

**TELANGANA UNIVERSITY**  
**M.Com. (General) SYLLABUS**

**w.e.f. Academic Year 2022-2023**



**FACULTY OF COMMERCE**  
**TELANGANA UNIVERSITY**  
**NIZAMABAD – 503 322, T.S.**

**TELANGANA UNIVERSITY**  
**SEMESTER – WISE STRUCTURE OF M.Com. (GENERAL) COURSE**  
w.e.f. Academic year 2022-2023

Code No	Name of the Paper	No. of instruction Hours per week			Exam Duration (hours)		Max. Marks (30 I.A +70 U.E)
		Prac.	Th.	Total	Prac.	Th.	
<b>SEMESTER – I</b>							
COM 101	Organizational Theory and Behaviour	-	5	5	-	3	100
COM 102	Marketing Management	-	5	5	-	3	100
COM 103	Financial Management	-	5	5	-	3	100
COM 104	Information Technology for Business	4	3	5	2	3	100
COM 105	Indian Accounting Standards	-	5	5	2	3	100
	Seminars	-	-	2	-	-	-
	Total Work-load and Marks	-	-	27	-	-	500
<b>SEMESTER – II</b>							
COM 201	Managerial Economics	-	5	5	-	3	100
COM 202	Human Resource Management	-	5	5	-	3	100
COM 203	Business Environment and International Business	-	5	5	-	3	100
COM 204	E-Commerce and E-Banking	4	3	5	2	3	100
COM 205	Cost Accounting and Control		5	5	-	3	100
	Seminars	-	-	2	-	-	-
	Total Work-load and Marks	-	-	27	-	-	500
<b>SEMESTER – III</b>							
COM 301	Quantitative Techniques for Managerial Decisions	-	5	5	-	3	100
COM 302	Managerial Accounting		5	5	-	3	100
COM 303	Corporate Governance & Ethics		5	5	-	3	100
<b>Elective – I : Finance</b>							
COM 304 F1	Securities Analysis and Portfolio Management	-	5	5	-	3	100
COM 305 F2	International Financial Management	-	5	5	-	3	100
<b>Elective – II : Accounting</b>							
COM 304 A1	Advanced Corporate Accounting	-	5	5	-	3	100
COM 305 A2	Accounting for Service Organizations	-	5	5	-	3	100
<b>Elective – III : Marketing</b>							
COM 304 M1	Services Marketing	-	5	5	-	3	100
COM 305 M2	Consumer Behaviour	-	5	5	-	3	100
	Seminars	-	5	2	-	-	-
	Total Work –load and Marks	-	5	37	-	-	500
<b>SEMESTER – IV</b>							
COM 401	Strategic Management	-	5	5	-	3	100
COM 402	Entrepreneurship Development	-	5	5	2	3	100
COM 403	Advanced Managerial Accounting	-	5	5	2	3	100
<b>Elective – I : Finance</b>							
COM 404 F1	Financial Derivatives	-	5	5	-	3	100
COM 405 F2	Corporate Tax Planning and Management	-	5	5	-	3	100
<b>Elective – II : Accounting</b>							
COM 404 A1	Advance Cost Accounting and Control	-	5	5	-	3	100
COM 405 A2	Corporate Tax Planning and Management	-	5	5	-	3	100
<b>Elective – III : Marketing</b>							
COM 404 M1	Supply Chain Management	-	5	5	-	3	100
COM 405 M2	Customer Relationship Management	-	5	5	-	3	100
	Seminars	-	-	-	-	-	-
	Project Work (Compulsory)	-	-	-	-	-	Grade
	Total Work-load and Marks	-	-	37	-	-	500

**Note:**

1. Two Practical lab hours work is equal to one instruction hour.
2. The Students are instructed to opt any two electives with minimum strength of ten.
3. Project Work has to be undertaken as per the project guidelines. A student who does not complete Project in time and does not pass Viva – Voce exam, he/she not be eligible to get the degree.
4. Students have to pass all the compulsory papers offered to them.
5. 30% of the Evaluation is based on Internal Assessment (IA) and 70% on University Exam (UE).
6. A Student has to secure at least 40% marks in the University Exams to pass the papers.
7. Department conducts Seminars, Micro presentations and guest lectures by the external faculty and Industry Experts, for the benefit of students which they attend without fail.
8. Project Work of the Students would be evaluated by the grading system as: Excellent – Good – Satisfactory - Unsatisfactory.

# **SEMESTER-I**

**M.Com. (GENERAL) SEMESTER-I  
ORGANISATIONAL THEORY AND BEHAVIOUR**

**Paper Code: COM 101  
PPW: 5**

**Exam Duration- 3 Hours  
Maximum Marks: 100 (30+70)**

**OBJECTIVE:** To familiarize the students with the concept of organization theory and apply social science concepts to organization behaviour.

**UNIT I – INTRODUCTION TO ORGANISATION THEORY**

Concept of organisation – Features of organisation – Types of organisation – Organisation goals – Organisation stakeholders: Concept of organisation theory – Types of organization theories – Traditional theories; classical organisation theory – Neo-classical organisation theory - Bureaucratic theory– Modern organisation theories: Human relation approach – System approach – Contingency approach.

**UNIT II – ORGANISATIONAL STRUCTURE AND DESIGN**

Concept of organisation structure – Need and role of formal organisation structure – Features of good organisation structure - Organisation design – Contingent factors in organisation design – Mechanism for designing structure – Process in designing structure – Types of organisational structural designs.

**UNIT III – INDIVIDUAL AND GROUP DIMENSIONS OF ORGANISATIONAL BEHAVIOUR**

Concept of organisation behaviour – Role of organisational behaviour – Characteristics of organisational behaviour – Models of organisational behaviour – Foundation of individual behaviour – Individual differences – Psychological factors affecting human behaviour : Personality – Perception – Learning – Attitudes and values - Models of Man.

Concept of group dynamics – Types of groups – Theories of group formation – Group cohesiveness – Factors affecting group cohesiveness – Group Decision Making – Positive and Negative aspects of group decision making – Techniques for improving group decision making.

**UNIT IV – MOTIVATION, MORALE AND LEADERSHIP**

Motivation: Meaning – Nature – Types – Importance of Motivation - Theories of Motivation: Maslow’s need hierarchy theory – Herzberg’s Motivation theory – Mc Gregor’s Theory X and Theory Y - Mc Clelland’s need theory of motivation.

Morale: Meaning – Factors influencing morale – Morale and Motivation – Morale and Productivity.

Leadership: Meaning – Nature and characteristics – Leadership styles : Autocratic – Laissez – faire – Democratic – Paternalistic – Managerial grid – Leadership continuum – Theories of leadership.

**UNIT V – ORGANISATIONAL EFFECTIVENESS, CHANGE AND CULTURE**

Effectiveness: Meaning – Effectiveness and Efficiency – Approaches to Effectiveness – Factors affecting organisational effectiveness.

Change: Meaning – Forces for change – Types of change – Changes process – Human reactions to change – Causes of resistance to change – Overcoming resistance to change.

Culture: Meaning – Characteristics – Functions and Dysfunctions of culture – changing organisational culture.

**SUGGESTED READINGS:**

1. Robins P.Stephen and Judge: Organizational Behavior, 12th Edition PHI, / Pearson New Delhi.
2. Fred Luthans: Organisational Behaviour.
3. Nelson: Organisational Behaviour - Thomson Learning.
4. Hellriegel : Organisational Behaviour Role - Thomson.
5. Piesce : Management & Organisational Behaviour - Thomson.
6. Rao. V.S.P & Narayana P.S: “Organisation Theory and Behaviour”, Konark Publishers Pvt.Ltd. New Delhi.
7. Shashi K. Gupta & Rosy Joshi: Organisation Theory and Behaviour, Kalyani Publishers, Luidhiana – 2008.
8. Davis, Keith; Human Behaviour at work, Tata McGraw Hill Publishing Company Ltd, New Delhi.
9. Scott, Wiilam G: Organisation Theory; Homewood III Richard D. Irwin.
10. Schein, Edgar H; Oraganisational psychology; Prentice Hall of India, 1979.

## **M.Com. (GENERAL) SEMESTER-I MARKETING MANAGEMENT**

**Paper Code: COM 102  
PPW: 5**

**Exam Duration- 3 Hours  
Maximum Marks: 100 (30+70)**

**OBJECTIVE:** The course aims to develop skills in the analysis and resolution of management problems related to the marketing process; economic, psychological and sociological characteristics of demand for various products; marketing research; channels of distribution; personal selling, pricing policies and regulation of marketing.

### **UNIT-I: MARKETING BASICS (Only Concepts)**

An Overview of Marketing - Production concept - Product concept - Marketing myopia - Selling concept - Marketing Concept - Societal dimension of Marketing –Marketing Objectives, Importance and Scope of Marketing - Marketing Mix- Marketing Management tasks - Marketing Planning and Strategy - Types of Market Demand – Trends in Marketing: Social Marketing – Online Marketing – Green Marketing- Direct Marketing - Rural Marketing -Rural Markets Vs Urban Markets - Mega Marketing - Service Marketing.

### **UNIT-II: MARKET SEGMENTATION, TARGET MARKETING AND CONSUMER BEHAVIOR**

Market Segmentation: Concept - Types - Patterns - Benefits - Requirements for effective segmentation - Basis for Market segmentation - Market segmentation analysis for given products. Target Marketing – Types of Target Markets - Product positioning.

Concept of Consumer Behavior - Nature - Scope - Importance - Major factors influencing consumer behavior: Cultural - Social - Economic - Psychological & Personal- Consumer decision process - Brand loyalty - Cognitive Dissonance - Industrial buyer behavior - Marketing Research - Steps.

### **UNIT-III: PRODUCT & PRICE MANAGEMENT**

Concept of Product - Classification of products - levels of product - Product mix and product line decisions - New Product Development Process - Product Life Cycle Stages and implication for marketers - Branding - Packaging and Labeling strategies.

Pricing concept - Objectives of pricing - Factors influence on price determination - Role of price in Marketing mix- New product pricing - Market Skimming pricing - Market Penetration Pricing - Pricing of Products and Services - Pricing Methods.

### **UNIT-IV: CHANNEL MANAGEMENT**

Nature of Marketing Channels - Channel Structure and Participants - Types of Marketing intermediaries - Importance of Channel Management - Channel Design Decisions - Channel conflict and resolutions - Contemporary Marketing channels in India – Concept of Logistics Management.

### **UNIT-V: PROMOTION MANAGEMENT**

Concept of Promotion Management - Role of Promotion in Marketing - Promotion Mix – Marketing Communication Process: Advertising - Need - Objectives - Types - Major decisions in Advertising - Advertising and Social Marketing - Sales Promotion : Objectives & Tools - Personal Selling - Nature, Role of Sales force - Publicity - Public Relations.

### **SUGGESTED READINGS:**

1. Philip Kotler: Marketing Management Analysis, Planning & Control, 9th edn.
2. Philip Kotler : Principles of Marketing.
3. Joel R.Evans Barry Berman: Marketing.
4. E.Jerome McCarthy William D.P:arreault : Basic Marketing.
5. W.J.Stanton : Fundamentals of Marketing.
6. J.C.Gandhi : Marketing Management.
7. Lovdon & Della Bitta: Consumer Behaviour Concepts and Applications.
8. Schiff Man. Consumer Behavior, Prentice hall.
9. Lovelock: Managing Services, marketing Operations and Human Resources.
10. Electronic Commerce- Schneider - Thomson.
11. Electronic Commerce, Managerial perspective, Efraim Turban, Jae Lee, David King, Micheal chang, Addison wesley, New Delhi.
12. Electronic Commerce, Greenstein and Feinman, Tata McGrawhill, New Delhi, 2000.
13. Czinkota : Marketing Management 2/e - Thomson.
14. Lamb: Intro to Marketing - Thomson.
15. Jain : Marketing, Planning & Strategy - Thomson.
16. Assael : Consumer Behaviour - Thomson.

## **M.Com. (GENERAL) SEMESTER-I FINANCIAL MANAGEMENT**

**Paper Code: COM 103  
PPW: 5**

**Exam Duration- 3 Hours  
Maximum Marks: 100 (30+70)**

**OBJECTIVE:** To impart an intensive knowledge about the technicalities of corporate finance and make the students viable with financial decision making and managerial practices.

### **UNIT I – INTRODUCTION**

Concept - Objectives - Profit Maximization Vs Wealth Maximization. Scope and Functions of Financial Management – Role of Financial Managers — Financial Planning: Concept, types and estimation of financial requirements – Time value of money (Problems)

### **UNIT II – INVESTMENT DECISION**

Nature of Capital Budgeting Decision – Investment evaluation criterion – Traditional Vs Discounted cash flows techniques (Problems) – Risk Analysis in Capital Budgeting: Concept of Risk and Uncertainty - Measurements of Risk and Return – Risk evaluation approaches – Probability distribution Approach – Sensitivity Approach and Decision Tree Approach (Problems)

### **UNIT III – FINANCING DECISION**

Concept of Capital Structure: Constituents of Capital Structure - Capital Structure Determinants – Sources of Financing - Cost of Capital: Specific Cost of Capital for Various Sources and Weighted Average Cost of Capital (WACC) (Problems) – Capital Structure Theories – EBIT-EPS Analysis - Indifference Point - Leverages: Concept, Significance of Leverages, Types of Leverages: Impact of Operating and Financial Leverages (problems)

### **UNIT IV – DIVIDEND DECISION**

Concept of Dividend– Types of Dividend – Dividend Vs Profit Retention decision – Dividend policies – Factors influencing - Dividend Theories: Relevance and Irrelevance of dividends – Dividend Relevance: Walter's and Gordon's models – Dividend irrelevance: MM approach (Problems).

### **UNIT V – Working Capital Decision**

Concept, Components, Objectives and Types of Working Capital –Sources of Working Capital- Operating Cycle – Determinants of Working Capital – Liquidity Vs Profitability – Forecasting Working Capital Requirements (Problems) Management of Inventory, Receivables and cash (Theory Only).

### **SUGGESTED READINGS:**

1. Prasanna Chandra: Financial Management, (TMH), 6/e, 2004.
2. M.Y. Khan & P.K. Jain – Financial Management, (TMH), 4/e, 2004.
3. I.M. Pandey – Financial Management (Vikas), 9/e, 2005.
4. Brigham & Ehrhardt, Financial Management – Theory & Practice, Thomson Learning, 10/e – 2004.
5. Ross, Westerfield & Jaffe, Corporate Finance– TMH – 7/e, 2005.
6. Advanced Financial Management – Sudhindra Bhat – Excel Books.
7. Vanhorne, Financial Management & Policy, Pearson / PHI.
8. Keown, Martin, Petty. Scott, Financial management: principles and applications—PHI.
9. Brearly and Myers, Principle of Corporate Finance– TMH– 7/e, 2004.
10. Ashwath Damodaran, Corporate Finance – Theory & Practice –John Wiley, 2003.
11. Pandey & Bhatt, Cases in Financial Management - TMH, 2/e, 2003.
12. Corporate Financial Strategy – Ruth Bendel – EL, Sevier India (P) Ltd.
13. Kothari & Dutta : Contemporary Financial Management –Macmillan.

**M.Com. (GENERAL) SEMESTER-I  
INFORMATION TECHNOLOGY FOR BUSINESS**

**Paper Code: COM104  
PPW: 5(2+3)**

**Exam Duration: 3 Hours  
Max. Marks: 100(30+20+50)**

**OBJECTIVE:** To provide practical knowledge of various Information Technology applications and packages to Business and Commerce.

**UNIT-I: INTRODUCTION**

Introduction to Information Technology - Data and Information - Impact of IT on Business- Impact of IT on Work Place and Society- Information Technology Applications in Business- Using PC Tools: WinRAR, PDF Readers, Team viewer, Skype etc.

Internet Concepts: Surfing-Mailing-Social Media- Use of Internet and Social Media in Business.

**UNIT-II MS OFFICE – MS WORD AND MS POWER POINT**

**MS Word** Tabs, Ribbons – Toolbars – Creating, Saving and closing a document – Opening and editing a document - Moving and copying text – Text and paragraph formatting, applying Bullets and Numbering – Find and Replace – Insertion of Objects, Date and Time, Headers, Footers and Page Breaks – Auto Correct – Spelling and Grammar checking – Graphics, Templates and wizards - Mail Merge : Meaning, purpose and advantages – creating merged letters, mailing labels, envelopes and catalogs- Working with Tables – Format Painter.

**MS POWER POINT** –MS Power point Tabs, Ribbons – Toolbars – Creating presentations through Auto content wizard, Templates and manually – slide show – saving, opening and closing Presentation – Inserting, editing and deleting slides –Types of slides - Slide Views- Formatting –Insertion of Objects and Charts in slides- Custom Animation and Transition.

**UNIT-III: MS OFFICE - MS EXCEL**

Spread Sheet / Worksheet, Workbook, Cell, Cell Pointer, Cell address etc., Tabs, Ribbons – Saving, Opening and Closing workbook – Insertion and deletion of worksheet – Entering and Editing data in worksheet – Cell Range – Formatting – Auto Fill – Formulas and its advantages – References : Relative, Absolute and Mixed – Functions: Meaning and Advantages of functions, different types of functions available in Excel – Templates –Charts- Graphs – Macros : Meaning and Advantages of macros, creation, editing and deletion of macros.

**UNIT-IV: MS OFFICE - ADVANCED EXCEL**

Conditional Formatting, Data Sorting Searching, Filter, Data Validation. IF Conditions, Vlookup, Hlookup, Index, Match, Sum product, Text Functions. Financial Functions, Data Analysis, Pivots & Charts, Name Manager, Trace. What if Analysis, Text to Columns, Consolidate, Subtotal, External Data. Freeze Panes, Print Setup, Share Workbook, Security Features etc.

**UNIT-V: ACCOUNTING SOFTWARE TALLY.ERP9**

Tally.ERP9 - Complete Business Accounting About Tally.ERP9: Latest Updates, Installation, Company Setup, Features, Creating Masters: Groups, Ledgers, Cost Centre, Stock Details, Budgets etc. Passing Transactions/ Voucher Entries: Payment, Receipt, Contra, Journal, Sales, Purchases and Sales/Purchase Order Process Entries, Payroll Setup, Payroll Masters, Pay Heads, Departments, Attendance, Pay Slip. Bill wise details- Automatic Interest Calculation, Cheque Printing and BRS. About TDS, TDS Entries, About GST (Goods and Services Tax), GST Entries, Dealer Setup and Transactions – Challans and Forms. Year end process and Adjustments, MIS Reports, Print Setup, Import-Export, Tally ODBC, Backup Restore etc.

**SUGGESTED READINGS:**

- 1.Introduction to Information Technology: Rajaraman, PHI
- 2.Elements of Information Technology by William Sawyer
- 3.MS Office: BPB Publications
- 4.MS Office: Sanjay Saxsena
- 5.Fundamentals of Information Technology: Deepak Bharihanke,
- 6.Fundamentals of Computers 4/E: Rajaraman, PHI
- 7.Fundamentals of Computers: P. Mohan, Himalaya Publishing House
- 8.Information Technology: Dennis P. Curtin, McGraw Hill International.
- 9.Information Technology and its applications in Business, Dr.Ananth kumar Srivastava, Sahitya bhavan publications, Agra.



**M.Com.(GENERAL) SEMESTER-I  
INDIAN ACCOUNTING STANDARDS**

**Paper Code: COM 105  
PPW: 5**

**Exam Duration: 3 Hours  
Max. Marks: 100(30+70)**

**OBJECTIVE:** To familiarize the student with accounting standards and financial reporting practices.

**UNIT-I: INTRODUCTION**

Accounting: Meaning – Evolution – Accounting as an information system – Accounting Principles - Accounting standard: Concept -Evolution - Difficulties in standard setting process – IASB - FASB- ASB India: Constitution - Functions – Procedure for setting standards - Need for Uniform Global Financial Reporting - Significant differences between IAS, US GAAP and Indian GAAP (AS) - IFRS Concept – Convergence of Accounting Standards - Ind AS Concept – Applicability/Adoption of Ind AS (Road Map). **(Theory only)**

**UNIT-II: INDIAN ACCOUNTING STANDARDS (Ind AS-1 to 21)**

**Overview of Indian Accounting Standards: (Ind AS-1 to Ind AS-21):** Ind AS-1: Presentation of financial statements – Ind AS-2: Inventories – Ind AS-7: Cash flow statements - Ind AS-8: Accounting policies, changes in accounting estimates and errors – Ind AS-10: Events after the Balance Sheet Date – Ind AS-11: Construction contracts – Ind AS - 12: Income taxes – Ind AS-16: Property, Plant and Equipment – Ind AS-17: Leases – Ind AS-18: Revenue – Ind AS-19: Employee benefits – Ind AS-20: Accounting for Govt. Grants and Disclosure of Govt. Assistance – Ind AS-21: The effects of changes in foreign exchange rates. **(Theory only)**

**UNIT-III: INDIAN ACCOUNTING STANDARDS (Ind AS-23 to 41)**

**Overview of Indian Accounting Standards: (Ind AS-23 to Ind AS-41):** Ind AS- 23: Borrowing costs – Ind AS-24: Related party disclosure – Ind AS-27: Separate financial statements – Ind AS-28: Investments in associates and Joint ventures – Ind AS-29: Financial Reporting in Hyper Inflationary economies – Ind AS-32: Financial instruments: Presentation – Ind AS-33: Earnings Per Share – Ind AS-34: Interim financial reporting – Ind AS-36: Impairment of assets – Ind AS-37: Provisions, contingent liabilities and contingent assets – Ind AS-38: Intangible assets – Ind AS-40: Investment property – Ind AS-41: Agriculture. **(Theory only)**

**UNIT-IV: INDIAN ACCOUNTING STANDARDS (Ind AS-101 to 106)**

**Overview of Indian Accounting Standards: (Ind AS 101 to Ind AS 106):** Ind AS-101: First time adoption of Indian Accounting Standards – Ind AS-102: Share based payments – Ind AS-103: Business Combinations – Ind AS -104: Insurance contracts – Ind AS-105: Non-current assets held for sale and discontinued operations – Ind As-106: Exploration for and evaluation of mineral resources. **(Theory only)**

**UNIT-V: INDIAN ACCOUNTING STANDARDS (Ind AS-107 to 115)**

**Overview of Indian Accounting Standards: (Ind AS 107 to Ind AS 115):** Ind AS-107: Financial instrument: disclosure – Ind AS-108: Operating segments – Ind AS-109: Financial instruments – Ind AS-110: Consolidated financial statements – Ind AS-111: Joint arrangement - Ind AS – 112: Disclosure of interest in other entities – Ind AS-113: Fair Value Measurement –Ind AS-114: Regulatory Deferral Accounts – Ind AS-115: Revenue from Contracts with customers. **(Theory only)**

**SUGGESTED READINGS:**

1. Jawaharlal “Accounting Theory and Practice” Himalya Publishing Company, New Delhi.
2. Porwal L.S. “Accounting Theory” Tata McGraw-hill Publishing Company, New Delhi.
3. Rawat D.S. “Accounting Standards” Taxmann Allied Services Private Limited, New Delhi.
4. Rawat D.S. “Ind ASs Converged IFRS” Taxmann Allied Services Private Limited, New Delhi.
5. Kamal Garg “Ind AS & IFRS” KG Management Advisors LLP, New Delhi, 2017.
6. Kamal Garg “IFRS Concepts and Applications” Bharat Law House Pvt. Limited, New Delhi.
7. Ghosh T.P. “IFRSs for Finance Executives”, Taxmann Allied Services Private Limited, New Delhi.
8. Gupta R.L & Radhaswamy “Advanced Accountancy” Sultan Chand & Sons, New Delhi.

**JOURNALS & NEWS PAPERS:**

- 1) Chartered Accountant, Journal, ICAI.
- 2) Management Accountant, Journal, ICWAI
- 3) Economic Times, News Paper, Times of India, 4) Business Line, News Paper, the Hindu.

# **SEMESTER-II**

**M.Com. (GENERAL) SEMESTER-II  
MANAGERIAL ECONOMICS**

**Paper Code: COM 201**  
**PPW: 5**

**Exam Duration- 3 Hours**  
**Maximum Marks: 100 (30+70)**

**OBJECTIVE:** To understand the role of economic analysis in formulating policies at the firm level and apply basic economic theories to managerial decision making.

**UNIT-I: INTRODUCTION TO MANAGERIAL ECONOMICS**

Meaning and Nature of Managerial Economics – Characteristics, Significance and Scope of Managerial Economics – Role and Responsibility of Managerial Economist - Objectives and constraints of firm – Concepts of Economic profit and Accounting profit (including problems) – Functional relationship between Total, Average and Marginal Revenue – Total, Average and Marginal cost – Total cost function (Simple problems requiring application of First and Second order derivatives).

**UNIT-II: DEMAND ANALYSIS**

Meaning of Demand – Determinants of Demand – Demand function – Individual Demand Function – Market Demand Function - Demand Estimation — Elasticity of Demand — Price Elasticity of Demand: Point and Arc Elasticity Measurements – Income Elasticity of Demand – Cross Elasticity of Demand (Including simple problems)

**UNIT-III: PRODUCTION FUNCTION**

Meaning of Production and Production Function – Cobb Douglas Production Function – Production with one variable input – Diminishing Marginal returns – Optimal employment of a factor of production – Production with two variable inputs – The production iso-quant – The production iso-costs optimal employment of two inputs – Expansion paths – Economies of scale and scope (including problems)

**UNIT-IV: COST FUNCTION**

Economic concept of cost – Short run cost functions finding minimum average variable cost through equations – Long run cost function – Linear and non-linear break-even analysis – Profit Contribution analysis (including simple problems)

**UNIT-V: MARKET STRUCTURE**

Perfect and Imperfect market condition – Perfect Competition – Characteristics - Equilibrium price – Profit maximization, in short run and long run – Shut down decision; Monopoly – Characteristics – Profit maximization in short run and long run – Allocative inefficiency - Income Transfer and Rent seeking. Monopolistic Competition – Characteristics Profit Maximization – Price and output determination in short run and long run; Oligopoly Characteristics Price Rigidity - Kinked demand model (Theory Only).

**SUGGESTED READINGS:**

1. H.Carig Petersen and W.Criss Lewis – Managerial Economics, Prentice Hall India, New Delhi, 2000.
2. Maurice – Managerial Economics, Prentice Hall India, New Delhi, 2000.
3. Joel Dean – Managerial Economics, Prentice Hall India, New Delhi, 2000.
4. Baumol W. J – Economics Theory and Operation Analysis.
5. J.L Pappers, E.F.Bighan, M.Hirsch – Managerial Economics, Prentice India, New Delhi, 2000.

**M.Com. (GENERAL) SEMESTER-II  
HUMAN RESOURCE MANAGEMENT**

**Paper Code: COM 202  
PPW: 5**

**Exam Duration- 3 Hours  
Maximum Marks: 100 (30+70)**

**OBJECTIVE:** To understand various facets of Human Resource Management and comprehend emerging developments in HRM.

**UNIT I: INTRODUCTION**

Concepts, Significance, Objectives, Scope and Functions of Human Resource Management - Changing role of Human Resource Manager – HRM Policies - Impact of Environment on Human Resource Management- Human Resource Development: Concept, Objectives, Scope and Techniques of HRD.

**UNIT II: ACQUISITION OF HUMAN RESOURCE**

Job Design: Concept Approaches - Job Rotation - Job Enlargement - Job Enrichment - Job Bandwidth. Job Analysis: Concept - Objectives -Job Description and Job Specification- Methods of Job Analysis. Human Resource Planning: Concept - Objectives - Benefits - Factors affecting HR planning - Process of HR Planning - Problems in HR Planning. Recruitment: Objectives - Sources of Recruitment. Selection: Concept –Selection Procedure – Tests and Interview - Placement - Induction - Promotion - Transfer.

**UNIT III: DEVELOPING AND MOTIVATING HUMAN RESOURCES**

Performance Appraisal: Concept, Objectives, Traditional and Modern Methods of Appraisal – Problems in Performance Appraisal - Concepts of Potential Appraisal, Assessment Centers and Career Planning and Development. Training: Assessing training needs Methods and Evaluation of Training – Development – Techniques of Management Development – Evaluating Effectiveness.

Empowerment: Concept of Empowerment and Participative Management: Objectives and Types of Participative Management - Quality Circles- Forms of Workers Participation in Management.

**UNIT IV: MAINTENANCE OF HUMAN RESOURCE**

Compensation Management: Concept – Objectives. Job Evaluation: Concept Methods. Concept of Minimum Wage, Living Wage and Fair Wage – Wage Differentials- Essentials of Sound Wage Structure. Employee Relations: Concept – Objectives. – Discipline: Concept – Objectives. – Grievance: Concept, Causes and Procedure of Grievance. Trade Unions: Objectives - Role of Trade Union in the economy; Collective Bargaining – Types – Essential conditions for the success of Collective Bargaining.

**UNIT V: HRM IN THE KNOWLEDGE ERA**

Knowledge Management: Concept - Importance of Knowledge Management - Knowledge Management Architecture - Knowledge Management Process- - Knowledge Conversion – Current Knowledge deficits- Ergonomics or Human Resource Engineering.

**SUGGESTED READINGS:**

1. Bohlander: Human Resource Management, Thomson.
2. David A.De Cenzo and Stephen P.Robins: Personnel/ Human Resource Management, PHI.
3. Biswajeet Pattanayak : Human Resource Management, PHI.
4. Srinivas K. R: Human Resource Management in Practice, PHI.
5. Mathis: Human Resource Management, 10e Thomson.
6. Sadri, Jayasree, Ajgaonkar, Geometry of HR, Himalaya.
7. Subba Rao P. Personnel and Human Resource Management, Himalaya.
8. VSP Rao, Human Resource Management, Vikas.
9. Mello: Strategic Human Resource Management, 2e Thomson.
10. Gupta CB, Human Resource Management, Sultan Chand & Sons.

**M.Com. (GENERAL) SEMESTER-II**  
**BUSINESS ENVIRONMENT AND INTERNATIONAL BUSINESS**

**Paper Code: COM 203**  
**PPW: 5**

**Exam Duration- 3 Hours**  
**Maximum Marks: 100 (30+70)**

**OBJECTIVE:** To know the basic concepts of Business Environment and Global Business and its impact on Business Environment.

**UNIT-I CONCEPTS AND ELEMENTS OF BUSINESS ENVIRONMENT:**

Business Environment: Concept and types of Business Environment – Economic Environment- Economic Systems - Economic policies - (Monetary and Fiscal policies) - Political Environment - Role of Government in Business - Legal Environment - Social Responsibility of Business - Corporate Governance - Corporate Social Responsibility - Socio-cultural factors and their influence on business.

**UNIT- II INDUSTRIES POLICIES AND REGULATIONS**

Rational for Industrial Policy - Industrial Policies up to 1991 - Evaluation of New Industrial Policy – Liberalization, Privatization and Globalization – Public and Private Participation(PPP) – Disinvestment - Industrial Growth and Structural changes – Economic Planning – NITI Aayog.

**UNIT-III THEORIES OF INTERNATIONAL TRADE & FOREIGN CAPITAL**

Types of International Trade Theories - Globalization and its drivers - Modes of entry into International Business - Government intervention in International Trade - Tariff and Non-Tariff barriers - India's Foreign Trade Policy – FEMA – FERA - Foreign Direct Investment (FDI) and Foreign Portfolio Investment (FPI) - Types of FDI, Costs and benefits of FDI to home and host countries; Trends in FDI; India's FDI policy.

**UNIT-IV BALANCE OF PAYMENTS (BOP):**

Importance and components of BOP - Regional Economic Integration: Levels of Regional Economic Integration - Trade creation and diversion affects - Regional Trade Agreements: European Union (EU), ASEAN, SAARC, NAFTA and BRICS.

**UNIT-V INTERNATIONAL ECONOMIC INSTITUTIONS:**

IMF: Structure, Functions and objectives- World Bank: Structure, Functions and objectives - UNCTAD: Structure, Functions and objectives - WTO: Structure, Functions and objectives – AOA - GATS – TRIPS – TRIMS.

**SUGGESTED READINGS:**

1. Justin Paul, International Business, PHI, Eastern Economy Edition.
2. Francis Cehrunilam , International Business ,PHI, Eastern Economy Edition.
3. Subba Rao, International Business, Himalaya Publishing House.
4. Ashwathappa: International Business, Tata Mc.Graw.Hill.
5. Verma M.L., International Trade, Vikas Publishing House Pvt.Ltd.

**M.Com. (GENERAL) SEMESTER-II**  
**E-COMMERCE AND E-BANKING**

**Paper Code: COM 204**  
**PPW 5 (3+2)**

**Exam. Duration: 3 Hours**  
**Max. Marks: 100 (30+20+50)**

**OBJECTIVE:** To give an in depth knowledge and practical orientation to students on the concepts of E-Commerce and E-Banking along with EDI, Cryptography, Authentication, Firewalls and Electronic Payment Mechanisms.

**UNIT I: INTRODUCTION**

E-Commerce – Definition of E-Commerce – E-Business – Internet, Intranet and Extranet - Benefits of E-Commerce – Drawbacks of E-Commerce – Essential requirements of E- Commerce - E- Services in India - E-Commerce applications – E-Commerce opportunities in India - Cyber laws for E-Commerce – Mobile Commerce ( M-Commerce)

E-Banking – The Nature of Money and Electronic Payment Systems – Fiduciary Vs. Scriptural money, Token Vs. Notional Money – Cash and Real Money

**UNIT II: ELECTRONIC DATA INTERCHANGE (EDI)**

Introduction – Traditional EDI Systems – Benefits and Drawbacks – Data transfer and standards Financial EDI – EDI systems and the internet – Legal security and Privacy concerns – Internet Trading Relation Ships – B2C, B2B, C2B, G2C – Features and benefits – Portal Vs. Website .

**UNIT III: CRYPTOGRAPHY**

Introduction – Messaging – security issues – Confidentiality – Integrity – Authentication. Encryption – Encryption Techniques Integrity check values and digital signatures – Good encryption practices – Key management – key management tasks.

**UNIT IV: AUTHENTICATION & FIREWALLS**

Authentication Methods – Fire walls – definition – Components – functionality securing the fire wall – factors considered in securing the fire wall – limitations.

**UNIT V: ELECTRONIC PAYMENT MECHANISMS**

Introduction –SSL-SET-TLS Protocols – SET Vs SSL – Introduction to Electronic Payment Systems - Smart cards – Electronic Cheques – Electronic Cash- Third party processors and Credit Cards - Risk and Electronic Payment System- Payment Gateway – Certificate Issuance – Certificate trust chain –SET Logo – Compliance testing status of software Magnetic strip cards -Designing Electronic Payment Systems. Automated clearing and Settlement system in banks – Payment graphs – Real Time Gross Settlement – Fed wire – Check clearing – ATM network – CHIPS - SWIFT.

**LABORATORY SESSIONS IN E-COMMERCE:**

1. Simple exercises using HTML
2. Create a Web Site with minimum Details
3. List out the Web sites dealing with E-Commerce
4. Log on to Web Sites dealing with E- Commerce and list out the facilities available.
5. Trading stocks online, ordering products / journals / books etc.
6. Online, travel and tourism services
7. Employment placement and job market,
8. Internet banking, auctions, online publishing, advertising-Online.

**M.Com. (GENERAL) SEMESTER-II**  
**COST ACCOUNTING AND CONTROL**

**Paper Code: COM 205**  
**PPW: 5**

**Exam Duration- 3 Hours**  
**Maximum Marks: 100 (30+70)**

**OBJECTIVE:** To impart conceptual knowledge of cost accounting and to equip with skills of ascertainment and control of costs.

**UNIT-I: INTRODUCTION:**

Cost Accounting: Nature and Scope, Need, Objectives - Cost Concepts - Installation of Costing System - Cost Accounting its relationship with Financial Accounting and Management Accounting - Cost Accounting Standards - Cost Classification - Cost Sheet - Books of Accounts – Integral and Non Integral Accounting - Reconciliation of Cost and Financial Accounts (Including Problems).

**UNIT-II: PROCESS COSTING:**

Process Costing: Meaning, Features, Applicability, Pros and Cons – Unit Costing Vs. Process Costing – Job Costing Vs. Process Costing – Normal Loss and Abnormal Loss - Process Accounts with Stocks – Inter- Process Profit – Equivalent Production – First in-First Out (FIFO) Method – Last in-Last Out (LIFO) Method - Average Cost Method – Weighted Average Cost Method - Joint Products and By-Products (Including problems).

**UNIT-III: MARGINAL, ABSORPTION AND DIFFERENTIAL COSTING:**

Marginal Cost: Meaning, Features - Absorption Cost: Meaning, Pros and cons – Marginal Costing Vs Absorption Costing - Preparation of Income Statement under Marginal Costing and Absorption Costing - Differential Costing: Meaning of Differential Cost, Marginal Cost Vs. Differential Cost, Characteristics of Differential Costing, Managerial Applications of Marginal & Differential Cost Analysis (including problems).

**UNIT- IV: BUDGETARY CONTROL:**

Budget: Meaning, Essentials – Budgeting - Budgetary Control: Essentials, Advantages, Limitations – Classification of Budgets: Functional Budget: Sales Budget, Production Budget, Direct Material Budget, Direct Labor Budget, Manufacturing Overheads Budget - Capital Expenditure Budget - Cash Budget – Master Budget – Flexible Budget – Performance Budget – Traditional System of Budgeting – Zero Based Budgeting (Including Problems).

**UNIT-V: STANDARD COSTING:**

Standards: Meaning, Types, Establishment - Standard Costing: Need, Pre-requisites, Pros and Cons - Standard Costing and Budgetary Control – Variance Analysis - Revision of Standards - Control and Efficiency Ratios (Including Problems).

**SUGGESTED READINGS:**

1. Prashanta Athma, —Cost and Management Accounting Himalya.
2. Jain S.P & Narang K.L., —Advanced Cost Accounting Kalyani Publishers, New Delhi.
3. Iyengar S.P., —Cost Accounting – principles & Practice Sultan Chand & Sons.
4. Khan M.Y & Jain P.K., -Theory and Problems in Cost Accounting TMH.
5. Ravi M. Kishore, —Cost Management, Taxmann.
6. Lall nigam & Jain, —Cost Accounting – Principles and Practice Prentice-hall.
7. Manish Dutta, — Cost Accounting – Principles & Practice, Pearson.
8. Saxena VK & Vashist CD, —Advanced Cost & Management Accounting Sultan Chand & Sons.
9. Colin Drury, -Management & Cost Accounting□ Thomson Asia Pvt. Ltd.
10. Asish K. Bhattacharyya — Principles and Practice of Cost Accounting. Prentice Hall.
11. Arora M.N. — Cost Accounting –Principles & Practice Vikas Publishing House.
12. Ravi M. Kishore —Cost & Management Accounting□ Taxman’s Publications Pvt. Ltd., New Delhi.

# **SEMESTER-III**



**M.Com. (GENERAL) SEMESTER-III**  
**QUANTITATIVE TECHNIQUES FOR MANAGERIAL DECISIONS**

**Paper Code: COM 301**  
**PPW 5**

**Exam. Duration: 3 Hours**  
**Max. Marks: 100 (30+70)**

**OBJECTIVE:** To acquaint and equip the students with various Quantitative techniques including parametric and non-parametric one that helps a lot in Research.

**Unit-I: QUANTITATIVE TECHNIQUES AND BUSINESS FORECASTING**

Meaning and Classification of Quantitative Techniques: Statistical Techniques - Programming Techniques - Role of Quantitative Techniques in Management decision making-Techniques of Business Forecasting. SPSS: Introduction to SPSS- Working with Data - Exploring Data - Analyzing Data.

**Unit-II: SAMPLING THEORY**

Concept of Sampling: Types of Samples – Estimation – Hypothesis testing – Type I and Type II errors – Tests concerning attributes – Number of Successes – Proportion - Difference between two proportions. Large Sample Tests: Mean test - Difference between two means - Difference between two standard deviations. Small Sample Tests: Mean test - Difference between the means of two independent samples - Difference between the means of two dependent samples of paired observations.

**Unit-III: ADVANCED QUANTITATIVE TECHNIQUES**

Chi Square Test and Goodness of Fit – F-Test and Analysis of Variance – Statistical Quality Control: Concept and importance – Control Charts:  $\bar{x}$  chart, R chart,  $\sigma$ - chart and C chart – Non – Parametric Tests: Sign Test - Mann – Whitney U Test , Kruskal – Wallis or H test.

**Unit-IV: DECISION THEORY**

Anatomy of Decision theory, Decision models: Deterministic Decision models, Probabilistic Decision Models: Maximum likelihood rule - Expected payoff criterion - Marginal analysis – Competitive decision models: Maximin, Maximax, Minimax – Savage – Hurwicz - Lapalace decision models – Game Theory : Two person – Zero – Sum – Game, Saddle Point Value of game - Dominating strategy - Mixed strategy

**Unit-V: LINEAR PROGRAMMING (LP)**

Linear Programming: Meaning - Requirements for application - Assumptions - Advantages - Application of LP - Formulation of LP problems (including simple problems). Graphical Solutions of LP problems with two variables only (including simple problems).

**SUGGESTED READINGS:**

1. HOW TO USE SPSS ® A Step-By-Step Guide to Analysis and Interpretation, Brian C. Cronk, Tenth edition published in 2018 by Routledge.
2. SPSS for Intermediate Statistics: Use and Interpretation, Nancy L. Leech et. al., Second edition published in 2005 by Lawrence Erlbaum Associates, Inc.
3. Using IBM SPSS statistics for research methods and social science statistics, William E. Wagner, Fifth edition published in 2015 by SAGE Publications, Inc.
4. Richard I Levin David S. Rubin, Statistics for Management, 7/e. Pearson Education, 2005.
5. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, 8/e, Tata McGraw- Hill Co. Ltd., 2006.
6. Gupta S.P. – Statistical Methods, Sultan Chand and Sons, New Delhi. 2005.
7. U.K. Srivastava, G.V. Shenoy and S.C. Sharma – Quantitative Techniques for managerial decisions, New Age International, Mumbai, 2005.
8. C.R . Kothari, Research Methodology Methods amp; Techniques, 2/e, Vishwa Prakashan, 2006.
9. William G. Zikmund, Business Research Methods, Thomson, 2006.
10. D.M.Pestonjee, (Ed.) Second Handbook of Psychological and Social Instruments, Concept Publishing, New Delhi, 2005.
11. Dipak Kumar.Bhattacharya, Research Methodology, Excel Books, 2006.

**M.Com. (GENERAL) SEMESTER-III  
MANAGERIAL ACCOUNTING**

**Paper Code: COM 302  
PPW 5**

**Exam. Duration: 3 Hours  
Max. Marks: 100 (30+70)**

**OBJECTIVE:** To familiarize the student with the basics of managerial accounting and acquaint the student with application of managerial accounting techniques.

**UNIT-I: ACCOUNTING BASICS AND MANAGEMENT ACCOUNTING**

Introduction to Accounting: Concept of Accounting Theory - Classification of Accounting Theory - Accounting Principles (Concepts and Conventions) (Theory only).

Management Accounting: Meaning - Management Accounting its relationship with Financial Accounting and Cost Accounting - Installation of Management Accounting System - Limitations of Management Accounting (Theory only).

**UNIT-II: SOCIAL ACCOUNTING**

Social Responsibility of Business: Meaning of Social Accounting – Approaches to Social Accounting – Measurement of Social Cost benefit – Employees Accounts – Societies Account- Social Income Statement – Social Balance Sheet (Including Problems)

**UNIT-III: HUMAN RESOURCES ACCOUNTING AND RESPONSIBILITY ACCOUNTING**

Human Resources Accounting: Concept-Objectives-Approaches-Limitations (Theory only). Responsibility Accounting: Concept - Steps - Responsibility Centre - Types of Responsibility Centers: Cost Centre, Revenue Centre, Profit Centre and Investment Centre - Preparation of Responsibility accounting reports (including simple problems).

**UNIT-IV: INFLATION ACCOUNTING AND INCOME MEASUREMENT**

Inflation Accounting: Concept - Limitations of historical based-cost financial statements - Methods of Inflation Accounting: Current Purchasing Power Method – Current Cost Accounting Method (Including problems).

Income Concepts for financial reporting - Measurement and Reporting of Revenues, Expenses, Gains and Losses (Theory only) - Analysis of Changes in Gross Profit (Including problems).

**UNIT-V: FINANCIAL REPORTING**

Financial reporting: Concept - Development in Financial reporting objectives: True blood Report (USA) - The Corporate Report (UK) - Objectives of Financial Reporting - Qualities of Financial Reporting - Recent trends in corporate reporting in India (Theory only).

Harmonization in Financial Reporting: Concept - Obstacles in Harmonization (Theory only).

**SUGGESTED READINGS:**

1. Sharma RK & Shashi K. Gupta: Management Accounting, Kalyani.
2. Hansen & Mowen: Management Accounting, Thomson.
3. Lele & Jawaharlal: Accounting Theory, Himalya Publishing Company.
4. Louderback: Managerial Accounting, Thomson.
5. Jain S.P. & Narang K.L: Accounting Theory & Management Accounting, Kalyani.
6. Atkinson: Management Accounting, 3e, Prentice-Hall of India Private Limited.
7. Rawat D.S. –Accounting Standards| Taxmann Allied Services Private Limited.
8. Rustagi R.P: Management Accounting, Golgotha Publishing Company.
9. Ghosh T.P: Accounting Standards and Corporate Accounting Practices, Taxmann.
10. Antle: Financial Accounting with GAAP, Thomson.
11. Gupta R.L & Radhaswamy –Advanced Accountancy| Sultan Chand & Sons.
12. Stice: Financial Accounting: Reporting & Analysis, 7e, Thomson.
13. Saudagaran: International Accounting, Thomson.
14. Porwal LS: Accounting Theory, Tata Mc Graw-Hill.

**M.Com. (GENERAL) SEMESTER-III**  
**CORPORATE GOVERNANCE & ETHICS**

**Paper Code: COM 303**  
**PPW 5**

**Exam. Duration: 3 Hours**  
**Max. Marks: 100 (30+70)**

**OBJECTIVES:** This course exposes the students to the various concepts of Corporate Governance and Business Ethics and provides an in-depth study of various issues there under.

**UNIT I: CORPORATE GOVERNANCE**

Concept -Meaning – Scope – Need – Corporate Governance Mechanism – Corporate Governance and Stakeholders – Investors protection – Obligation to Investors –Obligation to Employees –Obligation to Customers – Managerial Obligation – Obligationto Government – Corporate Governance and Value Maximization.

**UNIT II: HISTORICAL PERSPECTIVE OF CORPORATE GOVERNANCE**

World Bank on Corporate Governance – OECD Principles – Mckinsey survey on Corporate Governance – Sarbanes-Oxley Act 2002 – Indian Committees and Guidelines and Corporate Governance- Naresh Chandra Committee – Narayana Murthy Committee - J.J.Irani Committee- Kumar Mangalam Birla Committee – The Confederation of Indian Industry’s Initiatives – SEBI Initiatives – Corporate Governance Practices in India.

**UNIT III: ROLE OF BOARD OF DIRECTORS IN CORPORATE GOVERNANCE**

Board of Directors: Need and Role of Board of Directors– Governance issues relating to the Board – the Role of Directors – Independent Directors – Clause 49 of Listing Agreement – Director’s Remuneration – Corporate Governance Reporting and Best practices.

**UNIT IV: ROLE OF AUDIT COMMITTEES IN CORPORATE GOVERNANCE**

Audit Committees : Role, Duties and Responsibilities of Auditors –Types of Auditors –Corporate Governance and Internal Auditors – Cost Audit Methodology – Quality Audit –Naresh Chandra Committee report on Corporate Audit and Governance.

**Unit V: CORPORATE GOVERNANCE AND BUSINESS ETHICS**

Business Ethics: Meaning – Scope – Need – Roots of Unethical Behavior – Unethical Issues –Corporate Governance and Ethics – the Indian Context- Corporate Social Responsibility – Meaning – Scope – Corporate Governance and CSR – Social Responsibility and Indian Corporations. Corporate Governance and Regulators - Role of SEBI - The future of Corporate Governance in India.

**SUGGESTED READINGS:**

- 1.A.C. Fernando, “Corporate Governance” Principles, policies and practices, Pearson Education, New Delhi.
- 2.Dr. Singh, Corporate Governance: Global concepts and practices.
- 3.Neeti Shiksha & Geetanjali Sharma, “Corporate Governance in India: Principles and Policies”, Cengage.
- 4.PK Ghosh,” Corporate Governance”, CBS Publications.
- 5.Ram K. Narayan,” Corporate Governance in India - Challenges”, Notion Press.
- 6.G.N Bajpai,”The Essential Book of Corporate Governance”, Sage Publications.
- 7.Sandeep Goel,”Corporate Governance & Principles and Practices”, Tata McGraw Hill.
- 8.ICSI, Corporate Governance – Modules of Best Practices.
- 9.Report on Corporate excellence on a sustained basis, Dr. M.R.Rao, Director, IIMB.

**M.Com. (GENERAL) - SEMESTER-III**  
**ELECTIVE: FINANCE**  
**SECURITIES ANALYSIS AND PORTFOLIO MANAGEMENT**

**Paper Code: COM 304 F1**  
**PPW: 5**

**Exam Duration- 3 Hours**  
**Max. Marks: 100 (30+70)**

**OBJECTIVE:** To acquaint the students with concept of Investment, Working of Securities Market and Construction of an optimum portfolio through Securities Analysis.

**UNIT-I: INTRODUCTION**

Investment: Nature, Types, Objectives, Process and Media – Investment - Speculation –Gambling- Nature and Characteristic of Securities Market – Segments of Security Markets - Primary Market – Intermediaries – Placement of the Issue - Secondary Market: Stock Exchange – BSE – NSE –OTCEI Organization and Regulations – Construction of Stock Index. (Theory)

**UNIT-II: SECURITIES ANALYSIS**

Objectives of Securities Analysis – Fundamental Analysis: Economy, Industry and Company Analysis - Technical Analysis: Dow Theory – Oscillators – Head and Shoulders –Inverted Head and Shoulders - Elliot Wave Theory – Efficient Market Hypothesis (EMH). (Theory)

**UNIT-III: VALUATION OF SECURITIES AND ASSET SECURITIZATION**

Valuation of Equity Shares and Preference Shares – Valuation of Debt and Fixed Income Securities – Asset Securitization: Meaning –Process – Parties involved - Mechanics - Benefits – Risks. (Theory and Problems)

**UNIT-IV: PORTFOLIO THEORY**

Markowitz Diversification: Mean, Variance Analysis – Efficient Frontier – Leveraged Portfolio – Sharpe's Market Model, Beta Coefficient – CAPM: Assumptions – Capital Market Line (CML) – Security Market Line (SML) – Arbitrage Pricing Theory (APT). (Theory and Problems)

**UNIT-V: PORTFOLIO EVALUATION**

Portfolio Formula Plans – Risk Adjusted Measures – Sharpe's Reward – to –Variability – Trynor's Volatility Ratio – Jensen's Differential Return. (Theory and Problems)

**SUGGESTED READINGS:**

1. Punithavathy Pandian, securities Analysis and Portfolio Management, Vikas Publishing House.
2. V.K. Balla, Investment Management, S. Chand & Co.
3. Foster Donald E. and Renald J. Jordan , Security Analysis and Portfolio Management, PHI.
4. Francis jack Clerk and Richrwd W Taylor, Theory and Problems of Investment, McGraw Hill.
5. Avadhani V.A Investment Management, Himalaya Publishing House.
6. Avadhani T.K Investment and Security Management in India.
7. Sulochanna M, Investment Management, Kalyani Publishing House.

**M.Com. (GENERAL) - SEMESTER-III**  
**ELECTIVE: FINANCE**  
**INTERNATIONAL FINANCIAL MANAGEMENT**

**Paper Code: COM 305 F2**  
**PPW: 5**

**Exam Duration- 3 Hours**  
**Max. Marks: 100 (30+70)**

**OBJECTIVE:** To gain the conceptual knowledge and application of International Financial Management.

**UNIT-I: INTRODUCTION TO INTERNATIONAL FINANCIAL MANAGEMENT**

**An Overview of International Financial Management:** Meaning – Nature – Importance - Features - Scope – Functions of International Financial Management: Risks in International Financial Management – International Financial Management and Domestic Financial Management – Components of International Financial System – International Monetary System – Economic and Monetary Union - Factors influencing Growth of International Finance (Theory only)

**UNIT-II: FOREIGN EXCHANGE MARKETS & EXCHANGE RATE MECHANISM**

**Foreign Exchange Market:** Nature - Features – Functions - Major Participants Structure of Foreign Exchange Market – Nature of Foreign Exchange Transaction – Settlement Date - Types of Settlement - Foreign Exchange Quotations – Spot Market: Features, Arbitrage, speculation – Forward Market: Features, arbitrage, hedging. Speculation, Swapping (Including Problems)

**Balance of Payments Accounting (BoP):** BoP Accounting Principles – Debit and Credit Entries – Balance of Payments Statement – Impact of Balance of Payments on Exchange Rate – Regulation of Foreign Exchange Market in India (Including Problems)

**Exchange Rate Mechanism:** Exchange Rate Quotations – Nominal, Real & Effective Exchange Rates – Exchange Rate Determination in Spot Market – Exchange Rate Determination in Forward Market (Including Problems)

**UNIT-III: FOREIGN EXCHANGE EXPOSURE**

**Measurement of Foreign Exchange Exposure:** Meaning & Relevance of Foreign Exchange Exposure – Classification of Foreign Exchange Exposure: Transaction Exposure, Operating Exposure - Accounting Exposure (Including Problems)

**Management of Foreign Exchange Exposure:** Need – Hedging of Transaction Exposure – Hedging of Real Operating Exposure – Management of Accounting Exposure (Including Problems)

**UNIT-IV: INTERNATIONAL INVESTMENT DECISION**

**Foreign Direct Investment:** Theories of FDI – Costs and Benefits of FDI – Strategy for FDI – Control of MNCs. (Theory Only)

**International Capital Budgeting:** Evaluation Criteria: Non-discounting Methods and Discounting Methods – Computation of Cash Flow – Cost of Capital: Average Cost of Capital – Cost of Debt – Cost of Equity Shares – Cost of Retained Earnings (Including Problems)

**UNIT-V: INTERNATIONAL FINANCING DECISIONS**

**International Financial Markets:** Channels for International Flow of Funds – Changing Structure of the International Financial Market – Selection of Sources and Forms of Funds (Theory Only)

**International Financial Instruments:** Euro Credits: Revolving Credit, Term Credit – Euro Bonds: Straight Bonds, Convertible Bonds, Currency Optional Bonds, FRNs – Euro Currency Deposits: Call Deposits, Term Deposits, Certificates of Deposits – Euro Notes: Commercial paper, NIF, Medium Term notes – Euro Issues: FCCB, GDR, ADR (Theory only)

**SUGGESTED READINGS**

1. Sharan: International Financial Management, PHI; 2. Avadhani: International Finance, Himalaya; 3. Bharati V Pathak: Indian Financial Management, Pearson; 4. Clark: International Finance, 2e Thomson; 5. Jeevenandam: Foreign Trade Finance and Risk Management, Sultan Chand; 6. Joseph Anbarasu: Global Financial Management, Ane Books Pvt. Ltd.; Kevin S: Fundamentals of International Financial Management, PHI; 8. Madhu Vij: International Financial Management, Excel Books; 9. Jeff Madura: International Financial Management, Cengage; 10. Shapiro: Multinational Financial Management PHI.

**M.Com. (GENERAL) - SEMESTER-III  
ELECTIVE - ACCOUNTING  
ADVANCED CORPORATE ACCOUNTING**

**Paper Code: COM 304 A1  
PPW: 5**

**Exam Duration- 3 Hours  
Max. Marks: 100 (30+70)**

**OBJECTIVES:** To understand the application of advanced corporate accounting practices in the fields of modern business and profession.

**UNIT-I: HOLDING COMPANIES**

Definition - Provisions of Ind AS 103 & 110 - Accounts - Consolidation - Preparation of Consolidated Balance Sheet - Minority interest - Pre-acquisition or capital profits - Cost control or Goodwill - Inter- company balances - Unrealized inter-company profits - Revaluation of assets and liabilities - Bonus shares - Treatment of dividend - More than one subsidiary inter-company holdings - Consolidation of profit and loss account (including problems).

**UNIT-II: INVESTMENT ACCOUNTS & ACCOUNTING FOR PACKAGES & CONTAINERS**

Investment Accounts: Need and Significance of Investment Accounts - Accounting Treatment - Treatment of Brokerage and Expenses - Investment ledger - Equity shares accounts - Bonus Shares - Right Shares (Including problems).

Accounting for Packages and Containers: Need - Accounting treatment - Non Returnable containers - Returnable Containers - Methods - Maintaining containers stock account or containers trading account - Containers Suspense Account or Reserve account (including problems).

**UNIT-III: LEASE ACCOUNTING**

Lease: Definition - Features - Advantages and Disadvantages - Lease distinguished from other modes of acquisition - Provisions of Ind AS 116 – Types of leases: Financial lease, Operating lease - Financial Lease Vs. Operating Lease - Terms peculiar to leasing - Accounting for lease - Books of Lesser and Lessee - Sale and lease back (including problems).

**UNIT-IV: FOREIGN BRANCHES – PREPARATION OF CONSOLIDATED STATEMENTS**

Different Types of Exchange Rates - Methods of translating Financial Statements: Temporal Method, Current Method, Current and Non - Current Method - Cumulative Translation Adjustment Account (CTA) - Difference in the Translated Trial Balance - Provisions Ind AS 21 - Process of Converting Trial Balance of Foreign Branches and Preparation of Final Accounts and Consolidated Balance Sheet (including problems).

**UNIT-V: FORENSIC ACCOUNTING**

Introduction - Role and Functions of Forensic Accountant - Need for Forensic Accounting - Detection Techniques: - Critical point Auditing (CPA) - Property Audit (PA) - Characteristics of Forensic Accountant - Forensic Accounting in India. (Theory only).

**SUGGESTED READINGS:**

1. Accounting Standards and Corporate Accounting Practices: T.P. Ghosh, Taxmann.
2. Advanced Accountancy: R.L. Gupta and M. Radhaswarny, Sultan Chand and Sons.
3. Advanced Accountancy: M.C. Shukla & T.S.Grewal, S.Chand & Company Ltd.
4. Advanced Accountancy: S.K.R.Paul, New Central Book Agency.
5. Advanced Accountancy: M.A.Arulanandam & K.S.Raman, Himalaya Publishing House.
6. Modern Accountancy: A. Mukarjee and M.Haniff, Tata Mcgraw Hill.
7. Advanced Accountancy: Jain and Narang, Kalyani Publications.
8. Students Guide to Accounting Standards: D.S.Rawat, Taxmann Publications.

**M.Com. (GENERAL) - SEMESTER-III**  
**ELECTIVE: ACCOUNTING**  
**ACCOUNTING FOR SERVICE ORGANIZATIONS**

**Paper Code: COM 305 A2**  
**PPW: 5**

**Exam Duration- 3 Hours**  
**Max. Marks: 100 (30+70)**

**OBJECTIVES:** To understand the application of accounting practices in ascertaining the more acceptable Profits/ Surpluses of Professional, Service and Government Organizations.

**UNIT-I: ACCOUNTING FOR PROFESSIONAL ORGANISATIONS**

Accounting books and documents to be maintained by professional men like Doctor, Lawyers, Engineers, and Accountants as per the provisions of income tax Act. Precautions to be taken in maintaining accounts- Relation between accounts of professional persons and their household accounts- preparation of final accounts (including problems)

**UNIT-II: ACCOUNTING FOR HOTELS, HOSPITALS AND EDUCATIONAL INSTITUTIONS**

**Hotels:** Accounting for cash- Accounting for sales- Allowances to guests- Preparation of final accounts, special adjustments and features- special ratios relating to Hotel Business.

**Hospitals:** Types of hospitals- Items of income and expenditure- preparation of Financial Statements- profit and loss account and balance sheet.

**Educational Institutions:** Introduction – Books of accounts – Annual statement of accounts – Receipts and Payments account, income and expenditure account and balance sheet. (Including problems)

**UNIT-III: GOVERNMENT ACCOUNTING**

General Principles – Indian Audit and Accounting Department – Comptroller and Auditor General of India – Financial Administration – Procedure for preparation of Government Accounts – Compilation of Accounts, Accrual Accounting in Government (Theory only)

**UNIT-IV: FARM ACCOUNTING**

Objectives of Farm Accounting – Peculiar Features of Farm Accounting – Books of Accounts recording of Farm Transactions – Preparation of Final Accounts – Single entry and Double entry Methods.(Including Problems).

**UNIT-V: DOUBLE ACCOUNT SYSTEM (INCLUDING ACCOUNTS OF ELECTRICITY CONCERN)**

Nature and Features of Double Account System – Receipts and Expenditure on Capital Accounts – General Balance Sheet – Revenue Account – Net Revenue Account – Differences between Single Account System and Double Account System – Replacement of an Asset – Accounts of Electricity Companies.( Including Problems).

**SUGGESTED READINGS:**

1. Accounting Standards and Corporate accounting practices – T.P. Gosh Taxmann Allied.
2. Advanced Accountancy R.L. Gupta and M. Radhaswamy – Sultan Chand Sons, New Delhi.
3. Advanced Accounts – M.C. Shukla, T.S.Grewal – S.Chand&Company Ltd., New Delhi- 110055.
4. Advanced Accountancy – S.K.R. Paul – New Central Book Agency – Calcutta 700009.
5. Advanced Accountancy – M.A.Arulanandam & K.S.Raman – Himalaya Publishing House- Delhi.
6. Advanced Accountancy – Jain and Narang – Kalyani Publications.
7. Advanced Accountancy – N.C.Agarwal.
8. Annual Reports of CAG.

**M.Com. (GENERAL) - SEMESTER-III**  
**ELECTIVE: MARKETING**  
**SERVICE MARKETING**

**Paper Code: COM 304 M1**  
**PPW: 5**

**Exam Duration- 3 Hours**  
**Max. Marks: 100 (30+70)**

**OBJECTIVE:** To discuss the service marketing process and service quality model and consider the managerial challenges of service marketing.

**UNIT-I: INTRODUCTION TO SERVICE MARKETING**

Service Concepts – Scope of Services - Goods – Services continuum. 4 I's of Services goods and Services Categorization - Industrial Services.

**UNIT-II: NATURE OF SERVICE MARKET & CONSUMER BEHAVIOUR**

Understanding Service Market – Consumer and Organizational behavior - Segmentation, Target Marketing and Positioning - Customer expectations and Perceptions of services.

**UNIT-III: SERVICE MARKETING MIX**

Service Marketing Mix: Product, Pricing, Place, Promotion, People, Physical Evidence and Process. Service Quality – Dimensions of quality. Understanding Quality Management- Measuring Service Quality.

**UNIT-IV: STRATEGIES FOR MARKETING**

Strategies for Marketing – Overview, Strategies for dealing with Intangibility, Inventory, Inconsistency and Inseparability. Building Customer Relationship through Segmentation and Retention Strategies.

**UNIT-V: SERVICE MARKETING TRIANGLE**

Service Marketing Triangle – External Marketing, Internal Marketing, relationship Marketing and Interactive Marketing - Employees role in service delivery.

**SUGGESTED READINGS:**

1. Zeitham Valorie A. and Bitner Mary: Service Marketing TMH 2000.
2. Rampal M.K. and Gupta S.L.: Service Marketing, Concepts, application and cases, Galgotia Publishing Company, New Delhi, 2000.
3. Woodruffe Helen: Service Marketing, Mac Millan, India, 1997.
4. Roland T.Rust, Anthony J. Zoharik and Timothy L Keiningham , Service Marketing Addison Wesley, 1999.
5. Payne: The Essence of Service Marketing, PHI, 1999.



**M.Com. (GENERAL) - SEMESTER-III  
ELECTIVE: MARKETING  
CONSUMER BEHAVIOUR**

**Paper Code: COM 305 M2  
PPW: 5**

**Exam Duration- 3 Hours  
Max. Marks: 100 (30+70)**

**OBJECTIVE:** To explore the realities and implications of buyer behaviour in traditional and e-commerce markets and understanding the buyer behaviour to improve strategic decision making.

**UNIT –I: INTRODUCTION TO CONSUMER BEHAVIOUR**

Introduction to Consumer Behavior – Importance of studying consumer behavior – Individual determinants of consumer behavior – Personality – Theories of Personality – Relevance of personality in understanding consumer behavior – Perception – The role of perception in consumer behavior – Role of Motivation and Attitudes in consumer behavior.

**UNIT- II: LEARNING AND CONSUMER BEHAVIOUR**

The Process of Learning and consumer behavior - Basic principles of learning – Behavioral learning theories – Classic, conditioning, Instrumental conditioning – Cognitive learning theory – Information Processing, Limited and Extensive Information processing – Involvement Theory – Communication and consumer behavior.

**UNIT-III: ENVIRONMENTAL FACTORS OF CONSUMER BEHAVIOUR**

Environmental influences in consumer behavior: Culture, Sub-culture and Cross Cultural influences in Consumer behavior. Social Class – Nature, Measurement and Categorization - Social Class and Consumer Behavior.

**UNIT-IV: GROUP INFLUENCES AND CONSUMER BEHAVIOUR**

Group influences in consumer behavior – Reference Groups – Types and Nature of Reference groups. Reference group influences on consumer behavior. Household decision making – Functions of the family – Family life cycle – Family purchasing decisions – Group communication: Opinion leadership process and diffusion processes.

**UNIT-V: CONSUMER DECISION MAKING**

Consumer decision Process: Problem recognition, search and evaluation, purchasing process and post purchase behavior – Models of consumer behavior – Case Studies in Consumer Behavior.

**SUGGESTED READINGS:**

1. Loudon & Bitta: Consumer Behaviour, Tata McGraw Hill, 2000.
2. Peter & Olson: Consumer Behaviour and Marketing Strategy, McGraw Hill, Fifth Ed.1999.
3. Schiffman & Kanuk: consumer Behaviour, PHI, Sixth Ed. 1997.

# **SEMESTER- IV**

**M.Com. (GENERAL) – SEMESTER- IV  
STRATEGIC MANAGEMENT**

**Paper Code: COM 401  
PPW: 5**

**Exam Duration- 3 Hours  
Max. Marks: 100 (30+70)**

**OBJECTIVE:** To acquaint the students with concept and application of Strategic Management and developing a holistic perspective of managing enterprise in a strategic way.

**UNIT -I: INTRODUCTION**

Strategic Management: Concept – Characteristics – Dimensions – Process – Strategic Decision Making - Approaches of Strategic Decision Making.

**UNIT-II: CORPORATE CAPABILITY ANALYSIS**

Process – Approaches – Environmental Analysis – PESTE Analysis – Internal Scanning: Strengths, Weaknesses, Opportunities and Treats (SWOT) analysis – Impact and BCG Matrix, GEC Model, 7'S Frame Work – Corporate Portfolio Analysis – Capability Maturity Model (CMM).

**UNIT-III: STRATEGIC FORMULATION**

Mission, Goals & Objectives – Strategic Alternative – Grand Strategies – Corporate level Strategies: Stability, expansion, diversification and Integration strategies. Mergers, Takeovers, Turnaround, Disinvestment Strategies - Business Level Strategies: Inventions and innovations, new product Development – Reengineering and Restructuring.

**UNIT-IV: STRATEGY IMPLEMENTATION**

Choice of strategy – Strategic Business Unit – Structures, systems, skills and styles in implementation of strategy – Organisational Culture and strategy - Leadership.

**UNIT-V: STRATEGIC CONTROL**

Establishing Strategic Control – Measuring performance – Role of Strategist – Using qualitative and quantitative benchmarking to evaluate performance – problems in measuring performance – Strategic Audit and Corporate evaluation in the Global and Indian context.

**SUGGESTED READINGS:**

1. Strategic Financial Management by Jakhotiya
2. Strategic Management: The Indian Context by R. Srinivasan
3. Strategic Management by White
4. Strategic Management: Concepts And Cases by David Fred R.

**M.Com. (GENERAL) – SEMESTER- IV  
ENTREPRENEURSHIP DEVELOPMENT**

**Paper Code: COM 402  
PPW: 5**

**Exam Duration- 3 Hours  
Max. Marks: 100 (30+70)**

**OBJECTIVE:** To acquaint the students with concept of Entrepreneurship and its development with a view to know the institutions supporting for small business enterprises, Government Policy and Taxation Benefits.

**UNIT- I: INTRODUCTION**

Entrepreneurship – Meaning, Importance- Entrepreneur Characteristics- Women Entrepreneurs - Classification of Entrepreneurs - Myths about Entrepreneurship - Entrepreneur Vs Intrapreneur- Management Vs Entrepreneurship.

**UNIT -II: IDEA GENERATION AND OPPORTUNITY ASSESSMENT**

Importance of Ideas in Entrepreneurship- Sources of New Ideas – Techniques for generating ideas- Steps in assessing Business potential of an idea- Opportunity Recognition- sources and process- Steps in tapping opportunity

**UNIT- III: PROJECT FORMULATION AND APPRAISAL**

Meaning and Significance of Project Report – Content - Guidelines for Report Preparation- Project Appraisal- Methods: Economic Analysis - Financial Analysis - Market Analysis. Technical Feasibility- Sources of Finance - Term Loans and Short Term Finance.

**UNIT- IV: INSTITUTIONS SUPPORTING SMALL BUSINESS ENTERPRISES**

Introduction- Central level Institutions: KVIC – SIDO - NSIC Ltd - National Productivity Council (NPC)- EDII  
State level Institutions: DIC- SFC-SSIDC-. Industry Associations: CII – FICCI - ASSOCHAM.

**UNIT- V: GOVERNMENT POLICY AND TAXATION BENEFITS**

Government Policy for SSIs- Need for Tax Benefits- Tax Holiday - Rehabilitation Allowance: Investment Allowance - Tax concessions for SSIs in Rural and Backward areas.

**SUGGESTED READINGS:**

1. Arya Kumar, Entrepreneurship, Pearson, Delhi, 2012.
2. Poornima M. Ch., Entrepreneurship Development- Small Business Enterprises, Pearson, Delhi, 2009.
3. Michael H. Morris, et. al., Entrepreneurship and Innovation, Cengage Learning, New Delhi, 2011.
4. Kanishka Bedi, Management and Entrepreneurship, Oxford University Press, Delhi, 2009.
5. Anil Kumar, S., et. al., Entrepreneurship Development, New Age International Publishers, New Delhi , 2011.
6. Khanka, SS, Entrepreneurial Development, S. Chand, New Delhi. 2011.

**M.Com. (GENERAL) – SEMESTER- IV  
ADVANCED MANAGERIAL ACCOUNTING**

**Paper Code: COM 403  
PPW: 5**

**Exam Duration- 3 Hours  
Max. Marks: 100 (30+70)**

**Objectives:** To familiarize and acquaint the student with application of Advanced Managerial Accounting Techniques.

**UNIT-I: ANALYSIS OF FINANCIAL STATEMENTS**

Financial Statements – Meaning – Objectives – Types – Uses – Limitations -Techniques of analysis of financial statements: Ratio Analysis: Meaning – Types of Ratios- DuPont Analysis. **(Including problems)**  
Funds Flow Analysis – Meaning – Preparation of Funds Flow Statement – Cash Flow Analysis – Meaning - Preparation of Cash Flow Statement as per Ind AS-7. **(Including problems)**

**UNIT-II: MANAGERIAL DECISION MAKING**

Cost Concepts for Decision Making - Marginal Costing and Decision Making - Pricing Decisions - Product Decisions: Profit Planning - Level of Activity - Dropping a Product Line - Introducing a New Product Line, Product/Sales Mix Decisions - Make or Buy Decisions - Key/Limiting Factors (Including Problems).

**UNIT-III: FINANCIAL MEASURES OF PERFORMANCE**

Introduction – Return On Investment (ROI) – Concept – Uses and Limitations – Economic Value Added (EVA) – Concept – Significance of EVA – Measurement of EVA (Theory only)  
Balanced Score Card (BSC) – Concept – Objectives – Perspectives of BSC - Multiple Scorecard Measures into a Single Strategy. (Including Simple Problems)

**UNIT-IV: CONTEMPORARY ISSUES IN MANAGEMENT ACCOUNTING**

**i) Management Control Systems** – Characteristics (Technical Considerations & Behavioural Considerations) – Problems in implementing an effective Management Control System – Anticipating and avoiding the problems – Indirect costs of MCS – Design and Evaluation of MCS- Organizational Ethical code of conduct and Management Accounting and Control System Design. **(Theory only)**

**ii) Mergers and Acquisitions:** Introduction – Forms of Combinations – Reasons for Mergers – Legal and Procedural aspects of Merger – Valuation of Firms – Forms of Financing a Merger – Capital Structure after Merger and Consolidation – Financial Problems of Merger and Consolidation – Accounting for Amalgamations – SEBI Regulations. **(Including problems)**

**UNIT-V: BEHAVIORAL ASPECTS OF CONTROL, MIS, REPORTING AND MANAGEMENT AUDIT**

The Concept of Group or Social Control Behavioral Theories Relating to Control - Some Behavioral Implications of Control through Budgets - Selection of a Proper Control Strategy - Concept of MIS - Developing Management Information and Reporting System - Levels of Management and their Information Requirements - Conducting Management Audit - Objectives of Management Audit - Distinction between Different Types of Audit.

**SUGGESTED READINGS:**

1. Sharma RK & Shashi K. Gupta: “Management Accounting- Principles & Practice” Kalyani Publishers, Jawaharlal “Accounting Theory & Practice” Himalya Publishing Company, New Delhi.
2. Gupta S.P. “Management Accounting” Sahitya Bhavan Publications, Agra.
3. Jain S.P. & Narang K.L. “Accounting Theory & Management Accounting” Kalyani Publishers,
4. Robert S. Kaplan & Anthony A. Atkinson “Advanced Management Accounting” PHI.
5. Rustagi R.P. “Management Accounting”, Galgotia Publishing Company, New Delhi.
6. Ronald W. Hilton, “Managerial Accounting”, Tata McGraw-Hill Publishing Company, New Delhi.
7. Anthony A. Atkinson, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young and G. Arun Kumar, “Management Accounting – Information for Decision Making and Strategy Execution”, Pearson Education, New Delhi.
8. Ambrish Gupta “Financial Accounting for Management An Analytical Perspective”, Pearson Education (Singapore) Pte. Ltd./Dorling Kindersley (India) Pvt. Ltd., 3<sup>rd</sup> Edition.
9. Belverd E. Needles, Jr. “Financial Accounting”, Houghton Mifflin Company, USA.

**M.Com. (GENERAL) - SEMESTER-IV**  
**ELECTIVE: FINANCE**  
**FINANCIAL DERIVATIVES**

**Paper Code: COM 404 F1**  
**PPW: 5**

**Exam Duration- 3 Hours**  
**Max. Marks: 100 (30+70)**

**OBJECTIVE:** To make student efficient in the area of derivatives, giving them the knowledge of basics in Derivatives such as Forwards, Futures, Options and Swaps etc.

**UNIT-I: INTRODUCTION TO FINANCIAL DERIVATIVES**

**Financial Derivatives:** Definition - Features - Types - Uses - Critiques - History of Derivatives Markets - Financial Derivatives Indian Scenario - Evolution of Derivatives in India - Benefits of Derivatives - Equity Derivatives - Derivatives Trading at NSE and BSE - Emerging Structure of Derivatives Markets in India (Theory)

**UNIT- II: FORWARDS AND FUTURES**

**Forwards and Futures:** Meaning - Distinction between Forwards and Futures Contracts - Future Terminology and Types of Financial Future Contracts - Future Payoffs - Operation of Traders in Futures Market - Growth of Futures Market in India - Futures Market Trading Mechanism - Forward Market Trading Mechanism - Forward Prices Vs. Future Prices - Determination of Future Prices of Specific Assets - Futures on Commodities - Theory of Futures Prices - Recommendations of L.C Gupta Committee (Theory)

**UNIT- III: OPTIONS**

**Options:** Concept of Option - Futures vs. Options - Determinants of Option Prices - Black Scholes Option Pricing Model - Binomial Pricing Model (Including Problems)

**UNIT- IV: SWAPS**

**Swaps:** Concept and Nature - Evolution of Swaps Market - Features of Swaps - Types of Financial Swaps: Currency Swap, Interest Rate Swap, Equity Index Swap, Commodity Swap - Using Swap to Manage Risk - Pricing and Valuing Swaps (Including Problems)

**UNIT- V: STOCK INDEX FUTURES**

**Stock Index Futures:** Concept of Stock Index - Stock Index Futures - Stock Index Futures as a Portfolio Management Tool – Speculation and Stock Index Futures - Stock Index - Futures Trading in Indian Stock Market (Including Problems)

**SUGGESTED READINGS:**

1. N D Vohra and B R Bagri, Tata McGraw – Hill Publishing Company Ltd., New Delhi.
2. S. L. Gupta: Financial Derivatives: Theory, Concept and Problems, PHI.
3. David A. Dubofsky, Thoamas W Multer, TR: Derivatives Valuation and Risk Management, Oxford.
4. Don M. Chance, Robert Brooks: Derivatives and Risk Management Basics, Cengage.
5. Rjiv Srivastava: Derivatives and Risk Management, Oxford Higher Education.
6. John C Hull: Options, Futures and Other Derivatives, Pearson.
7. Jayanth Rama Varma: Derivatives and Risk Management, TMH.
8. Mishra Financial Derivatives, Excel.
9. Prafulla Kumar Swain: Fundamentals of Financial Derivatives, HPH.
10. R. Amuthan: Financial Derivatives, HPH.
11. Sundaram Janakiramanan: Derivatives and Risk Management, Pearson.

**M.Com. (GENERAL) - SEMESTER-IV**  
**ELECTIVE: FINANCE**  
**CORPORATE TAX PLANNING AND MANAGEMENT**

**Paper Code: COM 405 F2**  
**PPW: 5**

**Exam Duration- 3 Hours**  
**Max. Marks: 100 (30+70)**

**OBJECTIVE:** To equip the students with the concepts of Tax Planning and procedure as well as Managerial practices of tax in company type of business with specific issues like Restructuring etc.

**UNIT-I: INTRODUCTION**

An Overview of Direct and Indirect Taxes applicable to Corporate Sector – Significance of Corporate Taxation – Concept and Definitions of Corporate Income Tax – Residential Status of a Company – Rate of Income Tax and Surcharge applicable to Companies – Exempted Incomes and Tax free Incomes with special reference to Corporate Sector. (Theory only)

**UNIT-II: TAXATION OF COMPANIES**

Company Definitions – Taxable Income and Tax Liability – Carry Forward and Set – Off of Losses in the cases of certain Companies – Minimum Alternate Tax – Tax on Distributed Profits of Domestic Companies – Tax on Income Distributed to Unit Holders - Tax on Income Received from Venture Capital Companies and Venture Capital Funds – Problems on Computation of Taxable Income of a Corporate Assessee (Theory and Problems)

**UNIT-III: BUSINESS RESTRUCTURING**

Restructuring Business – Amalgamation – Demerger – Conversion of Sole Proprietary Business in to Company – Conversion of Firm into Company – Slump Sale – Transfer of Assets between Holding and Subsidiary Companies – Amalgamation or Demerger of Co-operative Banks. (Theory and Problems).

**UNIT-IV: ASSESSMENT OF OTHER TAXES**

Security Transaction Tax – Tonnage Tax - Introduction of GST in India; Definition - Supply, Mixed Supply, Composite Supply – GSTN - GSTIN - E-Commerce Input Tax Credit - GST Models: Single GST & Dual GST - Types of GST: CGST - SGST/UTGST – IGST - Levy and Collection of GST. (Theory and Problems).

**UNIT-V: TAX PLANNING AND MANAGEMENT**

Concept of Tax Planning and Tax Management – Tax Avoidance and Tax Evasion – Tax Planning with reference to Financial Management Decisions: Capital Structures – Dividend Policy – Bonus Shares (Theory and Problems)

**SUGGESTED READINGS:**

1. Dr. Vinod Singhania: Direct Taxes, Law and Practice, Taxman ‘s Publications.
2. B.B.Lal : Direct Taxes, Taxman’s Publications.
3. Dr. Bhagawati Prasad: Direct Taxes.
4. Girish Ahuja and Ravi Gupta: Direct Taxes.
5. T. N. Manoharan: Hand Book of Income Tax Laws.
6. Gaur and Narang: Elements of Income Tax.
7. V.S. Detey: Indirect tax, Taxman’s Publication.

**M.Com. (GENERAL) - SEMESTER-IV**  
**ELECTIVE: ACCOUNTING**  
**ADVANCED COST ACCOUNTING AND CONTROL**

**Paper Code: COM 404 A1**  
**PPW: 5**

**Exam Duration- 3 Hours**  
**Max. Marks: 100 (30+70)**

**OBJECTIVES:** This paper aims at providing the skills of applications of advanced costing Technique for ascertaining the costs, pricing of products, cost reduction and cost control.

**UNIT-I: ACTIVITY BASED COSTING (ABC)**

Inadequacies of traditional methods of overhead absorption - Need for emergence of ABC - Concept of ABC - Kaplan and Cooper's Approach to ABC - Cost Drivers and Cost Pools - Characteristics of ABC - Allocation of Overheads under ABC - Steps in ABC System - Traditional Versus ABC approach to designing a costing system - Implementation of ABC and its Benefits (including problems).

**UNIT-II: COSTING OF SERVICE SECTOR**

Concept – Features - Classification and Collection of Costs in Operating Costing - Transport Costing - Boiler House Costing - Power House Costing - Hospital Costing - Canteen Costing - Hotel Costing (including problems).

**UNIT-III: UNIFORM COSTING AND INTER-FIRM COMPARISON**

Uniform Costing: Meaning - Applicability - Scope - Need - Objectives - Areas - Driving forces for applicability - Pre-requisites for installation - Manual - Advantages - Limitations. Inter-Firm Comparison: Procedure - Advantages - Limitations (including problems).

**UNIT-IV: PRODUCT AND TRANSFER PRICING**

Major influences on pricing decisions – Cost and pricing for the short run and long run-Target Costing: Concept-Features-Objectives -Steps –Advantages and Disadvantages. Target Costing for Target Pricing –Life Cycle Costing: Concept –Features - Stages –Benefits - Process. Cost plus pricing – Considerations other than costs in pricing decisions – Transfer Pricing: Concept -Objectives- Advantages and Disadvantages- Methods of Transfer Pricing (including problems).

**UNIT-V: COST AUDIT, COST CONTROL AND COST REDUCTION**

Meaning of Cost Audit- Scope and Functions- Cost audit Program\_ Procedure- provisions in Companies act- Cost audit report- Concept, feature, principle of cost control and cost reduction Means and techniques- Cost control Ratios- Cost reduction committee, Cost control in India (including problems).

**SUGGESTED READINGS:**

1. Jain S.P & Narang K.L. "Advanced Cost Accounting" Kalyani Publishers;
2. Iyengar S.P. "Cost Accounting -Principles & Practice", Sultan Chand & Sons;
3. Arora M.N. "Cost Accounting -Principles & Practice" Vikas Publishing House;
4. Prashanta Athma, "Cost and Management Accounting" Himalya Publishing,House;
5. Khan M.Y & Jain P.K. "Theory and Problems in Cost Accounting"TataMcGraw-Hill;
6. Ravi M. Kishore, "Cost Management", Taxmann Allied Services Private Limited;
7. Lall Nigam & Jain "Cost Accounting - Principles and Practice" Prentice-Hall of India Privatelimited;
8. Manish Dutta " Cost Accounting - Principles & Practice", Pearson Education Limited;
9. Saxena V.K & Vashist C.D. "Advanced Cost & Management Accounting" Sultan Chand & Sons;
10. Colin Drury "Management & Cost Accounting" Thomson Asia pvt. Ltd. Allied Services Pvt Ltd.;
11. Asish K. Bhattacharyya "Principles and Practice of Cost Accounting". Prentice Hall of India Limited.



**M.Com. (GENERAL) - SEMESTER-IV**  
**ELECTIVE: ACCOUNTING**  
**CORPORATE TAX PLANNING AND MANAGEMENT**

**Paper Code: COM 405 A2**  
**PPW: 5**

**Exam Duration- 3 Hours**  
**Max. Marks: 100 (30+70)**

**OBJECTIVE:** To equip the students with the concepts of Tax Planning and procedure as well as Managerial practices of tax in company type of business with specific issues like Restructuring etc.

**UNIT-I: INTRODUCTION**

An overview of Direct and Indirect taxes applicable to corporate sector – Significance of Corporate taxation – Concept and Definitions of corporate income tax – Residential status of a company – Rate of income tax and surcharge applicable to companies – Exempted incomes and Tax free incomes with special reference to corporate sector. (Theory only)

**UNIT-II: TAXATION OF COMPANIES**

Company Definitions – Taxable income and tax liability – Carry forward and set – off of losses in the cases of certain companies – Minimum Alternate Tax – Tax on distributed profits of domestic companies – Tax an income distributed to unit holders - Tax an income received from Venture capital companies and venture capital funds – Problems on computation of taxable income of a corporate assessed (Theory and Problems)

**UNIT-III: BUSINESS RESTRUCTURING**

Restructuring business – Amalgamation – Demerger – Conversion of sole proprietary business into company – Conversion of firm into company – Slump sale – Transfer of assets between holding and subsidiary companies – Amalgamation or demerger of co-operative banks. (Theory and Problems).

**UNIT-IV: ASSESSMENT OF OTHER TAXES**

Security Transaction Tax – Tonnage Tax - Introduction of GST in India: Definition - Supply, Mixed Supply, Composite Supply – GSTN - GSTIN - E-Commerce Input Tax Credit - GST Models: Single GST & Dual GST - Types of GST: CGST - SGST/UTGST – IGST: Levy and Collection of GST. (Theory and Problems).

**UNIT-V: TAX PLANNING AND MANAGEMENT**

Concept of tax planning and tax management – Tax Avoidance and Tax evasion – Tax planning with reference to Financial Management Decisions: Capital structures – Dividend policy – Bonus shares (Theory and Problems)

**SUGGESTED READINGS:**

1. Dr. Vinod Singhania: Direct Taxes, Law and Practice, Taxman "s Publications
2. B.B.Lal : Direct Taxes, Taxman"s Publications
3. Dr. Bhagawati Prasad: Direct Taxes
4. Girish Ahuja and Ravi Gupta: Direct Taxes
5. T. N. Manoharan: Hand Book of Income Tax Laws
6. Gaur and Narang: Elements of Income Tax.
7. V.S. Detey: Indirect tax, Taxman"s Publication.

**M.Com. (GENERAL) - SEMESTER-IV  
ELECTIVE: MARKETING  
SUPPLY CHAIN MANAGEMENT**

**Paper Code: COM 404 M1  
PPW: 5**

**Exam Duration- 3 Hours  
Max. Marks: 100 (30+70)**

**OBJECTIVE:** To acquaint the students about the concepts of supply chain management

**UNIT -I: INTRODUCTION TO SUPPLY CHAIN MANAGEMENT**

- a) Introduction to Supply Chain Management – Global Optimization – Managing Uncertainty – Need for Supply Chain Management – Key Issues in Supply Chain Management.
- b) Introduction to Logistic Network – Data Collection – Model and Data Validation – Solution Techniques – Key Features of Network Configuration DSS.

**UNIT-II: INVENTORY MANAGEMENT AND RISK POOLING**

- a) Introduction to Inventory Management – Key factors affecting inventory policy - The Economic Lot size Model – The Effect of Demand Uncertainty – Multiple Order Opportunities – Continuous Review Policy – Periodic Review Policy.
- b) Introduction to Risk Pooling – Centralized versus Decentralized Systems – Managing Inventory in the Supply Chain – Practical Issues – Forecasting Methods.

**UNIT – III: THE VALUE OF INFORMATION AND SUPPLY CHAIN INTEGRATION**

- a) Introduction to value of information – The Bullwhip Effect – Effective Forecasts – Information for the Coordination of Systems – Locating Desired Products – Lead-Time Reduction – Information and Supply chain Trade-offs.
- b) Introduction to Supply Chain Integration – Push, Pull, and Push-Pull systems – Demand driven Strategies – The impact of the Internet on Supply Chain Strategies – Distribution Strategies – Centralized versus Decentralized Control.

**UNIT-IV: INTERNATIONAL ISSUES IN SUPPLY CHAIN MANAGEMENT AND STRATEGIC ALLIANCES**

- a) Introduction - Risks and Advantages of International Supply Chains – Issues in International Supply Chain Management – Regional Differences in Logistics.
- b) Introduction – Framework For Strategic Alliances – Third-Party Logistics – Retailer- Supplier Partnerships – Distribution Integration.

**UNIT-V: INFORMATION TECHNOLOGY FOR SUPPLY CHAIN MANAGEMENT AND DECISION-SUPPORT SYSTEMS FOR SCM**

- a) Introduction – Goals of Supply Chain Information Technology – Standardization – Information Technology Infra structure – Supply Chain Management system Components – Integrating Supply Chain Information Technology.
- b) Introduction – Structure of Decision- Support Systems – Supply chain Decision-Support Systems – Selecting a Supply Chain DSS.

**SUGGESTED READINGS:**

1. David Simchi-Levi, Philip Kaminsky & Edith Simchi-Levi: Designing and Managing the Supply Chain, 2<sup>nd</sup> Edition, McGraw-Hill International.
2. Donald Bowersox, David Closs & M.Bixby Cooper: Supply Chain Logistics, McGraw- Hill International.

**M.Com. (GENERAL) - SEMESTER-IV**  
**ELECTIVE: MARKETING**  
**CUSTOMER RELATIONSHIP MANAGEMENT**

**Paper Code: COM 405 M2**  
**PPW: 5**

**Exam Duration- 3 Hours**  
**Max. Marks: 100 (30+70)**

**OBJECTIVE:** To acquaint the students about the concepts of customer relationship management

**UNIT-I: INTRODUCTION TO CUSTOMER RELATIONSHIP MANAGEMENT**

Introduction to CRM – Target Marketing – Relationship Marketing – 1 to 1 Marketing – Campaign Management – Cross- Selling – Up-Selling – Customer Retention – Customer Profitability – Value Modeling – Channel Optimization – Personalization.

**UNIT-II: EVENT BASED MARKETING AND ANALYTICAL CRM**

Introduction to Event Based Marketing – Customer Privacy – Marketing Automation – CRM and E-Commerce. Analytical Customer Relationship Management.

**UNIT – III: SALES FORCE AUTOMATION AND CUSTOMER CARE**

Sales Force Automation – Contact Management – Lead Management – Knowledge Management  
– Mobile CRM – The Call Center and Customer Care – The Contact Center – Customer Satisfaction Measurement.

**UNIT –IV: CRM IN E-BUSINESS**

CRM in E-Business: Multi-channel CRM - CRM in B2B – CRM & ERP – CRM & SCM – CRM & Supplier Relationship Management – CRM & Partner Relationship Management.

**UNIT-V: CRM PLANNING AND IMPLEMENTAION**

Defining CRM Success- Implementation Scenario - Determining CRM Complexity – Preparing the CRM Business Plan – Defining CRM requirements – Cost-Justifying CRM.  
CRM Implementation: CRM Implementation Road map – Business planning – Architecture and Design – Technology Selection – Development – Delivery – Measurement.

**SUGGESTED READINGS:**

1. Jill Dyche: The CRM Handbook – A Business Guide to CRM, Addison-Wesley Information Technology Series, Pearson Education Asia.
2. CRM, Judith W Kincaid, Pearson Education.
3. Wagner: Customer Relationship Management - Thomson.

## **M.Com. SEMESTER-IV GUIDELINES FOR PROJECT WORK**

1. Project work is a part of the prescribed curriculum to M.Com students. The Project work should be done perfectly on any Commerce related topic and it can be in a group of 2-4 Candidates each.
2. At the end of M.Com II semester, during the summer vacations, students are expected to undergo internship at a Business firm/Professional/ A voluntary Organisation/ A Government Department/ as per the guidance of the teacher concerned. This training would be before 6 weeks. Students shall get a certificate from the organisation.
3. During the III semester, they would be presenting their literature survey on the subject chosen during the seminar periods.
4. During IV semester, they would complete the report writing in English only as per the methodology learnt by the Quantitative Techniques for Managerial Decisions and would be submitting their Project Report during IV Semester.
5. The Project Reports would be examined by the External Examiner based on the quantity and context of Project Report and Viva Voce Examination conducted at the end of IV semester, Students will be awarded Grade. Unless the Project work is not successfully completed, a student will not get his/her M.Com Degree.
6. The External Examiners will be appointed by the Controller of Examinations based on the panel of examiners recommended by the Board of studies in Commerce, TU, Nizamabad.
7. The External Examiners will examine the following in the Project Report:
  - a. Survey of existing work done the Topic Chosen (Brief)/ Website surfacing reference.
  - b. Methods of Data Collection
  - c. Presentation using computer lab facility – Style, Comprehensive, Table presentation, Graphs and Charts.
  - d. E-presentation tools used for the e-projects/ programmes
  - e. Analysis, Interface and implications of the study
  - f. Overall linkage between objectives, methodology, findings and suggestions
  - g. Bibliography.