

SCHEME OF EXAMINATION
MASTER OF COMMERCE (M.COM)
TWO YEAR PROGRAMME (ANNUAL)
2011

Note:

1. Examiner is required to set 10 questions covering whole syllabus of the paper and the candidates are required to attempt any 5 questions in all. All questions carry equal marks.
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First Year (Previous)

Paper	Nomenclature	External	Internal/Practical
DEMC-101	Accounting for Managerial Decisions	70	30
DEMC-102	Management Concepts and Organizational Behaviour	70	30
DEMC-103	Business Environment	70	30
DEMC-104	Managerial Economics	70	30
DEMC-105	Business Statistics	70	30
DEMC-106	Computer Applications to Business ----- Theory ----- Practical	60	40*

Second Year (Final)

Paper	Nomenclature	External	Internal
DEMC-201	Strategic Management	70	30
DEMC-202	Accounting Theory	70	30
DEMC-203	Advanced Cost Accounting	70	30
DEMC-204	Financial Management	70	30
DEMC-205	Human Resource Management	70	30
DEMC-206	Marketing Management	70	30
DEMC-207	Comprehensive Viva-Voce	50	

MASTER OF COMMERCE (M.Com.)

M.Com (Previous)

ACCOUNTING FOR MANAGERIAL DECISIONS

PAPER CODE DEMC-101

External 70

Internal 30

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Unit I: Management Accounting-An Introduction: Definition; place, Financial Accounting vs, Cost Accounting vs. Management Accounting; Functions, Techniques, Principles; Scope; Utility: Limitations; Essentials for Success.

Budgetary Control; Managerial Control Process; Benefits; Limitations; Installation of the System; Classification of the Budgets; Preparation of different types of Budgets.

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 and overhead variances.

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; Advantages and limitations of BE Charts, and Marginal Costing.

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; Explaining New Markets: Optimum Product Mix; Adding and Dropping a Product.

Unit-III: Capital Budgeting and Lease Financing: 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; Risk Analysis and its models.

Lease Financing-Lease or buy decision; Evaluation of Lease methods;

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-IV: Accounting Ratio: Profitability ratios; Turnover Ratios; Solvency Ratios; Analysis of Capital Structure; Ratios as Predictors of insolvency; Significance Funds Flow Statement- Concepts; Uses; Preparation.

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

Responsibilities Accounting-Principles; Definition; Types of Responsibility Centres; Pre-requisites; Utility; Problems.

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

MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

PAPER CODE DEMC-102

External 70

Internal 30

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Unit-1: Schools of Management Thought: Scientific Process, Human Behaviour and Social System School, Decisions Theory School, Quantitative and System School, Contingency Theory of Management, Managerial Skills, Managerial Functions, Planning Concept Significance, Types; Organising Concept, Principles, Theories, Types of Organisations, Authority, Responsibility, Power, Delegation, Decentralisation, Staffing, Directing, Coordinating, Control Nature, Process and Techniques.

Unit-2: Organisational Behaviour: Organisational Behaviour Concept and Significance, Relationship between Management and Organisational Behaviour, Emergence and Ethical Perspective, Attitudes, Perception, Learning Personality, Transactional Analysis.

Unit-3: Motivation: Process of Motivation, Theories of motivation-need Hierarchy Theory, Theory X and Theory Y, Two Factor Theory, Alderfer's ERG Theory, McClelland's Learned need Theory, Victor Vroom's Expectancy Theory, Stacy Adams Equity Theory.

Group Dynamics and Team Development: Group Dynamics-Definition and Importance, Types of Groups, Group Formation, Group Composition, Group Performance Factors, Principle-centered Approach to Team Development.

Unit-4: Leadership: Leadership Styles; Theories- Trait Theory, Behavioral Theory, Fiedler's Contingency Theory, Harsey and Blanchard's Situational Theory; Managerial Grid; Likert's Four System of Leadership.

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.

Unit-5: Interpersonal and Organisational Communication: Concept of Two-way Communication, Communication Process, Barriers to Effective Communication Types of Organisational Communication, Improving Communication, Transactional Analysis in Communication, Organisational Development, Concept: Need for Change, Resistance to Change; Theories of Planned Change, Organisational Diagnosis, OD intervention.

BUSINESS ENVIRONMENT

PAPER CODE DEMC-103

External 70

Internal 30

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UNIT I

Theoretical Framework of Business Environment Concept, Significance and nature of business environment; Elements of environments internal and external; Changing dimensions of business environment, Techniques of environmental scanning and monitoring. Dualism in Indian Society and problem of uneven distribution of income; Emerging rural sector in India; Social responsibilities of Business; Consumerism in India; Consumer Protection Act.

UNIT II

Economic System and Business Environment, Economic Planning in India-Types of Economic Plan; Prerequisites of Successful economic planning; Latest Five Year Plan; Economic Reforms in India; Industrial Policy-policy of pre and post liberalization era; Industries (Development and Regulation) Act; Competition Policy and Competition Acts.

UNIT-III

Public Sector: Objectives, pattern of growth; Changing role of public sector, Privatization and Disinvestments of public enterprises; Pricing policies in public enterprises; Fiscal policy, Monetary policy, Problem of NPA in the Banking sector; SEBI-functions, objectives; SEBI guidelines for fresh issue of shares, debentures and bonus shares.

UNIT-IV

Government Business Relationship: Roles of government in business, Economic Implications of Indian Constitution-Preamble, Directive Principles of State Policy, Fundamental Rights, Centre-state relationship;

Small Scale Industries-Importance, Problems and Policies; Industrial Sickness-problem, magnitude and remedies.

UNIT-V

Foreign Investment Policy; FEMA; Multinational Corporations and its role; EXIM Policy (Latest): An overview of International Economic Institutions and their working-WTO, IMF, World Bank.

MANAGERIAL ECONOMICS**PAPER CODE DEMC-104****External 70****Internal 30****Note:**

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Unit 1: Nature and Scope of Managerial Economics: Objectives of a firm; Economic theory and managerial theory; Managerial economists role and responsibilities; Fundamental economic concepts-incremental principle, opportunity cost principle, discounting principle, equi-marginal principle.

Unit 2: Demand Analysis: Individual and market demand functions, Law of demand, determinants of demand, Elasticity of demand: its meaning and importance, elasticity, income elasticity and cross elasticity; Using elasticity in managerial decision. Theory of consumer choice, cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.

Unit 3: Production Theory: Production function, production with one and two variable inputs, Stages of production, Economic value analysis short and long run cost functions their nature, shape and inter-relationship, Law of variable proportions; Law of returns of scale.

Unit 4: Price Determination Under Different Market Conditions: Characteristics of different market structures, Price determination and firms equilibrium in short run and long run under perfect competition, monopolistic competition, oligopoly and monopoly.

Pricing Practices: Methods of price determination in practice, pricing of multiple products, price discrimination; International price discrimination and dumping, transfers pricing

Unit 5: Business Cycle; Nature and phases of a business cycle, Theories of business cycles, psycho-logical profit, monetary innovation, Cobweb, Samuelson and Hicks theories.

Inflation: Definition, characteristics and types; Inflation in terms of demand-pull and cost push factors, effects of inflation.

BUSINESS STATISTICS

PAPER CODE DEMC-105

External 70

Internal 30

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Unit-1 : Probability and Expected Value:

Probability theory: Concepts of Probability; Different Approaches to Probability; Conditional Probability; Application of Addition and Multiplication Laws; Bayes Theorem and Inverse Probability; Mathematical Expectation.

Unit-2: Probability Distributions:

Probability Distributions: Binomial Distribution; Poisson Distribution and Name Distribution; Their Application to Business.

Unit-3 Statistical Inference-Tests of Hypothesis:

Testing of Hypothesis: Sampling Tests-Tests for Attributes; Chi-Square Test and Large Sample Tests .
Sampling tests for small samples –‘T’-test, ‘Z’-test, and ‘F’-test.

Unit-4 Time Series Analysis and Statistical Quality Control:

Time Series Analysis: The Concept of Time-series, Components of Time-series; Measurement of Trend (Linear and non-linear), Measurement of Seasonal Variations, Statistical Quality Control; Process Control-Control charts for Variables and Control Chart for Attributes; Product Control and Risk in Quality Control;

Unit-5 Regression Analysis and Association of Attributes:

Regression Analysis: Bivariate; Partial and Multiple Correlation and Regression (up to three variables)

Association of Attributes: Criterion of Independence; Consistency of Data (two and three attributes)

COMPUTER APPLICATIONS TO BUSINESS

PAPER CODE DEMC-106

External 60

Note:

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examination with them for inspection by the University. The marks of Internal Assessment must be submitted to the University before the termination of the University Examination in the concerned subjects. In the event of non receipt of the Internal Assessment Marks, the theory marks secured by the candidate shall be proportionately enhanced.

Unit-1

Computer Hardware: computer system as information processing system; Computer system differences- types of computer systems, hardware options-CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications.

Personal computers: PC and its main components, hardware configuration, CPU and clock speed, RAM and secondary storage devices, other peripherals used with PC; factors influencing PC performance; PC as a virtual office.

Unit-2

Modern Information Technology: Basic idea of Local Area Networks (LAN) and Wide Area Networks (WAN); E-mail; Internet technologies, access devices, concept of a World Wide Web and Internet browsing; Multimedia.

Introduction to Operating systems: Software needs, operating systems, application softwares, programming languages; DOS; Windows- window explorer, print manager., control panel, paintbrush, calculator, desk top, my computer, settings, find, run; UNIX.

Unit-3

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

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

Unit-4

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.

Introduction to Lotus smart Suite for Data Sheet Analysis: Structure of spreadsheet and its applications to accounting, finance and marketing functions of business; Creating a dynamic/sensitive worksheet, concept of absolute and relative cell reference; Using various built –in functions-mathematical, statistical, logical and finance functions; Goal seeking and back solver tools, using graphics and formation of worksheet, sharing data with other desktop applications, strategies of creating error-free worksheet.

Unit-5

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. Practical knowledge on Wings accounting and wings Trade (Softwares), Talley etc.

Introduction to Statistical Packages: Usage of statistical packages for analyses in research-Lotus and Excel, SPSS; SYSTAT.

(Practical Examination)

Practical: 40

The following areas are to be covered:-

Internet Technology – Applications

DOS, Windows, M.S.Word, Excel, Power Point, Lotus, Basic Commands.

Accounting Packages Tally etc. SPSS and SYSTAT – Software Packages – their application.

M.A. (FINAL)

STRATEGIC MANAGEMENT

PAPER CODE DEMC-201

External 70

Internal 30

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Unit-1 Strategic Management Process: Defining Strategy, Levels at which Strategy operates, Approaches to Strategic Decision making, Process of Strategic Management, Roles of Strategists in Strategic. Management; Mission and purpose, Objectives and goals, Strategic Business Unit.

Unit-2 Environment and Organisational Appraisal: Concept of Environment and its components. Environmental Scanning and Appraisal; Organisational appraisal-its Dynamics, Considerations, Methods and Techniques. Structuring Organisational Appraisal, SWOT Analysis. ‘

Unit-3 Strategy Formulation: Corporate level Strategies; Grand Strategies, Stability Strategies, Expansion Strategies, Retrenchment Strategies, Combination Strategies, Corporate Restructuring; Business level Strategies and Tactics.

Strategic Analysis and Choice: The Process of Strategic Choice, Corporate Level Strategic Analysis, Business Level Strategic Analysis, Subjective Factors in Strategic Choice, Contingency Strategy, Strategic Plan.

Unit-4 Strategy Implementation: Inter relationship between formulation and Implementation. Aspects of Strategic Implementation, Project Implementation, Procedural Implementation, Resource Allocation.

Strategy and Structures: Structural Considerations, Structures for Strategies; Organisational Design and Change.

Behavioural Implementation: Leadership Implementation, Corporate Culture, Corporate Politics and Use of Power, Personal values and Business Ethics.

Unit-5 Functional Implementation: Functional Strategies, Functional Plans and Policies, Marketing Plans and Policies, Financial Plans and Policies, Personnel Plans and Policies, Operations Plans and Policies.

Strategic Evaluation and Control: An Overview of Strategic Evaluation and Control, Techniques of Strategic Evaluation and Control.

ACCOUNTING THEORY

PAPER CODE DEMC-202

External 70

Internal 30

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Unit-1 Fundamentals: Meaning, Need; Nature, Classification, Evaluation, Role and Users of Accounting and Accounting Theory, History of Accounting Thoughts. Approaches to Accounting Theory. Accounting Postulates, Concepts and Principles.

Unit-2 Income Measurement: Concepts of Income Revenues, Expenses, Gains, losses, Assets, Liabilities and Equity. Depreciation Method, Depreciation and Indian Companies Act, Inventory: Inventory Coating methods. AS-2 on valuation of Inventories.

Unit-3 Corporate Reporting: Financial Reporting: Concept and development of Financial Reporting (including True blood Report, The Corporate Report, FASB Concept No. 1, Stamp Report). Specific Issues in Corporate Reporting: Segment, Social and Interim Reporting. Harmonization of Financial Reporting (including IASCs Guidelines.)

Unit-4 Contemporary Issues in Accounting: Accounting for Changing Prices, Human Resource Accounting. Financial Engineering (A Multi-disciplinary Approach to Risk Return Management)

Unit-5 Accounting Standards: Formation, Meaning, Benefits and Management of Accounting Standards, Process of Standards setting in India, U. K. and U.S.A. Elementary knowledge of Indian Accounting Standards. Lease Accounting Social Accounting.

ADVANCED COST ACCOUNTING

PAPER CODE DEMC-203

External 70

Internal 30

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UNIT-1 Materials: Inventory system; turnover of material; stock audit; ABC analysis; Material productivity. Labour - Advanced specific incentive plans; profit-sharing and labour co-partnership; treatment of profits; labour productivity, treatment of chargeable expenses. Overheads - Comments on specific items of factory, office and selling and distribution overheads; distribution of inter-department service factory overheads; distribution of office overheads and distribution of selling and distribution overheads.

UNIT-2 Process Costing: Work in Progress; Inter-process profits; by products and joint products.

Marginal Costing- difference with absorption and differential costing; multiple break-even-point; application of the technique for specific managerial decision.

UNIT-3 Budgetary Control: Preparation of Cash Budget; flexible budget and master budget; Cost ratios; Zero base budgeting; performance budgeting.

Standard Costing-Application; Overhead and sales variance: revision variance; Control of variances ; Accounting procedure.

UNIT-4 Uniform Costing and Inter Firm Comparison: Presentation of cost information – diagrammatic and graphic presentation.

Costing reports - Requisites; steps; types; review

UNIT-5 Activity Based Costing: Meaning and importance; characteristics; steps involved; ideal system; usage; problems.

Cost reduction - Meaning and special features; cost control versus cost reduction; organisation; cost reduction Programme; value analysis; cost audit- functions and scope; cost audit and management audit: advantage; techniques; Cost audit report.

FINANCIAL MANAGEMENT

PAPER CODE DEMC-204

External 70

Internal 30

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UNIT-II Capital Budgeting, Meaning, Importance, Rational of Capital Budget, "Nature of Investment Decision, The Administrative framework, methods of appraisal, Capital Rationing, Inflation and Capital Budgeting; Capital budgeting under Risk and Uncertainties.

UNIT-III Working Capital Management, Concept, Need, Determinants, Finance mix for working capital, Estimating working capital needs, Cash management; The Cash Budget, Techniques of cash management and marketable securities; Management of receivables; Objectives, Factors affecting policies for managing accounts receivables; Inventory Management; Objectives, Inventory Management techniques.

UNIT-IV Financing Decisions: Capital Structure Theories, taxation and capital structure. Planning the capital structure. Factors affecting capital structure, E.B.LT.-E.P.S. analysis, ROI-ROE analysis, Assessment of Debt Capacity, Capital Structure Policies in Practice.

Dividend Decision: Theories of Dividends-traditional position, Gordon Model, Walter model, M.M. Model, Radical Model, Factors affecting dividend policy, stock dividends and stock splits, Repurchase of stock procedural and legal aspects of dividends.

UNIT-V Sources of Working Capital Funds: Accruals, trade, credit, commercial banks advances, public deposits, Inter corporate deposits, short term loans from financial institution, right debentures for working capital, commercial papers and factoring.

Regulation of Bank Finance:-Recommendations of Latest Committee.

HUMAN RESOURCE MANAGEMENT

PAPER CODE DEMC-205

External 70

Internal 30

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Unit-1 An Introduction to Human Resource Management: Human Resource Management - An Introduction, Nature, Features, Scope, Objectives and importance of Human Resource Management, Functions of Human Resource Management - Managerial and Operative Functions; Qualification and Qualities of Human Resource Manager in an Organisation; Evolution and growth of Human Resource Management in India; Reasons for the growth of Human Resource Management in India; Future of Human Resource Management.

Unit-2 Recruitment: Selection, Training and Wages; Recruitment Concept, Source, Methods and Techniques of manpower supply; Characteristics of a good recruitment policy and principles of recruitment. Selection: Concept and Procedure.

Training: Concept, Need and Importance of Training. Methods of Training - On the Job and Off the Job Training. Methods and Principles of Training.

Wages: Meaning, Objectives and Theories of Wages; Methods of Wage Payment - Time Wage and Piece Wage methods; Concepts of Wage Fair, Minimum and Living Wages, Factors for determining wage structure of an organisation and essentials of satisfactory wage policy. Wage Incentives; Concept, Need and importance of incentives, special incentives - Profit Sharing and Co-partnership, essentials of ideal incentive system.

Unit-3 Trade Unions and Collective Bargaining: 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-union 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-4 Industrial Relations and Industrial Unrest: Industrial Relations: Concept, Importance and Objectives of industrial relations, Contents of Industrial relations, Participants of industrial relations, Requirement of a good industrial relation Programme.

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

Unit-5 Worker's Participation: Morale and Productivity of employees: Worker's Participation in Management (W.P.M): Concept, Need, Objectives and Forms of W.P.M. Pre-requisites of effective participation, Evaluation of the scheme of W.P.M. Essential features, Functions and progress of Joint Management Councils in India, Causes of failure of Joint-Management Councils. Employee Morale and Productivity: Concept, Nature and significance of Morale, Determinants of morale, Measurement of morale; Concept and Significance of productivity; Measurement of productivity, Measure to improve productivity, Relationship of morale and productivity.

MARKETING MANAGEMENT

PAPER CODE DEMC-206

External 70

Internal 30

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Unit-1 Introduction: Concept, nature, scope and importance of marketing: Marketing concept and its evolution; Marketing mix; Strategic marketing planning - An overview.

Market Analysis and Selection: Marketing environment-Macro and Micro Components and their impact on marketing decisions. Market segmentation and positioning, Buyer behaviour, Consumer decision making process.

Unit-2 Product Decisions: Concept of a product, Classification of products; Major product decisions; Product line and product mix; Branding, Packaging and labeling, Product life-cycle-strategic implications, New product development and consumer adoption process.

Unit-3 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.

Unit-4 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-5 Marketing Research: Meaning and scope of marketing research; Marketing research process.

Marketing Organisation and Control: Organizing and controlling marketing operations.

Issues and Developments in Marketing; Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments in marketing.

COMPREHENSIVE VIVA-VOCE

PAPER CODE DEMC-207

External 50