic management. Establishment of Strategic Intent; Hierachy of Strategic Intent vision. Mission Statements – Process of envisioning, Formulation and Communication of Mission Statements; Setting of Goals and Objectives; Identification of Key Success Factors..

**Unit –2** Environment and Organisational Appraisal: Concept of Environment and its components, Environmental Scanning and Appraisal; Organisational appraisal- its dynamics, Considerations, Methods and Techniques. Structuring Organisational Appraisal; SWOT Analysis.  
Strategy Formulation: Corporate level Strategies; Grand Strategies, Stability Strategies, Expansion Strategies, Retrenchment Strategies, Combination Strategies, Corporate Restructuring; Business level Strategies and Tactics

**Unit-3** Strategic Analysis and Choice: The Process of Strategic Choice, Corporate Level Strategic Analysis, Business Level Strategic Analysis, Subjective Factors in Strategic Choice, Contingency Strategy, Strategic Plan.  
Strategy Implementation: Inter relationship between formulation and Implementation, Aspects of Strategic Implementation, Project Implementation, Procedural Implementation, Resource Allocation;  
Strategy and Structures: Structural Considerations, Structures for Strategies; Organisational Design and Change.

**Unit-4** Behavioural Implementation: Leadership Implementation, Corporate Culture, Corporate Politics and Use of Power, Personal values and Business Ethics.  
Functional Implementation: Functional Strategies, Functional Plans and Policies, Marketing Plans and Policies, Financial Plans and Policies, Personnel Plans and Policies, Operations Plans and Policies.  
Strategic Evaluation and Control: Overview of Strategic Evaluation and Control, Techniques of Strategic Evaluation and Control.

**SUGGESTED READINGS:-**

1. Bhattachary, S.K. and N. Venkataramin: Managing Business Enter rises: Strategies, Structures and Systems, Vikas Publishing House , New Delhi.
2. Budhiraja, S.B. and M.B. Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
3. Chreistensen, C. Ronald, Kenneth R. Andrews, Joseph L. Bower, Rochard G. Hamermesh, Michael E. Porter: Business Policy: Text and Cases, Richard D. Irwin, Inc., Homewood, Illinois.
4. Coulter. Mary K: Strategic Management in Action, Prtentice Hall, New Jersey.

**M.Com (Two Year Course) 4<sup>th</sup> Semester w.e.f. 2017-18**  
**International Business Environment**  
**Paper Code: 17MCO24DB1**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:0:0 =04**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-1**

International Business and Environment: Meaning, Nature, significance, dimensions, types Level of International Business and its Environment; Business Environment and strategic decisions: Geographic, Economic, political, Demographic, Social/Cultural and Regulatory Framework.

**Unit-2**

International Economic Cooperation and Agreements; Regional Economic Integration (Trade Blocks); Integration, Customs-Union, European Union, Indo-Eu Trade, Euro, south – south cooperation (SAARC, SAPTA, Indo-Lanka Free Trade Agreements, NAFTA. International commodity Agreements; Generalised and Global systems of Trade Preferences (GSP & GSTP); International Trade and Investment Theories.

**Unit-3**

International Economic Institutions: IMF, WB, ADB, UNCTAD, IMODO and WTO Multi-Fibre Arrangement (MFA); International Trade and Payments (Protectionism, Barriers: Tariff & Non-Tariff); State-Trading, Foreign-Trade Policy; Global Sourcing, BOPs, BOT and Indian scene.

**Unit-4**

Foreign Exchange Market: Types of Exchange Rates,. Participation in Foreign Exchange Market, types of foreign Exchange Market, ER Quotas. Determination of Foreign Exchange Rates; Futures, Options and Swap-Operations, Arbitrage, convertibility of Rupee. ER-Arrangements in India.

**Suggested Readings:-**

1. Bhattacharya, B :Going International Response Strategies for Indian Sector, Wheeler Pub. Co. New Delhi
2. Black and Sundaram : International Business Environment , Prentice Hall, New Delhi.
3. Buckley , Ardin : The Essence of International Money, Prentice Hall, New Delhi.
4. Daniels, John D and Lee H Radebaugh : International Business: Environment, and Operations, Readings.
5. Letiche , John M :International Economics Policies and Theoretical Foundations, Academic Press, New York.
6. Sodersten, B.O :International Economics, Macmillan , Landon.
7. Rao, P. Subha, International Business , Himalaya Pub. House, Mumbai.

**M.Com (Two Year Course) 4<sup>th</sup> Semester w.e.f. 2017-18**  
**Production Management**  
**Paper Code: 17MCO24DB2**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:0:0 =04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Introduction: Concept, nature and scope of Production Management; Evolution of production function; Production Process, Organization of production function; Relationship between production and other functions.

**Unit-II**

Location and Layout:

Location: nature, objectives and significance, Theories of location; factors influencing location.

Layout: Meaning, objectives and types; principles of layout; factors affecting layout.

**Unit-III**

Production Planning and Control:

Production Planning: Concept, need and Types of Production planning; Production planning techniques. Factors influencing Production Planning.

Production Control: - Meaning, objectives and elements; Control techniques, Production Control in different Production Systems; Benefits & limitations.

**Unit-IV**

Quality Control and Plant Maintenance.

Quality control: Meaning, scope, objectives and organization; Quality Control Techniques.

Plant Maintenance: Meaning, scope, objectives, types; Maintenance programme techniques & Organization.

**Suggested Readings:**

1. Chaturvedi, M: New Product Development, Wheeler Publications, New Delhi.
2. Majumdar, ramanuj: Product Management in India, Prentice Hall, New Delhi.
3. Moise, S: Successful Product Management, Kogan page, New York.
4. Moore, W.I: Product Planning Management, McGraw Hill, Boston.
5. Quelch, J.A: Cases in Product Management, Irwin, London.
6. Urban, Glen L., John R. Haqnsner and NikileshDholakia: Essentials of New Product Management, Prentice Hall, Englewood Cliff, New York
7. K. Aswathappa, Production and operations management, Himalya Publishing House, Delhi.
8. K. ShridharaBhat, Production Management ,Himalya Publishing House, Delhi.
9. Dr. C.B. Gupta, Operations Management and Control, Sultan Chand & Sons, New Delhi

**M.Com (Two Year Course) 4<sup>th</sup> Semester w.e.f. 2017-18**

**Advanced Accounting**

**Paper Code: 17MCO24DB3**

**Time: 3 hours**

**Max. Marks: 80**

**Credits: 4:0:0 =04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-1** Accounts for holding and subsidiary Companies: Minority Interest, Pre-acquisition, and Post-acquisition Profit, Capital Profits, Cost of Control or Goodwill, inter Company owings, Unrealised Inter Company Profits, Revaluation of Assets and Liabilities, Bonus, Shares, Treatment of Dividend More than one subsidiary, Inter company holdings, Consolidated Profit and Loss Account and Balance Sheet

**Unit-2** Accounting for corporate restructuring, Forensic Accounting  
Double Account System : Nature, Features of Double Accounts System, Receipt and Expenditure on Capital Accounts, General Balance Sheet, Personal Account, Net Revenue Accounts, Difference between Single Account System and Double Accounts System, Replacement of an Assets, Accounts of Electricity Companies.

**Unit-3** Farm Accounting: Need, Accounting treatment, Recording-Final Accounts, Government Accounts, General Principal, Indian Audit and Accounts Department, Comptroller and Audit General of India, Public Accounts Committee, Consolidation of funds, Compilation of accounts; Voyage Accounts. .

**Unit-4** Inflation Accounting:- Meaning, Limitations of Historic Accounting, Methods of Accounting for price level changes, General Price level Accounting or current purchasing Power Accounting, Current Cost Accounting Method: An Appraisal of C.P.P and C.C.A Method: Human Resource accounting: Meaning, Approaches to HRA, Assumptions, methods, Human Resource Cost Accounting, Historical cost Accounting, Replacement cost Method, opportunity cost method, Human Resource value Accounting.

**SUGGESTED READINGS:-**

1. Beams, F.A; Advanced Accounting ,Prentice Hall, New Jersey.
2. Dearden ,J. and S.K.Bhattacharya :Accounting for Management, Vikas Publishing House, New Delhi.
3. Engler,C., L.A Bernstien and K.R .Lambert :Advanced Accounting ,Irwin, Chicago.
4. Fischer ,P.M., W.J.Taylor and J.A.Leer; Advanced Accounting , South-Western , Ohio .
5. Gupta.R.L.:Advanced Financial Accounting, S.Chand and Co. New Delhi.
6. Kesio D.E. and J.J.Weygandt: Intermediate Accounting,. John Wiley and Sons, N.Y.
7. Maheshwari , S.N.: Advanced Accounting- Vol. II, Vikas Publishing Housing, New Delhi.
8. Monga J.R.: Advanced ,Mayoor Paperbacks , Noida.
9. Narayanaswamy, R. : Financial Accounting: A Managerial Perspective, Prtentice Hall of India, Delhi.
10. Neigs, R.F. Financial Accounting, Tata McGraw Hill, New Delhi.
11. Shukla, M.C, and T.S.Grewal: Advanced Accountancy, Sultan Chand Co. New Delhi.
12. Warren C.S. and P.E.Fess: Principles of Financial and Managerial Accounting, South-Western, Ohio.

**M.Com (Two Year Course) 4<sup>th</sup> Semester w.e.f. 2017-18**  
**Financial Derivatives and Risk Management**  
**Paper Code: 17MCO24DC1**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:0:0 =04**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

### **Unit I**

Derivates and derivative market—Derivatives, underlying, types of derivatives, derivative market , cash and derivative market, participants in derivative market, why derivatives, other side of derivative market, derivative markets in India.

### **Unit II**

Forward and futures - difference between forward and future, mechanism of future contract, pay-off position in future , pricing of future, value of future contract, effect of corporate action on future, index future, trading system of future at NSE.Risk management, speculation, arbitrage and hedging through future.

### **Unit III**

Option--meaning, types and terminology , working of option, pay-off from basic option, index option, different option strategies to manage risk. Option valuation model –BSM option Greeks.

### **Unit IV**

Swap -meaning and features, characteristics of swap market, currency swaps- structure and pricing, interest rate swap- valuation and pricing , equity swap and reverse swap. Risk management through derivatives, use of derivatives by corporate in India.

### **Suggested Readings:**

1. *“Principles of Financial Engineering”, By S.L. Neftics. Of Academic Press Advances Finance Series.*
2. *Fisher & Jordon: “Security Analysis and Portfolio Management: PHI*
3. *A.C. Shapiro: “International Financial Management” PHI.*
4. *R.M. Shulz. “Risk Management and Derivatives” “Thomson”*
5. *V.K. Bhalla: Investment Management: S. Chand*

**M.Com (Two Year Course) 4<sup>th</sup> Semester w.e.f. 2017-18**  
**International Marketing**  
**Paper Code: 17MCO24DC2**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:0:0 =04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-1** Introduction to International Marketing: Nature and significance; Complexities in international marketing ; Transition from domestic to transnational marketing; International market orientation – EPRG framework; International market entry strategies.

International Marketing Environment: Internal environment; External environment -geographical, demographic, economic, socio-cultural, political and legal environment; Impact of environment on international marketing decisions.

**Unit-2** Foreign Market Selection: Global market segmentation; Selection of foreign markets; international positioning. International Marketing Planning, Organising and Control: Issues in international marketing planning; International marketing information system; Organising and controlling International marketing operations.

Emerging Issues and developments in international marketing: Ethical and social issues; International marketing of services; Information technology and international marketing; Impact of globalisation;

**Unit-3** Product Decisions: Product planning for global markets; Standardization vs. product adaptation; New product development; Management of international brands; Packaging and labeling; Provision of sales related services.

Pricing Decisions: Environmental influences on pricing decisions; International pricing policies and strategies.

**Unit-4** Promotion Decisions: Complexities and issues; International advertising, personal selling, sales promotion and public relations.

Distribution Channels and Logistics: Functions and types of channels; Channel; selection decisions; Selection of foreign distributors\agents and managing relations with them; International logistics decisions

**SUGGESTED READINGS:-**

1. Czinkota, M.R.: International Marketing, Dryden Press, Boston.
2. Fayerweather, John: International Marketing, Prentice Hall, New Delhi.
3. Jain, S.C: International Marketing, CBS Publications, New Delhi.
4. Keegan, Warren J : Global Marketing Management, Prentice Hall, New Delhi.
5. Onkvisit, Sak and John J.Shaw: International Marketing : Analysis and Strategy, Prentice Hall, New Delhi.
6. Paliwoda, S.J(ED):International Marketing, Reader, Routledge, London.
7. Paliwoda,Stanley J:The Essence of International Marketing, Prentice Hall, New Delhi.
8. Sarathy, R and V Terpstra: International Marketing, Dryden Press, Boston.
9. Vsudeva P.K., International Marketing; Excel Books, New Delhi

**M.Com (Two Year Course) 4<sup>th</sup> Semester w.e.f. 2017-18**  
**Cost Management**  
**Paper Code: 17MCO24DC3**

**Time: 3 hours**

**Max. Marks: 80**  
**Credits: 4:0:0 =04**

**Note:**The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-1**

Cost Control, importance of Cost Control, elementary of a Cost Control Scheme, Cost Control Techniques, Cost Control in Individual Cost Elements, Cost reduction, Cost reduction process, Tools and techniques of Cost reduction, Cost Control v/s Cost Reduction, Value Analysis, Types of Value, Procedures of Value Analysis, Relationship between value, function and cost, Techniques of value analysis developed by Lawrance D. Miles.

**Unit-2**

Activity based Costing (ABC), Inadequacies of traditional methods of overhead absorption. Under costing and over costing, Product-Cost-Cross subsidization, Cost Hierarchies, Cost Drivers and cost pools, implementing ABC system for cost management and profitability, Kaplan and Cooper's approach to ABC.

**Unit-3**

Productivity, Concept, Measurement of Productivity, Productivity of Material, Labour and other Factors, Productivity of Management Resources, Importance of Human Factor in Productivity Drive, Productivity and Profitability. Supply chain Analysis, Key Success Factors, Value chain analysis, Steps in Value Chain analysis, Value Chain Analysis for assessing competitive advantage.

**Unit-4**

Target Costing, origin, steps or stages in target costing, traditional vs. target costing, target costing process, impact of target costing on profitability. Kaizen, Concept, Procedure for implementation, evaluation, Kaizen Costing. Business Process Outsourcing (BPO), Concept, Major Areas, types of outsourcing, Outsourcing vs. Contracting, Outsourcing vs.BPO, Business Process Reengineering (BPR), Concept, Methodology. Synergy, characteristics, types.

**SUGGESTED READINGS:-**

1. Saxena and Vashishtha: Advanced Cost Accounting; Sultan Chand and Sons, Delhi.
2. Horngren Charles. T: Cost Accounting – A Managerial Emphasis. Pearson Publications, Delhi.
3. Ravi M. Kishore : Cost Management – Taxman Publications, Delhi.
4. Jain, S.P, K.L.Narang : Advanced Cost Accounting. Kalyani Publications, Delhi.