

## **DEPARTMENT OF COMMERCE**

### **M.COM (H) –5 YEARS INTEGRATED PROGRAMME**

#### **PROGRAMME SPECIFIC OUTCOMES:**

- PSO1: This course offer a stimulating, challenging as well as a supportive learning environment for our students to encourage autonomous learning and independent thinking making it a relevant fit for market and economy.
- PSO2: It prepares a student for latest economic challenges, trends and market. It also helps in understanding the commerce, trade, business and provides
- PSO3: This program focuses on preparing the individual for the modern financial and accounting field. Some of the career options include accounting, marketing and advertising, banking, management consulting, business management, business development, economic analysis, fund management, international business and trade analysis, policy formulation, portfolio management in the private and public sectors.
- PSO4: It helps in understanding the commerce, trade, business and provides foundation for a fully functional individual fit for a corporate or academia.
- PSO5: Students are able to understand the Indian Financial System and various principles and theories on which the system is based on.
- PSO6: It is designed to enable student to understand economy as a whole and as an interdependent chain of activities. It provides in depth national and international perspectives of the economy

**SCHEME OF EXAMINATION OF M.COM (H) –  
5 YEARS INTEGRATED COURSE**

**First Semester**

Sr.No.	Paper No.	Nomenclature of the Paper	Theory	Int.	Total	Time
			Marks	Ass.	Marks	
1.	MCH-1.01	An Introduction to Statistics	80	20	100	3 Hrs.
2.	MCH-1.02	Business Communication	80	20	100	3 Hrs.
3.	MCH-1.03	Business Organisation	80	20	100	3 Hrs.
4.	MCH-1.04	An Introduction to Accounting	80	20	100	3 Hrs.
5.	MCH-1.05	Fundamentals of Economics	80	20	100	3Hrs.
6.	MCH-1.06	Business Law-I	80	20	100	3 Hrs.
		<b>*Comprehensive Viva-Voce</b>	--	--	50	
<b>Total Marks</b>			<b>650</b>			

**Second Semester**

Sr.No.	Paper No.	Nomenclature of the Paper	Theory	Int.	Total	Time
			Marks	Ass.	Marks	
1.	MCH-2.01	Financial Accounting for Business	80	20	100	3 Hrs.
2.	MCH-2.02	Business Economics	80	20	100	3 Hrs.
3.	MCH-2.03	Business Statistics	80	20	100	3 Hrs.
4.	MCH-2.04	Business Management	80	20	100	3 Hrs.
5.	MCH-2.05	Business Law-II	80	20	100	3 Hrs.
6.	MCH-2.06	Introduction to Computers	60	40 (P)*	100	3 Hrs.
		<b>*Comprehensive Viva-Voce</b>	--		<b>50</b>	

**P\* stands for Practical**

**Environmental Studies (Qualifying Paper)**

**Total Marks 650**

**Total Marks of 1<sup>st</sup> and 2<sup>nd</sup> semester  $650 + 650 = 1300$**

## M.Com. (Hons) Five Years Integrated Course

### Scheme of Examinations

#### Third Semester

Sr.No.	Paper No.	Nomenclature of the Paper	Theory Marks	Int. Ass.	Total Marks	Time
1.	MCH-3.01	Business Mathematics	80	20	100	3 Hrs.
2.	MCH-3.02	Corporate Accounting-I	80	20	100	3 Hrs.
3.	MCH-3.03	Cost Accounting	80	20	100	3 Hrs.
4.	MCH-3.04	Company Law -I	80	20	100	3 Hrs.
5.	MCH-3.05	Principles of Marketing	80	20	100	3 Hrs.
6.	MCH-3.06	Basics of Information Technology	80	20	100	3 Hrs.
		<b>*Comprehensive Viva-Voce</b>	--	50		
		<b>Total</b>			<b>650</b>	

#### Fourth Semester

Sr.No.	Paper No.	Nomenclature of the Paper	Theory Marks	Int. Ass.	Total Marks	Time
1.	MCH-4.01	Corporate Accounting -II	80	20	100	3 Hrs.
2.	MCH-4.02	Business Ethics	80	20	100	3 Hrs.
3.	MCH-4.03	Company Law-II	80	20	100	3 Hrs.
4.	MCH-4.04	Statistical Analysis using MS Excel	50	50 (P)	100	3 Hrs.
5.	MCH-4.05	Financial Institutions & Markets	80	20	100	3 Hrs.
6.	MCH-4.06	Auditing	80	20	100	3 Hrs.
		<b>*Comprehensive Viva-Voce</b>	--	--	50	
		<b>Total</b>			<b>650</b>	

**Total Marks of 3<sup>rd</sup>& 4<sup>th</sup> semester 650 + 650 = 1300**

**M.Com. (Hons) Five Years Integrated Course**

**Scheme of Examinations**

**Fifth Semester**

<b>Sr.No.</b>	<b>Paper No.</b>	<b>Nomenclature of the Paper</b>	<b>Theory Marks</b>	<b>Int. Ass.</b>	<b>Total Marks</b>	<b>Time</b>
1.	MCH-5.01	Financial Management	80	20	100	3 Hrs.
2.	MCH-5.02	Investment Analysis	80	20	100	3 Hrs.
3.	MCH-5.03	Money and Banking	80	20	100	3 Hrs.
4.	MCH-5.04	Contemporary Issues in Commerce@	50	--	50	3 Hrs.
5.	MCH-5.05	Income Tax	80	20	100	3 Hrs.
6.	MCH-5.06	Entrepreneurship and Small Business	80	20	100	3 Hrs.
		Comprehensive Viva-Voce	--	--	50	
		@Report on Contemporary Issues in Commerce			50	
<b>Total 650</b>						

**Sixth Semester**

<b>Sr.No.</b>	<b>Paper No.</b>	<b>Nomenclature of the Paper</b>	<b>Theory Marks</b>	<b>Int. Ass.</b>	<b>Total Marks</b>	<b>Time</b>
1.	MCH-6.01	Accounting for Managers	80	20	100	3 Hrs.
2.	MCH-6.02	Project Planning & Management	80	20	100	3 Hrs.
3.	MCH-6.03	Income Tax Law & Administration	80	20	100	3 Hrs.
4.	MCH-6.04	Human Resource Management	80	20	100	3 Hrs.
5.	MCH-6.05	Business Environment & Intl Bus.	80	20	100	3 Hrs.
6.	MCH-6.06	Retail Management and Sales Procedures	80	20	100	3 Hrs.



## VII Semester

Sr.No.	Paper Code	Nomenclature of the Paper	Theory	Int.	Total	Time
			Marks	Ass.	Marks	
1.	MCH-7.01	Accounting for Managers	80	20	100	3 Hrs.
2.	MCH-7.02	Management Concepts	80	20	100	3 Hrs.
3.	MCH-7.03	Indian Business Environment	80	20	100	3 Hrs.
4.	MCH-7.04	Elementary Managerial Economics	80	20	100	3 Hrs.
5.	MCH-7.05	Statistical Analysis For Business	80	20	100	3 Hrs.
6.	MCH-7.06	Workshop on Computer Applications to Business			100 Marks	
<b>Total</b>					<b>600</b>	

## M.Com (Hons) – VIII Semester

Sr.No.	Paper Code	Nomenclature of the Paper	Theory	Int.	Total	Time
			Marks	Ass.	Marks	
1.	MCH-8.01	Management Accounting	80	20	100	3 Hrs.
2.	MCH-8.02	Organisational Behaviour	80	20	100	3 Hrs.
3.	MCH-8.03	Economic Environment of Business	80	20	100	3 Hrs.
4.	MCH-8.04	Managerial Economics	80	20	100	3 Hrs.
5.	MCH-8.05	Quantitative Techniques for Managerial Decisions	80	20	100	3 Hrs.
6.	MCH-8.06	Workshop on e-Commerce			100 Marks	
Comprehensive Viva-Voce					100 Marks	

(Covering the syllabi of 7<sup>th</sup>& 8<sup>th</sup> Semester)

Total Marks 700

**Total marks of 7<sup>th</sup>& 8<sup>th</sup> Semester 600 + 700 = 1300**

**Note: After completion of the VIII Semester Exams every student will have to complete a project to be assigned by the Department. The Project Report will be submitted during IX semester before the commencement of the examinations.**

## M.Com-(Hons.) Five Years Integrated Course

### Scheme of Examinations

#### M.Com (Hons) IX Semester

##### Compulsory Papers

S.No.	Paper Code	Nomenclature of the Paper	Theory	Int.	Total	Time
			Marks	Ass.	Marks	
1.	MCH-9.01	Strategic Management-I	80	20	100	3 hrs.
2.	MCH-9.02	Accounting Theory	80	20	100	3 hrs.
		Project Report	--	--	100	

##### Optional Papers (Any Four of the following)

S.No.	Paper Code	Nomenclature of the Paper	Theory	Int.	Total	Time
			Marks	Ass.	Marks	
3.	MCH-9.03	Corporate Tax	80	20	100	3 hrs.
4.	MCH-9.04	Higher Accounting & Corporate Reporting	80	20	100	3 hrs.
5.	MCH-9.05	Investment Management	80	20	100	3 hrs.
6.	MCH-9.06	Multinational Financial System	80	20	100	3 hrs.
7.	MCH-9.07	Merchant Banking	80	20	100	3 hrs.
8.	MCH-9.08	Financial Management-Investment Decisions	80	20	100	3 hrs.
9.	MCH-9.09	Advanced Cost Accounting	80	20	100	3 hrs.

10.	MCH-9.10	Project Planning & Management	80	20	100	3 hrs.
11.	MCH-9.11	Financial Institutions & Markets	80	20	100	3 hrs.
12.	MCH-9.12	Small Business Financial Management	80	20	100	3 hrs.
13.	MCH-9.13	International Finance	80	20	100	3 hrs.
14.	MCH-9.14	Risk Management	80	20	100	3 hrs.
					<b>Total Marks</b>	<b>700</b>

## M.Com-(Hons.) Five Years Integrated

### Scheme of Examinations

#### M.Com (Hons) X Semester

#### Compulsory Papers

S.No.	Paper Code	Nomenclature of the Paper	Theory	Int.	Total	Time
			Marks	Ass.	Marks	
1.	MCH-10.01	Strategic Management-II	80	20	100	3 hrs.
2.	MCH-10.02	Accounting Theory & Practice	80	20	100	3 hrs.

#### Optional Papers (Any Four of the following)

3.	MCH-10.03	Corporate Tax Planning&Management	80	20	100	3 hrs.
4.	MCH-10.04	Advanced Accounting	80	20	100	3 hrs.
5.	MCH-10.05	Portfolio Management	80	20	100	3 hrs.
6.	MCH-10.06	Multinational Financial Management	80	20	100	3 hrs.
7.	MCH-10.07	Merchant Banking	80	20	100	3 hrs.
8.	MCH-10.08	Financial Management-II	80	20	100	3 hrs.
9.	MCH-10.09	Cost Management	80	20	100	3 hrs.
10.	MCH-10.10	Project Management	80	20	100	3 hrs.
11.	MCH-10.11	Development Banks & Non-Banking Financial Institutions	80	20	100	3 hrs.
12.	MCH-10.12	Production & OperationsManagement	80	20	100	3 hrs.
13.	MCH-10.13	International Finance	80	20	100	3 hrs.
14.	MCH-10.14	Financial Derivatives	80	20	100	3 hrs.

Comprehensive viva 100 Marks

(Covering the Syllabi of (9<sup>th</sup>& 10<sup>th</sup> Semester)

**Total Marks 700**

**Total marks of 9<sup>th</sup>& 10<sup>th</sup> semester 700 + 700 = 1400**

**\*PROJECT REPORT:** Every student of M.Com (Hons.) 1st & 3<sup>rd</sup> semesters shall be required to prepare a Project-Report on any subject of the concerned semester. The topic and the supervisor for the project will be decided by the College/Department. The project work shall consist of information collected from any kind / size of business / service entity. The work for project can be done after the classes are over and on holidays of the University because it is not based on training. Two copies of the Project - Report (in not more than two thousand words) shall be submitted by the student duly signed by the supervisor within 20 days after the commencement of theory examinations. The Principal of the concerned college/HOD shall place the Project-Reports for evaluation before the Board of Examiners comprising of supervisor and one external examiner to be appointed by the HOD Commerce, MDU Rohtak.

**\*TRAINING REPORT:** Every student of M.Com (Hons.) of 4<sup>th</sup> semester, shall be sent on 4 weeks training after the respective semesters in any Commercial / Industrial / Service Entities. The student shall submit two typed copies of the training report within 20 days after the commencement of theory examinations. Every student shall have to affix the certificate of training – completion from the Organisation where he / she joined for training program.

The evaluation of Project- Report/Training Report shall be done on the basis of presentation of the Report by the candidate and performance in the viva-voce. In case of dispute on evaluation between the examiner and the supervisor, the HOD Commerce, MDU Rohtak shall act as moderator. The awards of the Project Report shall be sent by the Principal of the concerned college/HOD to the Controller of Examinations.

**COMPREHENSIVE VIVA-VOCE:** The Comprehensive viva – voce, where – ever applicable shall be conducted jointly by internal and external examiners. The comprehensive viva – voce of 2<sup>nd</sup>, 4<sup>th</sup> and 6<sup>th</sup> semesters shall contain the entire syllabi of 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> year courses respectively. The awards of the viva-voce shall be sent by the Principal of the concerned college/HOD to the Controller of Examinations.

**M.Com (Hons.)-Ist Semester w.e.f. session 2014-15**  
**Paper : An introduction to Statistics**  
**MCH-1.01**

**Max. Marks: 80**  
**Time: 3 Hrs.**

**Course Outcome:-**

CO1: To provide a basic knowledge of the application of mathematics and statistics to business disciplines.

CO2: Learn how to calculate and apply measures of location and measures of dispersion grouped and ungrouped data cases.

CO3: How to calculate and apply measures of location and measures of dispersion grouped and ungrouped data cases.

CO4: How to apply probability for taking various business decisions.

**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 and THREE theoretical questions in the question paper.*

**Unit-1**

Statistics: Meaning, Definition, Needs & Objectives Collection of data – types, methods, classification and tabulation of data, graphic diagrammatic presentation.

**Unit-II**

Measurement of Central Tendency and Variation – Mathematical and fractional averages. Measures of absolute and relative variations.

**Unit-III**

Moments, skewness and kurtosis (with Sheppard's corrections), Index Numbers.

**Unit-IV**

Probability and Expected Value: Meaning and Schools of thoughts, Importance of the Concept of the Probability; Calculation of Probability, Probability Theorems:

Addition, Multiplication and Bayes' Theorem. Mathematical Expectations. Numerical of Probability.

*Suggested Readings:*

1. *Dr.S.P.Gupta, Statistical methods, S.Chand & Co., New Delhi.*
2. *D.N.Elhance, Veena Elhance, B.M.Aggarwal, Fundamentals of Statistics, Kitab Mahal.*
3. *N.P.Aggarwal, Quantitative Techniques, Ramesh Book Depot., Jaipur.*
4. *R.P.Hooda, Statistics for Business and Economics, Mcmillan India Ltd., New Delhi.*

**M.Com (Hons.)-Ist Semester w.e.f. session 2014-15**  
**Paper : Business Communications**  
**MCH.1.02**

**Max. Marks: 80.**  
**Time: 3 Hrs.**

Course Outcome:-

CO1: This subject prepares students in basic as well as business communication.

CO2: To understand the importance of one-way, two-way, oral and written communications, group discussions etc.

CO3: How to write office memos and inter/intra office communications.

CO4: To understand the basics of the Spoken English for Business-communication: Presentation of Plans, Objectives; speech-Preparation, Mode of delivery presentation; Addressing the Audience.

CO5: Explore the E – correspondence and its usage, impact etc.

**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**

Essentials of Business communication: Introduction, Basic Patterns of Business Messages: Writing process, Directness and Indirectness in new s and messages of all types, sales Messages, Persuasion.

**Unit-II**

Writing a Project Report: Basics, writing Reports on Field Work visits to Industries /Business Concerns etc. Business-Negotiations.

**Unit-III**

E-Correspondence

**Unit-IV**

Spoken English for Business-communication: Presentation of Plans, Objectives; speech: Preparation, Mode of delivery presentation; Addressing the Audience. Oral Talking. Strategies to overcome Barriers in Address, speech.

*Suggested Readings:*

1. *Dr.Preeti Shukla, Business Communications, Shree Mahavir Book depot., Nai Sarak, New Delhi.*
2. *A.Kumar, Effective Business Communications, Khanna Book Publishing Co..P, Ltd..*
3. *John.M.Penrose, Robert W. Rosberry, Robert J. Myers, Advanced Business Communications, Thomsan South Western.*
4. *Urmila Rai, S.M.Rai – Business Communication – Himalya Publishing House.*

**M.Com (Hons.)-Ist Semester w.e.f. session 2014-15**  
**Paper : Business Organisation**  
**MCH.1.03**

**Max. Marks: 80.**  
**Time: 3 Hrs.**

Course Outcome:-

CO1: To understand about the Business Activities, Manufacturing, service Sectors, globalization, liberalization and privatization, Multinational corporations.

CO2: To understand the Entrepreneurial opportunities i.e. Networking marketing, Franchising, Business Process Outsourcing, E-commerce and M-commerce.

CO3: How to explore the business opportunities, idea generation, creativity & innovation.

CO4: To aware about Product and pricing decisions, Distribution and promotional decisions, human resources etc.

CO5: To understand the basics of the process on how to set up a small business, preliminary screening and aspects of the detailed Project report with their feasibility.

**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**

Foundation of Indian Business spectrum of Business Activities, Manufacturing and service Sectors. India's experience of globalization, liberalization and privatization. Multinational corporations and Indian transnational. Enterprises.

**Unit-II**

Entrepreneurial opportunities in contemporary business environment: Networking marketing, Franchising, Business Process Outsourcing, E-commerce and M-commerce. Process of setting up a business enterprise. Opportunity and idea

generation – role of creativity and innovation. Feasibility study and preparation of business plan.

### **Unit-III**

Functional aspects of business-I: Administrative: Choice of a suitable form of business ownership. Starting and operating small venturing enterprises Operations: business size and location decisions. Lay out: mass production and mass customization, productivity, quality and logistics.

### **Unit-IV**

Functional Aspect of business-II Marketing: marketing and consumer behaviour, Product and pricing decisions, Distribution and promotional decisions (d) Finance: Money and banking, financial management and securities markets, risk management and insurance (e) human resources: Sources of human capital, Strategies for attracting (staffing) and retaining (training and compensation).

### ***Suggested Readings:***

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

**M.Com (Hons.)-Ist Semester w.e.f. session 2014-15**  
**Paper : An Introduction to Accounting**  
**MCH.1.04**

**Max. Marks: 80.**  
**Time: 3 Hrs.**

Course Outcome:-

CO1: This subject provides an in-depth knowledge of basic accounting features to the students.

CO2: To understand the role of accounting concepts and conventions in accounting

CO3: To understand the Accounting process which starts from recording of business transactions to preparation of trial balance i.e. Journal, Ledger, Cash-Book and other subsidiary books etc.

CO4: To learn how to prepare depreciation accounts in straight and written down value method.

CO5: To understand the basics differences between capital and revenue expenditures and learn how to prepare financial statements for different organization from a trial balance.

**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 and THREE theoretical questions in the question paper.*

**Unit-I**

Accounting: meaning, objectives, basic terms, functions, advantages and limitations of accounting, branches of accounting, bases of accounting- cash basis and accrual basis; Accounting as an information system, users of financial accounting information and their needs; Qualitative characteristics of accounting

information. Generally accepted Accounting Principles; Financial accounting standards: concept, benefits, procedure for issuing accounting standards in India. Salient feature of Accounting Standard (AS): I (ICAI). Types of Accounting Standards

### **Unit-II**

Accounting Process: Journal, Ledger, Cash Book and other subsidiary books; preparation of trial balance.

### **Unit-III**

Capital and revenue expenditures and receipts; Depreciation: nature, causes of depreciation, factors in the measurement of depreciation, accounting concept of depreciation, methods of computing depreciation- straight line method and diminishing balance method, change of method, disposal of depreciable assets. Salient features of Accounting Standard (AS): 6 (ICAI); Self and sectional balancing system.

### **Unit-IV:**

Preparation of financial statements: a) of non-corporate business entities. b) of not-for-profit organizations; Accounting Errors: meaning, types and their rectification.

### ***Suggested Readings:***

- 1. T.P.Ghosh – Accounting Standards and Corporate Accounting Practices – Taxman Allied Services.*
- 2. L.S.Porwal – Accounting Theory – Tata Mcgraw Hill.*
- 3. Gupta R.L. and Radha Swami M., Financial Accounting, Sultan Chand and Sons., New Delhi.*
- 4. Monga J.R., Ahuja Girish and Sehgal Ashok: Financial Accounting, Mayur Paper Back, Noida.*
- 5. Shukla M.C., Grewal T.S. and Gupta S.C.; Advanced Accounts, S. Chand and Company, New Delhi.*
- 6. Goel, D.K., Financial Accounting, Avichal Publishing company, New Delhi*

**M.Com (Hons.) - Ist Semester w.e.f. session 2014-15**  
**Paper : Fundamentals of Economics**  
**MCH.1.05**

**Max. Marks: 80.**  
**Time: 3 Hrs.**

Course Outcome:-

CO1: To know the basic concept of demand and supply and types of elasticity of demand: price, income and cross.

CO2: To have the perfect knowledge of notion of indifference curve analysis of consumer behaviour and theory of revealed preference.

CO3: To have in-depth knowledge of the consumer surplus and use the Indifference curves as an analytical tool.

CO4: To get the insights of various factors of productions, production function, law of productions.

CO5: To understand the basic differences between return to scale and factor.

**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 concept of demand and the elasticity of demand and supply: Demand curves: individual's curve, market demand curve. Movements along versus shifts in the demand curve. Elasticity of demand: price, income and cross. Concept of revenue; Marginal and Average; Revenue and elasticity of demand.

**Unit-II**

Consumer Behaviour: Notion of indifference and preference. Indifference curve analysis of consumer behaviour; Consumer's equilibrium (necessary and sufficient conditions). Price elasticity and price consumption curve, income consumption curve and Engel curve, price change and income and substitution effects.

### **Unit-III**

Consumer surplus. Indifference curves as an analytical tool (cash subsidy Vs kind subsidy). Revealed Preference.

### **Unit-IV**

Production: Fixed and variable inputs, production function, total, average and marginal products, law of variable proportions. Linear homogeneous production function. Production isoquants, marginal rate of technical substitution, economic region of production, optimal combination of resources, the expansion path, isoclines, return to scale.

#### *Suggested Readings:*

- 1. Dr.Raj Kumar, Prof. Kuldip Gupta, Business Economics, UDH, Publishing & Distributors P. Ltd, New Delhi.*
- 2. Uddipto Roy, Managerial Economics, Asian Book Private Ltd., New Delhi.*
- 3. R.L.Varshney, K.L.Maheshwari, Managerial Economics, Sultan Chand & Sons.*
- 4. M.L.Trivedi, Managerial Economics, Tata Mcgraw Hill.*

**M.Com (Hons.)-Ist Semester w.e.f. session 2014-15**  
**Paper : Business Law-I**  
**MCH. 1.06**

**Max. Marks: 80.**  
**Time: 3 Hrs.**

Course Outcome:-

CO1: Provides basic understanding of provisions for successfully entering the various type of contracts.

CO2: Business law helps the society in realizing the business ethics in order to run a proper and authenticated business.

CO3: Knowledge of consumer protection act is important for both buyer and seller in making marketing decisions.

CO4: Study of business law inculcates the capability to carefully analyze the situations through legal reasoning.

CO5: Acquainting college students with the role of law in business endeavors.

**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 Indian Contract Act 1872: Contract – meaning, characteristics and kinds, essentials of valid contract – offer and acceptance, consideration, contractual capacity, free consent, legality of objects.

**Unit-II**

Void agreements, Discharge of contract – modes of discharge including and its remedies. Contingent contracts. Quasi – contracts.

**Unit-III**

Contract of Indemnity and Guarantee, Contract of Bailment, Contract of Agency. Consumer Protection Act.

**Unit-IV** Sale of Goods Act 1930. Contract of sale, meaning and difference between sale and agreement to sell. Conditions and warranties, Transfer of ownership in goods including sale by non-owners, Performance of contract of sale, unpaid seller – meaning and rights of an unpaid seller against the goods and the buyer.

*Suggested Readings:*

- 1. M.C.Kuchhal, Business Laws, Sultan Chand & Co., New Delhi.*
- 2.N.D.Kapoor, Merchantile Law. Sultan Chand & Co., New Delhi.*
- 3. Texman*

**M.Com (Hons.)-IInd Semester w.e.f. session 2014-15**  
**Paper : Financial Accounting for Business**  
**MCH. 2.01**

**Max. Marks: 80.**  
**Time: 3 Hrs.**

Course Outcome:-

CO1: To differentiate among the Hire Purchase System, Installment Payment System & Lease accounting with their methods.

CO2: To understand how to prepare accounts in dependent branches i.e debtors system, stock and debtors system, branch final accounts system and also to learn the accounting system through which Independent branches accounts are prepared.

CO3: Applying the correct tools and techniques, learn the concept of data collection in research and various methods of Data collection, difference between Experiments and Surveys.

CO4: To gain knowledge on Partnership, adjustment of capital in case of admission, retirement and death of a partner, dissolution of partnership firm, insolvency of partners (including Garner V/s Murrey Rule).

CO5: To learn about how to prepare departmental accounts, Royalty Accounts, Revaluation Accounts and Realization Accounts.

**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 and THREE theoretical questions in the question paper.*

**Unit-I**

Higher Purchase System and Installment Payment System. Lease accounting (with accounting standard-19)

**Unit-II**

Branch: Meaning, Concept of dependent branches, accounting aspects, debtors system, stock and debtors system, branch final accounts system and whole sale basis system- Independent branches: concept, accounting treatment, important

adjustment entries and preparation of consolidated profit & loss account and balance sheet. Departmental accounts.

### **Unit-III**

Partnership Accounts: Dissolution of partnership firm- insolvency of partners (including Garner v/s Murray Rule), gradual realisation of assets and piecemeal distribution; amalgamation and sale of partnership firms.

### **Unit-IV**

Royalty Accounts; An introduction to Tally.

### ***Suggested Readings:***

- 1. Gupta R.L. and Radha Swami M., Financial Accounting, Sultan Chand and Sons., New Delhi.*
- 2. Monga J.R., Ahuja Girish and Sehgal Ashok: Financial Accounting, Mayur Paper Back, Noida.*
- 3. Shukla M.C., Grewal T.S. and Gupta S.C.; Advanced Accounts, S. Chand and Company, New Delhi.*
- 4. Goel, D.K., Financial Accounting, Avichal Publishing company, New Delhi*

**M.Com (Hons.)-IInd Semester w.e.f. session 2014-15**  
**Paper : Business Economics**  
**MCH.2.02**

**Max. Marks: 80.**  
**Time: 3 Hrs.**

Course Outcome:-

CO1: Basic understanding of Cost of Production and apply the various cost concepts

CO2: To have the insights of various markets structures and the equilibrium conditions of a firm and industry in short and long run.

CO3: To analyse the market demand and supply and the models of Stability analysis-Walrasian and Marshallian.

CO4: To know the various factors responsible for economic-Development: Physical and Capital Formation, and Technology.

CO5: Analyse the several Sustainability Institutional factors / variables in development.

**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**

Cost of Production: Social and private costs of production, difference between economic and accounting costs, long run and short run costs of production. Economies and diseconomies of scale and the shape of the long run average cost. Learning curve.

**Unit-II**

Perfect Competition: Assumptions, price and output decisions. Equilibrium of the firm and the industry in the short and the long runs, including industry's long run supply, difference between accounting and economic profits, producer surplus.

**Unit-III**

Stability analysis – Walrasian and Marshallian. Demand – supply analysis. Other Monopoly and Monopolistic Competition and price determination therein.

**Unit-IV**

Factors in economic-Development: Physical and Capital Formation, role of Technology; Sustainability Institutional factors / variables in development.

***Suggested Readings:***

1. *Dr.Raj Kumar, Prof. Kuldip Gupta, Business Economics, UDH, Publishing & Distributors P. Ltd, New Delhi.*
2. *Uddipto Roy, Managerial Economics, Asian Book Private Ltd., New Delhi.*
3. *R.L.Varshney, K.L.Maheshwari, Managerial Economics, Sultan Chand & Sons.*
4. *M.L.Trivedi, Managerial Economics, Tata Mcgraw Hill.*

**M.Com (Hons.)-IInd Semester w.e.f. session 2014-15**  
**Paper : Business Statistics**  
**MCH.2.03**

**Max. Marks: 80.**  
**Time: 3 Hrs.**

Course Outcome:-

CO1: This subject will introduce students to the quantitative tools that are necessary for day-to-day business needs.

CO2: To develop an ability to analyse and interpret data to provide meaningful information to assist in making management decisions.

CO3: How to apply discrete and continuous probability distributions to various business problems.

CO4: Compute and interpret the results of Bivariate and Multivariate Regression and Correlation Analysis

**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 and THREE theoretical questions in the question paper.*

**Unit-I**

Probability Distribution: Binomial, Poisson & Normal distribution

**Unit-II**

Correlation Analysis – meaning, significance, types and methods, probable error, coefficient of determination; Regression analysis – Meaning, equations, lines. Standard error of estimate. Difference between correlation and regression. .

**Unit-III**

Time series - components, models, trend analysis including second degree parabola and exponential formula measurement of seasonal cyclical and irregular variations, shifting the trend origin.

#### **Unit-IV**

Statistical Decision Theory: Ingredients, expected opportunity loss, optimal decisions with maximin, minimax and Bayes' principle (with prior, pre-posterior and posterior analysis) Statistical Quality Control.

#### ***Suggested Readings:***

- 1. Dr.S.P.Gupta, Statistical methods, S.Chand & Co., New Delhi.*
- 2. D.N.Elhance, Veena Elhance, B.M.Aggarwal, Fundamentals of Statistics, Kitab Mahal.*
- 3. N.P.Aggarwal, Quantitative Techniques, Ramesh Book Depot., Jaipur.*
- 4. R.P.Hooda, Statistics for Business and Economics, Mcmillan India Ltd., New Delhi.*

**M.Com (Hons.)-IInd Semester w.e.f. session 2014-15**  
**Paper : Business Management**  
**MCH.2.04**

**Max. Marks: 80.**  
**Time: 3 Hrs.**

Course Outcome:-

CO1: Described about different management theories – Taylor & Fayol.

CO2: Acquired knowledge on scientific management – F.W.Taylor

CO3: Described about different concept like staffing, departmentation & delegation.

CO4: Understands about co-ordination & controlling.

**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** Development of Management Thought: Classical, Neo-classical, Systems, contingency and Contemporary Approach to Management – Drucker, Porter, Senge, Prahalad

**Unit-II** Process of Managing: Planning: Corporate Strategy – Environmental analysis and Diagnosis, Formulation of Strategic Plan; Growth strategies – internal and external; Decision-making – Concept, Process, Rationality and Techniques, Information Technology and Decision-Making, Decision support system

**Unit-III** Organizing and Staffing: Contemporary Organizational Formats – Project, Matrix and Networking, Management in Action: Motivation – Concept and Theories: Maslow, Herzberg, McGregor, and Ouchi;

**Unit-IV** Communication – formal and Informal Networks, Barriers and Principles Control: Concept and Process, Effective Control System, Modern Control Techniques – Stakeholder Approaches (Balanced Score Card), Accounting Measures (Integrated Ratio Analysis), and Economic and financial Measures (Economic Value added and Market Value added), Behavioral Aspect of Management Control.

***Suggested Readings:***

1. Gupta C B – business organization and management, Mayur Paperbacks, New Delhi.
2. Gupta & Chaturvedi – Organisation & Management, Shree Mahavir Book Depot.
3. P.SubhaRao–Management & Organisational Behaviour,HimlyaPublishing House.
4. Harold Koontz & Heinz Weihrich, Essentials of Management, Tata Mcgraw Hill
5. Stephen F.Robbins Mary Coulter– Management – Prentice Hall of India Pvt. Ltd.

**M.Com (Hons) IInd Sem. w.e.f. session 2014-15**  
**Paper : Business Law-II**  
**MCH-2.05**

**Max Marks: 80.**  
**Time: 3 Hrs.**

Course Outcome:-

CO1: Study of business law teaches how to manage finances as well as planning under various provisions.

CO2: Enables the students to have interaction about various laws regarding working of factories.

CO3: helpful while doing dealings in foreign exchange.

CO4: Study of industrial law helps in creating knowledge about how to generate cordial environment in industry and amicable settlement of disputes arising between employers and employees.

CO5: Business law students are competent enough to have decisions regarding their future career, profession, business.

**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 questions from each unit. All questions shall carry 16 marks each.

**Unit-I**

Indian Partnership Act 1932: Nature of Partnership firm, Test of Partnership, Partnership distinguishes from co-ownership and Joint Hindu Family, Relations of partners to third parties, Duties and rights of partners; Minor as a partner; Incoming and outgoing Partners; Registration of firms; Dissolution of firm-modes, Consequences of dissolution; Settlement of Accounts.

**Unit-II**

The Foreign Exchange Management Act: Salient feature of FEMA.

**Unit-III**

Industrial Dispute Act, 1947: causes & forms of Industrial Disputes; Authorities under the Act- their powers, duties etc. Adjudication Machinery- Powers, duties etc. Strikes and lockout; Layoff and Retrenchment.

#### **Unit-IV**

The Factories Act-1948: Approval, Licensing & Registration of Firms, Notice regarding occupier, Inspecting Staff, Certifying Surgeons, Health, Safety and Welfare of Workers. Working hours of Adults, Restrictions on Employment of women. Employment of young persons, Annual leave with Wages.

#### ***Suggested Readings:***

- 1 Resai T.R. Partnership Act, S.C.Sarkar and Sons, kolkata.*
- 2. Kuchal M.C. Business Law, Vikas Publishing House, New Delhi.*
- 1. Kapoor N.D. Business Law, Sultan Chand and Sons, New Delhi*

**M.Com (Hons.)-IInd Semester w.e.f. session 2014-15**  
**Paper : Introduction to Computer (Theory)**  
**MCH-2.06**

**Max Marks: 60.**  
**Time: 3 Hrs.**

Course Outcome:-

CO1: To know the basics of Computer System, Computer Software & Hardware and Information processing system.

CO2: To understand the differences of types of computer systems, input-output devices, storage devices, communication devices, configuration of hardware devices and their applications.

CO3: To learn about the personal computers, its components, hardware configuration, RAM, factors influencing PC performance, Database Systems

CO4: To be familiar with Modern network Technologies i.e. LAN, WAN, MAN, E-mail, Internet technologies, World Wide Web and Internet browsing.

CO5: To get practical learning on M.S.Word, Excel, Power Point, Internet Technology – Applications, manager., control panel, paintbrush, calculator, desk top, my computer, settings, find, run etc.

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

**Unit- I**

Computer basic concepts: Definition and characteristics of a computer, Advantages of computer, Components of computer, Human-being Vs computer, Difference between Computer and Calculator, Applications of computer, Generations of Computer, Types of computer: Analog, Digital and Hybrid computers, Micro, Mini, Mainframe and Super Computers, Input devices and Output devices, Introduction to Computer memories: Primary storage, Secondary storage. Introduction to Software: Software Types, Systems Software, Types of Operating System, Application Software, Introduction to Programming Language: Types of Programming Language, Language Translators.

## **Unit-II**

Computer Network: Introduction, Network Elements, Advantages of Networking, Network Topologies, Communication Channels, Types of Computer Networks- LAN, MAN and WAN , Public and Private Network., Communication devices, Introduction to MS Word: Features of MS Word, Components of Word document window, Menu Bars, Creating own document-, Formatting text and document, Mail Merge, Creating a Macro, Working with auto shapes, Export and Import File, Finding and replacing text, Spell Check and Grammar Check, Working within tables- Adding, deleting, modifying rows and columns, Printing documents.

## **Unit-III**

Internet: Introduction, History of Internet, Benefits of the Internet, Hardware and Software requirement for Internet, Internet Applications or services of Internet, Types of Internet Connection, Internet Addressing, Extranet and E-Mail, Mobile Computing. MS Excel: Features of MS Excel, Components of Worksheet, Menu Bars, Working with worksheets-cells-Entering ,editing, moving, copying, cutting, pasting, Inserting and deleting of cells, rows and columns, Formatting a worksheet, Formatting textual data, Creating and editing charts, Types of Chart, Excel Functions, Goal Seek, validation, Pivot Table and Pivot Chart, Sort, Filter, Print the worksheet.

## **Unit-IV**

Introduction to Database Systems: Basic concepts, Components of database, Advantages of database, DBMS, Components of DBMS, Database Models, Microsoft Access: Create a database, Database Objects, Creating tables, Data Types, Sorting, Filtering and Creating a relationships, Format a table, Creating and modifying a Form, Operators in Access, Designing Queries and Reports.

**Practical of 40 Marks covering the whole syllabus Max Marks 40**

## ***References***

- 1. Introduction to Information Technology, ITL ,Pearson education, delhi.*
- 2 Introduction to Information Systems, Alexis Leon.*
- 3. Date, C.J: An Introduction to Database Systems, Addison Wesley, Massachusetts.*
- 4. Dienes, Sheila S: Microsoft office, Professional for Windows 95; Instant Reference; BPB publication, Delhi.*
- 5. O'Brian, J.A: Management Information Systems, Tata McGraw Hill, New Delhi.*
- 6. Ullman, J.O. Principles of Database Systems, Galgotia Publications, New Delhi.*

**M.Com (Hons) IIIrd Sem w.e.f. session 2015-16**

**Paper : Business Mathematics**

**MCH-3-01**

**Max Marks: 80.**

**Time: 3 Hrs.**

Course Outcome:-

CO1: To know the basics of Algebra, Adjoint and Inverse of Matrices.

CO2: To understand the differences of Compound Interest, Annuities, Time value of Money.

CO3: To learn about the Differentiation and Integration.

CO4: To be familiar with Graphic Method, Simplex Method and Set theory.

**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 questions from each unit. All questions shall carry 16 marks each.

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

**Unit –I**

Algebra of Matrices, Determinants, Adjoint and Inverse of Matrices, Elementary operations on Matrices, System of Linear Equations, Leontief Input Output Model.

**Unit -II**

Compound Interest, Annuities, Time value of Money

**Unit –III**

Differentiation (algebraic values only); Integration by substitution and by parts (algebraic values only)

**Unit-IV**

Linear Programming: Graphic Method (Two variables only), Simplex Method (up to three variables), Set theory.

**M.Com (Hons) IIIrd Sem w.e.f. session 2015-16**  
**Paper : Corporate Accounting-I**  
**MCH-3-02**

**Max Marks: 80.**  
**Time: 3 Hrs.**

Course Outcome:-

CO1: A comprehensive understanding of regulatory environment of issue and forfeiture of shares; redemption of preference shares and Buy back.

CO2: Ability to accounting treatment for valuation of goodwill; valuation of securities; issue and redemption of debentures.

CO3: An understanding of principles of amalgamation and internal reconstruction of companies as per AS-14.

CO4: Ability to analyse the complex issues of holding companies accounts; profit or loss prior and subsequent to incorporation.

CO5: To know the accounting environment and financial reporting requirements for companies and various corporate related issues.

**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 questions from each unit. All questions shall carry 16 marks each.

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

**Unit –I**

Issue and forfeiture of shares ; Redemption of Preference Shares ; Buy back of Shares.

**Unit-II**

Valuation of Goodwill; Valuation of Securities; Issue and Redemption of Debentures.

**Unit-III**

Final Accounts of a company as per schedule VI; Profit or loss prior and subsequent to incorporation.

**Unit-IV**

Holding Companies Accounts

***Suggested Readings:***

1. *Shukla M.C, Grewal T.S and Gupta S.C. Advance Accounts: S.Chand & comp., New Delhi.*
2. *Gupta R.L & Radha Swami M. Company Account: Sultan Chand, New Delhi.*
3. *Monga J.R ,.Ahuja Girish and sehgal Ashok Financial Accounting: Mayur paper backs, Noida*
4. *Goel, D.K., Corporate Accounting. Arya Publications, New Delhi*

**M.Com (Hons) IIIrd Sem w.e.f. session 2015-16**  
**Paper : Cost Accounting**  
**MCH-3-03**

**Max Marks:80.**  
**Time: 3 Hrs.**

Course Outcome:-

CO1: Demonstrate domain knowledge in installation of costing system;

CO2: Better knowledge about the how to get over from the labour turnover, overtime and idle time;

CO3: Understanding the distribution scheme of production overhead and factory overhead;

CO4: Getting the deep knowledge about the inter-process profit.

**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 questions from each unit. All questions shall carry 16 marks each.

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

**Unit-I**

Cost Accounting: Meaning, nature, scope and limitations; Concept of cost-elements and types; Cost of Material, inventory control techniques. Pricing of issue of inventory/material.

**Unit-II**

Labour Cost: Idle time, Overtime, Labour turnover, Labour cost control, incentive wage plans. Overheads: Meaning, Classification, Allocation, Apportionment and Absorption of overheads.

**Unit-III**

Unit Costing; Operating costing; Reconciliation of cost and Financial Accounts.

**Unit-IV**

Contract Costing and Process costing excluding equivalent production.

***Suggested Reading:***

*1. Iyenger S.P. Cost Accounting Sultan Chand & Sons, New Delhi.*

2. *Maheshwari S.N.& Mittal S.N. Cost Accounting Shree Mahavir Book Depot, Delhi.*
3. *Jain S.P.& Narang K.L Cost Accounting-Principles & Practice Kalyani publishers*

**M.Com (Hons) IIIrd w.e.f. session 2015-16**  
**Paper : Company Law- I**  
**MCH-3-04**

**Max Marks: 80.**  
**Time: 3 Hrs.**

Course Outcome:-

CO1: Development of student skills in regulatory practice relating to company law.

CO2: Provide students with knowledge and appreciation of the major core topics in company law.

CO3: Helpful at the time of formation of company to the young entrepreneurs .

CO4: Students become aware of legal nature and significance of limited liability of company.

CO5: Understanding about borrowing powers of the company to the money lenders under companies act.

**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 questions from each unit. All questions shall carry 16 marks each.

Unit- I

Company- Meaning and Characteristics; Features of company; Types of companies, advantages and disadvantages of incorporation; Lifting of corporate veil;

Unit- II

Formation of Company: - Promotion of company; Functions of promoter; importance of promoter; Promoter's remuneration; legal status of Promoter; Rights of promoters; Duties of promoters; Liabilities of promoters; Pre- incorporation contracts, Incorporation and commencement of Business. Prospectus: - definition; Public offer, contents;; misleading prospectus and its consequences.

Unit- III

Memorandum of Association: - Meaning; importance; clauses of memorandum of

association and their Alteration; doctrine of ultra- vires. Articles of Association: - Meaning; contents; alteration of articles of association; constructive notice and doctrine of indoor management.

Unit- IV

Borrowing Powers; Debentures and Charges.

***Suggested Readings:***

- 1. Kuchal M.C. Modern Indian Company Law Shri Mahavir Books, Noida.*
- 2. Kapoor N.D. Company Law Incorporating the provisions of the companies Amendment Act.*
- 3. Singh Avtar Company Law Eastern Book Company, Lucknow.*

**M.COM.(HONS) IIIrd Sem w.e.f. session 2015-16**  
**Paper : Principles of Marketing**  
**MCH-3-05**

**Max Marks: 80.**  
**Time: 3 Hrs.**

Course Outcome:-

CO1: To know the concept of Marketing, and problems in marketing.

CO2: To understand the basis for market segmentation, Branding, trade-mark and product life cycle.

CO3: To be familiar with Pricing & Distribution channel factors affecting choice of a distribution channel.

CO4: To learn the New Product planning & development, branding, Packaging and labelling, Pricing Decisions and strategies.

CO5: Understanding the product Promotion, their Complexities and issues and advertising

**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 questions from each unit. All questions shall carry 16 marks each.

**Unit-I**

**Introduction to Marketing:** meaning, nature, scope, importance; Marketing concepts: - traditional and modern. **Consumer Behaviour:** nature, scope and significance of consumer behaviour.

**Unit-II**

**Market Segmentation & Product: Market Segmentation:** concept, importance, basis for market segmentation. **Product:** concept, planning and development; Branding, trade-mark and product life cycle.

**Unit-III**

**Pricing & Distribution channel: Pricing:** meaning, importance, factors affecting product pricing **Distribution Channel:** concept, role, types and factors affecting choice of a distribution channel.

**Unit-IV**

**Promotion:** sales promotion- meaning & methods.

**Advertising:** concept, importance, salient features of an effective advertising, Personal selling.

***Suggested reading:***

1. Kotler Philip **Marketing Management** Prentice Hall of India New Delhi, 1986
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.

**M.COM.(HONS) IIIrd Sem. w.e.f. session 2015-16**  
**Paper : Basics of Information Technology**  
**MCH-3-06**

**Max Marks: 80.**  
**Time: 3 Hrs.**

**Time: 3 Hrs.**

Course Outcome:-

CO1: To know the basics of Computer System, Computer Software & Hardware and Information processing system.

CO2: To understand the differences of types of computer systems, input-output devices, storage devices, communication devices, configuration of hardware devices and their applications.

CO3: To learn about the personal computers, its components, hardware configuration, RAM, factors influencing PC performance.

CO4: To be familiar with Modern network Technologies i.e. LAN, WAN, MAN, E-mail, Internet technologies, World Wide Web and Internet browsing.

CO5: To get practical learning on M.S.Word, Excel, Power Point, Internet Technology – Applications, manager., control panel, paintbrush, calculator, desk top, my computer, settings, find, run etc.

**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 questions from each unit. All questions shall carry 16 marks each.

**Unit-1**

Essentials of Computers: Concept of data, information and data processing, Levels or type of information, Uses of information, Business data Processing Cycle, Methods of data processing, Application of Electronic data processing. Memory and Mass Storage Devices: Introduction of Memory System, Types of Memory-Primary and Secondary Memory, RAM and ROM, Types of Secondary Storage Devices; Software Concepts: Types of Software and their role, System Languages and Translators, Functions and Types an Operating System.

**Unit-2**

Data Communications: Basic elements of a Communication System, Forms of Data Transmission, Data transmission speed, Modes of Data Transmission: Analog and Digital data transmissions, Data Transmission Media; Wire Cables, Microwave, Fiber-optics, Communication Satellites. Emerging Trends in IT: Electronic Commerce(E-Commerce), Types of E-Commerce, Advantages and Disadvantages of E-commerce, Application of E-commerce, process in ecommerce, Types of an Electronic Payment System, Security issues in E-commerce, Security Schemes; Electronic data Interchange (EDI); Mobile communication, Bluetooth Communication, Infrared communication, Smart Card.

### **Unit-3**

Computer Networks: Introduction to Computer Network, Types of Network; Local Area Network, Wide Area Network, Types of Public and Private Network, Network Topology; Internet and its Application, History of Internet, Benefits of Internet, ISP, Internet Accounts, Internet Addressing, Information Technology: Impact of IT on Business environment; Applications of IT. Multimedia: Concept of Multimedia, Multimedia Components, Multimedia Applications.

### **Unit-4**

Presentation with Power- Point: Features of Power-point, Creating presentation the easy way, Working with different views, working with graphics in Power Point, Sound effects and Animations effects, Printing in Power-point. Introduction to Accounting Packages-Tally: Features of Tally, Preparation of Vouchers, Salary statement, Maintaining of Inventory records, Maintenance of Accounting Books and final Accounts, Generating and Printing reports.

### ***Suggested Readings:***

- 1. Introduction to Essential Tools, Dr. Sushila Madan,***
- 2. Introduction to Information Systems, ALEXIS LEON***
- 3. Introduction to Information Introduction Technology,ITL Pearson education,Delhi.***

**M.COM.(HONS) IVth Sem. w.e.f. session 2015-16**  
**Paper : Corporate Accounting-II**  
**MCH-4-01**

**Max Marks: 80.**  
**Time: 3 Hrs.**

Course Outcome:-

CO1: To recognise and understand the ethical issues in while preparing Final Accounts of a company.

CO2: An understanding of the regulatory environment regarding accounts of Banking Companies and Underwriting of shares and debentures

CO3: The ability to prepare the accounts of Insurance Companies and consolidated accounts after Liquidation of companies

CO4: An understanding of accounting requirement of corporate groups like preparing the accounts of Electricity Companies.

CO5: To employ the critical thinking skills to analyse the accounting data as well as the effects of different accounting methods on financial statements of a company.

**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 questions from each unit. All questions shall carry 16 marks each.

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

**Unit-I**

Amalgamation and internal reconstruction of companies as per AS-14

**Unit-II**

Accounts of Banking Companies, Underwriting of shares and debentures.

**Unit-III**

Liquidation of companies.

**Unit-IV**

Double Account System, Accounts of Electricity Companies.

***Suggested Readings:***

- 1 .Shukla M.C, Grewal T.S and Gupta S.C ***Advance Accounts: S.Chand and Comp., New Delhi.***
2. Gupta R.L & Radha Swami M. ***Company Accounts: Sultan Chand and sons, New Delhi.***
3. Monga J.R. ,Ahuja Girish and Sehgal Ashok ***Financial Accounting: Mayur Paper Bags, Noida.***
4. Goel, D.K., ***Corporate Accounting. Arya Publications, New Delhi***

**M.Com (Hons.)-IVth Semester w.e.f. session 2016-17**  
**Paper : Business Ethics**  
**MCH.4.02**

**Max. Marks: 80.**  
**Time: 3 Hrs.**

**Course Outcome:-**

- CO1: To know the importance of business, the community, and the ethical conduct of the business.
- CO2: To reflect the ethical sphere of decision making and make the students capable to analyse and argue the ethical dimension.
- CO3: To make the students aware of applying systematic ethical reasoning to business dilemma and communicate effectively in oral and written forms.
- CO4: To introduce the most common theoretical perspective for understanding corporate social responsibility and give the understanding of the political, social, and economic drivers behind CSR.
- CO5: To make the students competent in applying skills in integrated business areas.

**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**

Thinking conceptually about Politics: Liberty, Equality, Justice, Rights and Recognition, The idea of a good society. Concept of Business Ethics.

**Unit-II**

Domain of Politics and ethics: Democracy and Welfare State, Market and Globalization. Approaches to Moral Reasoning: Consequentialism, Deontology, Teleological reasoning.

**Unit-III**

Politics and Ethics in Business: Corporate Code of Ethics.

a) Environment

- b) Accountability
- c) Responsibility
- d) Leadership
- e) Diversity

Corporate Social Responsibility. Arguments For and Against; Strategic Planning and corporate social Responsibility; Corporate Philanthropy.

#### **Unit-IV**

Corruption, corporate scandals, whistle blowing, insider trading, discrimination:

Gender Sensitization: Meaning, Definition, Gender Roles, Gender Equality, Gender Differentiation, Crucial Role of Gender Sensitization in Gender Mainstreaming, , Sex Ratio as per Census of India 2011, Role of Government in Gender Sensitization

*Suggested Readings:*

1. *Dr.F.C.Sharma, Business Values & Ethics – Shree Mahavir Book Depot, Nai Sarak, New Delhi.*
2. *C.S.V Murthy – Business Ethics, Himalya Publishing House.*
3. *Shina Parkashan – Managerial Ethics – Rajat Publications.*
4. *C.L.Dave – Social Accounting – Renuka Publishers, Jodhpur.*

**M.COM.(HONS) IVth Sem. w.e.f. session 2015-16**  
**Paper : Company Law -II**  
**MCH-4-03**

**Max Marks: 80.**  
**Time: 3 Hrs.**

Course Outcome:-

CO1: Study of company law facilitates the appreciation of legal limitations and constraints on company functioning.

CO2: Provide students with an awareness of current policy trends and developments in company law.

CO3: Guides the aspirant members and share holders of the company .

CO4: Student of company law is capable to present legal analysis and reasoned conclusions.

CO5: Study of company law provides information about how corporations, investors, directors, share holders and other stake holders interact with each other.

**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 questions from each unit. All questions shall carry 16 marks each.

Unit- I

Depository System –meaning and importance; Shares: -; Types of shares (add); Allotment of Shares;; Transfer and Transmission of shares; Paperless Trading – Benefits and Procedure; Need for educating investors

Unit- II

Share capital: - Meaning and forms of capital; Alteration of share capital; Reduction of share capital; Further issue of share capital; Rights of pre-emption of shares. Shareholders and Members: - Difference between Shareholders and members; Modes of acquiring membership; termination of membership; who may be members? Rights and Liabilities of members.

Unit- III

Meeting of Company: - Essentials of valid meeting; meetings of Shareholders: - Annual general meeting; Extra-ordinary general meeting; meetings of board of directors; Proxy; Voting, Notice, Agenda and Minutes of meetings. Directors: - Duties, Powers, Liabilities, Appointment and removal of directors.

Unit- IV

Winding Up: - Meaning; Winding up by the Tribunal-Petition for winding up; Voluntary winding up; Powers and Duties of company Liquidator, consequences of winding up.

*Suggested Readings:*

1. *Kuchal M.C. Modern Indian Company Law Shri Mahavir Books, Noida.*
2. *Kapoor N.D. Company Law: Incorporating the provisions of the companies Amendment Act.*
3. *Singh Avtar Company Law, Eastern Book Company, Lucknow*

**M.COM.(HONS) IVth Sem. w.e.f. session 2015-16**

**Paper :Statistical Analysis with MS Excel**

**MCH-4-04**

**Time: 3 Hours Theory Marks: 50**

**Practical Marks: 50**

Course Outcome:-

CO1: To gain familiarity with MS Excel while conducting a research.

CO2: Applying the correct tools and techniques, learn the concept of data collection in research and various methods of Data collection, difference between Experiments and Surveys.

CO3: Process of Data preparation, data entry, finding the missing values and outliers and correcting them.

CO4: Practical learning experience on various research tools using MS Excel such as Mean, Median, mode, range, Standard deviation, skewness, kurtosis.

CO5: Understanding Sampling, sampling and non-sampling errors, degree of freedom, standard error.

**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 5 small questions of 2 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 the questions shall carry 10 marks each.

**Unit – I**

Data collection- Meaning, Experiments and Surveys, Collection of Primary data, Questionnaires, schedules, collection of secondary data, selection of appropriate methods of data collection. Data preparation process, missing values and outliers

**Unit – II**

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

**Unit – III**

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 –IV**

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.

***Practical:***

Preparing a data file i.e. entering data and saving file in MS Excel, calculating descriptive statistics, T-Test and ANOVA with the help of MS Excel.

**M.Com (Hons.) - IVth Semester w.e.f. session 2015-16**  
**Paper: Financial Institutions & Markets**  
**MCH-4.05**

**Time: 3 Hours Max Marks: 80**  
**Internal marks: 20**

Course Outcome:-

CO1: This subject prepares the students in understanding financial system and its history, operating procedure, and its relevance in Import & Export.

CO2: To gain knowledge on Financial Markets - Money and capital markets, Money market instruments and Recent trends in Indian money markets & capital-market

CO3: To learn about the Process of issuing securities in primary and secondary market.

CO4: To differentiate between Hire Purchase and Leasing and to understand the problems and prospects of leasing Industry in India.

CO5: To provide exposure to students regarding Venture Capital, guidelines and initiative of venture capital in India.

**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 of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Financial Institutions an Overview: Meaning; Special characteristics; Broad categories; Money Market Institutions; Capital Market Institutions; Indian Financial Institutions- A profile. Export-Import (EXIM) Bank of India: History, Functions, Business profile, Project & Services, Exports, Fund-based Facilities, FREPEC, Operating procedure, Export Capability Creation Programmes.

NABARD- History, Functions & Working ACD, ARC and ARDC, The NABARD, Refinancing Assistance, Major Activities, Rural Infrastructure Development fund (RIDF), Rural Non-Farm Sector, District Rural Industries Project (DRIP). Credit, its definition, types, merits and demerits, credit and economic development. Functions of commercial Banks & Central Banks, process

of credit creation and its limitations Control of money supply, Reserve Bank of India: its functions- Traditional and Development

### **Unit-II**

Money Market: Definition, Money Market Vs Capital Market, Features, Objectives, Features of a Developed Money Market, Importance of Money Market, Composition of Money Market, Call Money Market, Operations in Call Market, Transactions and Participants, Advantages, Drawbacks, Commercial Bills Market- Definition, Types of Bills, Operations in Bill Market, Discount Market, Acceptance Market, Importance of Bill Market, Drawbacks, Bill Market Scheme, Treasury Bill Market, Types of Treasury Bills, Operations and Participants- Importance, Defects, Money Market Instruments, Commercial Paper, Certificate of Deposit, Inter Bank Participation Certificate, Repo Instrument.

### **Unit-III**

Capital Market: Meaning, Characteristics, Functions- Indian Capital Market- Evolution and Growth, Primary and Secondary Market, New Financial Instruments in Indian Capital Market, Indian Capital Market- Major Issues, Rebound in Indian Capital market. Merchant Banking: Definition, Origin, Services, Progress in India, Problems, Scope , Qualities required for Merchant Banker, Merchant Banker as lead managers, guidelines.

### **Unit-IV**

Venture Capital: Meaning, Concept, Origin, Features, Importance, Activities, Scope, Initiative in India, Guidelines, Methods. Hire Purchase and Leasing: Meaning, Origin, Types, Legal Position, Hire Purchase and Leasing, Problems and Prospects of Leasing Industry in India.

**M.COM.(HONS) IVth Sem. w.e.f. session 2015-16**

**Paper : Auditing**

**MCH-4-06**

**Max Marks: 80.**

**Time: 3 Hrs.**

Course Outcome:-

CO1: This paper gives the knowledge of examines the principles and practices of internal and external auditing.

CO2: The students can capable to understand the auditing as a component of recurrent and strategic activities.

CO3: The students also capable to understand risk assessment, internal control, systems evaluation, forensic accountability, and contemporary audit issues and challenges.

CO4: The students can learn about the Audit Report, Tax audit, Management audit and Cost audit.

**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 questions from each unit. All questions shall carry 16 marks each.

#### **Unit-I**

Introduction: Meaning, objectives, basic principles and techniques, classification of audit. Audit Planning: Internal control, Internal check & Internal audit.

#### **Unit-II**

Audit Procedure: Routine checking, Vouching, Verification & Valuation of Assets & Liabilities.

#### **Unit-III**

Audit of Limited Companies: Qualification, Appointment of company Auditors, their powers, duties and liabilities, Audit committees, Audit of depreciation and reserves.

#### **Unit-IV**

Audit Report: Meaning, objectives, contents and types. Investigation: Meaning, Nature and Objectives. Tax audit, Management audit and Cost audit; Relevant Auditing and Assurance Standards (AASs).

***Suggested Readings:***

1. Kumar Ravinder and Sharma Virender, Auditing, Principles and Practice, PHI Learning Private Limited, New Delhi.
2. Tondon B.N., Principles of Auditing, S. Chand and Co., New Delhi.
3. Gupta Kamal, Contemporary Auditing, Tata Mc Graw Hill, New Delhi.
4. Sharma T.R., Principles of Auditing, Sahitya Bhawan, Agra.
5. Jha Aruna, Auditing , Taxmann's Publications Pvt. Ltd.

**M.Com (Hons) Vth Semester w.e.f. session 2016-17**  
**Paper: Financial Management**  
**MCH- 5.01**

**Max Marks: 80**  
**Time: 3 Hours**

Course Outcome:-

CO1: Measure risk and return and explain the trade-off between risk and return

CO2: Calculate the value of various financial assets like annuities, bonds, stocks, and retirement savings

CO3: List the primary sources of capital and incorporate their cost when making investment decisions.

CO4: Estimate project cash flows to distinguish between value-creating and value destroying investments.

CO5: Estimate cash flows from a project, including operating, net working capital, and capital spending.

**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 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 and THREE theoretical questions in the question paper.***

**Unit-I:**

Introduction: Meaning, function, scope and objectives. Financial Planning: Over capitalization and under capitalization.

**Unit-II:**

Cost of capital: Significance and determination. Leverage analysis: Operating, financial and composite leverage; ABIT-EPS Analysis.

**Unit-III:**

Capital Structure: Meaning, theories, determinants; Working Capital: meaning; nature, determinants, significance and estimation.

**Unit- IV:**

Working Capital Management: Cash management, Receivable management and

inventory management. Dividend Decisions: Meaning; types, determinants and theories.

**M.Com (Hons) Vth Semester w.e.f. session 2016-17**  
**Paper: Investment Analysis**  
**MCH-5.02**

**Max Marks: 80**  
**Time: 3 Hours**

Course Outcome:-

CO1: Value assets such as stocks and bonds.

CO2: Manage investment portfolios.

CO3: Optimally diversify portfolios.

CO4: Allocate investments into stock and bond portfolios in accordance with a person's risk preferences.

CO5: Figure out when a trading account at a brokerage firm will receive a margin call.

**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 of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Investment: Meaning, nature and process. Investment avenues, concept and Measurement of Investment risk and return; Identification of Investment Opportunities; Speculation, Gambling and Investment activities.

**Unit-II**

Efficient Market theory or Hypothesis. Technical Analysis: Dow theory, Charting techniques, volume indicators.

**Unit-III**

Fundamental Analysis: Company Analysis, Industry Analysis and Economy Analysis, Technical v/s Fundamental analysis.

**Unit-IV**

Trading mechanism in Bombay Stock Exchange. Derivatives: Meaning, uses, Types, Derivatives in Indian capital market. Option Contracts: Meaning uses, Types (Elementary Introduction).

**M.Com (Hons) Vth Semester w.e.f. session 2016-17**

**Paper: Money and Banking**

**MCH 5.03**

**Max Marks: 80**

**Time: 3 Hours**

Course Outcome:-

CO1: To differentiate among the Quantity Theory of Money-fisher, Cambridge and Keynesian theory of money.

CO2: To understand Definition of money, functions and importance of money, role of money in various economic systems, evils of money, classification of money, circular flow of money.

CO3: Assessing the types of inflation, Theories of inflation, effects and consequences of inflation, control of inflation.

CO4: To understand the basics of the credit, its definition, types, merits and demerits, credit and economic development. Functions of commercial Banks & Central Banks, process of credit creation and its limitations.

CO5: To understand the Control of money supply, Reserve Bank of India: its functions.

**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 of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Definition of money, functions and importance of money, role of money in various economic systems, evils of money, classification of money, circular flow of money.

**Unit-II**

The Quantity Theory of Money-fisher, Cambridge and Keynesian theory of money. Inflation: Types of inflation, Theories of inflation, effects and consequences of inflation, control of inflation.

**Unit-III**

Credit, its definition, types, merits and demerits, credit and economic development.

Functions of commercial Banks & Central Banks, process of credit creation and its limitations.

**Unit-IV**

Control of money supply, Reserve Bank of India: its functions- Traditional and Development

Suggested Readings

1. KPM Sundram. Money Banking and International Trade. Sultan Chand & Sons
2. T R Jain. Money and Banking, Jain Publications

**M.Com (Hons) Vth Semester w.e.f. session 2016-17**  
**Paper : Contemporary Issues in Commerce**  
**MCH- 5.04**

**Max Marks: 50**  
**Time: 3 Hours**

Course Outcome:-

CO1: Research and analyze complex contemporary commerce issues, and formulate well-reasoned and coherent arguments and reach well considered conclusions in relation to those issues.

CO2: Learn about Financial Innovations, Global Financial Crisis, Recent trends in Banking and Financial Services.

CO3: Focus on Challenges in Managing Workforce Diversity, Human Resource Accounting and Audit, HR challenges in Managing Technological Changes.

CO4: Reshaping Rural Marketing; Modern Retailing Challenges in India, Marketing through Social Networking Websites, Evolving E-Marketing in India

**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 5 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 of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 10 marks each.

***UNIT-I***

***General Issues***

Balance of Payment and Deficit Financing, Tax Regulations & Economic Growth, Role of Micro Finance in Rural Development, Corporate Social Responsibility: Ethics and Accountability Information and Communication Technology: E-Learning : An Effective Tool in Present Educational Scenario, Mobile Communication : A Revolutionary tool in I.T.

***UNIT-II***

***Finance Issues***

Financial Innovations, Global Financial Crisis, Recent trends in Banking and Financial Services

***UNIT-III***

***Marketing Issues***

Reshaping Rural Marketing; Modern Retailing Challenges in India, Marketing through Social Networking Websites, Evolving E- Marketing in India

***UNIT-IV***

***Human Resource Issues***

Challenges in Managing Workforce Diversity, Human Resource Accounting and Audit, HR challenges in Managing Technological Changes

**NOTE:**

**Report on Contemporary Issues in Commerce is required to be submitted by the students at the end of the semester as per guidelines given in the scheme of examination. The Report shall carry 50 marks.**

**M.Com (Hons) Vth Semester w.e.f. session 2016-17**  
**Paper: Income Tax**  
**MCH- 5.05**

**Max Marks: 80**  
**Time 3 Hours**

Course Outcome:-

CO1: Student will learn the keywords of Income Tax Act and exempted incomes.

CO2: Student will gain with the provisions regarding determination of salary income and house property income.

CO3: Student will become familiar with the provisions of income tax regarding assessment of business income and capital gains.

CO4: Students will know about the circumstances under which income of others will be clubbed in the income of assessee.

CO5: Students will aware about the treatment of losses as per income tax law.

**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 the questions shall carry 16 marks each.

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

**Unit-I**

Income Tax: An introduction and important definitions; agriculture income; residential status & incidence of tax liability; exempted incomes.

**Unit-II**

Income from Salaries(including retirement benefits); Income from House Property.

**Unit-III**

Profits and Gains from Business or Profession, (Including depreciation); Capital Gains.

**Unit IV**

Income from other sources; clubbing of incomes & aggregation of incomes; set off and carry forward of losses; deductions to be made in computing total income.

***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. Singhanian 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.*

**M.Com (Hons.) Vth semester w.e.f. session 2016-17**  
**Paper: Entrepreneurship and Small Scale Business**  
**MCH 5.06**

**Max Marks: 80**  
**Time: 3 Hours**

Course Outcome:-

CO1: To differentiate among the Entrepreneur, Entrepreneurship & Enterprise with their Roles and functions.

CO2: To understand the role of Govt. Bodies such as Entrepreneurship Development Institute of India, National Institute of Entrepreneurship and Small Business Development towards the entrepreneurial motivation.

CO3: How to explore the business opportunities, idea generation, creativity & innovation.

CO4: Assessing the sources of business ideas and conducting business research in selected venture.

CO5: To understand the basics of the process on how to set up a small business, preliminary screening and aspects of the detailed Project report with their feasibility.

**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 of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit – I**

Entrepreneur-Entrepreneurship-Enterprise: Conceptual issues. Entrepreneurship vs. Management. Roles and functions of entrepreneurs in relation to the enterprise and in relation to the economy. Entrepreneurship as a interactive process between the individual and the environment. Small business as the seedbed of entrepreneurship. (The teachers should emphasize to students the desirability as well as feasibility of a career in entrepreneurship in the Indian scenario.) Entrepreneurial competencies.

Entrepreneurial motivation, performance and rewards. (The teachers may make use of Entrepreneurship Development Institute of India's Inventory of Entrepreneurial Competencies and National Institute of Entrepreneurship and Small Business Development's training kit for arousing entrepreneurial motivation and capacity and capability building).

### **Unit – II**

Opportunity scouting and idea generation: role of creativity & innovation and business research. Sources of business ideas. Entrepreneurial opportunities in contemporary business environment, for example opportunities in network-marketing, franchising, business process outsourcing in the early 21st century. (The students be advised to visit various product/service franchisees, BPO concerns and meet up/down links in the Network Marketing.) The process of setting up a small business: preliminary screening and aspects of the detailed study of the feasibility of the business idea and financing/non-financing support agencies to familiarize themselves with the policies/programmes and procedures and the available schemes.) Preparation of Project Report and Report on Experiential Learning of successful/unsuccessful entrepreneurs. (The students may be advised to develop a structured instrument (questionnaire) for conducting survey of the various aspects of entrepreneurs/enterprise. They may also be advised to prepare a comprehensive business plan. The desirability and feasibility of liaison with relevant funding/non-funding agencies may also be explored.)

### **Unit – III**

Managerial roles and functions in a small business. Designing and redesigning business processes, location, layout, operations planning & control. Basic awareness of the issues impinging on quality, productivity and environment. Managing business growth. The pros and cons of alternative growth options: internal expansion, acquisitions & mergers, integration & diversification. Crises in business growth.

### **Unit – IV**

Issues in small business marketing. The concept and application of product life cycle (ptc), advertising & publicity, sales & distribution management. The idea of consortium marketing, competitive bidding/tender marketing, negotiation with principal customers. The contemporary perspectives on Infrastructure Development, Product and Procurement Reservation, Marketing Assistance, Subsidies and other Fiscal & Monetary Incentives. National, state level and grass-root level financial and nonfinancial institutions in support of small business development.

### ***Suggested Readings:***

1. Brandt, Steven C., *The 10 Commandments for Building a Growth Company, Third Edition, Macmillan Business Books, Delhi, 1977*
2. Bhide, Amar V., *The Origin and Evolution of New Businesses, Oxford University, Press, New York, 2000.*
3. Desai, Vasant, *Small Scale Enterprises Vols. 1-12, Mumbai, Himalaya Publishin, House. (Latest edition).*
4. Dollinger, Mare J., *Entrepreneurship: Strategies and Resources, Illinois, Irwin,1955.*
5. Holt, David H., *Entrepreneurship: New Venture Creation, Prentice-Hall of India,New Delhi, latest Edition.*
6. Panda, Shiba Charan, *Entrepreneurship Development, New Delhi, Anmol Publications. (Latest Editions)*
8. *SIDBI Report on Small Scale Industries Sector (Latest Editions)*

**M.Com. (Hons) VIth Semester w.e.f. session 2016-17**  
**Paper: Accounting for Managers**  
**MCH 6.01**

**Max Marks: 80**  
**Time: 3 Hours**

Course Outcome:-

CO1: Demonstrate knowledge about various financial decision based on management accounting.

CO2: Provide knowledge about different type of ratio for organization like liquidity ratio, solvency ratio, activity ratio and income ratio.

CO3: Better understanding of the accounting for price level change.

CO4: Equip with the knowledge of difference type of variance.

**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 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 and THREE theoretical questions in the question paper.*

**Unit- I**

Management Accounting: - evolution, meaning, objectives, nature, scope, functions, techniques and limitations. Financial Statements: -Forms of financial statements, uses, nature, importance, Limitations, approaches and tools of analysis. Ratio analysis: meaning, objectives, limitations; and types of ratios.

**Unit- II**

Valuation of assets, Cash Flow Statement: meaning, objectives, limitations and accounting procedure.

**Unit-III**

Accounting for Price level Changes. Marginal Costing: meaning, advantages, marginal costing and absorption costing. Cost-Profit-Volume Analysis: Break Even Point, Margin of Safety, P/V Ratio, Concept of key factor. Break-Even Chart and its types.

**Unit- IV**

Capital Budgeting: Meaning, nature, need, importance, the appraisal methods, Capital Rationing. Standard Costing: Meaning, advantages, limitation, applications, setting of standards, variance analysis, Including material variance, Labour variance and Overhead variance.

**M.Com (Hons.) VIth Semester w.e.f. session 2016-17**  
**Paper: Project Planning and Management**  
**MCH-6.02**

**Max Marks: 80**  
**Time: 3 Hours**

Course Outcome:-

CO1: Manage the scope, cost, timing, and quality of the project, at all times focused on project success as defined by project stakeholders.

CO2: Utilize technology tools for communication, collaboration, information management, and decision support.

CO3: Apply project management practices to the launch of new programs, initiatives, products, services, and events relative to the needs of stakeholders.

CO4: Implement project management knowledge, processes, lifecycle and the embodied concepts, tools and techniques in order to achieve project success.

CO5: Appraise the role of project management in organization change.

**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 of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit –I**

Project Planning: Planning, strategy and Capital Allocation, Generation and Screening of Project Ideas Analysis: Market and Demand analysis, Technical Analysis, financial Estimates and Projections, Time Value Money, Investment Criteria

**Unit- II**

Project Cash Flows, The Cost of Capital, Stand Alone Risk analysis, Risk analysis-Market and Firm Risk, Special Decision Situations, Social Cost Benefit analysis, Multiple Projects and Constraints

**Unit- III**

Valuation of Real Options, Judgemental, Behavioural, Strategic and Organisational

considerations. Financing: Financing of Projects, financing Infrastructure Projects, Venture capital and Private Equity

**Unit -IV**

Implementation: Project Management, Network Techniques for Project Management Project Review and Administrative Aspects

***Suggested Readings:***

*Projects: Planning, Analysis, Selection, Financing, Implementation, and Review-*  
*Prasanna Chandra, Tata*  
*McGraw Hill.*

**M Com (Hons.) VIth Semester w.e.f. session 2016-17**  
**Income Tax Law and Administration**  
**Paper Code MCH 6.03**

**Max Marks-80 Marks**  
**Time: 3Hrs.**

Course Outcome:-

CO1: Student will learn about the procedure regarding furnishing of Income Tax Returns.

CO2: Student will gain about the provisions for assessment of firm, HUF and Association of Person.

CO3: Student will become familiar with the powers and duties of Income Tax Authorities and Assessment Procedure.

CO4: Students will know about the TDS and Advance Payment of Tax Provisions.

CO5: Students will aware about the various issues regarding Income Tax Administration.

**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 the questions shall carry 16 marks each.

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

**Unit – I**

Rebate & Relief of Tax; computation of total income and tax liability of individual; filling and filing of return (ITR – I and II).

**Unit – II**

Assessment of Hindu Undivided Family; Assessment of Firms & Association of Persons.

**Unit – III**

Income tax authorities & their powers; procedure for assessment; Deduction of Tax at Source (TDS); advance payment of tax.

**Unit – IV**

Recovery & refund of tax; appeals & revision; penalties, offences & prosecutions.

***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, Taxman Publications.*
- 3. Direct Taxes Law & Practice : Dr. Bhagwati Prasad, Wishva Prakashan, New Delhi*
- 4. Simplified Approach to Income Tax : Dr. Girish Ahuja & Dr. Ravi Gupta – Sahitya Bhawan Publishes & Distributors, Agra*

**M.Com (Hons.) VIth Semester w.e.f. session 2016-17**  
**Paper: Human Resource Management**  
**MCH 6.04**

**Max Marks: 80**  
**Time: 3 Hours**

Course Outcome:-

CO1: This subject prepares the student for the most critical ingredient of the business i.e. HRM.

CO2: To be able to understand the Importance, Objective and Scope of Human Resource Management (HRM).

CO3: To learn about the steps, Techniques/methods of Recruitment, Selection, Training and Management Development.

CO4: To gain an insight about the Wage and Salary Administration and Wage Incentives

CO5: To be able to develop strategic action plans by about Human Resources Development, Industrial Relationship and Industrial Unrest

**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 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 and Human Resource Planning Human Resource Management: -Definition, Importance, Objective and Scope of Human Resource Management (HRM). Function of HRM: - Operative and Managerial functions, Qualification and Qualities of Human Resource Manager, Changing role of Human Recourse Management. Total Quality Mgt., Business Process Reengineering. Human Resource Planning: - Meaning + Nature of Human Resource Planning (HRP), Objectives, Benefits, Factors affecting HRP, Process of HRP, Quantitative aspects of HRP, Supply fore casting. Human Resource Analysis, Qualitative Aspects of HRP. Utilization of Human Resource and its problems, Recent trends in HRP.

**Unit- II**

Recruitment, Selection, Training and Management Development Recruitment: - Meaning, Steps in recruitment Techniques, Recruitment policy, Sources and

methods/techniques of recruitment, Factors affecting recruitment. Selection: - Meaning Essentials of selection procedure, Stages in Selection Procedure.

Training: - Concept, Need and importance of Training. Methods of Training: - On the job Training + off the job Training, Principles of training, Evaluation of training Programme. Management Development (M.D): - Meaning and Nature of M.D, Methods of M.D and Evaluation of M.D Programmes.

### **Unit- III**

Wage and Salary Administration and Wage Incentives Wage/Salary: - Meaning Objectives and Theories of wage. Methods of wage payments: - Time wage and Piece wage methods; Factors affecting Wage/salary levels wage and salary administration wage and salary policies. Wage Incentives: - Concept, Need and Importance of incentives; Types of incentive Plans; Special incentive profit sharing and worker's co-partnership; Essentials of ideal Incentive system.

### **Unit- IV**

Human Resources Development, Industrial Relationship and Industrial Unrest Human Resources Development (HRD): - Concept; significance, features, Need and Scope of HRD. Techniques of HRD; Functions of HRD manager and Attributes of our HRD manager. Industrial Relationship (IR): - Concept; Importance and objective of Industrial relations; Contents, Participants of Industrial relationship (IR); Requirements of good Industrial relations Programme. Industrial Unrest (UN): - Meaning, Forms and Causes of industrial unrest. Impact of Industrial unrest on the Economy. Machinery for prevention and settlement of industrial unrest in India and Agencies for reconciliation of industrial unrest.

### ***Suggested Readings:***

- 1. Human Resource Management: Concepts and Issues, by T.N. Chhabra, Dhanpat Rai & Co. New Delhi.*
- 2. Human Resource Management by R. Wayne Mondy, Pearson Publications, Delhi.*
- 3. Human Resource Management by C.B. Gupta.*

**M.Com (Hons.) VIth Semester w.e.f. session 2016-17**  
**Paper: Business Environment and International Business**  
**MCH 6.05**

**Max Marks: 80**  
**Time: 3 Hours**

**Course Outcomes:**

- CO1: Systematically explores the external environment-legal & regulatory, macroeconomic, cultural, political, technological and natural.
- CO2: Analyze the environment of a business from the legal & regulatory, Macroeconomic, cultural, political, technological and natural perspectives.
- CO3: Discuss the supply and demand theory and its impact on insurance.
- CO4: Explain the effects of government policy on the economic environment and insurance industry.
- CO5: Outline how an entity operates in a business environment.

**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 of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Business Environment: concept; components and importance; SWOT Analysis. Agriculture in India- Problems, Importance, contribution in national economy, remedial measures. Economic Trends (overview): income; savings and investment; industry; Trade and balance of payments.

**Unit-II**

Problems of Growth: Unemployment, Poverty; regional imbalances, social injustice, inflation, parallel economy and industrial sickness. Role of Govt. in Indian Economy: Monetary and Fiscal Policy; Industrial Policy; Industrial Licensing; Privatization and Devaluation;

**Unit III**

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; nature of multinational enterprise and international direct investment; foreign exchange; determination of exchange rate; Balance of payments.

#### **Unit IV**

Theories of International Trade- Absolute advantage theory; comparative advantage theory; factor proportions theory; Product life cycle theory of trade; government influence on trade; rationale for government intervention, instruments of trade control; role of WTO,IMF and World Bank in international trade. Assessing International markets; designing products for foreign markets; branding decisions; international promotions policy; international pricing; international logistics and distribution.

**M.Com. (Hons) VIth Semester w.e.f. session 2016-17**  
**Paper: Retail Management and Sales Procedures**  
**MCH 6.06**

**Max Marks- 80**  
**Time: 3 hours**

Course Outcome:-

CO1: To be able to understand the meaning of Retail, Retailing, Retailers, growth and present size of Indian retail, career and growth opportunities, latest Technology and future of retailing in India.

CO2: To learn about the different types of Retailing such as traditional retail formats vs. modern retail formats, Store and non-store, Franchiser- franchisee.

CO3: To gain an insight about the level of operations of retailing, their functions and strategy formulation.

CO4: To be able to develop strategic action plans to gain an edge over rivals.

CO5: Monitoring and evaluating their actions, pricing strategies and location strategies.

**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 of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Introduction: Meaning, nature, scope, importance, growth and present size. Career option in retailing; Technology induction in retailing; Future of retailing in India.

**Unit-II**

Types of Retailing: Stores classified by owners; Stores classified by merchandising categories; Wheel of retailing; Traditional retail formats vs. modern retail formats in India; Store and non-store based formats; Cash and carry business - Meaning, nature and scope; Retailing models – Franchiser franchisee, directly owned; Wheel of retailing and retailing life cycle; Co-operation and conflict with other retailers.

**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; Developing retailing strategies, objectives, action plans, pricing strategies and location strategies.

**M.Com (Hons.)VII Semester w.e.f. 2012-13**  
**MCH-7.01 Accounting for Managers**

**Max.Marks:80**

**Time: 3 Hrs.**

**Course Outcomes:**

CO1: To understand importance of cost accounting and financial accounting for preparing management accounting.

CO2: Demonstrate knowledge about various financial decision based on management accounting.

CO3: Better understanding of the variance concept.

CO4: Understand the concept of cost-volume-profit.

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

**Unit-II** Budgetary Control: Managerial Control Process; Benefits; Limitations; Installation of the System; Classification of the Budgets; Preparation of different types of Budgets, Performance 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.

**Unit-III** 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, Applications of BE regarding sales-Mix, Product Lines.

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

***Suggested Readings***

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

**M.Com (Hons.)VII Semesterw.e.f. 2012-13**  
**MCH-7.02 Management Concepts**

**Max.Marks:80**

**Time: 3 Hrs**

**Course Outcomes:**

CO1: .Discuss and communicate the management evolution and how it will affect future managers.

CO2: Identify and evaluate social responsibility and ethical issues involved in business situations and logically articulate own position on such issues.

CO3: Explain how organizations adapt to an uncertain environment and identify techniques managers use to influence and control the internal environment.

CO4: . Identify and properly use vocabularies within the field of management to articulate one's own position on a specific management issue and communicate effectively with varied audiences.

**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: Planning –concept, significance, types; Organizing-concept, principles, theories, types of organizations, authority, responsibility, power, delegation, decentralization; Staffing; Directing; coordinating; control- nature, process, and techniques.

- Unit-2** Motivation: Process of motivation; Theories of motivation- need hierarchy theory, theory X and theory Y, two factor theory, Alderfer`s ERG theory, McClelland`s learned need theory, Victor Vroom`s expectancy theory, Stacy Adams equity theory.
- Unit-3** Leadership: concept; Leadership styles; Theories- trait theory, behavioral theory, Fiedler`s contingency theory; Harsey and Blanchard`s situational theory; Managerial grid; Likert`s four systems of leadership.
- Unit-4** Interpersonal and Organisational communication: concept of two-way communication; communication process; Barriers to effective communication types of organisational communication, improving communication, transactional analysis in communication;

Suggested Readings:-

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

**M.Com (Hons.)VII Semesterw.e.f. 2012-13**  
**MCH-7.03 Indian Business Environment**

**Max.Marks:80.**

**Time: 3 Hrs**

**Time: 3 Hrs.**

**Course Outcomes:**

- CO1: To know the concept of Business Environment, Elements of internal and external environment.
- CO2: To understand the problem of uneven distribution of income, CSR and Consumer Protection Act in india.
- CO3: To learn the Policies of Pre and Post liberalization era; Industries Competition Policy and Competition Act.
- CO4: Understanding the Changing role of public sector; Privatization and Disinvestments of public enterprises.

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

**Unit-1** Theoretical Framework of Business Environment: Concept, significance and nature of business environment; Elements of environment- internal and external; Changing dimensions of business environment. Techniques of environmental scanning and monitoring.

**Unit-2** Dualism in Indian Society and problem of uneven distribution of income; Emerging rural sector in India; Social responsibilities of Business; Consumerism in India; Consumer Protection Act.

Economic Systems and Business Environment; Economic Planning in India – Types of Economic Plan; Prerequisites of successful economic planning; Latest Five Year Plan.

**Unit-3** Economic Reforms in India; Industrial Policy – Policies of Pre and Post liberalization era; Industries (Development and Regulation) Act; Competition Policy and Competition Act;

**Unit-4** Public Sector- Objectives, pattern of growth; Changing role of public sector; Privatization and Disinvestments of public enterprises; Pricing policies in public enterprises.

Suggested Readings:-

- 1.S.K.Bedi – Business Environment
- 2.Fransis Cherunilam – Business Environment – Himalaya 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.

**M.Com (Hons.)VII Semesterw.e.f. 2012-13**  
**MCH-7.04 Elementary Managerial Economics**  
**Max. Marks : 80.**  
**Time : 3 hours.**

**Course Outcome:**

CO1: To know the nature and scope of managerial economics; managerial economists; and to have the clear understanding of fundamental concepts of economics.

CO2: To understand the functioning of demand and supply and how the markets work and market equilibrium.

CO3: To know the short run and long run production functions and measurement of productivity.

CO4: To have a solid understanding of price determination and equilibrium of firm and industry under different.

CO5: How to take the pricing and selling decisions with different types of competitive pressures.

**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.** Nature and scope of Managerial Economics; Managerial economists; role and responsibilities; Fundamental economics concepts: incremental principle, opportunity cost principle, discounting principle; factors of production.

**Unit-2** Law of Demand, elasticity of demand, consumer equilibrium-utility and indifference curve approach. Demand estimation and demand forecasting techniques.

**Unit-3** Production functions: short run and long run; producer's equilibrium; cost classifications; cost curves: short run and long run; economic value analysis; law of variable proportions and law of returns to scale; economies of scale; learning curve.

**Unit-4** Price determination and equilibrium of firm and industry under different market conditions: Perfect competition, monopoly, monopolistic competition, and oligopoly. Managerial theories of firms; pricing policies, practices, strategies and tactics in modern business world; Transfer pricing; Pricing under risk and uncertainty; elements of factor pricing.

### ***Suggested Readings`***

1. Baumol, William J; Economic Theory and Operations Analysis, Prentice-Hall, London.,
2. Baya, Michael R: Managerial Economics and Business Strategy, McGraw Hill Inc. New York.
3. Stonier, W and Hauge D: A Text Book of Economic Theory.
4. Dean, Joel: Managerial Economics, Prentice Hall, Delhi.
5. Dholkia, R.H. and A.L. Oza: Micro Economics for Management Students, Oxford University Press. New Delhi.
6. Lipton R.G.: An Introduction to Positive Economics.

**M.Com (Hons.)VII Semesterw.e.f. 2012-13**  
**MCH-7.05 Statistical Analysis for Business**

**Max. Marks: 80.**

**Time: 3 hours.**

**Course Outcome:-**

CO1: Will enable the students understand the simple, multiple and partial correlation and regression analysis

CO2: Will acquaint the students with the probability theory and three distribution pertaining to it.

CO3: Will help students to understand the hypotheses testing using large and small sample

CO4: Will enable the students understand the Association of attributes and Chi-square test

**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** 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.

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

Suggested Readings:

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

**M.Com (Hons.)VII Semesterw.e.f. 2012-13**  
**MCH-7.06 Workshop on Computer Applications to Business**

**Max.Marks:100.**

**Time: 3 Hrs.**

**Course Outcome:-**

CO1: To know the basics of Computer System, Computer Software & Hardware and Information processing system.

CO2: To understand the differences of types of computer systems, input-output devices, storage devices, communication devices, configuration of hardware devices and their applications.

CO3: To learn about the personal computers, its components, hardware configuration, RAM, factors influencing PC performance, network Technologies i.e. LAN, WAN, MAN, E-mail, World Wide Web and Internet browsing.

CO4: To study the Operating systems, programming languages control panel, paintbrush, calculator, desk top, my computer, settings, find, run.

The Method of teaching and evaluation in this paper shall be “Workshop”. There will not be any theoretical paper.

**Course Inputs**

**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.

**Unit-2** 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-3** 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.

**Unit-4** Introduction to Operating systems: Software needs, operating systems, application software's, programming languages; DOS; Windows-window explorer, print manager., control panel, paintbrush, calculator, desk top, my computer, settings, find, run; UNLX.

### **References**

1. Date, C.J: An Introduction to Database Systems, Addison Wesley, Massachusetts.
2. Dienes, Sheila S: Microsoft office, Professional for Windows 95; Instant Reference; BPB publication, Delhi.
3. Mansfield, Ron: The Compact Guide to Microsoft office; BPB publication, Delhi.
4. Norton, peter: Working with IBM-PC, BPB Publications Delhi.

**M.Com (Hons.)VIII Semesterw.e.f. 2012-13**  
**MCH-8.01 Management Accounting**

**Max.Marks:80**

**Time: 3 Hrs.**

**Course Outcome:**

CO1: Students get knowledge about preparation of cash flow statement according to the accounting standard 3.

CO2: Students get knowledge about the different responsibility centre in an organization and methods of preparation for it.

CO3: Knowledge about how to make an ideal report which is beneficial for various parties.

CO4: Understand the Accounting Ratios, Profitability ratios; Turnover Ratios; `Solvency Ratios, Cash Flow Statement etc.

**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** 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-2** Contemporary issues in Management-Accounting: Value Chain analysis; Activity Based Accounting; Quality Costing; Target and Life—Cycle Costing.

**Unit-3** 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-4** Cash Flow Statement- Objectives; Sources and Application; Preparation of Statement as per Indian Accounting Standard 3.  
Responsibility Accounting – Principles; Definition; Types of Responsibility Centers; Pre-requisites; Utility; Problems.  
Reporting to Management- Steps for Effective Reporting; Requisites of Ideal Report; Types of Reports; Uses.

***Suggested Readings***

1. Management Accounting: Dr.Mittal S.N. (Shree Mahaveer Book Depot.. Delhi)
2. Management Accounting: Pandey I.M.
3. Management Accounting: Dr.Maheshwari S.N.
4. Management Accounting: A Decision Emphasis – De Coster, D.T/ and Scholefr E.L.
5. Management Accounting Principles:Anthony R.N. and Reece J.S.
6. Management Accounting:Harngren Charles T.
7. Management Accounting: Batty J.

**M.Com (Hons.)VIII Semester w.e.f. 2012-13  
MCH-8.02 Organisational Behaviour**

**Max.Marks:80.**

**Time: 3 Hrs.**

**Course Outcome:-**

CO1: To discuss the development of the field of organizational behavior and explain the micro and macro approaches.

CO2: To analyze and compare different models used to explain individual behavior related to motivation and rewards.

CO3: To identify the processes used in developing communication and resolving conflicts.

CO4: To explain group dynamics and demonstrate skills required for working in groups (team building)

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

**Unit-2** Group Dynamics and Team Development: Group dynamics- definition and importance, types of groups, group formation, group development, group composition, group performance factors; Principle-centered approach to team development.

**Unit-3.** 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-4.** Organisational development: Concept; Need for change, resistance to change; resistance to change; Theories of planned change; organisational diagnosis; OD intervention.

### **References**

1. Griffin, Ricky W: ;OrganisationalBehaviour, Houghton Mifflin co., Boston.
2. Hellreigel, Don, John W. Slocum, Jr., and Richards W. Woodman:  
3. Organizational Behavior, south western college Publishing, Ohio.
4. Hersey, Paul, Kenneth H. Blanchard and Dewey E Johnson: Management of OrganisationalBehaviour:
5. Utilising Human Resources, Prentice Hall, New Delhi.
6. Ivancevich; John and Micheol T. Matheson: OrganisationalBehaviour and Management, Tata McGraw-Hill, New Delhi.
7. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York
8. Newstrom, John W. and Keith Davis: Organizational Behavior: Human Behavior at Work, Tata McGraw-Hill, New Delhi.
9. Robbins, Stephen P, and Mary Coulter: management, Prentice hall, New Delhi.

**M.Com (Hons.)VIII Semesterw.e.f. 2012-13**

**MCH-8.03 Economic Environment of Business**

**Max.Marks:80.**

**Time: 3 Hrs**

**Course Outcome:-**

CO1: Describe the concept of different types of environment.

CO2: Gained knowledge on business and strategic decision.

CO3: Acquired knowledge on provisions of Indian constitution pertaining to business.

CO4: Acquired knowledge about GDP, Financial environment, RBI stock exchange, IDBI, NBFC.

**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** 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-2** 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-3** Small Scale Industries – Importance, Problems and Policies; Industrial Sickness – problem, magnitude and remedies.

**Unit-4** Multinational Corporations and its role; EXIM Policy(Latest): An overview of International Economic Institutions and their working – WTO, IMF, World Bank.

### **Suggested Readings**

1. Adhikari, M: Economic environment of Business, Sultan Chand & Sons, New Delhi.
2. Ahluwalia. I.J. Industrial Growth in India, Oxford University Press, Delhi.
3. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Pub, N.Delhi.
4. Aswathappa, K: Legal environment of Business, Himalaya Publication, Delhi.
5. Chakravarty, S: Development Planning, Oxford University Press, Delhi.
6. Ghosh, Biswanath: Economic environment of Business, Vikas Pub, New Delhi.
7. Ghosh, Biswanath: Economic environment of Business, Vikas Pub, New Delhi.

**M.Com (Hons.)VIII Semesterw.e.f. 2012-13**  
**MCH-8.04 Managerial Economics-II**

**Max. Marks: 80.**

**Time: 3 hours.**

**Course Outcome:**

CO1: To understand the basic understanding of Macroeconomics: meaning, nature and scope; National income: concept and measurement; income determination model.

CO2: To measure the economic growth and understand the implications of interference of Inflation on economic growth.

CO3: To use the economic problem solving skills to discuss the opportunities and challenges of the increasing globalization of the world economy.

CO4: To understand the interaction between the domestic economy and the rest of the world.

CO5: To understand the causes and consequences of business cycles.

**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.** Macro economics: Meaning, nature and scope; National income: concept and measurement; circular flow of income; multiplier, accelerator and marginal efficiency of capital; Keynesian income determination model.

**Unit-2** Economic growth: measurement and determinants; Inflation; definition, types and strategies to counter inflation; Budgets and budgetary deficits; deficit financing; Public debt operations and its management.

**Unit-3** Theories of International trade: Comparative cost advantage: Peter endearment Theory: Balance of payment management, management of internal and external balance, balance of deficit management; foreign exchange reserves; determination of foreign exchange rates foreign exchange rate management; foreign exchange flow.

Unit-4 Business cycles: nature, causes and phases; theories of business cycles: monetary, innovation, Cob-Web, Samuelson and Hicks; macro economics planning: Business opportunities in the current five plans.

***Suggested Readings`***

1. Baumol, William J; Economic Theory and Operations Analysis, Prentice-Hall, London.,
2. Baya, Michael R: Managerial Economics and Business Strategy, McGraw Hill Inc. New York.
3. Stonier, W and Hauge D: A Text Book of Economic Theory.
4. Dean, Joel: Managerial Economics, Prentice Hall, Delhi.
5. Dholkia, R.H. and A.L. Oza: Micro Economics for Management Students, Oxford University Press. New Delhi.
6. Lipton R.G.: An Introduction to Positive Economics.
7. Gough, J. and S. Hills: Fundamentals of Managerial Economics, MacMillan London.

**M.Com (Hons.)VIII Semesterw.e.f. 2012-13**

**MCH-8.05 Quantitative Techniques for Managerial Decisions**

**Max.Marks:80.**

**Times: 3 Hrs**

**Course Outcome:-**

CO1: Will enable the students understand the meaning, nature and scope of quantitative techniques

CO2: Will acquaint the students with the Analysis of variance analysis

CO3: Will help students to understand the various non-parametric tests

CO4: Will enable the students understand the concept of linear programming and network analysis

**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.** Quantitative Techniques: An introduction to quantitative techniques, classification of quantitative techniques, role / uses of quantitative techniques in business and industry, their functions, their scope and limitations of quantitative techniques.

**Unit-2** Analysis of Variance: Introduction, assumptions, Techniques of Analysis of Variance – one way classification and two way classifications. F-Test.

**Unit-3** Non-Parametric Tests: sign-Test, Sign test for paired observations, Wilcoxon signed – rank tests, Wald – Wolfowitz test, Kruskal Wallis – Test and The Mann - Whitney – U-Test.

**Unit-4** Linear Programming and Network –Analysis. Linear Programming: Uses, applications, data requirement and limitations. Simplex Method. Net Work Analysis: CPM and PERT; Significance of PERT to a Manager Network activity, Network analysis. Critical Path method, Limitations of CPM, Limitations of PERT.

Suggested Readings:

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

**M.Com (Hons.)VIII Semesterw.e.f. 2012-13**  
**MCH-8.06 Workshop on e-Commerce**

**Max.Marks:100**

**Times: 3 Hrs**

**Course Outcome:-**

CO1: To know the basics of MS-Word in MS-Office; Word basic commands; Formatting-text and documents; Sorting and tables etc.

CO2: To understand the differences of types of worksheets as database in accounting, marketing, finance and personnel areas

CO3: To learn about the Power-point basics, creating presentations the easy way; Working with graphics in Power-Point; show time, sound effects and animation effects.

CO4: To get practical experience on Statistical Packages: Lotus, Excel, SPSS and SYSTAT.

**Note:** The Method of teaching and evaluation in this paper shall be “Workshop”. There will not be any theoretical paper.

**Course Inputs**

**Unit-1** 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.

**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.

**Unit-3.** 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-4.** 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.

### **References**

1. Date, C.J: An Introduction to Database Systems, Addison Wesley, Massachusetts
2. Dienes, Sheila S: Microsoft office, Professional for Windows 95; Instant Reference; BPB publication, Delhi.
3. Mansfield, Ron: The Compact Guide to Microsoft office; BPB publication, Delhi.
4. Norton, peter: Working with IBM-PC,BPB Publications Delhi.
5. O'Brian, J.A: Management Information Systems, Tata McGraw Hill, New Delhi.
- 6.Ullman, J.O. Principles of Database Systems, Galgotia Publications, New Delhi.

**M.Com (Hons.) –IX Semesterw.e.f. session 2013-14**

**MCH-9.01 Strategic Management -I**

**Max.Marks:80**

**Time: 3 Hrs**

**Course Outcome:**

CO1: Identify the forces impacting on corporate and business strategies.

CO2: Be critically aware of factors involved in strategy making

CO3: Assess the resources and constraints for strategy making in a business context

CO4: Explain the importance of social, economic and political forces; and technological Investigate the impact of internationalization on strategy making

CO5: Analyze strategic macro environmental issues, industry factors, impact on profitability and strategic positioning;

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 Strategic Management Process: Evolution of Strategic Management, Management.

Concept of Strategy, Level at which Strategy operates, Issues in Strategic decision making, Schools of thoughts of strategy formulation, Process of Strategic Management, Roles of Strategists in the Process of strategic

Unit-2 Establishment of Strategic Intent; Hierachy of Strategic Intent vision. Mission Statements – Process of envisioning, Formulation and

Communication of Mission Statements; Setting of Goals and Objectives; Identification of Key Success Factors..

Unit –3 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-4 Strategy Formulation: Corporate level Strategies; Grand Strategies, Stability Strategies, Expansion Strategies, Retrenchment Strategies, Combination Strategies, Corporate Restructuring; Business level Strategies and Tactics

#### SUGGESTED READINGS:

Bhattachary, S.K. and N. Venkataramin: Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House , New Delhi.

Budhiraja, S.B. and M.B. Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.

Christensen, C. Ronald, Kenneth R. Andrews, Joseph L. Bower, Richard G. Hamermesh, Michael E. Porter: Business Policy: Text and Cases, Richard D. Irwin, Inc., Homewood, Illinois.

Coulter. Mary K: Strategic Management in Action, Prentice Hall, New Jersey.

David. Fred R; Strategic Management, Prentice Hall, New Jersey.

Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategic t, McGraw Hill, International Edition.

H.Igor, Ansoff: Implanting Strategic Management, Prentice Hall, New Jersey.

Kazmi, Azhar: Business Policy, Tata McGraw Hill, Delhi.

Michal, E Porter: The Competitive Advantage of Nations, Macmillan, New Delhi.

Mintzberg, Henry and James Brian Quinn: The Strategy Process, Prentice Hall, New Jersey.

Newman, William H. and James P. Logan: Strategy, Policy and Central Management, south Western Publlishing Co., Cincinnati, Ohio.

**M.Com (Hons.) –IX Semesterw.e.f. session 2013-14**  
**MCH-9.02 Accounting Theory**

**Max.Marks:80**

**Time: 3 Hrs**

**Course Outcome:**

CO1: To have the understanding of meaning, nature, evaluation and role of accounting and accounting theory; difference between Financial Statement and Reporting and Objectives thereof.

CO2: To recognise and understand the ethical issues regarding Accounting Concepts, Principles, and Postulates.

CO3: Demonstrate the understanding of current accounting standards and acceptable accounting practices

CO4: Student will exercise the application of various accounting standards, as well as different issues attached to them such as nature, applicability, exemptions, disclosure requirements, etc.

CO5: Apply appropriate judgement derived from the knowledge of accounting theory, financial reporting, financial analysis and decision making.

**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

Introduction: Meaning, nature, evaluation and role of accounting and accounting theory; Approaches and levels of Accounting theory. Methodology in accounting theory; Accounting as a language and as an Information System; Accounting and Economic Development; Financial Statement, Reporting and Objectives thereof.

## Unit-II

Accounting: Concepts, Principles and Postulates; Generally Accepted Accounting Principles including selection of Accounting Principles and measurement in accounting; Income Measurement: Edwards and Bill's Concept of Business income; Transactions and Activities Approaches to Income Measurement; AS-5 on changes in Accounting estimates and policies; Revenues: Recognition criteria, measurement of revenue, AS\_9 on disclosure relating to revenue recognition. Estimates of ex-ante and ex-post income.

## Unit-III

Expenses: Meaning, categories, association with revenue and unexpired costs, Recognition; Gains and losses: Features, recognition - comparison of revenues, expenses, gains and losses. Depreciation Accounting and Policy: Accounting Problems in long term assets, meaning and causes of depreciation, methods, AS-6 on depreciation, Disposals of fixed assets, Exchange of plant assets, Amortisation.

## Unit-IV

Inventory: Meaning, Need, Objectives of inventory measurement and inventory costing, valuation methods, AS-2 on Inventory Valuation, ICAI's guidelines on inventory valuation, Inventory systems, most useful method of valuation, Assets: meaning, characteristics, valuation and AS-10 on accounting for Fixed assets. Liabilities and Equity: meaning, nature, classes, types and approaches.

### Suggested Readings

1. Kenneth S. Most, "Accounting Theory", Ohio Grid Inc.
2. Elden S. Hendriksen, "Accounting Theory", Homewood: Richard D. Irwin.
3. A.C. Littleton, "Structure of Accounting Theory, AAA.
4. Jawaharlal, "Corporate Financial Reporting: Theory and Practice" Taxman, 2<sup>nd</sup> Ed.

**M.Com (Hons.) –IX Semesterw.e.f. session 2016-17**  
**MCH-9.03**  
**Corporate Tax**

Max.Marks:80  
Time: 3 Hrs

**Course Outcome:**

CO1: Student will learn the keywords of Corporate Tax and how the residential status of Corporate Sector is being determined.

CO2: Student will gain with the provisions regarding determination income under various heads.

CO3: Student will become familiar with the provisions of income tax regarding assessment of charitable trust, education institutions, political parties, co-operative societies and income of non-residents.

CO4: Students will know about the unilateral relief in case of double taxation relief.

CO5: Students will become familiar with the basic mechanism of Income Tax Act with special reference to assessment of cooperative sectors.

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**

Meaning of company; Types of companies; Residential status and incidence of tax on companies; Computation of income of company under various heads;

General provisions applicable to companies for computation of gross total income.

#### Unit-II

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

#### Unit-III

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

#### Unit-IV

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

#### Suggested Readings:

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

**MCH-9.04 Higher Accounting and Corporate Reporting**

**Max.Marks:80**

**Time: 3 Hrs**

Course Outcome:

CO1: Student will learn the keywords of Issue of Debentures, Term of issue of Debentures, discount on debentures, redemption of preference shares, accounting entries.

CO2: Student will gain with the knowledge of accounting issues relating to amalgamation, absorption and reconstruction of companies.

CO3: Understand the accounting treatment for valuation of goodwill & shares.

CO4: Describe the calculation of profits prior to incorporation and company final Accounts.

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

Accounting for issue and Redemption of Shares and Debenture. Issue of Shares at different values, issue of two classes of shares, Under-subscription, Over-subscription, Calls in arrears, Calls in advance, forfeiture of Shares, Re-issue of forfeited shares, Right issue. Classes of Debentures, Issue of Debentures, Term of issue of Debentures, Discount on Debentures, Redemption of preference shares, Accounting entries. Methods of Redemption of Debentures.

- Unit-2 Final accounts and Financial Statements of companies- P&L Account Balance sheet, Statutory Requirements , Managerial Remuneration, Divisible profits, Dividend, Bonus Shares. Analysis and interpretation of financial statements – Balance sheet, form of balance sheets, Balance sheet equation, Profit and Loss Accounts – Cash and Fund Flow Accounting –Criticism of Published Accounts. Corporate Reporting information Disclosure and Design of Accounts-Limitations, Points for Consideration in disclosure. Financial Position statements Disclosure Practices.
- Unit-3 Valuation of Goodwill, Shares and Debentures/ Bonds. Goodwill:- Definition- Necessary Factors determining the value – methods.  
Valuation of Shares:- Circumstances – Methods.
- Unit-4 Accounting issues relating to Amalgamation, Absorption and Reconstruction of Companies- Meaning calculation of purchase consideration- Accounting entries- Inter Company Owings – inter Company unrealized Profits – inter Company holdings – Merger and acquisition – Alteration of Share Capital. Scope of Internal Reconstruction Entries – Internal Reconstruction Vs. External Reconstruction Scheme.

References:-

- Beams, F.A; Advanced Accounting ,Prentice Hall, New Jersey.
- Dearden ,J. and S.K.Bhattacharya :Accounting for Management, Vikas Publishing House, New Delhi.
- Engler,C., L.A Bernstien and K.R .Lambert :Advanced Accounting ,Irwin, Chicago.
- Fischer ,P.M., W.J.Taylor and J.A.Leer; Advanced Accounting , South-Western , Ohio .
- Gupta. R.L.:Advanced Financial Accounting, S.Chand and Co. New Delhi.
- Kesio D.E. and J.J.Weygandt: Intermediate Accounting,. John Wiley and Sons, N.Y.
- Maheshwari , S.N.: Advanced Accounting- Vol. II, Vikas Publishing Housing, New Delhi.
- Monga J.R.: Advanced , Mayoor Paperbacks , Noida.
- Narayanaswamy, R. : Financial Accounting: A Managerial Perspective, Prtentice Hall of India, Delhi.
- Neigs, R.F. Financial Accounting, Tata McGraw Hill, New Delhi.

Shukla, M.C, and T.S.Grewal: Advanced Accountancy, Sultan Chand Co. New Delhi.

Warren C.S. and P.E.Fess: Principles of Financial and Managerial Accounting, South-Western, Ohio.

**M.Com (Hons.) –IX Semester w.e.f. session 2013-14**  
**MCH-9.05 Investment Management**

**Max.Marks:80**  
**Time: 3 Hrs**

**Course Outcome:**

CO1: Students will have the knowledge and skills to select and employ base level tools for financial analysis.

CO2: Students will be able to use time value of money methodology.

CO3: Students will be able to determine the cost of capital.

CO4: Students will have the knowledge and skills to analyze companies for investment purposes.

CO5: Students will be able to adjust financial statements for valuation purposes.

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

Investments: Nature, Scope, Avenues And Elements of Investment, Approaches to Investment Analysis; Tax and Transactions Cost in Investment, Financial Assets: Types, Characteristics and Alternatives; Sources of Financial Information.

Unit-II

Security Markets: Secondary and Primary, Public Issue: IPO and other types of issues in securities in India. Participants in the securities market; Stock-Market: - Stock-Exchanges, Trading and Settlement, Stock market quotations and Issues; SEBI and Future challenges in the settlement of securities market, SEBI guidelines in primary and secondary capital markets.

Unit-III

Intermediaries in the capital markets (including Depositories); Valuation of Debt and Equity instruments (with numericals); Valuation of Options and Futures.

#### Unit-IV

Fundamental analysis (Industry, Company and Macroeconomic analysis); Technical analysis (Charting techniques, Dow-theory, Moving average analysis, Moving average convergence-divergence (MACD); Relative strength analysis, Technical indicators of Breadth, sentiments), Testing technical trading rules, Evaluation of Technical Analysis.

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#### Suggested Readings:-

1. Ranganatham, M. and Madhumati, R.”Investment Analysis and Portfolio Management”, Pearson education. Delhi-92.
2. Jordon, Fisher,”Security Analysis and Portfolio Management”, 6<sup>th</sup> Ed. Phi-New Delhi-110001.
3. Bodie, Kane, Marcus and Mohanty, “Investments”. TMH New-Delhi.
4. Chandra, P. “Investment Analysis and Portfolio Management”. CFM-McGraw Hill professional series in finance.

**M.Com (Hons.) –IX Semester w.e.f. session 2013-14  
MCH-9.06**

**Multinational Financial System**

**Max.Marks:80**

**Time: 3 Hrs**

**Course Outcome:**

CO1: Students will have the knowledge of International monetary system, International Financial, Balance of Payments and International economic linkages and Currency forecasting.

CO2: Students will be able to deal with foreign exchange risk management and foreign exchange risk management through accounting, translation and economic exposure methods.

CO3: Students will have the knowledge of cost of capital and capital structure. multinational capital budgeting, mnc's cash receivables management, managing the multinational financial system.

CO4: Students will understand the Concept of FDI, Cost of capital and Capital structure.

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**

**Introduction** of Multinational Financial Environment: Meaning, Scope and Rise; MNC's: Meaning, Objectives, Evolution process of overseas expansion; Financial linkages in the MNC's; Foreign Exchange Markets: F.E rate determination, Functions of F.E market, Foreign currency Futures and Options.

**Unit-II**

International monetary system (including Bretton Woods system and Smithsonian Agreement and European monetary system), International Financial Institutions (IMF/WB and ADB); Balance of Payments and International economic linkages, Currency forecasting (including International Fisher Effect).

### Unit-III

Foreign Exchange Risk Management: Meaning of exchange Risk; Tools and Techniques of Foreign Exchange Risk Management; Foreign Exchange Risk Management through Accounting, Translation and Economic Exposure methods.

### Unit-IV

Financial management of the Multinational Firms: FDI, Cost of capital and Capital structure. Multinational Capital Budgeting, MNC's cash receivables management, managing the multinational financial system.

### Suggested Reading

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

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

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

Henning, C.N., W Piggot and W.H Scott: International Financial Management, McGraw Hill, Int. Ed., New York.

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

Rodriguez, R.M. and E.E Carter: International financial Management, Prentice Hall, International Edition.

Shapiro, Alan. C: Multinational Financial Management, Prentice Hall, New Delhi.

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

**M.Com (Hons.) –IX Semester w.e.f. session 2013-14**

**MCH-9.07 Merchant Banking**

**Max.Marks:80**

**Time: 3 Hrs**

**Course Outcome:**

CO1: Students will have the knowledge of Merchant Banking Evolution and Activities.

CO2: Students will have the knowledge about guidelines of appointment of Merchant Bankers, SEBI's guidelines for issues of various securities.

CO3: To create an awareness about Pre-issue Management: Allotment: Allotment and Dispatch of shares /Refunds and Listing Requirements of OTCEI; Public Deposits and Commercial Paper.

CO4: Students will understand the Concept of Security Rating Grading, Process of CRISIL, Regulation, Disclosure and Control of Ratings.

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

Merchant Banking: Meaning, Scope, Nature, Evolution and Activities; Merchant Banking

in India; Investment Banking in India and USA, Potential of Investment Banking in India; Organisation of MB-units. Banking Commission Report 1972. Regulation of Merchant Banking: Capital Adequacy Requirements, Code of Conduct, Insider Trading; Defaults and Penalties, International code and Standards. Project

Preparation and Appraisal: Project Identification, Financial Appraisal, Technical Appraisal, Economic Appraisal, Feasibility study.

## Unit-II

Merchant Bankers: Types, functions/Role in Public Issue, other issues and in fund raising, in raising Public Deposits; Pre-issue obligations of Lead Merchant Banker, Appointment of Merchant Bankers; SEBI's guidelines for issues of various securities. Pre-issue Management: Coordination, Marketing and Underwriting; Pricing of rights and future Public issues (including Book-Building).

## Unit-III

Pre-issue Management: Allotment: Allotment and Dispatch of shares /Refunds and Listing Requirements of OTCEI; Public Deposits and Commercial Paper.

## Unit-IV

Security – Rating and Equity Grading: Nature, Utility, Process and Agencies like CRISIL and Credit Analysis & Research Ltd. Reports of Committees; Ethical Issues; SEBI (Credit Rating Agencies) Regulation, 1999. Registration of CR-Agencies; Disclosure, Control and Inspection of Ratings.

## Suggested Readings:

1. S.Guruswamy, "Financial Markets and Institutions". Thomson.
2. Shashik. Gupta et al. "Financial Institutions and Markets" Kalyani Publishers. New Delhi.
3. H.R.Machiraju. "Merchant Banking: Principles and Practice". New Age International Publishers.

**M.Com (Hons.) –IX Semester w.e.f. session 2013-14**  
**MCH-9.08 Financial Management- Investment Decisions**

Max.Marks:80

Time: 3 Hrs

**Course Outcome:**

CO1: Better understanding of the work of the controller and treasurer for an organization.

CO2: Provide knowledge about how to select different combination of investment to maximize value of the firm.

CO3: Better knowledge about the combined leverage.

CO4: understand the concept of operating and financial leverage;

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 Evaluation of Finance, Objectives of the Firm – Project Max. And Wealth max.; Functions of Financial Management; Organisation of the Finance Function.

Unit-2 Cost of Capital: Definition and Concepts, Measurement, the weighted average Cost of Capital; Leverage: Operating and financial, Combined Leverage.

Unit-3 Capital Budgeting, Meaning, importance, rationale of Capital Budget, nature of investment Decision, the Administrative frame work, methods of appraisal,

Unit-4 Capital rationing, Inflation and Capital Budgeting ; Capital budgeting under Risk and Uncertainties

Suggested Readings:

M Y Khan and P K Jain: Financial Management

I M Pandey: Financial Management  
Parasana Chandra: Financial Management

**M.Com (Hons.) –IX Semesterw.e.f. session 2013-14**

**MCH-9.09 Advanced Cost Accounting**

**Max.Marks:80**

**Time: 3 Hrs**

**Course Outcome:**

CO1: Described about the concept of advanced costing and evaluation of job costing and batch costing.

CO2: Provide knowledge about how to calculate of unit costing of all the overheads.

CO3: Acquired knowledge on process costing and also learn to analyze and interpret the contract costing.

CO4: Understand the Cost recording, preparation of accounts under integral system

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

Requirement for Implementation of MRPI, MRPI and Inventory Management. Zero Inventory system.

Unit-2 Manufacturing resource planning (MRP II), Evolution, essential elements. Enterprise resource planning (ERP), Lean Accounting, Back flush Costing, Conditions for adopting Back flush Costing, different types of back flush

Costing, Accounting for Variances, disposition of variances, difficulties in backflus costing, backflow costing in JIT system.

Unit-3 Process Costing; Work in Progress, Inter process Profits, by Products and Joint Products. Uniform costing, Concept, Scope of Uniform costing, Need for Uniform Costing, Inter firm comparison, Need for Inter Firm Comparison. Requirements of an Inter firm Comparison scheme, Types of Comparison.

Unit-4 Cost records, Integral system, preparation of accounts under integral system. Non-integral system, preparation of accounts under non-integral system. Benefits and limitations of integral and non-integral systems.

### SUGGESTED READINGS

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

**M.Com (Hons.) –IX Semesterw.e.f. session 2013-14**

**MCH-9.10 Project Planning & Management**

**Max.Marks:80**

**Time: 3 Hrs**

**Course Outcome:**

CO1: Manage the scope, cost, timing, and quality of the project, at all times focused on project success as defined by project stakeholders.

CO2: Apply project management practices to the launch of new programs, initiatives, products, services, and events relative to the needs of stakeholders.

CO3: Implement project management knowledge, processes, lifecycle and the embodied concepts, tools and techniques in order to achieve project success.

CO4: Utilize technology tools for communication, collaboration, information management, and decision support.

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 An overview: Capital Expenditure and Capital Budget (Meaning, objective and phases) Facets (Aspects ) of project analysis, Feasibility Study, Articulation of framework of Resource allocation: Three key criteria Investment strategies, Strategic – Position and Action Evaluation and Capital Budgeting Generation and screening of Project ideas: The complete process.

Unit-2 Market and Demand analysis; The Study of situation, Information, Market and Demand Forecasting: Market Planning and Methods of Demand

Forecasting. Technical analysis with materials, Manufacturing-process, Product-mix, capacity, location, machines and schedules.

Unit-3 Financial analysis: Project-cost, Sources of Finance, Estimates of cost of Production, Sales, working Capital Requirements and its sources, working results, BEP and Cash flows, Project cash flows, time Value of Money.

Unit-4: Cost of Capital of the Project: Basic Concepts and Premises: Rate of Return, Cost of preference and Equity Capital; Cost of Capital for a New Company and in practice, Cost of Depreciation generated funds, appraisal criteria: NPV, Cost-Benefit Ratio, IRR Urgency, accounting Rate of Return, Investment Appraisal: Indian and International Profile. Types of Projects and Relevance of IRR.

#### Suggested Readings

Brycd, M.C: Industrial Development, McGrawe Hill(Int.Ed.), New Yorik..

Chandra, Prasanna; project Preparation, Appraisal and Implementation, Tata McGraw Hill, Delhi.

I.D.B.I: Manual of Industrial project analysis in Developing countries.

O.E.C.D(⊗I) Manual for Preparation of Industrial Feasibility studies.  
(ii) Guide to Practical Project Appraisal.

Pitale, R.L: Prouectap[praisal Techniques, Oxford and IBH.

Planning Commission: Manual for Preparation of Feasibility Report.

Timothy, D.R. and W.R. Sewell: Project Appraisal and Review, Macmillan, India.

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**MCH-9.11 Financial Institutions and Markets**

**Max.Marks:80**

**Time: 3 Hrs**

**Course Outcome:**

CO1: This subject prepares the students in understanding financial system and its history, operating procedure, and its relevance in Import & Export.

CO2: To gain knowledge on Financial Markets - Money and capital markets, Money market instruments and Recent trends in Indian money markets & capital-market

CO3: To learn about the Process of issuing securities in primary and secondary market.

CO4: To differentiate between Hire Purchase and Leasing and to understand the problems and prospects of leasing Industry in India.

CO5: To provide exposure to students regarding Venture Capital, guidelines and initiative of venture capital in India.

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 Introduction: Nature and role of financial system; financial system and financial markets; financial system and economic development; Indian financial system-an overview.

Unit-2 Financial Markets: Money and capital markets; Money market-meaning, constituents, functions of money market; Money market

instruments – call money, treasury bills, certificates of deposits , commercial bills, trade bills etc.; Recent trends in Indian money markets; capital-market-primary and secondary markets; Depository system; government securities market; Role of SEBI-an overview; Recent developments.

Unit-3 Reserve Bank of India: Organisation, management and functions; credit creation and credit control; Monetary policy.

Unit-4 Commercial Banks: Meaning, functions, management and investment policies of commercial banks; Present structure; E-banking and e-trading, recent developments in commercial banking.

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**MCH-9.12 Small Business Financial Management**

**Max.Marks:80**

**Time: 3 Hrs**

**Course Outcome:**

- CO1: Learn the concept of small business financial management with different sources.
- CO2: Calculation of working capital requirement and components of working capital requirement.
- CO3: Understand and analysis the cost of capital and WACC.
- CO4: To provide exposure to students regarding Problems of small business organisation, Govt. policy regarding small business; Future of small business in India.

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 organisations Problems of small business organisation, Govt. policy regarding small business; Future of small business in India.

- Unit-2 Financial Management in Small Business: Small business versus Large Business from the viewpoint of financial management;
- Unit-3 Capital budgeting process in small business – Pay back Method, Average Rate of Return, Internal rate of return and Net present value method; Analysis of risk s and uncertainties.
- Unit-4 Working Capital Management in Small Business – Nature and importance of working capital in small companies Cash Management, Receivable Management,

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**MCH-9.13 International Finance**

**Max.Marks:80**

**Time: 3 Hrs**

**Course Outcomes:**

CO1: Will enable the students understand the meaning ,nature and importance of international finance and also about balance of payments

CO2: Will acquaint the students with the international monetary system and various developments

CO3: Will help students to gain understanding pertaining to international liquidity, European monetary system and monetary and banking institutions of international markets

CO4: Will enable the students to acquaint with various international capital and money market instruments

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 International Finance: - Meaning, Nature and Importance. Bretton Woods Conference and afterwards, I.M.F. and World Bank, Methods of International Investments. Balance of Payments and its Components. Current Trends in International Trade and Finance. International Flow of : Goods, Service and Capital Coping with Current Account Deficit.

Unit-2 International Monetary system: Developments, Gold Standard, Bretton Wood System, Fixed Parity System. Smithsonian Arrangement, Exchange Rate Regime since 1973, Floating system.

- Unit-3 International liquidity, Creation of SDRs, IMF's, funding facilities, the European Monetary system, Monetary and Banking Institutions in International Markets.
- Unit-4 International Capital and Money Market Instruments: GDRs ADRs, IDRs, Euro Bonds, Euro Loans, Repos, CPs, floating rate instruments, loan-syndication and Euro – deposits.

#### SUGGESTED READINGS

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

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**MCH-9.14  
Risk Management**

**Max.Marks:80**

**Time: 3 Hrs**

**Course Outcome:**

CO1: This course will examine the way in which business and society make an assessment of, control and transfer risk.

CO2: The goal of this course is to engage students in active discovery of risk management principles.

CO3: Students will be prepared to function in a business environment, developing an awareness of the challenges, the tools, and the process of designing and implementing a risk management program.

CO4: This course focuses on the ways in which businesses and society assess, control, and transfer risk.

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

**Risk:** Meaning, kinds with sources; Assigning Risk Allowances; Beta in Risk Management; Calculation and use of Beta, Risk and Returns: Relationship, Measurement and Application of Returns; Why Risk-Management; Tools of Risk-Management, Relationship of risk with financial-distress, taxes, Risk and Risk Managers, Risk-Premia.

Unit-II

**Risk Measurement:** Evaluation of Risk and Returns of securities and Portfolios ; Diversification; Assets-Allocation and Expected>Returns; Risk-management vs. shareholders' wealth, clienteles, and irrelevant-proportions. Risk-Measurement Methods/Techniques : Standard-deviations. Variance, co-variance, Beta, Picturisation. Correlation between the Returns of two or more securities. Borrowing and Lending. The Insurance-Principle. The Measurement of operation and Risk.

#### Unit-III

**Utility Theory:** Introduction, Linear and concave utility function and risk; uncertain outcomes; Insurance and Expected Returns; Indifference curves for Risk-Averse Investors; Non-satiation, Risk-Aversion and Portfolio Choice. Success in Investment. Switching Policies in Financial-Crises; Mania. Panics and Crashes.

#### Unit-IV

**Risk And Hedging:** Relationship. Elementary knowledge of Risk-Hedging Techniques. Risk and Liquidity. Volatility, cashflow at Risk (CaR), Value at Risk (Var), Risk Reducing through Project Choice and Optimal Capital Structures, Investment Timings and Performance Measurement. Risk Management Structures and Policies.

#### Books:

1. "Risk Management & Derivatives "By R.N. Shulz, Thomson : South Wester"
2. "Derivatives and Risk Management by J.R. Verma T.M. New Delhi
3. V.K. Bhalla, :Security Analysis & Portfolio Management

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**MCH-10.01 Strategic Management -II**

**Max.Marks:100**

**Time: 3 Hrs**

**Course Outcome:**

CO1: Identify the forces impacting on corporate and business strategies.

CO2: Be critically aware of factors involved in strategy making

CO3: Assess the resources and constraints for strategy making in a business context

CO4: Explain the importance of social, economic and political forces; and technological Investigate the impact of internationalization on strategy making

CO5: Analyze strategic macro environmental issues, industry factors, impact on profitability and strategic positioning;

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 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-2 Strategy Implementation: Inter relationship between formulation and Implementation, Aspects of Strategic Implementation, Project Implementation, Procedural Implementation, Resource Allocation;  
Strategy and Structures: Structural Considerations, Structures for Strategies; Organisational Design and Change.
- Unit-3 Behavioural Implementation: Leadership Implementation, Corporate Culture, Corporate Politics and Use of Power, Personal values and Business Ethics.  
Functional Implementation: Functional Strategies, Functional Plans and Policies, Marketing Plans and Policies, Financial Plans and Policies, Personnel Plans and Policies, Operations Plans and Policies.
- Unit-4 Strategic Evaluation and Control: Overview of Strategic Evaluation and Control, Techniques of Strategic Evaluation and Control.

SUGGESTED READINGS:

Bhattachary, S.K. and N. Venkataramin: Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House , New Delhi.

Budhiraja, S.B. and M.B. Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.

Christensen, C. Ronald, Kenneth R. Andrews, Joseph L. Bower, Richard G. Hamermesh, Michael E. Porter: Business Policy: Text and Cases, Richard D. Irwin, Inc., Homewood, Illinois.

Coulter. Mary K: Strategic Management in Action, Prentice Hall, New Jersey.

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**MCH 10.02      Accounting Theory and Practice**

**Max.Marks:80**  
**Times: 3 Hrs**

**Course Outcome:**

CO1: This subject provides detailed insight into accounting regulations and accounting aspects of Companies.

CO2: To know about Stages and Process of Standards settings by ICAI in India along with Compliance and Applicability of Accounting Standards in India.

CO3: To understand the difference between Accounting Standard, IFRS, IASB and FASB and also gain knowledge on Convergence of Indian Accounting Standards with IFRS

CO4: To learn about the IFRS current status and Challenge and also understand the concept of harmonization in Accounting and Reporting.

CO5: It also covers contemporary issues in accounting i.e. Human Resource Accounting, Corporate Social Reporting, Forensic Accounting and Reporting. Environmental Reporting.

**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

Financial Disclosures and Reporting: Objectives and Concepts, Developing a financial Reporting Framework, Need for financial reporting standards, Trueblood report and The 'corporate Report' on Disclosure reporting; FASB concept No.1. An effective corporate report. Accounting Standard-1 on "Disclosure of Accounting Policies" IASC's conceptual framework for preparation and presentation of Financial statements.

## Unit-II

Specific reporting issues: Segment, Interim, Social, Environmental reporting including AS-17 and AS-25. Related Parties Disclosures (AS-18), Financial Reporting of Interests in Joint Ventures (AS-27).

## Unit-III

Accounting Standards formation: Meaning of AS, Process of Standards settings in India and by IASC, AS-2, AS-3, AS-6, AS-9, AS-10, AS-11, AS-14, AS-19, AS-20, AS-26 and AS-28 in detail. Harmonisation in Accounting and Reporting (including Recommendation of RBI and SEBI).

## Unit-IV

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

### Suggested Readings

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

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**MCH-10.03 Corporate Tax Planning and Management**

**Max.Marks:80**  
**Time: 3 Hrs**

**Course Outcome:**

CO1: Students will know about the difference between Tax evasion, Tax avoidance, Tax planning and Tax management.

CO2: Students will aware about the Income Tax Insensitive provided to the industrial undertakings established for the development of Infrastructure facilities and backward area.

CO3: Student will learn about the provisions of Income Tax Act during taking of financial decisions.

CO4: Student will gain with the provisions regarding various issues involved with the assets used in business.

CO5: Student will become familiar with the provisions of Income Tax Act regarding assessment of corporate sector in India.

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

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

Unit-II

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

### Unit-III

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

### Unit-IV

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

#### Suggested Readings:

1. Corporate Tax Planning & Management: Dr. H.C.Mehrotra & Dr. S.P.Goyal Sahitya Bhawan Agra.
2. Direct Tax Planning & Management: Dr.V.K.Singhania, Dr. KapilSinghania, Monica Singhania, Taxmann Publications.
3. Planning and Management of Corporate Taxation: V.P.Gaur, DB Narang, Rajeev Puri- Kalyani Publishers, New Delhi.

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**MCH-10.04          Advanced Accounting**

**Max.Marks:80**

**Times: 3 Hrs**

**Course Outcome:**

CO1: Students will know about Described about the concept of advanced accounting

CO2: Student will have the knowledge regarding farm accounting and inflation accounting.

CO3: Student will become familiar with liquidation and double account system.

CO3: Student will understand the concept of Inflation Accounting, Human Resource accounting.

**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          Accounts for holding and subsidiary Companies, Definition – Accounts – Consolidation, Preparation of Gross up-to-date Balance Sheet – Minority Interest Preacquisition, Capital Profits – Cost of Control or Goodwill – inter Company Balances, Unrealised Inter Company Profits – Revaluation of Assets and Liabilities – Bonus Shares – Treatment of Dividend – More than one subsidiary – Inter company holdings – Consolidated Profit and Loss Account.

Unit-2          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-3 Farm Accounting- Need-Accounting treatment –Recording-Final Accounts. Government Accounts-General Principal- Indian Audit and Accounts Department – Comptroller and Audit General of India-Public Accounts Committee-Consolidation of funds-Compilation of accounts, Value added Accounting , Voyage Accounts. .

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

#### References:-

Beams, F.A; Advanced Accounting ,Prentice Hall, New Jersey.

Dearden ,J. and S.K.Bhattacharya :Accounting for Management, Vikas Publishing House, New Delhi.

Engler,C., L.A Bernstien and K.R .Lambert :Advanced Accounting ,Irwin, Chicago.

Fischer ,P.M., W.J.Taylor and J.A.Leer; Advanced Accounting , South-Western , Ohio .

Gupta. R.L.:Advanced Financial Accounting, S.Chand and Co. New Delhi.

Kesio D.E. and J.J.Weygandt: Intermediate Accounting,. John Wiley and Sons, N.Y.

Maheshwari , S.N.: Advanced Accounting- Vol. II, Vikas Publishing Housing, New Delhi.

Monga J.R.: Advanced , Mayoor Paperbacks , Noida.

Narayanaswamy, R. : Financial Accounting: A Managerial Perspective, Prtentice Hall of India, Delhi.

Neigs, R.F. Financial Accounting, Tata McGraw Hill, New Delhi.

Shukla, M.C, and T.S.Grewal: Advanced Accountancy, Sultan Chand Co. New Delhi.

Warren C.S. and P.E.Fess: Principles of Financial and Managerial Accounting, South-Western, Ohio.

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**MC H-10.05 Portfolio Management**

**Max.Marks:80**

**Times: 3 Hrs**

**Course Outcome:**

CO1: Understand the various alternatives available for investment.

CO2: Learn to measure risk and return.

CO3: Find the relationship between risk and return.

CO4: Value the equities and bonds.

CO5: Gain knowledge of the various strategies followed by investment practitioners.

**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

Return and Risk Analysis: Types of Returns and Risks, Measurement of risks and returns; Efficient-Market theory; Portfolio: Meaning and Benefits. The benefits of diversification in portfolio management. Role of standard deviation and correlation coefficient in risk-return analysis. Time value of money (with intra year compounding and discounting).

Unit-II

Portfolio Theory: Portfolio risk & return, optimal portfolio, Risk less lending and borrowings. Markowity: Portfolio selection model; Shape: The Single Index Model. Immunization and duration in bond portfolios.

### Unit-III

Capital Asset Pricing Model including SML and CML; Empirical evidence on CAPM (with numerical); Factor Models and Arbitrage pricing theory; Risk tolerance and asset allocation. The Zero Beta Model, Behavioural Finance and the guidelines for Investment Decisions.

### Unit-IV

Portfolio Performance Evaluation (including  $M^2$  measure of performance and style analysis); Risk adjusted measures of return; Strategies of the Great Masters.

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#### Suggested Readings:-

1. ZVIBodie et al, "Investments" 6<sup>th</sup> Ed. MGH companies.
2. Ranganatham, M. and Madhumati, R."Investment Analysis and Portfolio Management", Pearson

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**MCH -10.06          Multinational Financial Management**

**Max.Marks:80**  
**Times: 3 Hrs**

**Course Outcome:**

CO1: Understand how to formulate a financial strategy taking account of a range of stakeholders and their interests and differing financing options

CO2: Identify and critique a range of investment appraisal techniques, select as appropriate and apply within the investment appraisal process, and make a justifiable recommendation

CO3: Identify and discuss the drivers for mergers and acquisitions, the calculation of share valuation, and identify and critique the main forms of purchase consideration used

CO4: Understand the drivers for financial restructuring and the consequences for liquidity and financing requirements

CO5: Think critically and creatively in identifying, evaluating, and critically appraising alternative solutions to business problems

**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

Financing Foreign Operations I : Short-Term financing, Financing the Foreign Trade; International Banking (including Baker –Plan and Macro Prudential

Indicators). Eurocurrency- market (including instruments and interest rates), Commercial Borrowings and Euro-Issues.

## Unit-II

Financing Foreign Operations II: Special Financing Vehicles; Designing a Global Financing Strategy; Interest rate and Currency Swaps (including parallel and Back-to-Back loans)

## Unit-III:

MNCs and International Taxation; Various models of Treaties on Taxation; Meaning and computation of Arm's length price, Transfer pricing, International portfolio investment:- Measurement of total returns, Benefits of international equity financing, International bond investing and optional international asset allocation.

## Unit-IV

Measurement and management of political risk in foreign investment; International bank crisis, Depositories: Global Depository Receipts and American Depository Receipts, Country Risk Analysis in International Banking, Euro and its implications for Indian banking.

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**MCH-10.07 Merchant Banking**

**Max.Marks:80**

**Times: 3 Hrs**

**Course Outcome:**

CO1: Students will have the knowledge of Merchant Banking Evolution and Activities.

CO2: Students will have the knowledge about guidelines of appointment of Merchant Bankers, SEBI's guidelines for issues of various securities.

CO3: To create an awareness about Pre-issue Management: Allotment: Allotment and Dispatch of shares /Refunds and Listing Requirements of OTCEI; Public Deposits and Commercial Paper.

CO4: Understand the concept of Mutual Funds,Portfolio Management,Venture Capital, foreign Investment and Institutional Investors

**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**

Long Term Finance and short Term Finance: Term Loans, Working Capital Loans; Factoring and Forfaiting; Lease Financing and Decisions. Loan Syndication and Syndication – Document (Domestic & External).

## Unit-II

Conversion of pvt. Ltd. companies into Public Limited Companies; Buy Back of Shares; Mergers, Acquisitions, Amalgamation and Takeovers. SEBI Takeover Regulation (1997).

## Unit-III

Mutual Funds; Portfolio Management (including Responsibility of Portfolio – Managers; Venture Capital: Indian scenario, Sweat Equity, Venture capital Funds and Guideline for VCFs; overseas VC- Investments; Mode of Funding.

## Unit-IV

Non-resident Indian Investors; foreign Investment and Institutional Investors. Joint Ventures, depositories and Custodians.

## Suggested Readings:

1. S.Guruswamy, “Financial Markets and Institutions”. Thomson.
2. Shashik. Gupta et al. “Financial Institutions and Markets” Kalyani Publishers. New Delhi.
3. H.R.Machiraju. “Merchant Banking: Principles and Practice”. New Age International Publishers.

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**MCH-10.08 Financial Management-II**

**Max.Marks:80**

**Times: 3 Hrs**

**Course Outcome:**

CO1: Students get the knowledge how the firm take decision of dividend policy and retain earning.

CO2: Better understanding of the concept of the regulation of bank finance.

CO3: Students understand the concept of receivable management and inventory management.

CO4: Provide knowledge about how to select different combination of investment to maximize value of the firm

**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, 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-2 Financing Decisions: Capital Structure Theories, taxation and capital structure; planning the capital structure, Factors affecting capital structure, E.B.I.T.- E.P.S analysis, ROI - ROE analysis, Assessment of Debt Capacity, Capital Structure Policies in Practice.

Unit-3 Dividend Decision: Theories of Dividends – traditional position, Gordon Model, Walter model, M.M. Model, Redical Model, Factors affecting dividend policy, stock dividends and stock splits, Repurchase of stock procedural and legal aspects of dividends.

Unit-4 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.

#### SUGGESTED READINGS

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

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**MCH-10.09 Cost Management**

**Max.Marks:80**

**Times: 3 Hrs**

Course Outcome:-

CO1: Demonstrate domain knowledge in installation of costing system;

CO2: Better knowledge about the how to get over from the labour turnover, overtime and idle time;

CO3: Understanding the distribution scheme of production overhead and factory overhead;

CO4: Getting the deep knowledge about the inter-process profit.

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

Unit-2 Activity based Costing (ABC), Inadequacies of traditional methods of overhead absorption. Under costing and over costing, Product-Cost-Cross subsidization, Cost Hierarchies, Cost Drivers and cost pools, implementing ABC

system for cost management and profitability, Kaplan and Cooper's approach to ABC.

Unit-3 Productivity, Concept, Measurement of Productivity, Productivity of Material, Labour and other Factors, Productivity of Management Resources, Importance of Human Factor in Productivity Drive, Productivity and Profitability. Supply chain Analysis, Key Success Factors, Value chain analysis, Steps in Value Chain analysis, Value Chain Analysis for assessing competitive advantage.

Unit-4 Target Costing, origin, steps or stages in target costing, traditional vs. target costing, target costing process, impact of target costing on profitability. Kaizen, Concept, Procedure for implementation, evaluation, Kaizen Costing. Business Process Outsourcing (BPO), Concept, Major Areas, types of outsourcing, Outsourcing vs. Contracting, Outsourcing vs. BPO, Business Process Reengineering (BPR), Concept, Methodology. Synergy, characteristics, types.

### SUGGESTED READINGS

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

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**MCH -10.10      Project Management**

**Max.Marks:80**

**Times: 3 Hrs**

Course Outcome:-

CO1: Manage the scope, cost, timing, and quality of the project, at all times focused on project success as defined by project stakeholders.

CO2: Utilize technology tools for communication, collaboration, information management, and decision support.

CO3: Apply project management practices to the launch of new programs, initiatives, products, services, and events relative to the needs of stakeholders.

CO4: Implement project management knowledge, processes, lifecycle and the embodied concepts, tools and techniques in order to achieve project success.

CO5: Appraise the role of project management in organization change.

**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      Project Risk Analysis: Types, Measurement/Estimation of Project Risk, Sensitivity and scenario Analysis, Monte Carlo simulation, decision, T-

analysis risk Analysis in practice. Applied Utility Theory, Selection of a project. Special decisions situations with reference to project

s unequal life, Optional timing, economic life, inflation and Capital Budgeting.

Unit-2 Firm and Market Risks: CAPM, Portfolio theory and Capital Budgeting knowing Key Factors, Social-Cost Benefit Analysis (Including shadow prices). Options and Flexibility ( including LP and Goal Programming Model).

Unit-3 Project appraisal: Qualitative, Strategic Aspects and Organisational considerations. Project Management for project implementation (including Network techniques)

Unit-4 Project Review and Administration Aspects: Performance Evaluation abandonment analysis, Behavioral and Administrative issues in Evaluating Capital Budgeting system. Project Financing in India. List of forms for getting financial assistance.

### Suggested Readings

Brycd, M.C: Industrial Development, McGrawe Hill(Int.Ed.), New York..

Chandra, Prasanna; project Preparation, Appraisal and Implementation, Tata McGraw Hill, Delhi.

I.D.B.I: Manual of Industrial project analysis in Developing countries.

O.E.C.D(⊗I) Manual for Preparation of Industrial Feasibility studies.  
(ii) Guide to Practical Project Appraisal.

Pitale, R.L: Prouectap[praisal Techniques, Oxford and IBH.

Planning Commission: Manual for Preparation of Feasibility Report.

Timothy, D.R. and W.R. Sewell: Project Appraisal and Review,  
Macmillan, India.

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**MCH-10.11 Development Banks and Non-Banking Financial Institutions**

**Max.Marks:80**

**Times: 3 Hrs**

Course Outcome:-

CO1: To understand the functions of Reserve Bank of India and commercial banks.

CO2: This subject prepares the students in understanding Mutual funds and its history, operating procedure, and role of development banks in india.

CO3: To provide exposure to students regarding Merchant Banking guidelines and initiative of merchant banking in India.

CO4: To learn about the Unit Trust of India, Mutual Funds: Concept, Non-Banking Financial Institutions and Merchant Banking.

**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 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 India- an 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 policies 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

Avdhani: Investment and securities markets in India, Himalaya Publications, Delhi.

Bhole, L.M.: Financial Markets and Institutions, Tata McGraw Hill, Delhi.

Ghosh, D: Banking Policy In India, Alied Publications, Delhi.

Giddy, I.H.: Global Financial Markets, A.I.T.B.S., Delhi.

Khan, M.Y.: Indian Financial system, Tata McGraw Hill, Delhi.

Reserve Bank of India, Various Reports, RBI Publications, Mumbai.

Varshney, P.N.: Indian Financial System, Sultan Chand & Sons, New Delhi.

Averbach, Robert D: Money, Banking and Financial Markets; MacMillan, London.

Srivastava ,R.M.: Managem,ent of Indian Financiual Institutions: Himalaya Publishing House, Mumbai.

Verma, J.C.: Guide to Mutual Funds and *investment Portfolio*, Bharat Publishing House, New Delhi.

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**MCH -10.12      Production & Operations m Management**

**Max.Marks:80**

**Times: 3 Hrs**

Course Outcome:-

CO1: To aware the students about how Production and Operations are managed.

CO2: The course is an attempt to integrate the courses studied by the students like statistics, economics, finance, organizational behaviour and strategy into a consolidated production and operation related decisions.

CO3: To provide exposure to students regarding quality control, production planning and control.

CO4: To learn and understand the Production Planning: Concept & techniques, Production Control techniques

**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:**

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

**Unit-II:**

Location and Layout:

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

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

### **Unit-III:**

#### Production Planning and Control:

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

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

### **Unit-IV:**

#### Quality Control and Plan Maintenance.

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

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

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**MCH-10.13 International Finance**

**Max.Marks:80**

**Times: 3 Hrs**

**Course Outcome:**

CO1: Will enable the students understand the parity conditions in international finance and currency forecasting

CO2: Will acquaint the students with multinational financial system including fund flow mechanism and transfer pricing

CO3: Will help students to gain understanding pertaining to Foreign investment analysis

CO4: Will enable the students to acquaint with cost of capital in context of foreign investment and debt crises and country risk analysis.

**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 Parity Conditions in International Finance and Currency Forecasting: Arbitrage and Law of One Price, PPP – Theory. The Fisher- Effect, the International Fisher Effect, Inflation-risk and its impact on Financial markets, Currency forecasting;

Unit-2 Managing the Multinational Financial System: Inter company fund-flow mechanisms, designing a global remittance policy, transfer-pricing and tax evasion.

Unit-3 Foreign Investment Analysis: International Portfolio Investment, Corporate Strategy and Foreign Direct Investment, Capital Budgeting for multinational corporation,

Unit-4      The Cost of Capital for foreign-investment; International Banking Trends and Strategies, and the International Debt Crisis and Country risk-analysis.

#### SUGGESTED READINGS

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

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**MCH-10.14 Financial Derivatives**

**Max.Marks:80**

**Times: 3 Hrs**

**Course Outcome:**

CO1: Will enable the students to Analyse and price diverse derivatives products to generate an optimal risk management strategy.

CO2: Demonstrate critical thinking, analytical and problem solving skills in the context of derivatives pricing and hedging practice.

CO3: Demonstrate an understanding of pricing forwards, futures and options contracts

CO4: Explain the binomial model and its extension in continuous time to the Black-Scholes model.

**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: Introduction: History and Growth; Types. What to do the derivatives do; uses; Derivative-disasters; Hedging: Costs, benefits, Instruments (with elementary knowledge), non-financial-Hedges. Derivatives Market in India; Why do this Hedging?

**Unit-II**

Forward And Futures: Meaning, types, Markets, maturities, participants, Premiums, Margins, pricing. Hedging Exposures with Forward and Futures; Basis Risk and optional Hedge Ratio; Tailing and Rolling the Hedge. Cost of carry

Model for Forwards and Futures, Forward-Discount rates. Arbitrage between futures and forward markets: Stock-Index and Synthetic Futures with their Pricing-Models; Risk containment Measures for Index Futures in India; Strategies for Futures Markets – Problems and Solutions.

### **Unit-III**

Options: Meaning, types (including stock-index commodity, individual-equity, Interest rate and Bond options – contracts) and uses – Risk Neutral-valuation; Options Markets. Options Pricing: Binomial and Black-Scholes Models; Risk Neutral Valuation; exotic-options. Complex-options Strategic, Currency-options; Intrinsic vs Time-Value of options; Market-Structure for options; Reading the prices; options in management of translation exposure. Problems and Solutions.

### **Unit-IV**

Swap-Contracts: Interest Rate and Currency Swaps (Including Libor-Swaps): Caps, Floors, Swaptions, Risk – Management in Financial Institutions & Corporate Risk-Management (with Back and Stress Testing), Derivatives – Accounting. Warrants and Convertible. Volatilities and Implied Volatilities (including Grach Model). Problems and Solutions. Debt – Equity Swaps.

Books:

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