

Syllabus of M.Com. Semester-I to IV

- 1 -

S-COVER PAGE WITH PRICE

- 273 -

**DR. BABASAHEB AMBEDKAR
MARATHWADA UNIVERSITY,
AURANGABAD.**



**Revised Syllabus of
Master of Commerce**

[M.Com.]

Semester- I & II

[Effective from 2009-10 & onwards]

M.COM. (GENERAL) EXAMINATION

O.495 A candidate shall be admitted to the First Year course for the Master's Degree (General) in the Faculty of Commerce provided that he has passed the Bachelor's Degree examination in the Faculty of Commerce / Bachelor of Business Administration of this University or any other University recognized as equivalent thereto.

O.496 The Degree of Master of Commerce (General) shall be conferred on a candidate who has pursued a regular course of study consisting of two years (four semesters) and has appeared and passed the examinations prescribed for the Master's Degree course in the Faculty.

O.497 Deleted

New Ordinance-708 For Improvement Of Class/Grade At Master's Degree Level

1. The facility of improving class/grade at Master's Degree level through re-appearance shall be available only to candidates holding Master's Degree from Dr.Babasaheb Ambedkar Marathwada University, Aurangabad.
2. The candidates desirous of availing of improvement facility shall be free to reappear in 50% of papers of their choice or all papers, prescribed for the course, if they so desire.
3. However, all the papers of re-appearance shall have to be cleared at one and the same sitting.
- 3A. The facility of re-appearance can be availed for only two consecutive attempts/examinations with the same papers.
4. Reappearance shall be for Master's Degree in any faculty and be limited to theory papers only.
5. Candidates applying for availing the improvement facility shall be treated as external candidates. They shall submit application forms for improvement through the college centers designed to accept the form alongwith the application form. They shall also submit an undertaking of having not availed of previously similar facility earlier from this or any other University.
6. The candidates will have to appear for the examination of the course under the structure which is being applicable when he/she applies for the examination.
7. A candidate holding a higher degree shall not be allowed to improve performance at a lower examination.
8. The candidates will be charged Rs.500/- for 50% of the papers prescribed for the course and Rs.1000/- for all papers prescribed for the course per examination.
9. Candidates successful in improving class/grade shall.....
 - (i) Not be entitled to get the benefit of grading under any other Rules or Ordinances.
 - (ii) Not be entitled to any prizes/medals/awards and not figure in the Merit List.

- (iii) Surrender their original degrees/Mark memos in order to facilitate issue of fresh marks and degree certificates.

O.500 In case a candidate who reappears for the M.Com. (General) Examination as provided in O.708 fails to improve his qualifications; his performance at such reappearance shall be ignored.

R.608 The following shall be the subjects for the course of study to M.Com (General) examination:-

Paper No	Subject	Duration of Exam	Marks		Total Marks	Credits
I st Semester						
I	Management Process & Organizational Behaviour	2 Hours	60	40	100	4
II	Managerial Economics	2 Hours	60	40	100	4
III	Statistical Analysis	2 Hours	60	40	100	4
IV	Corporate Financial Accounting	2 Hours	60	40	100	4
II nd Semester						
V	Advanced Cost Accounting	2 Hours	60	40	100	4
VI	Marketing Management	2 Hours	60	40	100	4
VII	Financial Management	2 Hours	60	40	100	4
VIII	Strategic Management	2 Hours	60	40	100	4
III rd Semester						
IX	Research Methodology	2 Hours	60	40	100	4
X	Human Resource Planning and Development	2 Hours	60	40	100	4
XI	Business Legislations	2 Hours	60	40	100	4
XII	Optional – I (Any one) 1. International Marketing 2. International Accounting 3. Corporate Tax Planning 4. Financial Institutions 5. Computerised Accounting	2 Hours	60	40	100	4
IV th Semester						
XIII	Quantitative Techniques	2 Hours	60	40	100	4
XIV	Security Analysis	2 Hours	60	40	100	4
XV	Research Project	2 Hours	60	40	100	4
XVI	Optional – II (Any One) 1. Advertising 2. International Business 3. Project Planning Control 4. E-Business 5. Working Capital Management	2 Hours	60	40	100	4

R.609 There shall be a University examination at the end of every semester in the subject(s) for which the candidate has registered and applied.

R.610 The following shall be the scheme or M.Com-I :-

- R.611 (a) There shall be five periods of 60 minutes duration per paper per week of which 4 periods shall be used for class room lectures and 1 period for tutorial or seminar. The tutorial seminar batch shall not exceed 20 students.
(b) Maximum number of students in a division shall not exceed-80
(c) Medium of Instruction and Examination shall be Marathi or English.

R.612 A candidate who has failed in not more than 25% of papers at the first year examination shall be allowed to keep terms for second year.

Any fraction while calculating 25% of the papers prescribed shall be ignored.

STANDARD OF PASSING AND AWARD OF DIVISION

R.613 The minimum marks for passing in each paper shall be 40% of the maximum marks in prescribed paper.

R.614 " A candidate who secures 40% or more but less than 50% of the aggregate marks prescribed for the Four semesters taken together shall be awarded a "Pass Division". However a candidate shall be allowed to exercise an option to declare him/her as failed if he/she fails to secure marks required for "Second Division."

R.615 A candidate who secures 50% or more but less than 60% the aggregate marks prescribed for I and II year taken together shall be awarded a Second Division.

R.616 A candidate who secures 60% or more of the aggregate marks prescribed for four semesters taken together shall be awarded a "First Division."

R.618 The syllabus for the course of study shall be as under:

Paper I- Management Process & Organisational Behaviour

Theory 60
Sessional 40
Credit 4

1. Evolution of Management Thought, Schools of Management Thought, Role of management in globalised world and its growing significance
2. Functions of Management – Planning, Organising, Centralisation & Decentralisation, Controlling and Co-ordination and Staffing.
Organisational Behaviour- Concept, Relationship between Management and Organisational Behaviour, emergence and ethical perspective; attitude, perception, learning, personality, transactional analysis.
3. Motivation- Concept and theories of motivation
4. Group Dynamics and Team Development- Group Dynamics, Meaning & Significance, Types of Groups, Group Formation Development, Group Composition, Group Performance Factors
5. Organisational Conflict- Dynamics and management, Sources, Patterns, Levels and Types of Conflict, Traditional and Modern Approaches to conflict, functional and dysfunctional organizational conflicts, Conflict Resolution, Organisational Communication Process.

Books:

1. Sherlekar “ Management- Value Oriented Holistic Approach”, Himalaya Publishing- 2007
2. Stephen Robbins “ Organisational Behavior”, Prentice Hall of India – 2005
3. Shukla Madhukar “ Understanding Organisations”, Prentice Hall of India
4. Luthans Fred “ Organisational Behaviour”, McGraw Hill, New York
5. Newstorm, John W, & kieth Davis “ Organisational Behaviour- Human Behaviour at Work” Tata McGraw Hill
6. Samuel Carto & Travis Carto “ Modern Management” , Prentice Hall of India- 2006
7. Terry George “ Priciples of Management’

Paper II – Managerial Economics

Theory 60
Sessional 40
Credit 4

1. Nature and Scope of managerial economics; Objectives of a firm, Economic Theory and Managerial Theory, Role and responsibilities of Managerial economics, Fundamental economics concepts, incremental principles, opportunity costs principles, discounting principles, equimarginal principles.
2. Demand Analysis; Individual and market demand functions, law of demand, determinants of demand, elasticity of demand, and its importance, price elasticity, income elasticity and its use in decision making.
3. Theory of Consumer Choice: Cardinal Utility, approach, indifference approach, revealed preference and theory of consumer choice under risks, demand estimation for major consumer durable and non durable products,, demand forecasting techniques.
4. Production Theory- Production with one and two variable inputs, economies of scale, estimation of production function, cost theory and estimation, law of returns
5. Price Determination under different market conditions, Characteristics of different market structure, perfect competition, monopolistic competition, oligopoly and monopoly.
6. Business Cycle- Nature and Phases of Business Cycle, Theories of Business Cycle

Books:

1. Adhikary, M. *Business Economics*, New Delhi, Excel Books, 2000.
2. Buamol, W.J. *Economics Theory and Operations Analysis* 3rd ed., New Delhi, Prentice Hall Inc., 1996.
3. Chopra, O.P. *Managerial Economics*, New Delhi Tata McGraw Hill 1985.
4. Keat, Paul G. & Philips K.Y. Young, *Managerial Economics*, Prentice Hall, New Jersey, 1996.
5. Koutsoyiannis, A. *Modern Micro Economics*, New York, Macmillan, 1991.
6. Milgrom, P. and Roberts J. *Economics, Organization and Management*, Englewood Cliffs, New Jersey, Prentice Hall Inc. 1992.
7. Joel Dean "Managerial Economics", Prentice Hall

Paper III – Statistical Analysis

Theory 60
Sessional 40
Credit 4

1. Analysis of Time Series and Forecasting; Meaning and Utility, Components of Time Series Analysis, Decomposition Models, Trend Projection Methods, Measurement of Seasonal Variation.
2. Multiple and Partial Correlation and Multiple Regression Analysis
3. Sampling and Statistical Inference- Census Vs Sampling, Principles and Methods of Sampling, Sampling Distribution, Standard Error, Point Estimation
4. Interpolation and extrapolation- utility, assumptions, methods of interpolation
5. Statistical Quality Control- Meaning and Objectives, Causes of Variation in quality characteristics, quality control chart construction, computing the control limit, (x and R Chart) process under control and out of control, limits, acceptance sampling,

Books:

1. Chandra N.K. *Statistics for Behavioral and Social Scientists*, Reliance Publishing House, Delhi, 1996.
2. Gupta, S.P. and Gupta M.P., *Business Statistics*, New Delhi, Sultan Chand, 1997.
3. Kazmier, L.J. and Pahl, N.F., *Basic Statistics for Business and Economics*. New York, Mc Graw Hill, 1988.
4. Levin Richard I and Rubin David S. *Statistics for Management*, New Jersey, Prentice Hall Inc., 1995.
5. V K Kapoor “ Fundamentals of Statistics for Business & Economics”, Sultan Chand & Sons. New Delhi, 2005
6. Elhance D N Fundamentals of Statistics

Paper IV – Corporate Financial Accounting

Theory 60
Sessional 40
Credit 4

1. Financial Accounting- Generally Accepted Accounting Principles- Indian Accounting Standards - International Accounting Standards.
2. Preparation and Analysis of Financial Accounts and Financial Statements of Companies.
3. Valuation of Shares, Debentures and Goodwill
4. Accounting Issues relating to Mergers and Acquisitions- Selective Case Studies.
5. Inflation Accounting

Books:

1. Shukla & Grewal – Advanced Accountancy
2. Gupta R L – Advanced Financial accounting
3. Jain and Narang – Advanced Accounting
4. Khan & Jain – Advanced Accounting
5. Maheshwary – Advanced Accountancy
6. Dearden J & Bhattacharya- Accounting for Management

Paper V Advanced Cost Accounting

Theory 60
Sessional 40
Credit 4

1. Budgetary Control Systems- Concepts and features, Budget and Forecast- Budget Types and Process, Pre-requisites of Budgetary Control system, Administration of the Budgetary Control system, Revision of Budgets, Rolling Budgets, Zero Base Budgeting, Performance Budgeting
2. Standard Costing- Features, Distinction of Standard Costing and Budgetary Control, Types, Setting Standard Costs, Variance, Variance Analysis and Accounting, Material, Labour and Overheads Variance Analysis, Sales Variance
3. Marginal Costing – Marginal Cost, Contribution, Features of marginal costing, Applications of Marginal Costing.
4. Break Even and Cost Volume Profit Analysis- Break even Analysis Assumptions, BEP, Methods of determining BEP, Contribution, P/V Ratio, Margin of Safety, Angle of Incidence, Chart, Impact of variable and Fixed Cost, BEP where multiple products are involved, Utility and applications of Cost Volume Profit Analysis.
5. Presentation of Financial and Cost Information to Management – Conceptual Foundation, Prerequisites of Reports, Types of Reports, Reports to Management, Installing a Management Report System, Bankers and Management Reporting,

Books:

1. Manash Datta- Cost Accounting Principles and Practice, Pearson Education
2. Jain & Narang – Cost Accountancy
3. Nigam & Sharma – Cost Accounting
4. Arora – Cost Accountancy
5. S N Maheshwari – Cost Accounting Problems and Solutions.

9

Paper VI- Marketing Management

Theory 60
Sessional 40
Credit 4

1. Introduction, Concept, Nature, Scope and importance, Marketing Evolution
Marketing mix, Strategic marketing
2. Market Analysis and Selection- Marketing Environment, Micro and Macro
components and impact on marketing decisions, market segmentation and
positioning, buyer behaviour, consumer decision making process
3. Pricing Decisions- - Factors affecting Pricings, Price Determination, Pricing
policies, and strategies, discounts and rebates.
4. Distribution channels- functions and Types of Distribution Channels,
Intermediaries, Channel Management Decision, Retailing and Wholesaling.
5. Promotion Decisions- Communication Process, Promotion Mix, Advertising,
Personal selling, sales Promotion, Publicity and public Relations, Determining
Advertisement Budget, Copy Designing and its testing, media selection,
advertising effectiveness, sales promotion tools and techniques.

Books:

1. Enis, B M *Marketing Classics: A Selection of Influential Articles*, New York, McGraw Hill 1991
2. Kotler, Philip and Armstrong, G. *Principles of Marketing*, New Delhi, Prentice Hall of India, 1997.
3. Kotler, Philip, *Marketing Management, Analysis, Planning, Implementation and Control*, New Delhi, Prentice Hall of India, 1994.
4. Ramaswamy, V S and Namakumari, S. *Marketing Management; Planning Control*, New Delhi, Macmillan 1990.
5. Station William, J. *Fundamentals of Marketing*, New York, McGraw Hill 1994.
6. Nelamegham, S. *Marketing In India: Cases and Readings*, New Delhi, Vikas, 1988.

Paper VII – Financial Management

Theory 60
Sessional 40
Credit 4

1. Financial Management Objectives- Profit Vs Wealth Maximization Goals, Finance Function, Investment- Financing – Dividend Decisions
2. Operating and Financial Leverages, Computation of Combined Financial and Operating leverages, effect of leverages on profitability.
3. Capital Structure Determinants, MM Approach with taxes, Optimum Capital Structure.
4. Cost of Capital- Types, Computation of different sources of capital viz. debt capital, preference share capital, equity share capital, weighted average cost of capital.
5. Management of Working Capital- sources of short term capital, cash receivables and inventory management.
6. Capital Budgeting Decisions- investment evaluation methods, comparative analysis, NPR, internal rate of return method, accounting rate of return, risk analysis, capital rationing.

Books:

1. Bhattacharya Hrishikas- Working Capital Management- Strategies and Techniques, Prentice Hall, New Delhi.
2. Chandra Prasanna- Financial Management, Tata McGraw Hill, New Delhi
3. Pandey I M – Financial Management, Vikas Publishing
4. Van Horn JC- Fundamentals of Financial Management, Prentice Hall, New Delhi.

Paper VIII – Strategic Management

Theory 60
Sessional 40
Credit 4

Strategy and the Quest for Competitive Advantage:

Military origins of strategy – Evolution - Concept and Characteristics of strategic management –Defining strategy – Mintzerbg's 5Ps of strategy – Corporate, Business and Functional Levels of strategy - Strategic Management Process.

Strategic Intent & Strategy Formulation:

Vision, mission and purpose –Business definition, objectives and goals – Stakeholders in business and their roles in strategic management - Corporate Social Responsibility, Ethical and Analyzing Company's Resources and Competitive Position -Organizational Capability Profile – Strategic Advantage Profile – Core Competence - Distinctive competitiveness.

Analyzing Company's External Environment:

Environmental appraisal –Scenario planning – Preparing an Environmental Threat and Opportunity Profile(ETOP) – Industry Analysis - Porter's Five Forces Model of competition.

Corporate Portfolio Analysis:

Business Portfolio Analysis - Synergy and Dysergy - BCG Matrix GE 9 Cell Model - Concept of Stretch, Leverage and fit

Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies.

Tailoring strategy to fit specific industry– Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries

New Business Models and strategies for Internet Economy: Shaping characteristics of E-Commerce environment – E- Commerce Business Model and Strategies – Internet Strategies for Traditional Business – Key success factors in E-Commerce – Virtual Value Chain.

Behavioural & Functional issues in implementation – Corporate culture – Mc Kinsey's 7s Framework - Concepts of Learning Organization, Functional plans and policies – Financial, Marketing, Operations, Personnel, IT.

Books:

1. Kazmi Azher " Business Policy and Strategic Management", Tata McGraw Hill
2. Subbah Rao " Business Policy & Strategic Management", Himalya Publishing Co.
3. Pitts Rober A & Lie David " Strategic management" Thompson 3rd Edition

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DR. BABASAHEB AMBEDKAR MARATHWADA UNIVERSITY**CIRCULAR NO. ACAD / NP / M.Com. / 3 / 2010**

It is hereby notified for the information of all concerned that, the Hon'ble Vice-Chancellor has accepted the "Revised Syllabus of Master of Commerce [M.Com.] Semester-IIIrd & IVth under the Faculty of Commerce" on behalf of the Academic Council under Section-14(7) of the Maharashtra Universities Act, 1994 as appended herewith.

This syllabus is also available on the University Website www.bamu.net

This will be effective from the academic year 2010-2011 and onwards.

All concerned are requested to note the contents of this circular for their information and necessary action.

University Campus,
Aurangabad-431 004.
REF.NO.ACAD/NP/M.COM./2010/
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Date:- 25-06-2010.

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Director,
Board of College and
University Development.

Copy forwarded with compliments to:-

- 1] The Principals, affiliated concerned Colleges,
Dr. Babasaheb Ambedkar Marathwada University.

Copy to :-

- 1] The Controller of Examinations,
- 2] The Superintendent, [Commerce Unit],
- 3] The Record Keeper,
Dr. Babasaheb Ambedkar Marathwada University.

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- 384 -

**DR. BABASAHEB AMBEDKAR
MARATHWADA UNIVERSITY,
AURANGABAD.**



**Syllabus of
M.Com. Second Year**

[SEMESTER - III & IV]

[Effective from June-2010 & onwards]

M.Com Semester System

Paper No	Subject	Duration of Exam	Marks		Total Marks	Credits
I st Semester						
I	Management Process & Organizational Behaviour	2 Hours	60	40	100	4
II	Managerial Economics	2 Hours	60	40	100	4
III	Statistical Analysis	2 Hours	60	40	100	4
IV	Corporate Financial Accounting	2 Hours	60	40	100	4
II nd Semester						
V	Advanced Cost Accounting	2 Hours	60	40	100	4
VI	Marketing Management	2 Hours	60	40	100	4
VII	Financial Management	2 Hours	60	40	100	4
VIII	Strategic Management	2 Hours	60	40	100	4
III rd Semester						
IX	Research Methodology	2 Hours	60	40	100	4
X	Human Resource Planning and Development	2 Hours	60	40	100	4
XI	Business Legislations	2 Hours	60	40	100	4
XII	Optional – I (Any one) 1. International Marketing 2. International Accounting 3. Corporate Tax Planning 4. Financial Institutions 5. Computerised Accounting	2 Hours	60	40	100	4
IV th Semester						
XIII	Quantitative Techniques	2 Hours	60	40	100	4
XIV	Securities Analysis	2 Hours	60	40	100	4
XV	Research Project	2 Hours	-	100	100	4
XVI	Optional – II (Any One) 1. Advertising 2. International Business 3. Project Planning & Control 4. E-Business 5. Working Capital Management	2 Hours	60	40	100	4

M.Com III Semester
Paper IX - Research Methodology

Theory	60
Sessional	40
Credit	4

1. Introduction

Definition- Meaning and nature- scope- objectives of Research- Merits and Demerits.

2. Planning Research Project

Identification, selection and formulation of a problem- Research design- Types of research.

3. The process of Research

Hypothesis- objectives- Primary Synopsis- Methods of investigation- survey method, case study method, experimental method and scientific method.

4. Methods of Collecting Data

Primary Data- Observation, Interview, Telephonic, and mail survey.

Secondary Data- Tests, cumulative record cards, schedules, questionnaires and pilot study.

5. Sampling- Classification, tabulation & scaling of data, Advantages & limitations of sampling- Theoretical basis of sampling- Probability and Non- Probability sampling- Sampling errors.

Objectives & determinants of classification- Tabulation of data- Analysis & interpretation of data.

6. Report Writing

Nature, Types and contents of Reports- steps in drafting the reports.

Recommended Books:

1. Micheal, V.P., *Research Methodology in Management*, Himalaya Publishing House Pvt. Ltd., 2009.
2. Nakkiram, Selvaraju, *Research Methods in Social Science*, Himalaya Publishing House Pvt. Ltd., 2009.
3. Thanulingam, N., *Research Methodology*, Himalaya Publishing House.
4. Nandgopal R., *Research Methods in Business*, Himalaya Publishing House.
5. Gupta S.P. *Statistical Methods*, 30th ed., Sultan Chand, New Delhi, 2001.
6. Golden, Biddle, Koren and Karen D. Locke: *Composing Qualitative Research*, Sage Pub., 1997
7. Fox, J.A. and P.E. Tracy: *Randomized Response: A method of Sensitive Surveys*, Sage Pub., 1986
8. Fowler, Floyd J.Jr., *Survey Methods*, 2nd ed., Sage Pub., 1993
9. Andrews, F.M. and S.B. Withey *Social Indicators of Well Being*. Plenum Press. NY, Bennet, Roger; *Management Research*, ILO., 1983.

Paper X - Human Resource Planning and Development

Theory	60
Sessional	40
Credit	4

1. Fundamentals of Human Resource Planning

Introduction, definition, needs, objectives, scope and benefits of H.R. planning-factors affecting HR planning-Tools of HR planning.

2. Job Analysis & Description

Introduction, Job content factors, characteristics of job design, Methods, techniques and steps in job design-job analysis, methods of analysis-job evaluation, steps and types, limitations of analysis-concept of work measurement.

3. Training & Development

Need, classification and steps for designing the training programmes, Training methods-Training evaluation models-Career development, its meaning, needs, types and issues, succession planning.

4. Management Development Programme

Meaning, objectives, techniques and audit of MDP-Transfers & promotions, basic issues involved in transfer and promotions.

5. Performance Management

Meaning and definition, standards of performance, performance metric, types & methods of performance appraisal.

6. Strategic Human Resource Development

Concept and definition of strategy, strategic HRD and strategic HRM, different levels of HRD strategy-HRD vision and mission-HRD goals & objectives.

Recommended Books:

1. Shirrudrappa & Others, *Human Resource Management*, Himalaya Publishing House.
2. Subba Rao, P. *Human Resource Management*, Himalaya Publishing House.
3. D. Kumar, *Human Resource Management*, Excell Books.
4. Bhattacharya D.K., *Human Resource Planning*, Excell Books.
5. Tripathy P.C., *Human Resource Development*, S.Chand & Co.
6. Prasad L.M., *Human Resource Management*, S.Chand & Co.
7. Aswathappa K. *Human Resources and Personnel Management* Tata McGraw. Hill New Delhi, 1997.
8. De Cenzo, D A & Robbins S P *Human Resource Management*. 5th ed., New York, John Wiley, 1994.
9. Guy, V Mattock J. *The New International Manager*. London, Kogan Page, 1993.
10. Holloway, J ed. *Performance Measurement and Evaluation*, New Delhi, Sage,
11. Monappa, A & Saiyadain M. *Personnel Management*. 2nd ed. New Delhi, Tata McGraw-Hill, 1966.

Paper XI - Business Legislation

Theory	60
Sessional	40
Credit	4

1. The Companies Act 1956 Definition, Types of Companies, Memorandum of Association, Articles of Association, Prospectus (Relevant Provisions)
2. Share Capital, Membership, Meetings and Resolutions (Relevant Provisions)
3. Company Management, Managerial Remuneration, Winding up and, Dissolution of Companies. (Relevant Provisions)
4. Security Markets: SEBI Act 1992, Organisation and Objectives of SEBI, Powers under Securities Contract Regulations Act 1956 transferred to SEBI (powers are to be studied in brief) role of SEBI in controlling the Security Markets.
5. Consumer Protection Act 1986: Salient Features, Definition of Consumer, Grievance Redressal Machinery.

Recommended Books:

1. Amarchand, D. 'Government and Business', Tata McGraw Hill, New Delhi.
2. Avadhani V.A. 'SEBI Guidelines and Listing of Companies', Himalya Publishing House, Delhi.
3. Ramaiya, A. 'Guide to Companies Act', Wadhwa Co., 1996.
4. Sebi, Act 1992, Nabhi Publication, Delhi.
5. Securites (Contract and Regulation) Act, 1956.

Paper XII (1) - International Marketing

Theory	60
Sessional	40
Credit	4

1. Introduction to International Marketing : Nature and significance ; complexities in International Marketing ; transaction from domestic to International Marketing; International Market orientation-EPRG Framework; International Market entry strategies. International Marketing environment: Internal environment; External environment geographical. Domestic, economic, socio-cultural, political and legal environment, impact of environment on International Marketing decision.
2. Foreign Market Selection: Global marketing segmentation: selection of foreign markets; international positioning.
3. Product Decision: Product Planning for global markets : Standardisation Vs product adaptation; new product development: Management of international brands: Packaging and labeling; provision of sales related services.
4. Pricing & Promotion Decision: Environmental influences on pricing decisions; international pricing policies and Strategies. Complexities and issues: international advertising, personal selling. Sales promotion and public relation.
5. Distribution Channel and Logistics: Function and types of Channel. Channel selection decisions selection of foreign distributors agents and managing relations with them: International logistics decisions.

Suggested Reading:

1. Czinkota. M.R.: International Marketing. Dryden pres, Boston.
2. Fayrweather, John; International Marketing. Prentice Hall, New Delhi.
3. Jain S.C. International Marketing.
4. Onkvisit, Sak and John J. Shaw: International Marketing: analysis and Strategy, Prentice Hall, New Delhi.
5. Paliwoda.. (E.D.): International Marketing.
6. Paliwoda Stantley J: The Essence of International Marketing, Prentice Hall, New Delhi.
7. Cherunilam, Francis, "International Marketing", Himalaya Publishing House.
8. Rathore, Rathore & Jani, "International Marketing", Himalaya Publishing House.
9. Nargundkar R., "International Marketing", Himalaya Publishing House.
10. Varshney, R.L & Bhattacharya B., "An International Marketing Management – An Indian Prospective", S. Chand & Co.

Paper XII (2) – International Accounting

Theory	60
Sessional	40
Credit	4

1. International Dimension of Accounting, Conceptual Development and Comparative Development Patterns.
2. Currency Transaction: Managing International Information System, International Perspective on Inflation Accounting.
3. Financial Reporting & Disclosure: Analysing Foreign Financial Statements.
4. Transfer Pricing and International Accounting: International Standards and Multinational Corporations.

Recommended Books:

1. Arpon, Jeffrey S and Radebaugh, Lee H. International Accounting and Multinational Enterprises, New York, John Wiley, 1985.
2. Choi, Fredrick D.S. and Mueller Gerhard G. International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc, 1984.
3. Evans, Thomas G. International Accounting Reporting London, Macmillan, 1985.
4. Gray, S.J. International Accounting and Transnational Decision, London, Butterworth, 1983.
5. Rathore, Shirin, International Accounting, Englewood Cliffs, New Jersey, Prentice, Hall, Inc., 1996.

Paper XII (3) - Corporate Tax Planning

Theory	60
Sessional	40
Credit	4

1. **Introduction to Tax Management :** Concept of tax planning; Tax avoidance and evasions; Corporate taxation and dividend tax.
2. **Tax Planning for New Business:** Tax planning with reference to location, nature and form of organization of new business.
3. **Tax Planning and Financial Management Decisions:** Tax planning relating to capital structure decision, dividend policy, inter-corporate dividends and bonus shares.
4. **Special Tax Provisions :** Tax provision relating to free trade zones, Infrastructure sector and backward areas; Tax incentives of exporters.
5. **Tax Payment :** Tax deductions and collection at source; Advance payment of tax.

Recommended Books:

Ahuja G.K and Ravi Gupta : Systematic Approach to Income Tax and Central Sales Tax, Bharat Law House, New Delhi.
 Circulars issued by C.B.D.T
 Income tax Act, 1961.
 Income Tax Rules, 1962.
 Lakhotia, R.N : Corporate Tax Planning, Vision Publications, Delhi.
 Singhania, V.K : Direct Taxes : Law and Practice, Taxman's Publication, Delhi.
 Singhania Vinod K : Direct Tax Planning and Management, Taxmann Publication, Delhi.

Paper XII (4) - Financial Institutions

Theory	60
Sessional	40
Credit	4

Unit I: Introduction

Nature and role of financial system, components of Indian Financial System- Financial Institutions- Financial Markets- Financial Instruments- Financial Services- Financial System and economic development.

Unit II: Commercial Banks

Meaning, functions, assets and liabilities of scheduled banks in India, sources of funds, application of funds, e-banking, banking law and regulations.

Unit III: Development Banks

Concept, objectives, functions of development banks, role of development banking in Industrial financing, risk management, capital adequacy norm.

Unit IV: Regional Rural Banks

Need, importance, capital, management, of RR banks.

Unit V: Insurance

Definition, principles of insurance, kinds of insurance- life insurance, general insurance, malhotra committee recommendations, LIC-objectives, functions, financial assistance, investments of LIC-IRDA, 1999.

Unit VI

Project may be assigned on the working and organization of any of the following financial institution in India.

IFCI, ICICI, IDBI, UTI, Mutual Funds, SFCS.

Recommended Books:

1. Bhalla, V. K. *Indian Financial System*, Delhi, Anmol. Pvt. Ltd., 1998
2. Dougall, Herbert E and Gaumnitz. *Capital Markets and Institutions*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1980
3. Hempel, George H and Yawitz, Jess B. *Financial Management of Financial Institutions*. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1977

Paper XII (5) - Computerised Accounting

Theory	60
Sessional	40
Credit	4

I. Introduction:

Meaning, features, role of computers in accounting, need of accounting software, computer based financial accounting system, accounting cycle and computerized accounting, books of accounts, MIS and accounting information system-AR cycle, AP cycle, inventory cycle, revenue cycle.

II Financial Accounting Basics in Tally

Company Creation-Information menu, accounts configuration, voucher types, creation of vouchers, voucher entry, invoice entry, payroll configuration, data configuration financial statements & reports.

III Tax Based Accounting

TDS computation, Excise, VAT, Service Tax
Accounting treatment of inputs in TDS, VAT, Excise & service tax.

IV Concept in ERP

Origin of the term components, definitions, features, ERP as a system functional areas of operation, Introduction to ERP modules: Financial Accounting, Controls, Payroll accounting.

V Data Management in Tally, Backup & Restore, Security Control, Types of Security in Tally**VI Audit features in Tally, System Audit & Audit trail.****Practicals:**

1. Payroll Accounting
2. Computation of TDS
3. Computation of Excise
4. Computation of VAT
5. Computation of Service Tax

M.Com IV Semester**Paper XIII - Quantitative Techniques**

Theory	60
Sessional	40
Credit	4

1. Operation Research Basics, application in business decision-making, linear programming, model formulation, solution of LP problem, simplex method.
2. Transportation Problems, Methods of solving Transportation Problem, Assignment Problems, Methods of Solving Assignment Problem.
3. Inventory Management Techniques.
4. Decision Analysis & Decision Tree.
5. Sequencing /Scheduling Methods, PERT /CPM Techniques - concepts.

(Note:- Numerical Problems on Simplex Method, Transportation, Assignment, Inventory Management Techniques).

Recommended Books:

1. Bhat S.K., *Operation Research & Quantitative Techniques*, Himalaya Publishing House.
2. Sharma Anand, *Operations Research*, Himalaya Publishing House.
3. Budnik, Frank S. Dennis Mcleavey, Richard Mojena *Principles of Operations Research*, 2nd ed. Richard Irwin, Illinois-All India Traveller Bookseller, New Delhi, 1995.
4. Gould, F.J. etc. *Introduction to Management Science*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1993.
5. Mathur, K and Solow, D *Management Science*, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994.
6. Narag A S. *Linear Programming and Decision-Making*, New Delhi, Sultan Chand, 1995.
7. Sharma J.K. *Operations Research: Theory and Applications*, New Delhi, Macmillan India Ltd., 1997.

Paper – XIV - Securities Analysis

Theory	60
Sessional	40
Credit	4

- I. Meaning and definition of Investments, Security, Portfolios. Returns and Risks – Risk elements, Measurement of Risk, Capital Assets Pricing Model, Arbitrage Pricing Theory.
- II. Security Pricing – Factors influencing valuation, constant growth model, capitalisation of Dividends, Security Pricing Models, Dividend Discounting Methods, P/E Ratio Model and Graham's Approach, Valuation of Securities in India.
- III. Trading in Securities : - Meaning and characteristics of options, types of derivatives, growth and advantage of derivative markets – speculation & hedging.
Futures Trading – Futures and options, Index Futures, valuation of Index futures, Arbitrage Trading & Hedging – Derivative trading in securities.
- IV. Analysis of securities : -Fundamental Analysis, Technical analysis and Efficient Market theory.
- V. Portfolio Management : - What is a portfolio, risk and return in portfolio theory, Risk Return Analysis – Return on portfolio, Risk on a portfolio; Expected Returns, concept of alpha, beta, correlation coefficient, regression equation – Basics of portfolio analysis in India – Markowitz Model, Modern Portfolio Theory – Portfolio Management in Mutual Funds.

Recommended Books:

1. Avadhani V.A., "Securities Analysis & Portfolio Management", Himalya Pub. House, Mumbai.
2. Singhi Preeti, "Investment Management", Himalya Pub. House, Mumbai.
3. Sudhindra Bhat, "Security Analysis & Portfolio Management", Excel Books, Mumbai.
4. Prasanna Chandra, "Investment Analysis and Portfolio Management", Tata Mcgraw Hill, India.
5. Fischer, "Security Analysis and Management". Pearson.
6. Avadhani, V.A., "Investment Management", Himalaya Publishing House

Paper XV - Research Project

Marks: 100

The candidate must undertake a project work, based on practical training/exposure in a business firm for a period not less than 6 weeks. The topic will be assigned to the student by the guide. The student has to prepare a report on the project work in consultation with the guide at the end of the semester the Research Project shall be submitted to the Head of the Dept. before the commencement of theory examination.

The project shall be assessed by the External Examiner appointed by the University and the internal examiner jointly. The assessment shall be made as follows:

Project Content : 50 Marks

Project Presentation : 30 Marks

Project Based Viva : 20 Marks

Total : 100 Marks

Paper XVI (1) - Advertising

Theory	60
Sessional	40
Credit	4

1. Advertising: Definition, Advertising as a toll of marketing, Advertising effects, Economic and Economic Behavior, Advertising Scene in India, Advertising Objectives, Advertising Budgets.
2. Advertising Media: Print Media, Broadcasting Media, Non Media Advertising, Planning and Scheduling, Advertising on Internet, Media Selection decision, Message Design and Development, E-Channels of Advertising.
3. Determination of Target Audience, Building of Advertising Programme, Message Headlines, Copy, Logo, Illustration, appeal, Layout, Campaign Planning, Campaign Budgeting.
4. Measuring Advertising Effectiveness, Managing Advertising Agency, Client Relationship, Promotional Scene in India, Techniques for Testing Advertising effectiveness.

Recommended Books:

1. Aaker, David, et.al.: Advertising Management, Prentice Hall, New Delhi.
2. Anderson, Hair, Bush: Professional Sales Management, McGraw Hill, Singapore.
3. Batr, Rajeev, John G. Myers and David A. Aaker: Advertising Management, Prentice Hall, New Delhi.
4. Ford Churchill, Walker: Management of Sales Force, McGraw Hill, Singapore.
5. Gupta, Vaswer Das: Sales Management, In The Indian Perspective, Prentice Hall, New Delhi.
6. Johnson, Kuriz, Schewing: Sales Management, McGraw Hill, Singapore.
7. Krik C.A.: Salesmanship, Tarapore Wala, Bombay.
8. Norris, James S.: Advertising, Prentice Hall, New Delhi.

Paper XVI (2) – International Business

Theory	60
Sessional	40
Credit	4

1. International Business: Nature, Importance & Scope, types of international Business, International Business Approaches' Theory of Competitive Approaches, modern approach to International Business, problem of trade & aid to developing Country.
2. International Business Decision: Mode of Entry, Marketing Mix, Factors Affecting in International Business-The legal, Technological, political, Socio-cultural environment.
3. Role of International institutions-GATT, WTO, ECM, IME, IDRD, IFC, UNCTAD, Recent trends in world trade Multinational Corporation.
4. International Business promotion in India-EXIM Policy, Export promotion board of India, recent trends in India's foreign trade, International Marketing Mix, - Logistics-Distribution Channels Barriers in Trade-Trade & Non trade Barriers.
5. Ethics & Social Responsibility in International Business Nature of ethics and social responsibility in International Business-ethics in cross channel and distribution context. Social responsibility in cross cultural and international context.- regulation in international ethics and social responsibility.

Recommended Books:

1. Subha Rao P., "International Business (Text & Cases)", Himalaya Publishing House.
2. Avadhani V.A., "Global Business", Himalya Publishing House.
3. Oded Shenkar & Yadong Luo., "International Business", Wiley India.
4. Hyun-Sook Le., "International Business-Country Culture", Excel Books.
5. Jeevanandan C., "International Business", S. Chand & Co.

XVI (3) - Project Planning & Control

Theory	60
Sessional	40
Credit	4

1. **Meaning and concept of Project –**
Project Management Cycle- Formulation, Feasibility and preparation of detailed Project Report- Classification of Projects- Appraisal and Evaluation- Environmental aspects.
2. **Estimation of cost of Project-**
Components of cost- basics of estimation- activity wise and unit wise- Project financing and its importance, sources of finance.
3. **Financial & Economic Analysis of the Project-**
Objectives, capital employed- Main profitability indices, pay back period, return on investment (ROI), Internal Rate of Return (IRR), Net Present Value Method (NPV), cash flow statement, profit & loss statement, break even analysis, make or buy decision- special consideration in financial and economic analysis- Importance of inflation- concepts of cost over run and time over run.
4. **Acceptance of the Project-**
Organising Human and Material resources of the project- Preparation of Technical Specifications- Implementation and monitoring of the project- Management and control of finance.
5. **Completion of the Project and closure of Contracts-**
Compilation of cost of the project- evaluation and audit of the project- capitalisation of assets of project.

Recommended Books:

1. Ahuja, G K & Gupta, Ravi. *Systematic Approach to Income Tax*, Allahabad, Bharat Law House, 1997.
2. Bhalla, V.K. *Modern Working Capital Management*. New Delhi, Anmol, 1997.
3. Bhalla, V K. *Financial Management and Policy*. 2nd ed., New Delhi, Anmol, 1998.
4. Chandra, Prasanna. *Projects: Preparation, Appraisal, Budgeting and implementation*. 3rd ed., New Delhi, Tata McGraw Hill, 1987.

Paper XVI (5) – Working Capital Management

Theory	60
Sessional	40
Credit	4

1. Introduction

Meaning, Definition, Components, Characteristics, Types- Determination of Working Capital- Percentage of sale method, estimation of components method, and operating cycle approach.

2. Short Term Financing

Estimation of cost of short term credit – sources of short term credit- unsecured sources and secured sources.

Unsecured Sources

Trade Credit, Bank Credit, Transaction Loan, Commercial Papers.

Secured Sources

Accounts Receivable loans, Inventory loans, Lease financing- New System of Assessment of Working Capital (Kannan Committee)

3. Management of Cash

Meaning of cash- motives for holding cash- Factors determining cash needs- objectives of cash management- Issues in cash management Functions of cash management- cash cycles & cash turnover- cash management models- William J-Baumal Model, Miller- Orr Model- Cash Forecasts- Factors determining cash Budgets- steps in cash budgets- Methods of cash forecasts- Cash flow statement method, Fund Flow statement method, Investing Idle Cash- Investment criteria.

4. Management of Receivable

Meaning and Definition- Cost of maintaining accounts receivables- Types of credit standards- Analysis of customers credit worthiness- Credit decision & Line of credit- steps in debt collection- Control of Account Receivable- Calculation of average collection period- Factoring- Meaning, functions & types of factoring.

5. Inventory Management

Meaning, Definition, types and functions of inventories- advantages and disadvantages of inadequate inventories- Inventory control- Inventory costs- Inventory control techniques- Economics order quantity, Determination of stock levels, ABC analysis, classification and coding of materials- perpetual inventory system- Inventory turnover Ratio.

6. Dividend Policies & Working Capital

Meaning of Dividend Policy- Management of Dividends- Residual Theory of Dividends- Factors influencing Dividend Policy- Stock Dividends and stock splits- stock repurchase- Advantages & Disadvantages of stock repurchase.
(Numeric problems are not expected in Theory Examination)

Paper XVI (4) - E-Business

Theory	60
Sessional	40
Credit	4

Introduction to E-Commerce, Origin, Evolution of E-Business and E-Commerce, Nature, Need, Advantage, Features, Essential Requirements, Basic Elements, Mobile Commerce, E-Services, Technologies, Levels of E-Commerce, Procedure, Retail Store Front, Cyber Music Sites, SCM, E-commerce Potentials, E-Commerce, Strategy, Critical Success Factors, How to build E-Commerce System, Launching online site, Teleshopping Networks Features, Telemarketing, POS terminals, Barcodes, Net Advertising, Benefits, Features of Banner Advertising, E-Commerce limitation & Drawbacks, EDI, Definition, Advent, Features, EDI in India, EDI and WAN, GEDIS & VSNL, NIC, EDI Standards, Importance of EDI and EDI files, EDI services, objectives and Advantages of EDI, E-Commerce and Internet, Domain names, types search engines, E-Commerce, Process and Payment Solution, Successful E-Commerce solution, Essentials, Technology Standards, Digital Certificate Payment System, Payment Methods, Cyber Case, Credit Card, Smart Card.

E-Banking, E-Delivery Channel, ATM, Phone Banking, Net Banking, Core Banking, EFT, E-Cheque, MICR, Security of Internet Banking, Steps, Advantages and limitations of Internet Banking, E-Commerce Security Need, Precautions, Cryptography, Digital Signature, Process and concept – Cyber Crime.

Recommended Books :

1. Rayudu C.S., "E-Commerce E-Business", Himalya Publishing House.
2. Bajaj & Nag, "E-Commerce", Tata McGraw Hill
3. Faisal Haque, "E-Enterprise (Business, Models, Architecture, Components)", Cambridge Univ. U.K.
4. Parag, Diwan, "E-Commerce", Excel Books.
5. Ravi Kalakota, "E-Commerce", Pearson.

Note: For sessional marks numerical problems should be given as assignment as a mini project works. The assignment should be based on the following:

1. Estimation of Capital Requirement

- I. Ascertainment of duration of operating cycle and cash cycle.
- II. Analysis of efficiency in working capital management through ratios.
- III. Working Capital investment and financing policies.
- IV. Establishment work working Capital under operating cycle Model.
- V. Establishment of w.cap on cash cost basis.
- VI. Baremol's Model of cash Management.

2. Receivable Management

- I. Determination of credit period.
- II. Cost benefit analysis of cash discount.
- III. Establishment of credit limits.

3. Inventory Management

- I. EOQ
- II. EOQ with discounts

Recommended Books:

1. Bhalla, V.K. Working Capital Management; test and cases. 4th ed. Delhi, Anmol-2001.
2. Hamton J.J. and C.L. Wagner working capital management, John wiley & sons 1989.
3. Mnnas T.S. and J.T.Zietlow Short term financial Management, west Pub. Co. 1993.
4. Scherr, F.C. Modern Capital Management Prentice Hall, 1989.
5. Smith, Keith V. and G.W. Gallinger reading on short term financial Management, 3rd ed. West Pub. Co. 1988.
6. Periaswamy P., "Working Capital Management-Theory & Practice", Himalaya Publishing House.
7. Sharma D., "Working Capital Management", Himalaya Publishing House.
8. Rangarajan K., "Working Capital Management", Excel Books.