

**PROGRAMME STRUCTURE AND SCHEME OF EXAMINATION
AS PER CHOICE BASED CREDIT SYSTEM (CBCS)
FOR
MASTER OF COMMERCE (M.COM) 2 YEARS (GENERAL)
w. e. f. SESSION 2016-17**



**DEPARTMENT OF COMMERCE
INDIRA GANDHI UNIVERSITY MEERPUR,
REWARI (HR.)-123502**

M.COM- 2 YEARS (GENERAL)

Programme structure

a) Duration of the programme: Two years full time

b) No. of Semesters: The M.Com 2 years (General) Programme is divided into two academic years. Each Academic year will consist two semesters- one odd semester and one even semester.

Course structure

- About six to eight courses/Papers will be offered in each semester for the full time programme.
- All the courses will be covered in four semesters for full time which are categorized as:
 - Core course(C.C.) means compulsory course (paper),
 - Discipline Centric Elective Course(D.C.E.C)-optional course(Paper) within the department
 - Open Elective Course(O.E.C) related to other disciplines from the other departments.
 - Foundation Course(F.C)-An elective paper opted to enhance the understanding related to value education.
- The distribution of credits for both the programmes and the layout of courses is given in detail further.
- The department offers Three Major specializations in the programme: Accounting & Finance, Marketing Management and Human Resource Management.

**CURRICULUM AND SCHEME OF EXAMINATIONS FOR TWO YEAR M.COM
PROGRAMME**

(ACCORDING TO CBCS and w. e .f THE SESSION 2016-2017)

Scheme of Courses of Master in Commerce (M.Com) two years as per choice based credit system (CBCS) under semester system for the batch admitted w.e.f. 2016-17 is as below. The complete course structure with grouping of subjects (Semester 1-4) will be applicable w.e.f. 2016-17.

First Semester (w.e.f. session 2016-17)

Sr. No.	Paper Code	Nomenclature of the Paper	Course	External Marks		Internal Marks	Total Marks	Credits
				Theory	Practical Work/Case studies			
1	MC-1.01	Management Accounting	CC	60	20*	20	100	5
2	MC-1.02	Management Concept & Organisational Behaviour	CC	80		20	100	5
3	MC-1.03	Managerial Economics	CC	80		20	100	5
4	MC-1.04	Business Environment	CC	80		20	100	5
5	MC-1.05	Statistical Analysis For Business	CC	60		20	100	5
6	MC-1.06	Human Resource Management	CC	80		20	100	5
7	MC-1.07	Value Education	FC	80		20	100	2
8		Comprehensive Viva Voce	CC	50		00	50	2
		Total					750	34

Second Semester (w.e.f. session 2016-17)

Sr. No.	Paper Code	Nomenclature of the Paper	Course	External Marks		Internal Marks	Total Marks	Credits (L/T/P)
				Theory	Practical Work/Case studies			
1	MC-2.01	Accounting for Managerial Decisions	CC	60	20*	20	100	5
2	MC-2.02	Financial Management	CC	60	20*	20	100	5
3	MC-2.03	Financial Markets & Instruments	CC	80		20	100	5
4	MC-2.04	International Business	CC	80		20	100	5
5	MC-2.05	Business Research Methods	CC	80		20	100	5
6	MC-2.06	Marketing Management	CC	80		20	100	5
7		Comprehensive Viva Voce	CC	50		00	50	2
		Total					650	32

Third Semester (w.e.f. session 2017-18)

Sr. No.	Paper Code	Nomenclature of the Paper	Course	External Marks		Internal Marks	Total Marks	Credits (L/T/P)
				Theory	Practical			
1	MC-3.01	Accounting Theory & Financial Reporting	CC	60	20*	20	100	5
2	MC-3.02	Computer Applications in Business & Research	CC	60	40	00	100	5
3		Industrial Visit**	CC		50**	00	50	2
4		Optional Course 1	DCEC	80		20	100	5
5		Optional Course 2	DCEC	80		20	100	5
6		Optional Course 3	DCEC	80		20	100	5
7		Opted by the student as offered by other departments	OEC	80		20	100	3
		Total					650	30

Fourth Semester (w.e.f. session 2017-18)

Sr. No.	Paper Code	Nomenclature of the Paper	Course	External Marks		Internal Marks	Total Marks	Credits (L/T/P)
				Theory	Practical			
1	MC-4.01	Corporate Governance	CC	80		20	100	5
2	MC-4.02	Strategic Management	CC	80		20	100	5
3		Project Work & Viva	CC	80		20***	100	4
4		Optional Course 1	DCEC	80		20	100	5
5		Optional Course 2	DCEC	80		20	100	5
6		Optional Course 3	DCEC	80		20	100	5
7		Opted by the student as offered by other departments	OEC	80		20	100	3
		Total					700	32

List of open elective courses (OEC) as offered by department of commerce(for the students of other departments) is as below:

1. Tax Planning for Individuals
2. Indian Financial System

DEPARTMENT CENTRIC ELECTIVE COURSES (DCEC)

Students will select any group of specialization offered by the department of commerce. After selecting any group they will require to select any three optional papers from that group. The following groups of specialization are offered by the department for M.Com Students:-

- a. Accounting and Finance
- b. Marketing Management
- c. Human Resource Management

SPECIALIZATION OFFERED IN THIRD SEMESTER UNDER DCEC

1. ACCOUNTING & FINANCE (3.1)

S.No.	Course	Nomenclature of Paper	Paper
1	DCEC	Corporate Taxation	MC-3.1.1
2	DCEC	Project Planning	MC-3.1.2
3	DCEC	Investment Management	MC-3.1.3
4	DCEC	Working capital Management	MC-3.1.4
5	DCEC	Advanced Cost Accounting	MC-3.1.5
6	DCEC	Banking & Insurance	MC-3.1.6
7	DCEC	Small Business F.M	MC-3.1.7
8	DCEC	International Financial Management	MC-3.1.8

2. MARKETING MANAGEMENT (3.2)

	Course	Nomenclature of Paper	Paper
1	DCEC	Consumer Behavior	MC-3.2.1
2	DCEC	Brand Management	MC-3.2.2
3	DCEC	Advertisement & Sales Management	MC-3.2.3
4	DCEC	E-Commerce	MC-3.2.4
5	DCEC	Business Ethics & Social Responsibility	MC-3.2.5
6	DCEC	Foreign Trade Policy: Procedure & Documentations	MC-3.2.6
7	DCEC	Rural Marketing	MC-3.2.7

3. HUMAN RESOURCE MANAGEMENT (3.3)

S.No.	Course	Nomenclature of Paper	Paper
1	DCEC	Industrial Relations & Laws	MC-3.3.1
2	DCEC	Organisational Change & Development	MC-3.3.2
3	DCEC	Compensation Management	MC-3.3.3
4	DCEC	Business Ethics & Social Responsibility	MC-3.3.4
5	DCEC	Business Negotiation Skills	MC-3.3.5
6	DCEC	Training and Development	MC-3.3.6

SPECIALIZATIONS OFFERED IN FOURTH SEMESTER

1. ACCOUNTING & FINANCE (4.1)

S.No.	Course	Nomenclature of Paper	Paper
1	DCEC	Corporate Tax Planning	MC-4.1.1
2	DCEC	Management of Financial Services	MC-4.1.2
3	DCEC	Portfolio Management	MC-4.1.3
4	DCEC	Advanced Accounting	MC-4.1.4
5	DCEC	Cost Management	MC-4.1.5
6	DCEC	Development Banks and NBFI	MC-4.1.6
7	DCEC	Financial Derivatives	MC-4.1.7
8	DCEC	International Financial Institutions	MC-4.1.8

2. MARKETING MANAGEMENT (4.2)

S.No.	Course	Nomenclature of Paper	Paper
1	DCEC	Customer Relationship Management	MC-4.2.1
2	DCEC	Retail Management	MC-4.2.2
3	DCEC	Marketing Research	MC-4.2.3
4	DCEC	Service Marketing	MC-4.2.4
5	DCEC	International Marketing	MC-4.2.5
6	DCEC	International Logistics	MC-4.2.6
7	DCEC	Contemporary Issues in Marketing	MC-4.2.7

3. HUMAN RESOURCE MANAGEMENT (4.3)

S.No.	Course	Nomenclature of Paper	Paper
1	DCEC	Strategic HRM	MC-4.3.1
2	DCEC	Performance Management	MC-4.3.2
3	DCEC	International HRM	MC-4.3.3
4	DCEC	Talent Management	MC-4.3.4
5	DCEC	Personnal Powers and Leadership	MC-4.3.5
6	DCEC	Human Capital Management	MC-4.3.6

1. In above tables, L stands for Lectures, T stands for tutorials, P for Practical and C means total credits for the papers.
2. ** Immediately after the completion of the examination of Second Semester, the students shall process for their Summer Training Report for 3-4 weeks. The summer Training Report shall be assessed in the third semester as a core (compulsory) course. The SVT will be submitted by the candidates in the department before the commencement of third semester examinations.
3. Immediately after the completion of the examination of third semester, the students shall process for their project work which will be assigned to them by the department. The project work will be assessed in the fourth semester as a Core paper and the students will required to be submit their project report before the commencement of 4th semester examinations.
***In project work 20 marks will be internal and 80 on external evaluation basis. The internal assessment will be done by the supervisor of student on the basis of his work participation in project work.
4. *In practical subjects the students will be assigned a practical assignment of 20 marks which may be a case study or any other practical application of

theoretical knowledge of that subject. It will be evaluated by external examiner appointed by the department.

5. Credits are defined as below:

One credit of subject is equivalent to = one hour of theory lecture per week/one hour of tutorial per week/two hours of practical per week.

In case of Core Courses (CC) and Department Centric Elective Course (DCEC) the Total credits of 5 will be divided into 4 hours of theory and one hour of tutorial per week. Or it may be 4 hours of theory and 2 hours of practical per week.

In case of Open Elective Course (OEC) and Foundation Course (FC), the total credit will range from 2-3 and will be based on theory lectures only.

6. English shall be the medium of instruction and examination.

7. The duration of written examination for each course shall be three hours

8. The internal assessment marks shall be based on factors such as:-

10 marks for one internal test of 10 marks.

5 marks for written assignments, and presentations, seminars

5 marks for Class attendance.

9. Each semester will consist a comprehensive Viva voce covering the whole syllabi of that semester. It will be of 50 marks and consist 2 credits . It will cover the whole syllabi for that semester. The comprehensive viva will be conducted by a panel of examiners which consists of one external examiner (From the panel of examiners given by University) and one internal Examiner.

Core courses (C.C.)

M.Com.-Ist Semester w.e.f. session 2016-17
Paper-I Management Accounting
(MC-1.1)

Max.Marks:60
Time: 3 Hrs.

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.

Important: The Examiner will set at least *THREE* numerical questions in the question paper.

Course Inputs

Unit-I

Management Accounting-An Introduction: Nature & Scope, Techniques, Utility; Limitations; Essentials for Success. Management Accountant: Position, Role and Responsibility; Financial Statements: Analysis and interpretation - Forms and nature of financial Statements; Uses and Limitations, types and tools of analysis- Comparative Financial Statements, Common Size Statements, Trend Percentages.

Unit-II

Accounting Ratios- Classification; Profitability ratios; Turnover Ratios; Solvency Ratios' Analysis of Capital Structure; Ratios as Predictors of Insolvency, Significance, limitations and interpretation of Ratio Analysis.

Funds Flow Statement- Concept; Uses; Preparation

Unit-III

Cash Flow Statement-Objectives; Sources and Application; Preparation of Statement as per Indian Accounting Standard 3.

Responsibility Accounting – Principles; Definition; Types of Responsibility Centers; Prerequisites and Utility, Transfer Pricing : Concept and Methods.

Unit-IV

Quality Costing & Total Quality Management (TQM); Life Cycle Costing, Learning Curve Model; Reporting to management- steps for Effective Reporting; Requisites of Ideal Report; Types of Reports and its Uses.

Suggested Readings

1 S.N.Mittal – Accounting for Managerial Decisions – Shree Mahavir Book Depot, Nai Sarak, New Delhi.

2.M.Y.Khan, P.K.Jain – Management Accounting – Tata Mcgraw Hill.

3.R.Kishore – Advance Management Accounting – Taxamn allied Services Pvt. Ltd.

4.Horngren, Sundem, Stratton – Introduction to Management Accounting -Pearson Education

5. .J.K.Aggarwal, R.K.Aggarwal, M.L.Sharma – Accounting for Managerial Decisions – Ramesh Book Depot., Jaipur.

6. Anthony, Robat N., Hawkins and Merchant Management Accounting.

M.Com.-Ist Semester w.e.f. session 2016-17
Management Concept & Organizational Behaviour
Paper-2, (MC-1.2)

Max.Marks:80
Time: 3 Hrs.

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.

Course Inputs .

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:

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

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-3 Organisational Behavior: Organisational behavior- concept and significance; Relationship between management and Organisational behavior; Emergence and ethical perspective; Attitudes; Perception; Learning; Personality; Transactional analysis.

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.

Suggested Readings:-

1. Griffin, Ricky W: ;Organisational Behaviour, Houghton Mifflin co., Boston.
2. Sukla, Madhukar:Understanding Organisations:Organisation Theory and Practice in India, Prentice Hall, New Delhi.
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 Micheel T. Matheson: Organisational Behaviour and Management, Tata McGraw-Hill, New Delhi.
6. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York
7. Newstrom, John W. and Keith Davis: Organizational Behavior: Human Behavior at Work, Tata McGraw-Hill, New Delhi.
8. Chaturvedi, C.L. ; Management Concept and Organisational Behaviour, Shree Mahavir Book Depot (Publishers) New Sarak, Delhi.
9. R.K.Singla, Management Concept and Organisational behavior, V.K. Publications, Delhi

M.Com.-Ist Semester w.e.f. session 2016-17
Managerial Economics
Paper-3, (MC-1.3)

Max.Marks:80
Time: 3 Hrs.

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

Managerial Economics: Nature, scope and applications of managerial economics

Basic concepts of economics used in managerial decision making: Incremental Reasoning, Marginal Analysis, Opportunity Cost, Discounting Principal, Time Perspective.

Demand Analysis: Determinants of Demand, Law of demand; Elasticity of Demand; Demand Estimation and Forecasting.

Consumer Equilibrium: Cardinal Approach and Ordinal Utility Approach.

UNIT – II

Supply Decisions: Law of Supply, Elasticity of Supply.

Theory of Production: Production Function, Law of variable proportions, Production Function with two Variable Inputs, Laws of Returns to Scale, Economies & Diseconomies of large scale Production.

Cost of Production: Cost Concepts and types of cost, Short Run & Long Run Cost Function, Learning Curve.

UNIT – III

Price-Output decisions: Market Classification, Equilibrium of a Firm.

Perfect Competition: Main Features, Equilibrium, Price and Output decisions.

Monopoly: Main Features, Equilibrium, Price and Output decisions, Discriminating Monopoly, Peak Load Pricing.

Monopolistic Competition: Meaning and Main Features, Price-Output Determination of firm, Group Equilibrium, Product Differentiation.

Oligopoly: Main Features and Classification of Oligopoly, Pricing under Collusive and Non-Collusive Oligopoly.

UNIT – IV

Macroeconomic Planning. Meaning, Objectives, Types; Business Opportunities in Current Five Year Plan

National Income Accounting: Concepts and Measurement.

Inflation: Its Types and Effects, Causes and Control of Inflation.

Business cycles: Meaning, Phases and Causes. Theories of Business Cycles: Monetary Theory, Innovation theory, Cobweb Theory, Hicks Theory, Samuelson's Theory.

Suggested Reading :

- Managerial Economics, M.L. Ghingen, Brinda Publications
- Managerial Economics, T.R. Jain, V.K. Publications Delhi
- Business Economics, Dr. Raj Kumar

M.Com.-Ist Semester w.e.f. session 2016-17
Business Environment
Paper-4, (MC-1.4)

Max.Marks:80
Time: 3 Hrs.

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 Concept of Business Environment and its significance, Elements of environment- internal and external; Techniques of environmental scanning and monitoring.
Consumerism in India; Consumer Protection Act. Competition Policy and Competition Act;

Unit-2 Economic Reforms in India (LPG)-Liberalization, Privatization and Disinvestment of Public Enterprises, Globalization.
Fiscal Policy; Monetary Policy; Problem of NPA in the Banking Sector; SEBI functions, Objectives and Powers;

Unit-3 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-4 Small Scale Industries – Importance, Problems and Policies; Industrial Sickness – problem, magnitude and remedies.
Multinational Corporations and its role; EXIM Policy(Latest)
RTI Act and its salient features

Suggested Readings:-

1. S.K.Bedi – Business Environment
2. Fransis Cherunilam – 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. Aswathappa, K: Legal environment of Business, Himalaya Publication, delhi.
7. Chakravarty, S: Development Planning, Oxford University Press, Delhi.
8. Ghosh, Biswanath: Economic environment of Business, Vikas Pub, New Delhi.

M.Com.-1st Semester w.e.f. session 2016-17
Statistical Analysis for Business
Paper-5, (MC-1.5)

Max.Marks:80
Time: 3 Hrs.

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.

***Important:** The Examiner will set at least THREE numerical questions in the question paper.*

Unit-1 Correlation and Regression Analysis: Bivariate, Partial and Multiple Correlation and Regression (Up to three variables)

Unit-2 Probability and Probability Distributions: Probability Theory; Concept of probability; Different approaches to probability; conditional probability; application of Addition and Multiplication Laws; Baye's Theorem and Inverse probability and Mathematical expectation.

Probability distribution; Binomial distribution, Poisson distribution and Normal distribution; and their applications to business.

Unit-3 Statistical Inference:- Test of Hypotheses: Sampling tests – Large and small sample tests – Z-Test, T-Test, Fisher's Z test for correlation coefficient.

Unit-4 Association of Attributes: Criterion of Independence, Consistency of data (two and three attributes, Chi-Square- X^2 Test, Conditions for apply X^2 Test, Yate's correction, Uses of X^2 Test, Additive Property of X^2 ., Misuse of Chi-Square Test and its limitations

Suggested Readings:

1. Gupta, S.P. Statistical Methods, Sultan Chand, Delhi
2. Ishwar Sharma, Statistical Techniques, Mahavir Publications, Delhi.
3. Hooda, R.P: Statistics for Business and Economics, Macmillan India Ltd. New Delhi.
4. Heinz, Kohler: Statistics for Business & Economics, Harper Collins.
5. Lawrence B.Morse: Statistics for Business & Economics, Harper Collins.
6. Levin, Richard I and David S Rubin: Statistics for Management, Prentice Hall of India, Delhi.

M.Com.-1st Semester w.e.f. session 2016-17
Human Resource Management
Paper-6, (MC-1.6)

Max.Marks:80
Time: 3 Hrs.

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, Scope, Objectives and importance of Human Resource; Managerial and Operative Functions of Human Resource Manager Management; Functions of Human Resource Management; Recent Techniques in Human Resource Management (HRM).

Recruitment and selection

Recruitment: Concept, Sources/methods and techniques of manpower supply; Characteristics of a good Recruitment policy and principles of Recruitment; factors affecting Recruitment.

Selection: Concept and Procedure

Unit-II

Training and Development: Training: Concept, Need and importance of training; Methods of Training- On the job Training and Off the job Training, Essentials of a good Training programme, Principles of Training. Development: Meaning and Nature of Management Development: (MD), Methods of M.D and Principles of M.D.

Employee Morale and Productivity; 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.

Unit-III

Workers Participation in management (W.P.M): Concept, Need, Objectives and Forms of W.P.M ; Pre-requisites of effective participation; Profit sharing and Co-partnership

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

Industrial Relations and Industrial Unrest:

Industrial Relations: Concept, Importance and Objectives of industrial relations, Contents of industrial relations, Participants of industrial relations, Requirements of good industrial relation Programme.

Industrial Unrest: Meaning, forms and Causes of industrial disputes, Impact of Industrial Disputes on the Economy; Preventive and curative methods and Agencies for reconciliation of Industrial disputes.

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. Sughag, Promila Dahia, Human Resource Management, Mahavir Publications, Delhi.

M.Com.1st Semester w.e.f. session 2016-17
Value Education
(MC-1.07)
COMPULSORY FOUNDATION COURSE (FC)
Total Credit-2

Max.Marks:100
External Marks: 80
Internal Marks :20
Time: 3 Hrs.

Note: The examiner shall set 8 questions in all including two questions from each unit. The student will attempt five questions. One question from each unit will be compulsory to be attempted.

Unit-1: Value Education-Meaning and Nature: Concept of Value and Value Education, Objectives of Value Education, Need and Importance of Value Education, Nature of Value Education.

Unit-2: Dimensions of Value Education: Family and Value Education, Society and Value Education, Politics and Value Education, Religious and Cultural aspects of Value Education, Economic and Environmental aspect of Value Education.

Unit-3: Sources of Value Education: Teaching of Values from Hinduism- Ved, Upnishad, Geeta, Chanakya Niti, Shukra Niti, Ram Charit Manas
Reference of Jainism, Budhism, Christianity of Islam from the Teaching of Values.

Unit-4: Leading Philosophers and Thinkers: Mahatma Gandhi, Swami Vivekananda, Lokmanya Tilak, RadhaKrishanan, Taigore, HeMCandra Vikramaditya, Rao Tularam, Bal Mukund Gupt.

2nd Semester
M.Com.-2nd Semester w.e.f. session 2016-17
Accounting for Managerial Decisions
Paper-1,(MC-2.1)

Max.Marks:60

Time: 3 Hrs.

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.

***Important:** The Examiner will set at least THREE numerical questions in the question paper.*

Unit-I

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

Standard Costing and Variance Analysis; Types of Standards, Standard Costing and Estimated Costing ; Advantages; Limitations; Setting of standards; Analysis of different types of material, labour, overhead variances and Sales Variances, Control of Variance, Control Ratios.

Unit-II

Marginal Costing and Break even analysis: Marginal Cost; Marginal Costing and Differential Costing Marginal Costing and Absorption Costing; Contribution Analysis; Cost – Volume-Profit Analysis; Different types of Break-even Points and Charts;

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, Applications of BEP in sales and Mix Product Lines. Adding and Dropping a Product, Shut-Down Point

Unit-III

Capital Budgeting- Concept; nature, need, importance, Managerial Uses; Components; Terminology used in Evaluating; Capital Expenditures; Appraisal Methods – Pay Back Period; its variants. Accounting rate of return; Discounted Cash Flow Methods – NPV, IRR, Profitability Index –their Conflicts and Resolution; Capital Rationing; Analysis of risk and uncertainty in capital budgeting. Inflation and Capital Budgeting.

Unit-IV

Lease Financing – Operating and Financial Lease, Lease or buy decision; Evaluation of Lease methods; Balance score cards-Concepts, Objectives and perspectives.

PROJECT WORK 20 MARKS

Suggested Readings

- 1.Accounting for Managers: Dr.Mittal S.N. (Shree Mahavir Book Depot.Delhi)
2. Management Accounting: Pandey I.M.
3. Management Accounting: Dr.Maheshwari S.N.
- 4 Jawahar Lal, Advanced Mangement Accounting, S. Chand Publications Delhi.
- 5 Management Accounting:Harngren Charles T.
6. Management Accounting: Batty J.
7. Ishwar Sharma, Accounting for Managers,Shree Mahavir Book Depot, Delhi.

M.Com.-2nd Semester w.e.f. session 2016-17
Financial Management
Paper-2, (MC-2.2)

Max.Marks:60
Time: 3 Hrs.

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.

Important: *The Examiner will set at least THREE numerical questions in the question paper.*

Unit-1 Meaning of Financial Management, Traditional and Modern Concept of Financial Management, Functions, Scope and Objectives of Financial Management, Organisation of Finance Functions. Financial Planning: Over capitalization and under capitalization- Meaning and Causes, impact of over and under capitalization on a firm and their resolutions.

Unit-2 Cost of Capital; Definition and concepts, Explicit and implicit cost, Dividend approach and CAPM approach, Measurement of Weighted Average cost of capital, Computation of market price and cost of capital of securities when growth rate is not constant.

Concept of Operating , Financial and Combined Leverage. Indifference level of EBIT, ROI-ROE Analysis, EBIT-EPS analysis.

Unit-3

Capital Structure Theories, Taxation and Capital Structure, Planning the capital structure, Factors affecting capital structure, Assessment of Debt Capacity of a firm.

Theories of Dividends-Walter Model, Gordon Model, Radical Model, Modigliani and Miller Hypothesis, Factors affecting dividend policy, Procedural and Legal aspects of dividend, Stock Dividend and Stock Split

Unit-4

Working Capital Management, Concept, Need, Determinants, Finance Mix for working capital, Estimating working capital needs, Management of Cash and Marketable Securities, Receivables Management and Inventory Management, Sources of Working capital financing.

PROJECT WORK 20 MARKS

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. Ishwar Sharma, Financial Management, Shree Mahavir Book Depot..
5. M.D.Aggarwal, Financial Management, Hindi Medium.
6. Van Horse, James C 'Financial Management and Policy.

M.Com.-2nd Semester w.e.f. session 2016-17
Financial Markets and Instruments
Paper-3, (MC-2.3)

Max.Marks:80
Time: 3 Hrs.

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.

Course Contents:

Unit-1:

Components of the Formal Financial System

The Money Market: Introduction & Functions, Money Market Instruments- Treasury Bills, Commercial Papers, Commercial Bills, Certificates of Deposit, Call/Notice Money Market, Money Market Derivatives.

Unit-2:

Capital Market :Introduction & History

The Primary Market: Introduction, Intermediaries, On-Line IPOs, Primary Issues: Right Issue, IDRs, Private Placement Market, Preferential Issue

Secondary Market: Introduction, Stock Trading, Stock Exchanges: BSE, NSE, OTCEI, Inter-Connected Stock Exchange of India Ltd., Regional Stock Exchanges, Stock Market Indices.

Unit-3

Derivatives Market: Introduction, types, Forwards & Futures, Options, Commodity Derivatives.

Debt Market: Private Corporate Debt Market, PSU Bond Market, Government Security Market

Mutual Funds: Introduction, History, Equity Funds, Debt Funds, Other Funds

New Financial Instruments

Unit-4

Financial Services and Regulatory bodies Investment Banking, Depositories & Custodian Services, Credit Rating Agencies. Financial Inclusion and Micro Finance. Regulation of Capital Market: SEBI- its Powers & Functions, Regulations, Guidelines & Schemes issued by SEBI. Regulatory Role of RBI

Note: Students are expected to keep themselves updated with latest developments in the subject from financial dailies like The Economic Times, Financial Express etc., watch business channels e.g. CNBC, NDTV Profit, ET Now etc. and get updates from websites of SEBI, NSE etc.

Reference Books:

1. Gurusamy, Financial Markets and Institutions, 3rd edition, Tata McGraw Hill.
2. Saunders, Financial Markets and Institutions, 3rd edition, Tata McGraw Hill.
3. Thummuluri, Siddaiah, Financial Services, 1st edition, Pearson Education.
4. Khan, Indian Financial Systems, 6th edition, Tata McGraw Hill.
5. Dr S.C Bihari, Indian Financial System, International Book House Ltd
6. Pathak, The Indian Financial System, 3rd Edition, Pearson Education.
7. Financial Markets: A Beginners' Module, Workbook from NSE
8. Mutual Fund: A Beginners' Module, Workbook from NSE
9. Financial Institutions : F.C. Sharma, Mahavir Publications, Delhi.

M.Com-2nd Sem w.e.f. from 2016-17
International Business Environment
Paper-4, (MC-2.4)

Max.Marks:80
Time: 3 Hrs.

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

International Business: - An overview; Domestic versus International Business; Major risks and challenges of International Business; International Business Environment- Components and determinants; stages of internationalization of business; international business approaches, concept of globalization. Modes of entering into international business; Recent global trends in international trade and finance;

Unit – II

Foreign market entry strategies; country evaluation and selection; factors affecting foreign investment decisions; impact of FDI on home and host countries; types and motives for foreign collaboration; control mechanisms in international Business. foreign exchange; determination of exchange rate; Balance of payments

Unit – III

Assessing International markets; designing products for foreign markets; branding decisions; international promotions policy; international pricing; counter trade practices international logistics and distribution. Cross cultural challenges in international business

Unit – IV

An overview of International Economic Institutions and their working – WTO, IMF, World Bank. Role of WTO,IMF and World Bank in international trade ; Ethical dilemmas and social responsibility issues

Suggested Readings:

1. Daniels, J.D. and H. LEE Radesbaugh, International Business-Environment and Operation (New Delhi; Pearson Education).
2. Hill, Charles W.L., International Business – competency in the Global marketplace (New Delhi: Tata McGraw Hill).
3. Sundram, Anant K and steward J Black, The International Business environment: Text and Cases (New Delhi: Prentice Hall of India).
4. Sharan, V., Internatinal Business: Concept, Environment and strategy (New Delhi: Person Education)
5. Beth V. Yarbrough and Robert H.Yarbrough, The World Economy – Trade and Finance, Thomson Leaning, Singapore

M.Com-2nd Semester w.e.f. session 2016-17
Business Research Methods
Paper-5, (MC-2.5)

Max.Marks:80
Time: 3 Hrs.

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

Business research; its concept, nature, need and managerial value of business research; understanding of concepts, constructs and variables, Types of research-Exploratory research, Descriptive Research and Causal research, Steps involved in research process and structure of a research proposal

Unit-II

Research design – concept and types – exploratory, descriptive, and experimental; sampling design; techniques, factors influencing sample size, measurement – concept, measurement scales – types
and construction of scales and reliability and validity aspects in measurement

Unit-III

Non-Parametric Tests for Business Research- Sign test, Wilcoxon's signed rank tests, Wald wolfo witz test run test for randomness, The Mann- Whitney U-Test, Kruskal Wallis H-Test, Median Test, Kolmogrov Smirnov (K-S Statistics) Test.

Unit-IV

Analysis of Variance: Introduction, assumptions, Techniques of Analysis of Variance – one way classification and two way classifications. F-Test.
Research Report-Ingredients and constructions of research report; Citation & Reference, Procedure of preparation of reference and bibliography

Suggested Readings:

1. Naval Bajpai, Business Research Methods, Pearson Publication, Delhi.
2. Kothari, C.R., **Research Methodology**
3. Hooda, R.P: Statistics for Business and Economics, Macmillan India Ltd. New Delhi
4. Gupta, S.P. Statistical Methods, Sultan Chand, Delhi
5. Zikmund, Millian G., **Business Research Methods** , Thomson Learning , Bombay
6. Cooper, Donald R- and Pamels Schindler, **Business Research Methods** , Tata McGraw Hills, New Delhi
7. Geode, Millian J. & Paul K. Hatl, **Methods in Research**, McGraw Hills, New Delhi
8. Sekran, Uma, **Business Research Method**, Miley Education, Singapore
9. Ishwar Sharma, Quantitative Techniques for Managerial Decisions, Mahavir Publications,
10. Business Research Methods, Sharma, Mahavir Publications, Delhi.

M.Com.-2nd Semester w.e.f. session 2016-17
Marketing Management
Paper-6, (MC-2.6)

Max.Marks:80
Time: 3 Hrs.

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 of Consumer Behaviour, Market Segmentation and targeting, Marketing Mix
Product Decisions: Product line and product mix; Branding; Packaging and labeling; Product life-cycle- strategic implications; New product development and consumer adoption process.

Unit-2

Creating Brand Equity: Meaning of Brand Equity, Brand Equity Models, Building Brand Equity, Measuring Brand Equity. Managing Brand Equity, Devising a Branding Strategy, Customer Equity, Differentiation Strategies.

Unit-3

Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; 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

Unit-4

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.
Cyber marketing; Relationship marketing and other developments in marketing.

SUGGESTED READINGS:

- 1.Kotler, Keller, Koshy and Jha, Marketing Management-A South Asian Perspective, Pearson
2. Pride William M and Ferrel O.C. *Marketing* Houghton-Mifflin Boston
3. Stanton W.J., Etzel Michael J. and Walker Bruce J. *Fundamentals of Marketing* MC Graw-Hill, New York.
- 4.R.L.Nolakha, Marketing Management,(Hindi Medium), Mahavir Publications, Delhi.

M.Com-3rd Semester
M.Com 3rd Semester w.e.f.2017-18
Accounting Theory and Financial Reporting
Core Course (CC)
MC-3.0.1

Max. Marks 60
Time 3 Hrs

.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.

Course Inputs

Unit-I

Accounting Theory: Concept, Need and Classifications; Accounting and Economic Development; Approaches to Accounting Theory; Methodology to develop Accounting Theory, Accounting Concepts and Postulates, GAAP

Unit-II

Accounting Standards: Concept and Benefits; Stages and Process of Standards settings in India, IFRS: History, Objectives,; Convergence of Indian Accounting Standards with IFRS: Current Status and Challenges; Overview of IASB and FASB, Harmonization in Accounting and Reporting; Accounting Standards issued by ICAI (including Ind AS as per IFRS): Overview.

Unit-III

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

Unit-IV

Contemporary Issues in Accounting and Reporting: Human Resource Accounting, Accounting for Price-Level Changes, Value Added Accounting and Reporting, Corporate Social Reporting, Forensic Accounting and Reporting.

Project Work/Case Study: 20 Marks

Suggested Readings

1. Jawahar Lal, Accounting Theory and Practice, Himalaya Publishing House, Mumbai
2. L. S. Porwal, Accounting Theory: An Introduction, Tata McCraw Hills
3. Jain, Pareek and Khandelwal, Higher Accounting, RBD Publishing House, Jaipur
4. B D Chatterjee, Accounting Standard with Financial Reporting, Taxmann , New Delhi
5. Andrew Higson, Corporate Financial Reporting, Sage Publication India Pvt. Ltd., New Delhi
6. Amitabha Mukherjee, Illustrated Guide to Indian Accounting Standard Standards (Ind Ass) and IFRSs, Taxmann, New Delhi

M.Com.-3rd Semester w.e.f. session 2017-18
Computer Applications to Business & Research
Core Course (CC)
(MC-3.02)

Max.Marks:60
Time: 3 Hrs.

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.

Course Inputs

Unit-1 Word Processing :Introduction and working with MS-Word in MS-Office; Word basic commands; Formatting-text and documents; Citation and Bibliography , Inserting Header and Footer, Sorting and tables; Introduction to mail merge and Macros.

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-2 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.

Descriptive statistics and steps involved in calculation of descriptive statistics in MS Excel.Mean, Median, mode, range, Standard deviation, skewness, kurtosis

Unit-3.

Sampling and statistical inference – parameter and statistic, sampling and non-sampling errors, sampling distribution of mean and proportion, degree of freedom, standard error, central limit theorem. Testing of Hypothesis with the help of MS Excel; hypothesis testing – meaning, types, type 1 and type 2 errors, level of significance, two tailed and one tailed tests. Procedure for hypothesis testing for mean, proportion and variance, limitations of the test of hypothesis.

Unit-4.

Chi-square test and analysis of variance with the help of MS Excel;

An introduction to SPSS- coding, graphs, pivot tables, assign weight, missing values etc.

Introduction to Accounting Packages: Preparation of vouchers, invoice and salary statements; Maintenance of inventory records; Maintenance of accounting books and final accounts; financial reports generation.

Suggested Reading

1. Glyn Davis & Branko Pecar : Business Statistics using Excel, Oxford publications.
2. Naval Bajpai : Business Statistics, Pearson publications.
3. Renu Gupta : Computer Applications in Business, Shree Mahavir Book Depot (Publishers) New Sarak Delhi
4. Date, C.J: An Introduction to Database Systems, Addison Wesley, Massachusetts.
5. Mansfield, Ron: The Compact Guide to Microsoft office; BPB publication, Delhi.
6. Norton, peter: Working with IBM-PC,BPB Publications Delhi.
7. O'Brian, J.A: Management Information Systems, Tata McGraw Hill, New Delhi.

DISCIPLINE CENTRIC ELECTIVE COURSES (DCEC)

M.Com.3rd Sem. w.e.f. 2017-18
Corporate Taxation
Optional Course (DCEC)-Accounting & Finance
MC- 3.1.1

Max. Marks 80
Time 3 Hrs.

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

Income Tax Law: Basic concepts relating to income, gross total income, total income, maximum marginal rate of tax, residential status of a company, incidence of tax liability, Income determination of a company under different heads

Unit-II

Set off and carry forward of losses, deductions from income, Computation of taxable income and tax liability of companies: Concept and application of Minimum Alternate Tax

Unit-III

Corporate Tax Planning: Meaning of tax planning and management, tax evasion and tax avoidance; Nature, scope and justification of corporate tax planning and management.

Unit-IV

Preparation of return of income manually as well as through software Advance payment of tax, Interest and penalty, Tax deduction at source, e-TDS return/return of TDS and assessment.

Suggested Readings

1. Ahuja, G., & Gupta, R., *Corporate tax planning and management*. Delhi: Bharat Law House.
2. Goyal, S. P., *Direct tax planning*. Agra: Sahitya Bhawan.
3. Iyengar, A. C. S., *Law of income tax*. Allahabad: State Mutual Book & Periodical Service.
4. Kanga, P., & Vyas, D., *The Law and practice of income tax*, Lexis Nexis.
- 5 Srinivas, E. A., *Handbook on corporate tax planning*, New Delhi: Tata McGraw Hill.
- 6 Pagare, D., *Direct tax planning and management*. New Delhi: Sultan Chand & Sons
- 7 Singhania, V. K., & Singhania. M., *Direct taxes planning and management*. Delhi: Taxmann Publications

M.Com. 3rd Sem. w.e.f. 2017-18
Project Planning
Optional Course (DCEC)-Accounting & Finance
MC- 3.1.2

Max. Marks 80
Time 3 Hrs.

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: Project Planning: Meaning and importance, An overview of capital expenditure and capital budget, Resource allocation strategy for projects, Phases of project analysis, Generation and screening of project ideas, Situational analysis for project- techniques used for environmental analysis for a project.

Unit-2: Market and Demand Analysis- Meaning, Steps Involved, Information for market analysis, Market Planning, Demand Forecasting and its techniques.
Technical Analysis-its Dimensions, Technical Analysis with material, Manufacturing process, Product Mix, Capacity, Location, Machines and Schedules.

Unit-3: Financial Analysis- Project costs, Estimation of cost of production, Sales, Working Capital Requirements, Estimation of Project cash flows.
Sources of finance for project, Financing infrastructure Projects, BOOT/BOT system for Infrastructure Projects, Public Finance, Venture capital and Private Equity.

Unit-4: Special Decision Situations-Mutually Exclusive Projects, Multiple Projects and Constraints. Analysis of Project Risk-Firm Risk and Market Risk.
Social cost benefit analysis (SCBA) and UNIDO approach for project analysis. Project planning and analysis in India.

Suggested Readings

1. Chandra, Prasanna, **Projects : Planning Analysis, Selection, Implementation and Review**, Tata McGraw Hill, New Delhi,
2. Bhavesh, M Patel, **Project Management**, Vikas Publishing House, New Delhi.
3. Machiraju, H. R., **Project Finance**, Vikas Publishing House, New Delhi.
4. Rao, P.C.K., **Project Management and Control** , Sultan Chand & Sons, N.Delhi.
5. Nijiru, Cyrus and Merna, Tony, **Financing Infrastructure Projects**, Thomas Telford, UK, ISBN

M.Com.3rd Sem. w.e.f. 2017-18
Investment Management
Optional Course (DCEC)-Accounting & Finance
MC- 3.1.3

Max. Marks 80
Time 3 Hrs.

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

Investment: Elements, Avenues, Process of Investment, Investment Vs Speculation Vs Gambling; Approaches to Investment Analysis; Tax and Transactions Cost in Investment, Risk-Return Analysis- Types and Measurement, Sources of Financial Information.

Unit-II

Capital Markets: Overview of Primary Markets in India: Type of Issues and Recent Developments; Secondary Market: - Stock-Exchanges, Listing of Securities, Trading and Settlement Mechanism in India, Overview of Major Indices.

SEBI- Objectives, Functions and Evaluation of its role; Intermediaries in the capital markets (including Depositories and Credit Rating Agencies);

Unit-III

Security Valuation: Bonds/Debentures, Preference and Equity Shares, Options and Futures (With numerical)

Security Analysis-Fundamental Analysis (Macroeconomic, Industry and Company analysis), Estimation of Intrinsic Value.

Unit-IV

Technical Analysis: Application of Tools (Charting techniques, Dow-theory, Oscillators, Technical indicators of Breadth, Elliot Wave Theory, Sentiments), Evaluation of Technical Analysis;

Efficient Market Theory: Random Walk Theory, Forms and Their Empirical Evidences of EMH.

Suggested Readings

1. Fischer & Jordan, Security Analysis and Portfolio Management, Prentice Hall India.
2. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.
3. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing House.
4. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd. Noida/New Delhi
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. Mc Graw Hill Education (India) Pvt. Ltd., New Delhi

M.Com.3rd Sem. w.e.f. 2017-18
Working Capital Management
Optional Course (DCEC)-Accounting & Finance
MC-3.1.4

Max. Marks 80
Time 3 Hrs.

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.

Course Inputs

Unit-1: Working Capital Management: an Overview- Financial Dilemma in working capital Management, Factors affecting working Capital Requirements, Optimal Level of Working Capital Investment, Profitability Vs. Risk Trade off for financial Strategies, Methods used for determination of working capital requirements of a firm, Overall working Capital Strategies. Liquidity of a firm and its testing-Techniques used for liquidity testing of a firm.

Unit-2: Management of Cash and Marketable Securities, Managing Cash Flows, Playing Floats, Cash Management Models- Boumol's Model, Miller orr Model, Stone Model, Beranek Model. Cash Concentration Strategies. Investment in Marketable Securities, Types of Marketable Securities, Criteria for selection of good marketable securities. Forecasting Cash Flows-Methods of Financial Forecasting, Forecasting Daily Cash Flows, Sources of Uncertainty in Cash Forecasting, Hedging Cash Flows Uncertainties. Managing Corporate Liquidity and Financial Flexibility.

Unit-3: Receivables Management-Appropriate Receivable Policy, Marginal Analysis, Evaluating the Credit Applicant, Credit Analysis, Heuristic Approach, Discriminant Analysis, Sequential Decision Analysis. Inventory Management-Cost of holding Inventories, Inventory Control Models, Inventory Control Responsibility, Inventory Management and Valuation.

Unit-4: Modes of Short term Financing-Trade Credit, Accrued Expenses and Deferred Income, Commercial Papers, Bank Credit, Unsecured Borrowing, Factoring, Off Balance Sheet Financing, Calculating the Cost of a Short Term Financing. Integration of Working Capital Management and Capital Investment Process. Working Capital Control and Banking Policies-Recommendations of various Committees.

Suggested Readings:

V.K. Bhalla., Working Capital Management, Anmol Publications Pvt. Ltd., Ansari Road, New Delhi.

G.V. Satya Sekhar, Working Capital Management, Biztantra Publications Ansari Road, New Delhi,

P. Periasamy, Working Capital Management, Himalaya Publishing House.

M.Com.3rd Sem. w.e.f. 2017-18
Advanced Cost Accounting
Optional Course (DCEC)-Accounting & Finance
MC-3.1.5

Max. Marks 80
Time 3 Hrs.

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.

Course Inputs

Unit-1 : Process Costing- Process Losses and Wastage, Work in Progress and Equivalent Production, Inter Process Profits-Reserve for Unrealised profit , Joint products and By Products- Methods used for apportionment of Joint cost.

Operating or Service Costing- Determination of Unit of Cost, Transport Costing, Hotel Costing, Canteen Costing, Power House Costing.

Unit-2: Cost Control or Non Integral Accounts--Ledgers Required, General Ledger Adjustment Account, Journal Entries.

Reconciliation of Cost and Financial Accounts- Causes of , Preparation of Reconciliation Statement and Memorandum Reconciliation Account.

Integrated Accounts-Basic Requirements, Journal Entries, Interlocking and Integration of Cost and Financial Accounts.

Unit-3:Quality Costing-Concept of Quality, Optimisation of Quality Cost, Total Quality Management (TQM), Success Factors for TQM, Quality Circles, Poka Yoke System, Six Sigma Strategy, ISO Series for quality certification, Life Cycle Costing.

Back flush Costing-Conditions for adopting Back flush Costing, different types of back flush costing, Accounting for Variances, Disposition of Variances, Difficulties in back flush Costing. Lean Accounting-Meaning and Importance.

Unit-4: Uniform Costing and Inter Firm Comparison-Concept, Scope and need for Uniform Costing, Need for Inter Firm Comparison, Requirement of an Inter Firm Comparison Schemes, Types of Comparison.

Cost Audit-Purposes, Scope and Techniques, Cost Audit Programmes, Implementing Authorities of Cost Audit.

Suggested Readings:

1. Maheshwari & Mittal -Cost Accounting: Theory and Problems, Mahavir Publications Delhi.
2. Ravi M. Kishore- Cost Management, Taxman Publications, Delhi.
3. Sexena and Vashishtha: Advanced Cost Accounting, Sultan Chand and Sons ,Delhi.
4. Jain and Narang- Advanced Cost Accounting, Kalyani Publications, Delhi.
5. Horngren Charles. T: Cost Accounting – A Managerial Emphasis. Pearson Publications, Delhi.
6. Ishwar Sharma- Cost Accounting and Cost Management, Mahavir Publications, Delhi.

M.Com 3rd Sem.,w.e.f. 2017-18
Banking & Insurance
Optional Course (DCEC)-Accounting & Finance
MC-3.1.6

Max. Marks 80
Time 3 Hrs.

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

An overview of the banking sector- growth and structure; function and operations – RBI, Commercial Banks, RRBs, Cooperative Banks and NABARD; regulatory issues for governance of banking sector– role of RBI and Ministry of Finance; marketing in banking industry - component of bank marketing strategy; role of technology in banking

Unit-II

Component of ALM and their management; liquidity management, interest rate management, management of credit and operational risk; treasury operations and management; managing capital adequacy and profit planning; managing NPAs.

Financial Inclusiveness and Pradhan Mantri Jan Dhan Yojna.

Unit-III

Origin and development of insurance sector; objective and process of risk management; types and structure of insurance plans; investment pattern and policies of insurance companies; challenges of insurance marketing; role of IRDA; pension funds in India

Unit-IV

Organizational forms, structure and administration of life and non life insurance companies; life and nonlife insurance management – strategic management, planning and control cycle, use of life insurance in personal and business planning; life and non-life (health and motor vehicle) insurance underwriting; financial management of life insurance companies

Suggested Readings:

1. Black, Kenneth jr. & Skipper, Harold D. jr., Life and Health Insurance, Pearson Education, Delhi
2. Rejda, George E, Principles of Risk Management and Insurance, Pearson Education, Delhi
3. Shekhar, K.C. and Shekhar, Lekshmy , Banking Theories and practices , Vikas Publication
4. Basis Joel Risk Management in Banking , John Mily & Sons
5. Risk Management, Indian Institute of Banking and Finance, McMillan Publisher
6. The New Basel Record, ICAI Publication
7. Financial Intermediation, Indian Institute of Banking and Finance
8. Trieschmann, Risk Management & Insurance, Thomson Learning

M.Com.3rd Sem. w.e.f. 2017-18
Small Business Financial Management
Optional Course (DCEC)-Accounting & Finance
MC-3.1.7

Max. Marks 80
Time 3 Hrs.

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.

Course Inputs

Unit-1: Small Business: Meaning, Definition, Nature, Importance, Legal Forums of Small Business Organisation, Problems of small Business Organisation.
Government Policy regarding small Business-Future of small business in India.
Financial Management in Small Business: Small business Vs. Large Business from the viewpoint of financial management.

Unit-2: Sources of finance for Small Business, Traditional and Modern Sources of Finance. Financial Planning and Capitalisation. Difficulties in availing finance for Small Business. Govt. Policies-Stand up India and Start up India.
Determination of Debt Capacity for small businesses.

Unit-3: Investment Decisions in Small Business- Capital Budgeting Process, Techniques of Capital Budgeting. Selection Criterion for suitable technique, Capital Rationing. Analysis of Risk and Uncertainties.

Unit-4: Working Capital Management in Small Business-Nature and Importance of working capital, Determination of Working Capital Requirements in small Business, Small companies Cash Management, Receivable Management and Inventory Management. Sources of Working Capital Financing.

Suggested Readings:

1. Colin Barrow, Financial Management for Small Business.
2. Khan & Jain, Financial Management
3. I.M. Pandey, Financial Management
4. Prasana Chandra, Financial Management, Theory and Practice

M.Com 3rd Sem.,w.e.f. 2017-18
International Financial Management
Optional Course (DCEC)-Accounting & Finance
MC-3.1.8

Max. Marks 80
Time 3 Hrs.

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

International Financial Markets and Instruments: Features of international capital and money markets; Integration of markets; Role of financial intermediaries.

Unit II

International Capital and Money Market Instruments: GDRs, ADRs, IDRs, Euro bonds, Euro loans, Repos, CPs, Floating rate instruments, Loan syndication and Euro deposits. Multilateral financial institutions: IMF, IBRD and European monetary system.

Unit III

Foreign Exchange Markets: Exchange rate theories; Determining exchange rates; Fixed and flexible exchange rate system; Exchange rate quotes; Spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; Exchange rate management in India; Foreign Exchange Management Act

Unit IV

Foreign Exchange Risk: Transaction exposure, translation exposure and economic exposure; Management of exposures – internal techniques, netting, marketing, leading and lagging, pricing policy, asset and liability management and techniques

REFERENCES

Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi,

Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi.

Eitman, D.K. and A.I Stenehill: Multinational Business Cash Finance, Addison Wesley, New York.

Henning, C.N., W Piggot and W .H Scott: International Financial Management, McGraw Hill, International Edition.

Levi, Maurice D: International Finance, McGraw- Hill, International Edition.

O'Connor DJ, Bueso AT: International Dimensions of Financial Management; Macmillan, New Delhi.

Pilbeam Keith: International Finance; MacMillan Press, Hong Kong.

Rodriquefe, R.M. and E.E Carter: International Financial Management, Prentice Hall, International Edition. Shaprio, Alan.C: Multinational Financial Management, Prentice Hall, New Delhi.

Yadav, Surendras., P .K Jain and Max Peyrard: Foreign Exchange Markets, Macmillan, New Delhi.

Zeneff, D. and J Zwick: International Financial Management, Prentice Hall, International Edition.

M.Com 3rd Sem.,w.e.f. 2017-18
CONSUMER BEHAVIOUR
Optional Course (DCEC)-Marketing Group
MC-3.2.1

Max. Marks 80
Time 3 Hrs.

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 Consumer Behaviour: concept, Need and Importance to study consumer behaviour; evolution of consumer behaviour; consumer verses customer; methods of studying consumer behaviour; Consumer Research concept and process; Characteristics of Indian Consumer - challenges in predicting consumer behaviour; Consumerism; consumer decision process; types and factors affecting the decision process; Consumer behaviour models.

UNIT-II Types of purchase situations; purchase process; consumption behaviour and experience customer satisfaction and loyalty, customer delight, factors affecting customer satisfaction level- Individuals determinants of consumer behaviour: Consumer perception and knowledge –types and sources, personality – meaning, influence on buying decisions, Consumer Personality theories, personality traits; Motivation-needs, types of buying motives, motive hierarchy, level of consumer involvement, consumer diversity, concepts of brand personality, self-image, changing values and attitude.

UNIT-III Environmental Factors influencing consumer behaviour: culture; social class and family; reference group and its influence on individuals; transmission of influence through dyadic exchanges; family life cycles, changing roles of women, children and household, life style, product related factors: availability, competition, product description, influence of marketing mix components; word of mouth and opinion leaders.

UNIT-IV Organizational functions: Market Segmentation – bases and strategies, role of marketing mix strategies in shaping consumer opinion; value of brands in marketing strategy; customer loyalty and retention strategy, gaining consumer's attention; shaping consumer's opinion; opinions change; cognitive learning; retrieval of information; Online purchase decision process

Suggested Reading:

- Nair, Suja R.; Consumer Behaviour in Indian Perspective ; Himalaya Publishing House; New Delhi
- Schiffman, Leon G. & Kanuk, Leslie Lazar; Consumer Behaviour; Pearson Education; New Delhi
- Loudon, David J. & Dellabitta, Albert; Consumer Behaviour; Tata McGraw Hill; New Delhi
- Kotler, Philip, Kevin Keller, A. Koshy and M. Jha, Marketing Management in South Asian Perspective , Pearson Education, New Delhi

M.Com 3rd Sem.,w.e.f. 2017-18
Brand Management
Optional Course (DCEC)-Marketing
MC-3.2.2

Max. Marks 80
Time 3 Hrs.

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 one question from each unit. All questions shall carry 16 marks each.

Unit I Introduction set two questions from each unit out of which the candidate shall attempt four questions selecting

to brand: - Definitions - Concept and Importance of Branding; Brand Values; Brands and Consumer Psychology; Types of Brands- Family versus Individual Brand Names;, Brand Awareness, Brand Personality, Brand Image, Brand Identity, Brand Loyalty, Brand Extensions and Brand Equity, Branding decisions- Multiple Branding; Private versus National Brandings

Unit II Perceptions and branding: - emotional benefits of branding - emotional branding perceptions - reception - customer contact points – brand reflection - brand story- Brand design - Visual identity - Colour in design - Sound in brand design - audio logos and jingles - sensory brands - verbal identity – brand architecture - brand building skills. Branding in Specific Sectors- Consumer Market; Industrial Market; Service Brands

Unit III Brand positioning - Brand planning - brand creation - brand platform - brand experience -brand communication - public relations perspective - opportunity modeling, Brand protection - Trademarks - classification of brands - creating a new mark - Trademark- portfolio audit - copyright - registered designs - brand as business asset – brands and wealth creation - brands on the balance sheet - approaches to brand valuation.

Unit IV Globalisation and brands - brand leadership- global brands - Asian brands - revitalised brands - challenger brands - brand and customer protection- brand building - brand sustainability - brand decline – changing customers - brands in mergers and acquisition - brand audit - strategic brand management. E-Branding; Branding for International Marketing.

Suggested Readings:

1. Aaker, David, A., *Managing Brand Equity*, Free Press.
2. Cowley, Don. , *Understanding Brands*, Kogan Page.
3. Czerniawskd, Richard D. & Michael W. Maloney, *Creating Brand Loyalty*, AMACOM.
4. Kapferer, J N., *Strategic Brand Management*, Free Press.
5. Upshaw, Lyhh B., *Building Brand Identity: A Strategy for success in a hostile market place*, John Wiley.
6. Keller, Kevin Lana, *Strategic Brand Management*, Prentice Hall.
7. Chunnawalla, S.A., *Compendium of Brand Management*, Himalaya Publishing House.
8. John Philip, J., *What's in a Brand- Building Brand Equity through Advertising*, Tata McGraw Hill

M.Com 3rd Sem.,w.e.f. 2017-18
Advertisement & Sales Management
Optional Course (DCEC)-Marketing Group
MC-3.2.3

Max. Marks 80
Time 3 Hrs.

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.

Course Contents:

Unit I

Advertising: Concepts, Types, forms and Importance. Role of advertising in the Marketing Process: Legal Ethical and Social Aspects of Advertising , Process of Communication - Wilbur Schramm's Model, Two Step Flow of Communication, Theory of Cognitive Dissonance and Clues for Advertising Strategists: Stimulation of Primary and Selective Demand - Objective Setting and Market Positioning; Dagmar Approach - Determination of Target Audience.

Unit II

Message Decision: Determining advertising message; Developing advertising copy, Headline main copy, logo, illustration, appeal, layout, creativity in advertising. Advertising budget: Objectives, preparation and methods of advertising budget.

Unit III

Media planning & scheduling: Types of media and their merits and limitations; Advertising through the internet, Key factors influencing media planning; Media decisions: media class, media vehicle & media option; Scheduling: flighting, pulsing, & continuous

Unit IV

Organisation of Advertising Operations : In-house vs. advertising agency arrangements; Managing advertising agency relations; Evaluation of advertisement and campaign effectiveness – Before - and – after advertising tests and techniques. Advertising in India; Social and regulatory aspects of advertising. Recent developments and issues in advertising.

Suggested Readings

1. Aaker, David A. Advertising Management. 4th ed. New Delhi, Prentice Hall of India, 1985.
2. Beleh, George E and Beleh, Michael A. Introduction to Advertising and Promotion. 3rd ed. Chicago, Irwin, 1995.
3. Borden, William H. Advertising. New York, John Wiley, 1981.
4. Hard, Norman. The Practice of Advertising. Oxford, Butterworth Heinemann, 1995.
5. Kleppner, Otto. Advertising Procedure. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986.
6. Ogilvy, David. Ogilvy on Advertising. London, Longman, 1983.
7. Sengupta, Subroto. Brand Positioning, Strategies for Competitive Advantages. New Delhi, Tata McGraw Hill, 1990.

M.Com 3rd Sem.,w.e.f. 2017-18
E-Commerce
Optional Course (DCEC)-Marketing Group
MC-3.2.4

Max. Marks 80
Time 3 Hrs.

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

E-commerce and Types of E-commerce: Introduction, Definition, Evolution of E-Commerce, Major areas, Major Issues in Implementing, Comparison between Traditional Commerce and E-Commerce, Economic Potential, Driving Forces behind E-Commerce, Advantages and Disadvantages of E-Commerce, Advantages and Disadvantages to Customers, Advantages and disadvantages to Businesses, Advantages to Society, Reasons for the E-Commerce Not Being Very Successful, Types of E-Commerce- B2B, B2C,C2B,C2C,B2G, Architectural Framework for E-Commerce, Impact on Business, Importance and Uses of E- Commerce, Applications of E-Commerce

Business Models: Introduction, Definitions, Key Components of Business Models, Types of Business Models, e-Shops- General Procedure, Advantages, Disadvantages, e-Procurement-Introduction, Definition, Advantages, Disadvantages, e-Auctions-Basic Operating Rules for e-Auction Participants, Advantages of e-Auction, Advantages to Sellers, Advantages to Buyers, Advantages to Auctioneers, Value Chain, Value Chain Integrators, Information Brokerage, Telecommunications, Telecommunication Methods in Business Communication, Advantages, Collaboration Platforms

Unit II

Electronic Payment Systems: Introduction, Limitations of Traditional Payment, Comparison of Conventional and Electronic Payment System, Usage of E-Payment Systems, Critical Success Factors, Types of Electronic Payment Systems, Credit Card, Electronic Cheque System, Electronic Cash System, Smart Card, their advantages, disadvantages and comparison, Other Electronic Payments systems-P2P payment, Electronic wallets , E-Banking , Online Fund Transfer, ATM card, Security in Electronic Payments-Encryption, Electronic Certificates, Payment protocols

Advertisements: Introduction, Web Based Advertising, Types of Web-Based Advertising, Advantage, Disadvantages, Search Engine Advertisements- Advantages, Disadvantages, SEO, SEO Techniques, Advantages, Online share market operations, Online Marketing-Introduction, Definition, Importance, types, advantages

Unit-III

Email Marketing- Introduction, Use of Email, , social networking-marketing tool, Social Media, Social Media Marketing-objectives, risks, Viral Marketing-Introduction, The Viral Effect, working, E-Retailing: Introduction, Components, Meaning, Customer Relationship Management (CRM)-Introduction, Purpose, Levels, Features, Importance, Goals, relation with IT, e-CRM, difference from CRM, Tools for Online Research-Introduction, Secondary Market Research, Factors, Primary Research-Types, Surveys, Focus Groups, Interviews, Observation, Experiments/Field Trials, Primary vs. Secondary Research, Web survey-Design Guidelines, Online Focus Groups-When Appropriate, Limitations, Data Mining, Social Media-Types of Social Networking Sites, Data Mining from Social Networking Sites,

Unit IV

Cloud Computing: Introduction, Characteristics, Models, Deployment Strategies, Benefits, Challenges, use by Businesses, Applications, Enterprise Resource Planning (ERP): Introduction, Characteristics, Features, Need, Implementation, Risk and Governance Issues, Relation with E-Commerce, E-Commerce Security and Privacy: Introduction, Why an Issue, Security Issues, Types of Breaches, Security Measures, Online Fraud-Types, Privacy- Privacy Issues, Cyber Laws: Introduction, Need, IT Act of India 2000, Two Sides of Indian Cyber Law, classification of crimes under the IT Act, 2000

Recommended Books

1. Greenstein and Feinman, "E-Commerce", TMH
2. Ravi Kalakota, Andrew Whinston, "Frontiers of Electronic Commerce", Addison Wesley
3. Denieal Amor, " The E-Business Revolution", Addison Wesley
4. Gupta, Satinder Bal, " IT and E-Commerce", Mahavir Publications, Delhi
5. Bajaj & Nag, "E-Commerce: The Cutting Edge of Business", TMH
6. G.S.V.Murthy, "E-Commerce Concepts, Models, Strategies", Himalaya Publishing House
7. Gray P. Schneider, "Electronic commerce", Pearson.

M.Com 3rd Sem.,w.e.f. 2017-18
BUSINESS ETHICS & SOCIAL RESPONSIBILITY
Optional Course (DCEC)-Marketing Group
MC-3.2.5

Max. Marks 80
Time 3 Hrs.

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

Conceptual Framework and Ethical considerations in everyday business; Business ethics as corporate governance tool, the costs of being unethical. Nature of business, purpose and goals; profit maximization versus corporate social responsibility. Global business environment, capitalism and free economy, changing work values from modernism to post-modernism.

Unit II

Philosophical frameworks for ethical decisions; Normative theories of ethics, Utilitarianism & Kant's ethos, Distributive Justice and Economic wealth, Asian spiritual philosophies of Vedanta, Taoism & Buddhism and the notion of d Workplace issues personnel policies and procedures for hiring, promotions, dharma.

Unit II

Discipline & discharge, of remuneration, financial issues: mergers & acquisitions, insider trading, financial statement. Job discrimination: gender & caste issues, sexual harassment. Ethical choices facing employees: obligation & loyalty to the firm, abuse of official position – insider trading & proprietary data, bribes & kickbacks, gifts & entertainment, whistle blowing. Issues before consumers: product safety, price packaging labelling, deception and unfit advertising. Environmental issues: pollution control, animal protection, value & protection of the eco system.

Unit IV

Institutionalizing ethics in organization: Ethical decision making, ethical eco system. ethical accountability, ethical systems & structures, corporate wrongdoing. Ethical audit, codes of conduct. Ethical training. Corporate governance: theories, guidelines and practices. Corporate disclosure practices. SEC & SEBI codes, ICRA ratings etc. Ethics issues in Multinational organizations. Corporate Social responsibility and triple bottom line.

Suggested Readings

1. AIMA. (2007). Corporate governance & business ethics. New Delhi: Excel.
2. Blair, M. M. (1995). Ownership and control: rethinking corporate governance for the 21st century. Washington: Brookings Institution.
3. Carrol, S. J., & Gannon, J. J. (1997). Ethical dimensions of international management. New Delhi: Sage.
4. Chakraborty, S. K. (2001). The Management and ethics omnibus. New Delhi: Oxford University Press.
5. Coomaraswamy, A. K. (1993). Spiritual authority and temporal power in the Indian theory of government. New Delhi: Indira Gandhi National Centre for the Arts.

M.Com 3rd Sem.,w.e.f. 2017-18
Foreign Trade Policy (Procedure & Documentation)
Optional Course (DCEC)-Marketing Group
MC-3.2.6

Max. Marks 80
Time 3 Hrs.

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

India's Foreign Trade Policy: Direction and composition of India's foreign trade, Export-Import policy; Export promotion and institutional set-up; Deemed exports: Rupee Convertibility; Directions and Composition of world trade, Balance of Payment Account: Concept and significance of balance of payments account; Current and capital account components and accounting system; Balance of payment deficits and correction policies,BOP equilibrium & disequilibrium.

Unit-2

Free trade versus protection; tariff classification; economic effects of tariff; tariff retaliation; export subsidies, countervailing duties and dumping; effects of a quota; international economic integration – forms and levels; trade creating and trade diverting effects of a custom union; repercussions of regional economic groupings on the strategy of international marketers,Labour migration, international trade in Services

Unit 3

Export Procedures: Central Excise clearance; Custom clearance, Role of clearing and forwarding Agents, Shipment of Export Cargo, Export Credit, Export Credit Guarantees and Policies, Forward Exchange Cover,
Finance for export on deferred payment terms, Duty draw-backs.

Unit 4

Importing Procedure: Import licensing policy, Actual user licensing, Replenishment licensing/Import/Export passbook, Capital – Goods licensing/ Export Houses/ Trading Houses.

Suggested Readings:

1. Charunilam, F.. (2008): International Economics, The Tata MacGraw Hill, New Delhi
2. Chacholiades, M., International Trade: Theory & Policy, Mcgraw hill, kogkusha, Japan
3. Mishra, S.K. and Puri, Indian Economy, Himalaya Publication

M.Com 3rd Sem.,w.e.f. 2017-18
RURAL MARKETING
Optional Course (DCEC)-Marketing Group
MC-3.2.7

Max. Marks 80
Time 3 Hrs.

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

Rural marketing: meaning, opportunity and scope of Rural Marketing in India, Rural marketing environment, rural verses urban marketing: Nature- Complicacy- Potential- Problem, rural marketing models, Impact of Socio -economic and political environment on rural marketing.

UNIT-2

Innovations and development initiatives in rural market, Developing New Products for Rural Markets, Rural Product Life Cycle, Segmenting Rural Markets, Rural marketing research: Opportunity and challenges, Marketing Mix, Managing Channels in Rural Markets

UNIT- 3

Rural consumer behaviour: Models of consumer behaviour; buying decision process; factors influencing decision making process; buying characteristics of rural residents; brand management in rural market; brand loyalty.

UNIT-4

Organized Rural Retailing; Rural Market Mapping; Corporate Social Responsibility in Rural Markets; Marketing of Consumer Products and Consumer Durable in rural set up; co- operative marketing; impact of industries in rural and backward areas

Suggested Reading:

- Dogra, Balram & Chauhan, K, Rural Marketing :Concept and Cases, Tata Mc Graw Hill, New Delhi
- Mathur, U.C, Rural Marketing, Excel,
- C.S.G, Krishnamacharyulu & Lalitha, Ramakrishnan, Rural Marketing: Text and cases, Pearson Education, Delhi.
- Gopaldaswamy, Rural Marketing, Vikash Publications, New Delhi.
- Habeeb & Rehman, Rural Marketing in india, Himalaya Publishing House,

M.Com 3rd Sem.,w.e.f. 2017-18
Industrial Relations and Labour Laws
Optional Course (DCEC)-HRM Group
MC-3.3.1

Max. Marks 80
Time 3 Hrs.

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

Industrial Relations: Concept, Objectives, Evolution of Industrial Relations, Indian perspective of IR, Approaches to IR: Social action, Dunlop's, Human relations, Gandhian approach, Impact of Globalization and Technological change on IR; Role of State in managing industrial relations, factors affecting industrial relations.

Unit-II

Trade Unions: Objectives and functions; Development of trade Union movement in India; Impact of Globalisation, Technology and economic reforms on Trade Unions; Emerging changes in Trade Unions; Types and structure of unions; Challenges of Trade Union movement, Employers' Organisation: Objectives & Functions, ILO: Role and objectives, Resolution of industrial conflict and settlement Machinery.

Unit III

Labour Legislations with Amendments: Objectives, forms and significance, Regulatory Legislation; Trade Union Act 1926, Industrial Dispute Act 1947.

Social security Legislations; ESI Act 1948, EPF Act 1952, Maternity benefit Act 1961, Payment of gratuity Act 1952, Workmen's compensation Act 1923.

Protective and Welfare legislations; Factory Act 1948, The Minimum Wages Act 1948, The Payment of Wages Act 1936, The Payment of Bonus Act 1965.

Unit- IV

Labour Ministry: Functions, Offices Attached to Labour Ministry - Directorate General of Employment & Training; Labour Bureau; Welfare Commissioners; Various committee constituted by the Labour Ministry.

Recent trends in IR: Co-ownership management; Concept and significance; Participative Management: objectives, Levels & Forms, Quality of Work Life: concept & Determinants, Collective bargaining and empowerment, Work life balance.

Suggested Readings

- Venkataratnam, C.S. and Sinha, Pravin, **Trade Union Challenges at the Designing of 21st Century**, IIRA -Excel Books, New Delhi
- Monappa, A . **Industrial Relations**, Tata McGraw Hill, New Delhi
- Mamoria, C.B., Mamoria, Satish and Rao, P. Subba , **Dynamics of Industrial Relations**, Himalaya Publishing House, New Delhi
- Sinha, Sinha, Sakher, **Industrial Relations, Trade Unions and Labour Legislations**, Pearson Education, New delhi
- Venkataratnam, C.S., **Industrial Relations**, Oxford University Press, New Delhi

M.Com 3rd Sem.,w.e.f. 2017-18
Organisational Change & Development
Optional Course (DCEC)-HRM
MC-3.3.2

Max. Marks 80
Time 3 Hrs.

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

Organizational Change –Nature, types; dimension of change, change process, theories of planned change; Management of Change- process, implementation of organizational change-strategies for change; Global perspectives related to change;

Unit-II

Organizational Development: - Definition, objectives, characteristics, models of OD, action research, stages of OD programme, underlying assumptions and values.

Unit-II

Human Process Interventions – T-group, process consultation, third party interventions, team building; organizational confrontation meeting, coaching and mentoring, role focused interventions. Techno structural Interventions – restructuring organization, reengineering, employee involvement, work design; Strategic Interventions – Organization and environment relationships, organization transformation

Unit-IV

Contemporary issues and applications – Organizational development in global context, organizational development in service sector, OD Practitioners – role, competencies requirement, professional ethics and values and experiences; future trends in OD

Suggested Reading:

1. Beckhard R. 1969 Organization in Development : Strategies and Models, Addison-Wesley:Reading
2. Bennis, W.G. 1969. Organization Development: Its nature, Origins and Prospects, Addison Wesley: Reading.
3. Dalton, G.Lawrence, P.& Griener, 1970 Organization Change and Development. Irwon Dorsey: Homewood.
4. Shein, E., Bennis W. ,Beckhard, R.(eds.) 1969 Organization Development, Wesley :Reading
5. Kuriloff, A.H. 1972. Organisation Development for Survival, American Management Association Inc.: New York.
6. French, Wendell L. & Cecil H.Bell, 1999 Organization Development, Prentice Hall of India

M.Com 3rd Sem.,w.e.f. 2017-18
COMPENSATION MANAGEMENT
Optional Course (DCEC)-HRM
MC-3.3.3

Max. Marks 80
Time 3 Hrs.

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

Role of compensation in organization: economic and behavioural theories related to compensation; strategic perspectives of compensation; compensation as motivational tool; compensation policy

UNIT-II

Internal and external equities in compensation system; determining the worth of jobs; understanding inter and intra-industry compensation differentials, designing pay structure and administering compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans; pay for performance plans

UNIT-III

Compensation of special group: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package; compensation of professionals and knowledge workers, R&D staff, sales compensation plan, international compensation

UNIT-IV

Statutory provisions governing different components of reward systems; working of different institutions related to reward system like wage boards, pay commissions, role of trade unions in compensation management; tax planning

SUGGESTED READINGS:

1. Milkovich, George T and Newman J.M., *Compensation, Tata McGraw Hill*
2. Henderson, R.O., *Compensation Management, Pearson Education*
3. Martocchio, J.J., *Strategic Compensation, Pearson Education*
4. Armstrong, M and Murlis H, *Reward Management, Kogan Page, UK*
5. Singh, B.D., *Compensation and Reward Management, Excel Books, New Delhi*

M.Com 3rd Sem.,w.e.f. 2017-18
Business Ethics and Social Responsibilities
Optional Course (DCEC)-HRM Group
MC-3.3.4

Max. Marks 80
Time 3 Hrs.

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

Ethics: Concept and principles, relationship with morality, values, and law, moral reasoning. Stages of moral and ethical development; Ethical theories in relation to business – egoism, utilitarianism, Kant’s ethics. Religion and ethics; Ethical Dilemma: causes and resolution. Ethical decision making in business –models and processes, personal and corporate values and ethical decision making. Globalization and business ethics; Creating an ethical organization – corporate governance, corporate culture, CSR, code of conduct. Business ethics and consumer protection;

Unit-II

Business ethics and environment protection - maintaining ecological balance, sustainable development, Business ethics and human resources – workplace issues, privacy; Role of outside stakeholders on ethics – media, public, Judiciary; IT and ethics, Cost of ethics in corporate ethics evaluation.

Unit-III

Social responsibility- meaning and importance, Socially responsible consumption, Social responsibility of business, CSR – fundamentals and evolution; Approaches to CSR – Freeman’s approach, Gandhian trusteeship principle, Stakeholder approach, Triple bottomline; CSR and philanthropy, Advantages and disadvantages of CSR; CSR and corporate strategy; CSR and profitability, Implementing CSR programmes.

Unit-IV

CSR towards Stakeholders--Shareholders, Creditors and Financial Institutions, Government, Consumers, Employees and Workers, Local Community and Society. CSR and environmental concerns, Designing CSR Policy- Factors influencing CSR Policy, Role of HR Professionals in CSR, Global Reporting Initiative; major codes on CSR, CSR and Sustainable Development , CSR through Triple Bottom Line in Business

M.Com 3rd Sem.,w.e.f. 2017-18
Business Negotiation Skill
Optional Course (DCEC)-HRM
MC-3.3.5

Max. Marks 80
Time 3 Hrs.

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

Negotiation Fundamentals: The Nature of Negotiations, scope, Negotiation Strategy and Planning; Negotiation Sub Processes: Perception, Cognition and Emotions, Influence; Negotiation Power; seeking and resisting compliance; Ethics in Negotiation;

Unit II

Negotiation and persuasion: Negotiation Process; Levels of Negotiation; Issues for Negotiation; Preparation for Negotiations; Ethics in negotiation; Cultural differences in negotiation styles; Gender in negotiations; Context of mediation; Negotiation as persuasion; Principles of persuasion; Persuasion Strategy and its effectiveness.

Unit III

Negotiation skills; Effective Presentation of Demands, Strategies and Tactics Employed; Closing of Negotiation and Drafting the Agreement; Memorandum of Understanding (MOU); Communication and Administration of Negotiation Agreement; Interpretation of clauses of Agreement and related problems; Breakdown of Negotiation: Causes and Consequences; Third Party Intervention; Adjudication;

Unit IV

Effective Negotiation: Mutual Trust and Understanding; Accommodation; Experiences in Negotiation: Public, Private and Multinational enterprises; Impact of cross-cultural differences; Recent Trends in Negotiation Challenges in Future

Suggested Readings

1. Lewicki Roy J. , Saunders David M. & Barry Bruce, Negotiations, Tata McGraw Hill.
2. Brett,J.M., Negotiating Globally, Francisco, Josseys-Bass.
3. Cialdini, R. (1993) Influence: The psychology of persuasion. New York: Morrow.
4. Cialdini, R. B. (2008). Influence: Science and practice. New York: Allyn and Bacon.
5. Fisher, R., Ury, W., & Patton, B. (1991). Getting to yes: Negotiating agreement without giving In. New York: Penguin Books.
6. Kolb, D., & Williams, J. (2000) The Shadow Negotiation. UK: Simon & Schuster.
7. Korobkin, R. (2009). Negotiation theory and strategy. Aspen Publisher.
8. Lewicki, R. (2005). Essentials of negotiation. Alexandria V. A.: Society of HRM.
9. Raiffa, H. (1982). The art & science of negotiation. US: Harvard College.
10. Simons, H. W. (2001). Persuasion in society. New Delhi: Sage.

M.Com 3rd Sem.,w.e.f. 2017-18
Training & Development
Optional Course (DCEC)-HRM
MC-3.3.6

Max. Marks 80
Time 3 Hrs.

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

Training – concept, rationale and requisites of Effective Training; Training Process - an overview; Role, Responsibilities and Challenges of Training Manager; Organization and Management of Training Function; **Training Needs Assessment (TNA):** purpose of TNA, TNA at different levels, Approaches for TNA, competency mapping

Unit-II

Organisation of Training and Development programs, Training design, kinds of training and development programs- competence based and role based training; orientation and socialization; diversity training, choice of training and development methods, Preparation of trainers; developing training materials; E-learning environment; Flexible learning modules

Unit-III

Training methods and techniques : business games, in basket exercises, laboratory training; incidents and case study; seminars, syndicates and group discussion; Demonstration and Practice Monitoring; Coaching; Self Diagnostic Skills, Experience Learning Team Building, and Sensitivity Training, Counselling, Position Rotation inspirational techniques – brainstorming, mind mapping, creative problem solving.

Unit-IV

Evaluation of training – need for evaluation, principles of evaluation, and approaches; return on investment in training; emerging trends in training and development; Electronic Enabled Training Systems (EETS)-, benefits and challenges in using EETS; extension of new perspectives on training – cross cultural training, e-learning, knowledge management

Suggested Readings:

1. Agochia, Devendra, **Every Trainer's Handbook**, New Delhi; Sage Publications
2. De Simone, R.L. and Harris, D.M., **Human Resource Development**, Thomson Learning
3. Sahu, R.K., **Training for Development**, Excel Books, New Delhi
4. Blanchard, P Nick, and James W. Thacker, **Effective Training – Systems, Strategies, and Practices**, Pearson Education, New Delhi
5. Goldstein, **Training in Organization**, Thomson Learning, Bombay
6. McGrath, **Training for Life and Leadership in Industry**, Prentice Hall of India, New Delhi

Core courses (C.C.)

M.Com 4th Sem.,w.e.f. 2017-18
Corporate Governance
Core Course (CC)
(MC-4.0.1)

Max.Marks:80
Time: 3 Hrs.

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 Conceptual Framework of Corporate Governance: Introduction and History, Managing Vs Governing, Modern Corporation and Capitalism, Ownership and Governance: ownership related issues in India, Ethics-Frauds-Whistleblowing, Theories and Models of Corporate Governance. Good Corporate Citizen

Unit-II Codes and Reports on Corporate Governance: Cadbury Report and Combined Code (UK); OECD Principles of Corporate Governance; International Corporate Governance Framework; European Union Approach to Corporate Governance; Sarbanes-Oxley Act 2002; Reports of K.M. Birla Committee, Naresh Chandra Committee and Narayana Murthy Committee; SEBI's Guidelines and Clause 49 for Corporate Governance, Government Role's in Corporate Governance: Provisions of Company Laws

Unit-III Board and Governance: Corporate Board: Types and Powers, Board Diversity, Different Roles of Directors: Executive Directors, Non Executive Directors, Non Executive Independent Directors, MD or CEO; Improving Governance through Committees: Audit, Remuneration, Nomination, Shareholders Grievance Committees etc.

Unit-IV Corporate Social Responsibility and Corporate Governance: Their Relation and Drivers of CSR; Corporate Governance Reporting, Governance Practices for Twenty First Century; Conformance Vs Performance; Corporate Governance Ratings: Merits and Demerits; e-Governance and Good Governance

Suggested Readings

1. Satheesh Kumar, T.N. "*Corporate Governance*", Oxford University Press, New Delhi
2. Mallin, Christine A. "*Corporate Governance*" (Indian Edition), Oxford University Press, New Delhi
3. Tricker, Bob "*Corporate Governance: Principles, Policies and Practices*", Oxford University Press, New Delhi
4. Martin, David "*Corporate Governance: Practical Guidance on Accountability Requirements*", Viva Books Pvt. Ltd. New Delhi

M.Com 4th Sem.,w.e.f. 2017-18
Strategic Management
Core Course (CC)
(MC-4.0.2)

Max.Marks:80
Time: 3 Hrs.

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: defining strategy, levels of approaches to strategic decision making, process of strategic management, roles of strategies, mission and objectives, strategic business unit, environment – concept, components and appraisal

Unit-II

Organization appraisal and strategy formulation: organizational dynamics and structuring organizational appraisal, SWOT analysis formulation – corporate level strategies and business strategies, strategy analysis and choice – the process, BCG matrix, GE matrix, SPACE approach, and strategic plan

Unit-III

Strategy implementation: aspects, structures, design and change; behavioural implementation – leadership, culture, value and ethics

Unit-IV

Functional implementation: functional strategies, plans and policies; marketing; financial, personal, operations, its plans and policies; strategic evaluation and control – an overview of strategic evaluation and control, techniques of strategic evaluation and control

Suggested Readings:

1. Kazmi, Azhar, Business Policy and Strategic Management, Tata McGraw Hill Publishing Company Ltd., New Delhi
2. David, Fred R. Strategic Management – Concept and Cases , Pearson Education, Delhi
3. Hitt, M.A., Ireland R.D. and Hos Kisson R.D., Strategic Management Competitiveness and Globalisation; Thomson Asia Pvt. Ltd.
4. Pearce II J A and Robinson Jr., R.B., Strategic Management – Strategy Formulation and Implementation, AITBS Publishers and Distributors, Delhi
5. Sharma, F.C., Strategic Management, Shree Mahavir Book Depot, Publishers, New Sarak, Delhi.
6. Sontaki, C.L., Strategic Management, Kalyani Publications, Delhi.

DISCIPLINE CENTRIC ELECTIVE COURSES (DCEC)

M.Com 4th Sem.,w.e.f. 2017-18
Corporate Tax Planning
Optional Course (DCEC)-Accounting & Finance
MC-4.1.1

Max. Marks 80
Time 3 Hrs.

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

Income Tax Law: Basic concepts relating to income, gross total income, total income, maximum marginal rate of tax, residential status of a company, incidence of tax liability, Income determination of a company under different heads

Unit-II

Set off and carry forward of losses, deductions from income, Computation of taxable income and tax liability of companies: Concept and application of Minimum Alternate Tax

Unit-III

Corporate Tax Planning: Meaning of tax planning and management, tax evasion and tax avoidance; Nature, scope and justification of corporate tax planning and management.

Unit-IV

Preparation of return of income manually as well as through software Advance payment of tax, Interest and penalty, Tax deduction at source, e-TDS return/return of TDS and assessment.

Suggested Readings

1. Ahuja, G., & Gupta, R., *Corporate tax planning and management*. Delhi: Bharat Law House.
2. Goyal, S. P., *Direct tax planning*. Agra: Sahitya Bhawan.
3. Iyengar, A. C. S., *Law of income tax*. Allahabad: State Mutual Book & Periodical Service.
4. Kanga, P., & Vyas, D., *The Law and practice of income tax*, Lexis Nexis.
5. Mittal, D. P., *Law of transfer pricing*, New Delhi: Taxmann.
6. Musgrave, R., & Musgrave, P., *Public finance in theory and practice*, New York: McGraw Hill.
7. Pagare, D., *Direct tax planning and management*. New Delhi: Sultan Chand & Sons.
8. Singhania, V. K., *Direct taxes: Law and practice*. Delhi: Taxmann.
9. Singhania, V. K., & Singhania. M., *Direct taxes planning and management*. Delhi: Taxmann Publications.
10. Srinivas, E. A., *Handbook on corporate tax planning*, New Delhi: Tata McGraw Hill.

M.Com 4th Sem.,w.e.f. 2017-18
Management of Financial Services
Optional Course (DCEC)-Accounting & Finance
MC-4.1.2

Max. Marks 80
Time 3 Hrs.

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: Financial Services: Meaning, Scope, Classification of Financial Services, Challenges for Financial Service sector & Present Scenario.

Risk Management in Financial Services-Concept of Risk, Types, Tools for Risk Management.

Merchant Banking: Concept and Nature, Functions of Merchant Bankers, Merchant Banking Regulations, Features of Merchant Banking in India.

Unit-2: Mutual Funds: Concept and Origin, Types of Mutual Funds, Organisation and Operation of Mutual Funds, Importance, Net Asset Value(NAV), Risk Associated with Mutual Funds, General Guidelines and selection of Funds, Reasons for slow growth.

Credit Rating: Concept, Functions of Credit Rating, Benefits, Rating Process, Types of Rating, Credit Rating Agencies in India, Practical Problems of Credit Rating, Future of Credit Rating in India.

Unit-3: Debt Securitisation : Concept, Objectives, Securitisable Assets, Modus Operandi of Securitisation, Benefits, Conditions for Successful Securitisation.

Housing Finance: Introduction, National Housing Banks, Housing Finance System and New Development.

Credit Cards: Concept, Types of Credit Cards, Benefits, Demerits, Credit Card Business in India and its Future Prospects.

Unit-4: Venture Capital: Concept, Scope, Steps to Provide Venture Capital, Methods, Importance, Initiatives in India.

Factoring and Forfeiting: Meaning of Discounting, Factoring and Forfeiting; Factoring Functions and types of Factoring, Modus operandi, Cost and Benefits, Factoring vs. Discounting, Factoring in India.

Working of Forfeiting, Benefits and Drawbacks, Factoring vs. Forfeiting, Forfeiting in India.

Suggested Reading:

1. Bhatia, B.S. and Batra G.S. , Financial Services, Deep and Deep Publishers, New Delhi.
2. Khan, M.Y. Financial Services, Tata Mcgraw Hill, New Delhi.
3. Bansal K.L. Merchant Banking and Financial Services, Unistar Books Pvt. Ltd. Chandigarh.
4. Bhole, L.M. Financial Institutions and Markets, Tata Mcgraw Hill, New Delhi.

M.Com 4th Sem.,w.e.f. 2017-18
Portfolio Management
Optional Course (DCEC)-Accounting & Finance
MC-4.1.3

Max. Marks 80
Time 3 Hrs.

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.

Course Inputs

Unit-I

Portfolio: Meaning and Benefits, Rationale of Diversification in Investments, Portfolio Risk and Return: Meaning and Measurement, Approaches of Portfolio Construction, Strategic Asset Allocation, Portfolio Selection: Markowitz's Model (Efficient Market Frontier) and its Limitations.

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 and Arbitrage Pricing Theory;
Performance Evaluation: Sharpe Ratio, Treynor Ratio, Jensen Ratio, M^2 Measure, Risk Adjusted Measures of Return, FAMA measure of Net Selectivity, Techniques of Portfolio Revision

Unit-IV

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

Suggested Readings

1. Fischer & Jordan, Security Analysis and Portfolio Management, Prentice Hall India.
2. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.
3. V. A. Avadhani, Investment and Securities Market in India, Himalaya Publishing House.
4. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd. Noida/New Delhi
5. Preeti Singh, Investment Management, Himalaya Publishing House
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. Mc Graw Hill Education (India) Pvt. Ltd., New Delhi
10. Dhanesh Khatri, Security Analysis and Portfolio Management, Macmillan Ltd

M.Com 4th Sem.,w.e.f. 2017-18
Advanced Accounting
Optional Course (DCEC)-Accounting & Finance
MC-4.1.4

Max. Marks 80
Time 3 Hrs.

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.

Course Inputs

Unit-I

Accounting for Corporate Restructuring: Amalgamation, Absorption and Reconstruction (External and Internal); AS-14 and Amalgamation, Purchase Consideration, Accounting Entries; Alternative treatment in case of External Reconstruction, Dissenting Shareholders, Inter-company Owings, Unrealised Profits, Inter-company holdings, Amalgamation Scheme, Desirable Conditions for Internal Reconstruction, Alteration and Reduction of Share Capital, Accounting Entries, Framing Internal Reconstruction Scheme

Unit-II

Accounts of Holding Companies: Definitions and AS-21, Preparation of Consolidated Balance Sheet, Minority Interest, Pre and Post Acquisition Profits, Cost of Control (Goodwill or Capital Reserve), Inter company Transactions, Specific Adjustments for Consolidated B/S, Inter company Shareholdings, Consolidated Profit and Loss A/C

Unit-III

Liquidation: Scope, Contributory, Preferential payments, Preference Dividend, Statement of Affairs and Deficiency Account, Liquidators final Statement of Accounts Liquidator remuneration, Recover for Debenture holders, List of Contributors.

Double Account System (including Accounts of Electricity concern): 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-IV

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.

Suggested Readings

1. Shukla, M.C.; Grewal, T.S. and Gupta, S.C. "Advanced Accounts", S.Chand and Company Pvt. Ltd., New Delhi
2. Maheshwari, S.N. and Maheshwari, S.K. "Advanced Accounting -II", Vikas Publishing House Pvt. Ltd., Noida
3. Jain, Khandelwal and Pareek "Higher Accounting", RBD Publishing House, Jaipur
4. Arulanandam, M.A. and Raman, K.S. "Advanced Accounting", Himalaya Publishing House, Delhi

M.Com 4th Sem.,w.e.f. 2017-18
Cost Management
Optional Course (DCEC)-Accounting & Finance
MC-4.1.5

Max. Marks 80
Time 3 Hrs.

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 Management: Meaning, Nature, Strategic Cost Management(SCM), Components of SCM.

Cost Control and Cost Reduction: Cost control Techniques, Cost control in individual Cost elements, Cost reduction process, Tools and techniques of Cost reduction, Cost control vs.Cost Reduction.

Value Chain Analysis and Supply Chain Analysis, Key Success Factors.

Unit-2: Inventory Management: Inventory System, Turnover of Material, ABC Analysis, VED Analysis, Just- in- Time (JIT) Approach, aims and objectives, Methodology in implementation of JIT, Effect of JIT on Costing System, Material Requirement Planning (MRP-1) Aims, methodology, Implementation, Zero Inventory System.

Manufacturing Resource Planning (MRP-II), Evolution and Essential Elements, Enterprise Resource Planning (ERP).

Unit-3: Activity Based Costing(ABC), Inadequacies of traditional methods of overhead absorption, Product Cost Cross subsidization, Cost Drivers and Cost Pools, Cost Hierarchies, Kaplan and Cooper's approach to ABC.

Productivity Management: Concept, Productivity of Material, Labour and other Factors, Productivity and profitability, Importance of human factor in productivity.

Unit-4: Emerging issues in Cost Management-Target Costing, Traditional Vs.Target Costing, Kaizen Costing: Meaning, Implementation, Steps, General Kaizen and Item Specific Kaizen Costing, Kaizen Costing Vs. Target Costing, Benchmarking.

Business Process Outsourcing (BPO), Business Process Re-engineering (BPR) and Synergy.

Suggested Reading:

1. Ishwar Sharma- Cost Accounting and Cost Management, Mahavir Publications, Delhi.
2. Ravi M. Kishore- Cost Management, Taxman Publications, Delhi.
3. Sexena and Vashishtha: Advanced Cost Accounting, Sultan Chand and Sons ,Delhi.
4. Jain and Narang- Advanced Cost Accounting, Kalyani Publications, Delhi.
5. Horngren Charles. T: Cost Accounting – A Managerial Emphasis. Pearson Publications, Delhi.
6. Maheshwari & Mittal -Cost Accounting: Theory and Problems, Mahavir Publications

M.Com 4th Sem.,w.e.f. 2017-18
Development Banks & Non Banking Financial Institutions
Optional Course (DCEC)-Accounting & Finance
MC-4.1.6

Max. Marks 80
Time 3 Hrs.

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

Development Banks: Concept, objectives, and functions of development banks; Operational and promotional activities of development banks; IFCI, ICICI, IDBI, IRBI, SIDBI, NABARD; State Development Banks, State Financial Corporations.

Unit-2

Insurance Sector: Objectives, role, investment practices of LIC and GIC; Insurance Regulatory and Development authority- role and functions.

Unit-3

Unit Trust of India: Objectives, functions and various schemes of UTI; Role of UTI in industrial finance. Mutual Funds: Concept, performance appraisal, and regulation of mutual funds(with special to reference to SEBI guidelines); designing and marketing of mutual funds schemes; Latest mutual fund schemes in Indiaan overview.

Unit-4

Non-Banking Financial Institutions: Concept and role of non-banking financial institutions; Source of Finance; Functions of non-banking financial institutions; Investment polices of non banking –financial institutions in India. Merchant Banking: Concept, functions and growth; Government policy on merchant banking services; SEBI guidelines; Future of merchant banking in India.

SUGGESTED READINGS

1. Avdhani: Investment and securities markets in India, Himalaya Publications, Delhi.
2. Bhole, L.M.: Financial Markets and Institutions, Tata McGraw Hill, Delhi.
3. Ghosh, D: Banking Policy In India, Alied Publications, Delhi.
4. Giddy, I.H.: Global Financial Markets, A.I.T.B.S., Delhi.
5. Khan, M.Y.: Indian Financial system, Tata McGraw Hill, Delhi.
6. Reserve Bank of India, Various Reports, RBI Publications, Mumbai.
7. Varshney, P.N.: Indian Financial System, Sultan Chand & Sons, New Delhi.
8. Averbach, Robert D: Money, Banking and Financial Markets; MacMillan, London.
9. Srivastava ,R.M.: Managem,ent of Indian Financiual Institutions:Himalaya Publishing House, Mumbai.
10. Verma, J.C.: Guide to Mutual Funds and *investment Portfolio*, BharatPublishing House, New Delhi.

M.Com 4th Sem.,w.e.f. 2017-18
Financial Derivatives
Optional Course (DCEC)-Accounting & Finance
MC-4.1.7

Max. Marks 80
Time 3 Hrs.

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

Derivatives: Concept and types, Participants – hedgers, speculators, arbitragers and scalpers; Uses and Functions of Derivatives; types of orders; Derivative markets in India – History, Current trends and future prospects.

UNIT-II

Futures and forwards; concept, fundamentals; Basics of stock index future; interest rate futures; currency futures; factors affecting futures; Difference between forward and future contracts; Pricing of futures.

UNIT-III

Options: Types of options; Call and Put options, option payouts, trading strategies involving options; determination of option prices, option pricing (including Black Scholes option pricing model) ;
Swaps: Concept, types and Pricing Mechanism

UNIT-IV

Trading and Settlement of Derivatives: Futures and Options: Procedures and Specification of BSE and NSE; Risk management system through margins of different kinds, Clearing entities and settlement mechanism.

Suggested Reading:

1. Robert A Strong, Derivatives: An Introduction, Thomson Learning, Bombay
2. N.D. Vohra & B.R. Bagri, Futures and Options, 2nd edition, 1998 (9th reprint 2009), Tata McGraw-Hill Publishing Company Ltd.
3. Red Head: Financial Derivatives: An Introduction to Futures, Forward, Options, 1997, Prentice Hall of India.
4. Hull, John C., Futures and other derivatives securities , PHI, New Delhi
5. Redhead, Financial Derivatives : An Introduction to Future/Forward, Options and Swaps, Prentice Hall of India, New Delhi
6. Equity Derivatives: A Beginner's Module, Workbook from NSE

M.Com 4th Sem.,w.e.f. 2017-18
International Financial Institutions
Optional Course (DCEC)-Accounting & Finance
MC-4.1.8

Max. Marks 80
Time 3 Hrs.

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 Financial Institutions: an Overview, Concepts in International Finance-International Trade, Foreign Institutional Investors and Global Depository Receipts. World Trade, Balance of Payment, World Trade Organisation-WTO, United Nations Conference on Trade and Development UNCTAD.

Unit-2: International Source of Finance: World Bank, International Bank for Reconstruction and Development, International Development Association, International Finance Co-operation, Multinational Investment Guarantee Agency-MIGA.
International Monetary Fund-IMF, origin of IMF, Members and administration, Statutory Purpose, Financial Assistance, Special Drawing Rights-SDR.

Unit-3: Regional Development Banks :The Asian Development Bank, The African Development Bank, The European Development Bank for Reconstruction and Development, Group of Seven Plus Russia, The Inter American Development Bank.

Unit-4: Contemporary Issues in International Finance: Global Imbalance, Euro Zone Crises, Future of PIIGS Economies, Growth of BRICS Economies, Sovereign Wealth Funds.

Suggested Readings:

- Madhu Vij: *Multinational Financial Management*, Excel
- Books, 2001.Apte, PG: *International Finance*, TMH, ed. 2001.Kanneth J.
- Thygorson: *Financial Market Institution*, JohnWiley, 1998.

M.Com 4th Sem.,w.e.f. 2017-18
CUSTOMER RELATIONSHIP MANAGEMENT
Optional Course (DCEC)-Marketing Group
MC-4.2.1

Max. Marks 80
Time 3 Hrs.

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 Customer Relationship: Introduction, background and Basic concepts, need and importance of CRM, Objectives and types of CRM, Models of CRM, CRM structure.

UNIT-2 Relationship marketing: Understanding buyers expectations, building customer loyalty, types of loyalty, Factors influencing customer loyalty, significance of loyal customers, impact of lost customers , computing cost of lost customers, Customer Lifetime Value, Service quality and relationship management, KPO and BPO.

UNIT-3 Operational CRM : automation of sales force and enterprise marketing, lead management, contact management, market segmentation, customer service and support, contact and call centre operations, Analytical CRM: customer information database, ethics and legalities of data use, data warehousing and data mining; types of data analysis: online analytical processing, click stream analysis, collaborative filtering, CRM and business intelligence.

UNIT-4

Collaborative CRM, Strategic CRM, CRM implementation and effectiveness: Establishing CRM performance monitoring, CRM audit, CRM project management, employee engagement in CRM project, CRM budget, evaluating CRM return on investment.
New trends in CRM: Social CRM, technology and CRM

Suggested Reading:

- Buttle, Francis, Customer Relationship Management – Concept and Tools, Elsevier Butterworth –Heinemann, Oxford, UK
- Payne, Adrian, Handbook of CRM – Achieving Excellence in Customer Management, Butterworth – Heinemann, Oxford, UK
- Dyche, Jill, The CRM Handbook – A Business Guide to Customer Relationship Management, Pearson Education, New Delhi
- Knox, Simon, Stan Maklan, Adrian Payne, Joe Peppard and Lynette Ryal, Customer Relationship Management, Butterworth – Heinemann, Oxford, UK
- Greenlers, Paul, CRM at the Speed of Light, Tata McGraw Hill Publishing Ltd., New Delhi
- Anderson, Kristen, and Carol J Kerr, Customer Relationship Management, Tata Mc Graw Hill
- Mark Godson – Relationship Marketing – Oxford University Press, 2009

M.Com 4th Sem.,w.e.f. 2017-18
RETAIL MANAGEMENT
Optional Course (DCEC)-Marketing Group
MC-4.2.2

Max. Marks 80
Time 3 Hrs.

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 to Retailing: Meaning, nature, scope, importance, growth and present size, retailing mix.; Career options in retailing, Future of retailing in India. Technology in Retailing; Retailing through the Internet

Unit-II

Types of Retailing: marketing Concepts in Retailing – Consumer purchase behaviour, Cultural and Social group influence on consumer Purchase Behaviour. Stores classified by owners; Stores classified by merchandising categories; Traditional retail formats vs. modern emerging retail formats in India - Issues and options;, Retailing models – Franchiser franchisee, directly owned, Retail Equity, Wheel of retailing and retailing life cycle.

Unit-III

Management of Retailing Operations: Retailing management and "the total performance model; Functions of retail management; Strategic retail management process.

Unit-IV

Retail planning - importance and process; Creative display; Merchandise planning – Stock turns, Credit Management, Developing retailing strategies, , pricing strategies and location strategies. Retail promotions - Staying ahead of competition

Suggested Readings :

1. Berman, Berry & Evans, Joel & R: Retail Management : A Strategic Approach, PHI/Pearson Education, New Delhi.
2. Levy Michael & Weitz Barten W.: Retailing Management, Tata McGraw Hill, New Delhi.
3. Newiman, Andrew J. & Cullen, Peter : Retailing Environment & Operations; Vikas Publishing House, NewDelhi.
4. Duane: Retailing Thomson Leaming, Mumbai.
5. Gilber, David : Retail Marketing Management, Paerson Education, New Delhi.
6. Diamond, Jay and Gerald Pintel : Retailing, Prentice-Hall, NJ, 1996.
7. Morgenstein, Melvin and Harriat : Strong in Modern Retailing, Prentice-Hall, NJ,1992.

M.Com 4th Sem.,w.e.f. 2017-18
MARKETING RESEARCH
Optional Course (DCEC)-Marketing Group
MC-4.2.3

Max. Marks 80
Time 3 Hrs.

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-1Marketing Research: Introduction, nature and scope, Research Process, Applications of Marketing Research, Importance and Objectives of marketing research, Information Needs and Types of Research, Qualitative research & Quantitative research- Meaning, role and applications; Formulation of Research problem; Research designs - Exploratory Research, Descriptive Research & Experimental Designs,

UNIT-II

Data Collection: Sources and Methods; Secondary Data- Collection and Evaluation; Basic Methods of Primary Data Collection – Survey, Questionnaire, observation, interview, focus group interview; Designing questionnaire; Attitude Measurement and Scaling Techniques; Form and layout; Pilot testing

UNIT- III

Sampling: Types of Samples; Sampling Problems and Procedures; Sample size decisions; Administering the Data Collection (field procedures), Data Preparation and Processing. data analysis, Selecting statistical tests for nominal, ordinal and interval/ ratio data, General hypothesis testing procedure for parametric and nonparametric statistics (Analysis of Differences)

UNIT-IV

Applications of Marketing Research: New product development and test marketing, Market segmentation and brand positioning; Rural marketing research; Advertising research; Ethical issues in Marketing Research, Project report writing: Types of report, Format of writing the report.

Suggested Reading:

- Bradley, N. Marketing research, Tools and techniques (2nd ed.), Oxford University Press, Delhi.
- Malhotra, N. Marketing research: An applied orientation (6th ed.), Pearson Education New Delhi.
- Beri. G.C, Marketing Research, Tata McGraw Hill, New Delhi

M.Com 4th Sem.,w.e.f. 2017-18
Service Marketing
Optional Course (DCEC)-Marketing
MC-4.2.4

Max. Marks 80
Time 3 Hrs.

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

The Emergence of Service Economy, Meaning, Nature and Characteristics of Services; Differences in Goods and Services Marketing; Technology in services, Role of service sector - Structure and growth - Recent trends in service sector, Marketing Challenges in Service Businesses, Service Marketing mix, Expansion of marketing mix - Services marketing triangle.

Unit-II

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; Implications for service quality.

Unit-III

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-IV

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; Marketing of services with special reference to financial services, health services, hospitality services including travel, hotels and tourism, professional services, public utility services and educational services.

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 Publication
7. Rama MoahanaRao. Services Marketing. Pearson
8. Lovelock. Services Marketing. Pearson
9. Harsh V. Verma. Services Marketing. Pearson

M.Com 4th Sem.,w.e.f. 2017-18
INTERNATIONAL MARKETING
Optional Course (DCEC)-Marketing
MC-4.2.5

Max. Marks 80
Time 3 Hrs.

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

Nature of international marketing; domestic vs. international and global marketing; benefits, tasks and challenges of international marketing; organizational structure for international marketing; WTO framework and the international marketer; international marketing environment; screening international marketing opportunities; techniques of foreign market selection; broad structure of an international marketing plan.

Unit-II

International marketing research and information system; foreign market entry modes; global marketing operations and strategies; product and banking decisions; international product life cycle; counterfeiting and IPR issues; pricing strategies; environmental factors affecting international prices; international dumping; financing international marketing transactions.

Unit-III

The structure of international distribution systems; channel selection decisions; managing channel conflicts; aspects of international supply chain management; international direct marketing; leveraging international distribution for competitive advantage.

Unit-IV

International promotion mix; push and pull strategies; aspects of international sales management; challenges of international advertising; global media strategy; organizational structure for international marketing planning; operations and control; managing risk in international marketing.

Suggested Readings:

1. Onkvisit Sak and John J. Shaw, **International Marketing – Analysis and Strategy**, PHI, New Delhi
2. Doole Isobel and Robin Lawe, **International Marketing Strategy**, Thomson Learning,
3. Keegan Warren J., **Global Marketing Management**, Pearson Education, Delhi
4. Joshi, Rakesh Mohan, **International Marketing**, Oxford University Press, New Delhi
5. Rajgopal, **International Marketing**, Vikas, New Delhi
6. Kotler, Keller, Koshy and Jha, **Marketing Management-A South Asian Perspective**, Pearson Education, New Delhi

M.Com 4th Sem.,w.e.f. 2017-18
INTERNATIONAL LOGISTICS
Optional Course (DCEC)-Marketing
MC-4.2.6

Max. Marks 80
Time 3 Hrs.

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

Trends in world trade growth; nature, significance and components of international logistics; creating an export organization; registration and licensing; selecting export products and markets and channels; export costing and pricing procedures incoterms; deciding payment terms; export contracts; deciding currency of payment; export order processing; international logistics infrastructure.

Unit-II

Arranging pre-shipment finance; export procurement; quality control and pre -shipment inspection; packing and labeling of export consignments; basic procedure and documentation for excise and custom clearance; ADS; Cargo insurance; shipping modes procedures and documentation; role of forwarding agents.

Unit-III

Arranging post-shipment finance; documentary collection of export bills; UCPDC guidelines; negotiating documents under L/C; managing exchange earners' foreign currency accounts; availing foreign exchange facilities; protecting against adverse movements in exchange rates; role of EXIM Bank; major provisions of FEMA relating to exporters; export credit risk insurance and the role of ECGC.

Unit-IV

Major export promotion schemes in India; export assistance to export houses; SEZ units, EOUs, EHTP, STP and BTP units; facilities for deemed exports; marketing development assistance; trade information support; role of commodity boards and export promotion councils in trade promotion; facilities for service exports.

M.Com 4th Sem.,w.e.f. 2017-18
CONTEMPORARY ISSUES IN MARKETING
Optional Course (DCEC)-Marketing
MC-4.2.7

Max. Marks 80
Time 3 Hrs.

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

International Marketing Planning: Planning, Global Marketing Environment, Global Segmentation Targeting and Positioning, Global Marketing Information System, Global Marketing Research. Foreign Exchange and Financial Decisions.

Unit II

International Marketing Mix: Product characteristics, Product Design Decisions, Geographic expansion strategic alternatives, New product in Global Market. Global Pricing Strategies, Environmental Influences on Pricing Decisions, Transfer Pricing, Global Pricing Policy alternatives. Channel Objectives and constraints, Channel Structure, Channel strategy for new market entry. Advertising Decisions in International Marketing.
International Product Life Cycle.

Unit III

Marketing Mix in Service Marketing – The seven P's – Product decisions, Pricing strategies, Promotion of services, Placing or Distribution methods of services, People, Physical Evidence and Process. Marketing of insurance, banking, tourism, hotel, transport and consultancy. Customer Relationship Management. Key concepts in relationship marketing: concepts, Planning for relationship marketing, Customer lifetime value.

Unit IV

Marketing Information System - Definition, purpose, scope, procedure, components of MIS. Marketing Research: applications of marketing research, research process, research design, research tools, research analysis – factor, cluster, conjoint, product research, packaging research, pricing research, promotion research, customer satisfaction research, sales and distribution research, brand research, advertising research. Rural marketing research. Case studies should be discussed on topics given in syllabi.

Suggested Readings:

Philip Cateora, 'International Marketing'
Francis Cherunilam, 'International Marketing'
Christopher Lovelock, 'Services Marketing'
Zeithaml, Bitner, Gremler & Pandit, 'Services Marketing'
Helen Woodruff, 'Services Marketing'
Zha S.M., 'Services Marketing'
Pati Debashis, 'Marketing Research' Universities Press (India) Pvt Ltd., Hyderabad., 2002.
Beri, G.C, 'Marketing Research: Tata McGraw Hill Publishing Company, Ltd., 2000.
Cooper Schindler, 'Marketing Research, Concept & Cases' Paul Green, Donald Tull, Gerald Alburn, 'Research for Marketing Decisions'
Nargundkar, 'Marketing Research'
Donald S.Tull, Del I.Hawkins, 'Marketing Research – Measurement & Methods'

M.Com 4th Sem.,w.e.f. 2017-18
Strategic Human Resource Management
Optional Course (DCEC)-HRM
MC-4.3.1

Max. Marks 80
Time 3 Hrs.

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

Concept of SHRM and HR environment: HRM in knowledge economy; investment perspective of SHRM, evolution of SHRM, strategic HR vs. traditional HR, barrier to strategic HR, role of HR in strategic planning.

Unit-II

Strategic fit frameworks: linking business strategy and HR strategy, HR bundles approach, best practice approach; business strategy and human resource planning; HRM and firm performance linkages – measures of HRM performance; sustained competitive advantages through inimitable HR practices

Unit-III

HR Systems: staffing systems, reward and compensation systems, employee and career development systems, performance management systems

Unit-IV

Strategic options and HR decisions – Downsizing and restructuring, domestic and international labour market, mergers and acquisitions, outsourcing and off shoring

Suggested Readings:

1. Mello, Jeffrey A ., **Strategic Human Resource Management**, Thomson Learning Inc.
2. Agarwala, Tanuja, **Strategic Human Resource Management**, Oxford University Press, New Delhi
3. Dreher, George and Thomas Dougherty, **Human Resource Strategy**, Tata McGraw Hill
4. Greer, Charles, **Strategic Human Resource Management**, Pearson Education
5. Belcourt, Monica and Kenneth McBay, **Strategic Human Resource Planning**, Thomson Learning Inc

M.Com 4th Sem.,w.e.f. 2017-18
Performance Management
Optional Course (DCEC)-HRM
MC-4.3.2

Max. Marks 80
Time 3 Hrs.

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

Performance Management – Definition, Concept, scope, need for performance management as a system, principles, PM vs. PA, performance management process, performance management and strategic planning linkages, performance and potential management

UNIT-II

Defining and Identifying Performance Indices: KPAs and KRAs for various job holders; Scaling and Measuring Performance levels of Individuals and Teams: Tools and Formats; Strategies to neutralise Cognitive Stereotypes and Subjectivity

UNIT-III

Designing & conducting performance reviews- 360o feedback, counseling and coaching, strategy maps and balance score card, Conducting Performance Feedback Sessions – Feedback Interview and Counselling; Competence Mapping and Potential Assessment

UNIT-IV

Planning performance management training - effective management of team performances & organizational performances, Integrating Performance Evaluation with HR systems, Training, Rewards and Recognition, Career Progression; Evaluating Efficacy of PMS system

SUGGESTED READINGS:

1. Armstrong, Michael, Performance Management – Key strategies and Practical Guidelines, Kogan Page
2. Cokins, Gary, Performance Management, Finding the Missing Pieces, John Wiley and Sons
3. Shields, John, Managing Employees Performance and Reward, Cambridge University, NODA
4. Aguinis, Herman, Performance Management, Pearson Education Inc.

M.Com 4th Sem.,w.e.f. 2017-18
International Human Resource Management
Optional Course (DCEC)-HRM
MC-4.3.3

Max. Marks 80
Time 3 Hrs.

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: Nature and concepts of international HRM, approaches to HRM, differences between domestic HRM and IHRM, Development of the IHRM function, Management styles and practices in US, Japan, China, Korea, Europe and India; Organisational design in different countries;

Unit 2: Human Resource Planning in HRM, recruitment and selection-issues in staff selection of expatriates, General factors affecting Global Staffing, Training and development-expatriate training-developing international staff and multinational teams, Issues in Cross – Cultural training.

Unit 3: Performance Management: Factors associated with individual performance and appraisal criteria used for performance appraisal of international employees –appraisal of host country Nationals, Evaluation issues and guidelines; Variables influencing performance of Expartriates; Compensation-objectives of international compensation approaches of International compensation. Cultural impact and Compensation Policy; Paying Expatriates: Variable pay; Factors influencing compensation programmes; Managing compensation on a global scale: Fundamental practices.

Unit 4: Expatriate Failure: Causes of failure, Repatriation-Repatriation process. Labour relations-Key issues in international relations –strategic choices before firms-strategic choices before unions-union tactics Trans-national Organizational Behaviour and human resource management; motivation, perception, leadership, communication, job satisfaction, attitudes, performance appraisal etc; managing multinational business operation: finance, marketing, etc; negotiating across cultures

M.Com 4th Sem.,w.e.f. 2017-18
TALENT MANAGEMENT
Optional Course (DCEC)-HRM
MC-4.3.4

Max. Marks 80
Time 3 Hrs.

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 of talent management, strategic importance of talent, talent imperatives, elements of talent management, workforce diversity and talent management, role of HR in talent management

UNIT-II

Talent Procurement and Deployment – Identifying talent needs, sourcing talent; developing talent, deployment of talent, establishing talent management system, talent multiplication

UNIT-III

Talent Retention – Cost and consequences of talent departure, diagnosing causes of talent departure, measuring and monitoring turnover and retention data, designing engagement strategies, drivers of engagements

UNIT-IV

Talent Management Practices and Process: Key factors and different aspects of talent management; Measuring contribution of talent to business performance, talent metrics; Using talent management processes to drive culture of excellence; Talent management in India; Future directions in talent management practice and research.

SUGGESTED READINGS:

1. Cheese, Peter, Robert J Thomas and Elizabeth Craig, The Talent Powered Organization, Kogan Page Ltd.
2. Stringer, Hank & Rusty Rueff, Talent Force: A New Manifesto for the Human Side of Business, Pearson Education, Prentice Hall Upper Saddle River, New Jersey
3. Sears David, Successful Talent Strategies, American Management Association, AMACOM, Press, New York
4. Lawyer III, Edward E, Talent: Making People your Competitive Advantage, Dave Ulrich, Jossey-Bass, A Wiley Imprint
5. Phillips, Jack J, Lisa Edwards, Managing Talent Retention, An ROI Approach, Pfeiffer, A Wiley Imprint
6. David, Tony, Maggie Cutt, Neil Flynn, Peter Mowl and Simon Orme, Talent Assessment, Gower Publishing Ltd., Hampshire Ltd.

M.Com 4th Sem.,w.e.f. 2017-18
Personnel Power & Leadership
Optional Course (DCEC)-HRM
MC-4.3.5

Max. Marks 80
Time 3 Hrs.

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

Personnel power in the organizations: Meaning, types of power in organizations, strategies of influence to their own problems in organizations, strengths and weaknesses of individual influence, Developing a plan of action for increasing individual power in workplace, political strategies of powerful individuals in organizations.

Unit II

Understanding dynamics of Power, Influence and Organizational Politics: Intrapersonal, Interpersonal, Intergroup and Institutional power. Bases of Power and Development of Multiple Sources of Power. Impact of ideological factors, structural issues, dependency and scarcity on distribution of power.

Unit III

Managing power dynamics: Lobbying, bargaining and negotiating to manage power dynamics within and outside the organization. Power motivation, strategy, tactics and skills to manage effectively power dynamics.

Unit IV

personal influence and tactics, tools for individuals to “play politics” in organizations. Leaders and use of power. Misuse and loss of power.

Suggested Readings:

1. Asimakou, T. (2008). *Innovation, Knowledge and Power in Organizations*. London:Rutledge
2. Boulding, E. & Kahn, R.L. (1964). *Power and Conflict in Organizations*. New Delhi: Basic Books.
3. Clegg, S.R., Courpasson, D., & Phillips, N. (2006). *Power and Organizations*. London: Sage.
4. Pfeffer, J. (1994). *Managing with Power, Politics and Influence*. Boston: Harvard Business School Press.
5. Sinha, J B P (2001). *Cultural Context of Leadership and Power*. New Delhi: Sage
6. Zaleznick . A. (2006). *Learning Leadership: The Abuse of Power in Organizations*. London: Sage

M.Com 4th Sem.,w.e.f. 2017-18
Human Capital Management
Optional Course (DCEC)-HRM
MC-4.3.6

Max. Marks 80
Time 3 Hrs.

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:

Concept of human capital, rationale, Scope, functions and importance of HRM, Evolution of HRM, Difference with HRD, Contemporary issues and practices in HRM, Changing concept of HRM in India and in the globe.

UNIT II:

Nature of job Analysis, job design, Job evaluation, Human resource planning, Demand forecasting, HR supply forecasting, Need for and factors influencing HRP, Career planning, Promotion, transfer, demotion and separation; Employee hiring-Nature of Recruitment, Sources of recruitment-internal and external, Employee selection, process of employee selection, New recruitment practices Job portals, employee reference, campus recruitment etc.

UNIT III

Nature and importance of Training, Methods of training, TNA, Importance, Methods and models of Performance Management, Future of performance management system, Nature of HRD program, Methods of management development and Executive development programs, Contemporary HRD practices

UNIT IV

Introduction to compensation management, Components of employee and executive compensation, Factors affecting employee compensation, Employee incentive schemes, and Recent trends in compensations management. Industrial relations and Resolution of industrial disputes, Employee grievance, Trade union and their relevance. SHRM, SHRM Vs Conventional HRM, Barriers to strategic HRM, Linking HR strategy with business strategy, SHRM and business performance

Suggested Readings

Gary Dessler and BijuVarkkey (2013), Human Resource Management, PersoPublication, 12th Edition Jyothi and D.N Venkatesh (2013), Human Resource Management. Oxford Publication. 2nd Edition.

BiswajeetPattanayak (2014),”Human Resource Management”, PHI Publications, 4th Edition.

V.S.P.Rao and C.B. Mamoria (2012), “Personal Management (Text and Cases)”, Himalaya Publications, Thirtieth Edition.

Open elective courses (OEC)

List of open elective courses (OEC) as offered by department of commerce is as below:

- 1. Tax Planning for Individuals**
- 2. Indian Financial System**

The Students of University Departments other than commerce can choose one of the above subject as their open elective choice. Each paper will be of '3'

Tax Planning for Individuals

Open Elective Course

MC.OEC-1

Total Credit-3

Time-3 Hrs.

Total Marks-100

External Marks-80

Internal Marks-20

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 Income Tax :Important Definitions- Assessee, Assessee in Default, Previous Year, Assessment Year, Meaning of Income, Casual Income, Gross Total Income, Total Income, Five Heads of Income, Tax Free incomes and Agriculture Income, Residential Status and Determination of Residential Status of an Individual, Tax Liability based on residential status. Rates of Income tax for senior citizen, Super Senior citizen and other individuals.

Unit-2

Income from Salary- Salary, Bonus, Commission, and Pension

Taxability on Allowances- Dearness Allowance, Medical Allowance, House Rent Allowance, Children Education Allowance, Uniform Allowance, Hostel Allowance, Warden Allowance.

Tax Liability on Perquisites- Rent Free House, Medical Facility, Education Facility, Use of Mobile, Laptop, Computer and Cars.

Retirement Benefits: Encashment of Earned Leave, Provident Fund, Gratuity, Encashment of Pension.

Unit-3: Taxable Income from House Property-Self Occupied House and Let out House Property. Deductions from House Property Income.

Income From Other Sources- Income from Interest, Dividend, Subletting, Royalty, Family Pension, Income of Insurance Agent.

Unit-4: Some Important Deductions from Gross Total Income- Deduction Under Section 80C, 80CCC, 80CCD, 80D, 80E, 80QQB, 80TTA, and 80U.

Filing of online Income Tax Returns/ITR-1 for a Salaried Person.

Suggested Readings:

1. Direct Taxes law & Practice – Dr. H.C.Mehrotra & Dr. S.P. Goyal, Sahitya Bhawan Publications, Agra.
2. Direct Taxes & Practice – Dr. V.K. Singhania Taxmann Publication.
3. Direct Taxes law & Practice – Dr. Bhagwati Prasad – Wishwa Prakashan, N.Delhi.
4. Simplified Approach to income Tax: Dr. Girish ahuja & Dr. Ravi Gupta – Sahitya Bhawan Publishes & Distributors, Agra.
5. Income Tax : Law and Accounts, P.K.Gupta and N.K.Garg, Sanjay Sahitya Bhawan Agra.

Indian Financial System

Open Elective Course
MC.OEC-2
Total Credit-3

Time-3 Hrs.
Total Marks-100
External Marks-80
Internal Marks-20

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: Indian Financial System: A Brief Introduction, Reserve Bank of India and its functions, Credit Control by RBI, A Brief introduction of Bank Rate, Repo Rate, Reverse Repo, Marginal Standing Facility, CRR, SLR.

Indian Commercial Banks and their main functions-Types of credits allowed by bank, Types of Bank Accounts, Role of commercial banks in Economic Development.

Unit-2: Brief Introduction of Insurance, Types of Insurance-Life Insurance and General Insurance, Insurance Regulatory and Development Authority-IRDA.

Financial Literacy and Financial Inclusiveness, Introduction of some important Schemes regarding Financial Inclusiveness, Micro Financing, Mutual Funds, Ponzy Schemes, Guidelines for Investors to protect them from Frauds.

Unit-3: Brief introduction of Indian Capital Market-Primary and Secondary Market, BSE-SENSEX and NSE-NIFTY, Understanding the Change in SENSEX and NIFTY, Investment in Share Market, opening D-MAT account, Brief Introduction of SEBI.

Unit-4: Introduction of Indian Debt Market-Corporate Debt Market, PSU bonds market and Government security market.

A brief introduction of Financial Derivatives-Meaning and Types, Forward and Futures, Options, and Commodity Derivatives.