MASTER OF COMMERCE- FIRST SEMESTER
101 – BUSINESS ENVIRONMENT
(Common to M.Com, M.Com -Computer Applications,
M Com –Financial Accounting and M Com –Banking & Insurance - under CBCS)

Class Hours : 5 ppw
Credits: 5

Unit-I: Business Environment – significance – Types of Environment – Internal and External Environment – Micro and Macro Environment – Environmental Analysis Stages – Approaches – Techniques of Environmental Analysis – Steps – Types and Techniques of Environmental forecasting – Benefits and limitations.

Unit-II: Economic Environment – Economic System – Capitalism – Communism and Mixed Economy – Economic Reforms – Economic Policies – Industrial Policies – Trade policies – Fiscal and Monetary Policies – Economic Development and Role of Government – Technological Environment – features – Impact – Technology transfer.

Unit-III: Politico – Legal Environment – Political Institutions – Legislative – Executive and judiciary – Constitution of India – Fundamental rights – Directive Principles of State policy – Business Responsibilities to Government – Government responsibilities to business – Legal framework of Business- Regulatory Institutions- TRAI-SEBI-IRDA- Electricity Regulatory Agencies- Central Electricity Regulatory Commission-Telangana State Electricity Regulatory Commission (TSERC) .

Unit-IV: Socio-Cultural Environment – Business and Society – Objectives of Business – Social Responsibilities of Business – Business and culture – Cultural dimensions – Social audit – Nature – Evolution – benefits – Social Audit in India – Business Ethics – Nature Sources – Managing Ethics – Corporate Governance – Nature and Mechanism.

Unit-V: Global Environment – Globalisation – Meaning and Dimensions –Stages – Drivers and effects of Globalisation – Players in Global Business – Benefits and problems of MNCs – Challenges of global Business – WTO and India – Foreign Direct Investment – (FDI) Foreign Institutional Investors (FIIS).

Suggested Readings

1. Francis Cherunilam, **Business Environment Text and Cases**, Himalaya Publishing House, Text and Cases, Himalaya Publishing House, 2014.

2. Aswathappa K, **Essentials of Business Environment,** Himalaya Publishing House, 2014.

References

1. Faisal Ahmed and Absar Alam.M, **Business Environment: Indian and Global Perspective,** Prentice Hall of India, 2014.

2. Veena Keshav Pailwar, **Business Environment,** Prentice Hall of India Private Limited, 2014.

3. Justin Paul, **Business Environment: Text and Cases,** Tata McGraw-Hill Publishing Company Limited, 2008.

4. Sukumar Nandi, **International Business Environment,** McGraw-Hill Education Company Limited, 2010.

5. Fernando A.C, **Business Environment,** Dorling Kindersley India Pvt. Ltd, 2011.

6. Ian Worthington and Chris Britton, **The Business Environment,** Pearson Education Limited, 2014.

102 - MANAGERIAL ECONOMICS

(Common to M.Com, M Com –Financial Accounting and M Com –Banking & Insurance - under CBCS)

Class Hours : 5 ppw
Credits: 5

Unit-I: Introduction to Managerial Economics – Nature – Scope – Applications of Micro Economics and Macro Economics – Need and Significance – Theory of firm - Business objectives of Organization

Unit-II: Demand and Supply Analysis – Concepts – Determinants of Demand – Law of Demand- Elasticity of Demand – Price Elasticity of Demand- Income Elasticity of Demand-Cross Elasticity of Demand- Supply function – Law of Supply – Exceptions to the Law of Supply – Demand forecasting – Objectives and methods

Unit-III: Production and Cost functions – Cobb Douglas Production function – Isoquants – Isocosts – Production Equilibrium – Returns to Scale – Cost function – Behaviour of costs in Short run and Long run – Economies and Diseconomies of Scale

Unit-IV: Structure of Competition – Price and Output decisions in Perfect Competition – Monopoly – Monopolistic Competition – Oligopoly – Barriers to Entry – Pricing – Dual Pricing – Discriminatory Price – Pricing methods and Strategies.

Unit-V: Concept of Industry – Plant – Firm - Industry – Factors influencing size of firm – Optimum firm – Location and size decisions – Measurement of Efficiency – Productivity – Profit-Policy – Planning- Controlling and Forecasting

Suggested Readings

1. Mote V.L., Paul Samuel, Gupta G.S., **Managerial Economics – Concepts and Cases,** Tata McGraw Hill Publishing Company Limited, 2013.

2. Varshney R.L., Maheshwari K.L., **Managerial Economics,** Sultan Chand and Sons, 2014.

References

1. Mehta P.L., **Managerial Economics,** Sultan Chand & Sons (P) Limited, 2007.

2. Joel Dean, **Managerial Economics,** Prentice-Hall of India Pvt. Limited, 2010.

3. Mithani, D.M., **Managerial Economics,** Himalaya Publishing House Pvt. Limited, 2010.

4. Robinson E.A.G., **Structure of Competitive Industry,** NISBET & Co. Limited, 1958.

5. Justin Paul, Leena Kaushal and Sebastian VJ., **Managerial Economics,** Cengage Learning India, 2012.

6. Christopher R.Thomas and Charles Maurice.S., **Managerial Economics,** McGraw Hill Education (India) Private Limited, 2014.

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103 – CORPORATE FINANCIAL ACCOUNTING

(Common to M.Com, M.Com -Computer Applications,
M Com –Financial Accounting and M Com –Banking & Insurance - under CBCS)

Class Hours : 5 ppw
Credits: 5

Unit-I: Company Accounts – Legal provisions relating to Company Accounts – Profit and Loss Account – Balance Sheet – Valuation of Shares and Goodwill – Methods(simple problems)

Unit-II: Accounting for Mergers and Amalgamations –Types of Restructuring –Nature of Merger and Amalgamation- Purchase Consideration –Exchange Ratio- Minimum and Maximum Exchange Ratio-Intrinsic Value of Share-Accounting Entries in the Books of Transferring Company- Accounting in the Books of Transferee Company- Pooling of Interest method – The Purchasing Method (simple problems)

Unit-III: Inflation Accounting – Meaning – Need – Scope – Approaches –Current Cost Accounting – Current Purchasing Power (simple problems)

Unit-IV: Investment Accounting – Meaning – Need – Investment Transactions – Ex-dividend – Cum – Dividend – Treatment of Interest and Dividend – Lease Accounting-Disclosure- Journal Entries- Schedule of Payment – Sale and Lease back Transactions (Simple problems)

Unit-V: Accounting of Public utilities – Nature – Significance – Public utility Accounts — Fund Accounting- Double Accounting – Accounting of Electricity Undertakings including Distribution of Surplus (Simple Problems) –Human Resource Accounting – Approaches.

Suggested Readings

1. Gupta R.L. and Radhaswamy M., **Advanced Accountancy,** Sultan Chand and Sons, 2014.
2. Jain SP. And Narang KL, **Advanced Accountancy,** Kalyani Publishers, 2013.

References

1. John Gabriel S., and Marcus A., **Financial Accounting,** Tata McGraw Hill Education Private Limited, 2010.
2. Bhattacharyya S.K., and John Dearden, **Accounting For Management: Text and Cases,** Vikas Publishing House Private Limited, 2009.
3. Shukla M.C., Grewal T.S., and Gupta S.C., **Advanced Accounts,** Sultan Chand Limited, 2006.
4. Narayana Swamy R., **Financial Accounting – A Managerial perspective,** PHI Learning Private Limited, 2014.
5. Mukherjee A., and Hanif M., **Corporate Accounting,** Tata McGraw-Hill Publishing Company Limited, 2006.
6. Rajasekaran V. and Lalitha R., **Financial Accounting,** Pearson Education, 2011.
7. Mukherjee A and Hanif M., **Financial Accounting**., Mc Graw Hill Pvt Ltd 2012

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104- QUANTITATIVE TECHNIQUES

(Common to M.Com, M.Com -Computer Applications,
M Com –Financial Accounting and M Com –Banking & Insurance - under CBCS)

Class Hours : 5 ppw
Credits: 5

UNIT – I : **Statistical Decision Theory:** Decision Theory Introduction – Meaning and Definition – Steps in Decision Theory –– **Ingredients of Decision problem:** Acts, States of nature or events, Payoff table, Opportunity Loss table – Decision making under Certainty – Decision making under Risk – Decision making under Uncertainty – Optimal. **Game Theory:** Concept and applications of game – Two – Person – zero-sum game – Value of the Game – Competitive situations – Pure (with saddle point) and Mixed strategy (without saddle point) Games – Dominance Method – Limitations of Game theory. (Theory and Problems.

UNIT – II: **Theory of Probability and Probability Distributions:** Probability Meaning and definition of probability – Approaches – Axioms – Additive and Multiplicative theorems – Conditional probability theorem; **Bayes theorem**: Meaning and its application; **Theoretical frequency Distributions**: Classification – Binomial – Poisson – Normal Distributions (Theory and Problems).

UNIT – III: **Sampling and Testing of Hypothesis: Sampling** Meaning – Random and non-random sampling - Merits and demerits; **Hypothesis**: Meaning and steps in testing of hypothesis – Type I and Type II errors – Standard Error – Point and Interval estimates; **Testing of Hypothesis:** Sampling of Attributes – Sampling of Variables –**Parametric Tests -Large Sample tests:** Difference between means and Standard Deviation tests; **Small Samples Tests** – t-distribution and its application

UNIT - IV: **Analysis of Variance:** ANOVA - Meaning – Significance– **Classification of ANOVA:** One-way classification –Two-way classification (Problems).

UNIT – V: **Non-Parametric Tests:** Meaning – Difference between Parametric and Non-parametric tests –**Types of non-parametric tests**: One sample sign test -One sample run - The Mann Whitney U-test – Kruskal Wallis H-test; ***Chi-square test***: Types of Association and Coefficients – Yule's Coefficient - – Yates Correction – Coefficient of Contingency – Test for Goodness of Fit (Problems)

Suggested Readings

1. Gupta S.P., **Statistical Methods,** Sultan Chand and Sons, 2014.
2. Beri G.C., **Business Statistics,** Tata McGraw-Hill Education, 2010.

References

1. Richard I. Levin and David S.Rubin., **Statistics for Management,** Pearson Education, 2009.
2. Gupta.S.C., and Kapoor V.K., **Fundamentals of Applied Statistics,** Sultan Chand & Sons (P) Limited, 2008.
3. Srivastava U.K., Shenoy G.V., and Sharma S.C., **Quantitative Techniques for Managerial Decisions,** New Age International (P) Limited., 2005.
4. Amir D. Aczel, and Jayavel Sounderpandian., **Complete Business Statistics,** Tata McGraw-Hill Education Private Limited, 2012.
5. Vohra N.D., **Quantitative Techniques in Management,** Tata McGraw-Hill Publishing Company Limited, 2007.
6. Bruce L.Bowerman, Richard T.O'Connell and Emily S.Murphree., **Business Statistics in Practice,** McGraw Hill Education (India) Private Limited, 2014.

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105- ORGANISATION THEORY AND BEHAVIOUR

(Common to M.Com, M.Com -Computer Applications,
M Com –Financial Accounting and M Com –Banking & Insurance - under CBCS)

Class Hours : 5 ppw
Credits: 5

Unit I: **Introduction to Organisation and Behaviour:** Organisation – Definitions and Characteristics – Principles of Organisation. Organisational Behaviour: Meaning – Definition - Factors influencing organisational behaviour - Significance - Emergence of Organisational Behaviour - Contributing Disciplines - Emerging challenges to organisational behaviour -Understanding Human Behaviour: Similarities and dissimilarities.

Unit-II: **Individual Behaviour in Organisations:** Personality – Definitions – Characteristics – Determinants - Personality Traits Influencing Organisational Behaviour - Models of Human Personality: Rational Economic, Administrative, Social, Organisational, Self-Actualising - Perception: Definitions, Process, Factors influencing Perception, Distortions in Perception - Attitudes: Definitions and Formation of Attitudes - Learning: Definitions, Learning Process, Classical Conditioning, Operant Conditioning, Social Learning Theories.

Unit III: **Group Behaviour in Organisations:** Groups Meaning – Formation - Group Development -Types of Groups - Group Dynamics: Definitions Group Behaviour: Group Cohesiveness, Norming, Thinking, Risk Shift, Social Loafing - Team Development: Meaning, Definitions, Groups vs. Teams, Team Development, Using Teams for Organisational Building - Conflicts: Definitions, Process, Drives for Conflicts, Types, Outcomes, Conflict Resolution Techniques.

Unit IV: **Behavioural Basis of Organisation Theory:** Organisation Process - Elements of Organisation Structure: Types of Organisational Designs – Behaviour implications of Organisational Design – Authority and Power – Delegation and Decentralisation - Span of Management – Line and Staff. Organisational Change: Meaning – Need - Types – Resistance to Change and Overcoming Resistance.

Unit V: **Organisational Communication and Leadership** –Communication- Meaning - Process – Barriers – Overcoming Barriers. Leadership: Meaning – Styles – Managerial Grid – Traits Vs. Situational – Transformational Leadership – Leadership for Millennium Organisations. Motivation: Meaning – Motivators – Maslow and Herzberg Theories of Motivation – Approaches to Motivating Employees. Stress: Meaning –Individual - Organisational dimensions of Stress- Stress Management Techniques: Individual and Organisational.

Suggested Readings

1. Greenberg Jerald and Baron A Robert, **Behaviour in Organisations**, Prentice Hall of India Learning Private Limited, 2009.
2. Sarma V S Veluri, **Organisational Behaviour - An Interactive Learning Approach -Text and Cases,** Jaico Publishing House, 2009.

References

1. Robbins P Stephen, Judge A Timothy and Sanghi Seema, **Organizational Behavior**, Pearson Education, 2009.
2. McShane L Steven and Mary Von Glinow., **Organizational Behavior**, McGraw Hill Education India, 2010.
3. Rae Andre., **Organizational Behavior – An Introduction to Your Life in Organizations,** Pearson Education**,** 2009.
4. Slocum W John and Hellriegel Don, **Fundamentals of Organizational Behaviour**, Cengage Learning India Private Limited, 2007.
5. Newstrom W John, **Organizational Behavior – Human Behavior at Work**, Tata McGraw Hill Publishing Company Limited, 2008.
6. Suja R Nair, **Organisational Behaviour – Text & Cases**, Himalaya Publishing House, 2010.

MASTER OF COMMERCE- SECOND SEMESTER
201 – MARKETING MANAGEMENT
(Common to M.Com, M.Com -Computer Applications,
M Com –Financial Accounting and M Com –Banking & Insurance - under CBCS)

Class Hours : 5ppw
Credits: 5

UNIT-I: **INTRODUCTION**:– Marketing Management – Definition – Core concepts – Nature, scope and importance of marketing – Evolution of marketing concepts – Role of marketing in economic development – Functions and tasks of marketing management – Marketing mix – Recent trends in marketing.

UNIT-II: **MARKET ANALYSIS** - Marketing environment – Macro and Micro components and their impact on marketing decisions- Competitive Marketing Strategies- Market Leader, Challenger, Follower and Nicher – STP marketing – Market segmentation – Concept – Bases and process – Target market selection – Positioning – Concept , bases and process - Consumer behavior- Concept - Factors influencing consumer behavior – Consumer buying decision process – Marketing research - Steps and process.

UNIT-III: **PRODUCT AND PRICING DECISIONS** – Concept of product – Classification – Levels –Product line decisions - New product development – Product life cycle and its implications – Branding and packaging decisions. Price – Concept –Objectives - Factors influencing pricing decisions – Methods of Pricing- Cost based, demand based and competition based pricing strategies – Initiating and responding to price changes.

UNIT-IV: **PLACE DECISIONS** – Channels of distribution – Concept – Levels – Functions and types of distribution channels – Channel management decisions – Channel conflict – Channel cooperation – Retailing and wholesaling. Physical distribution decisions - Concept - Importance – Components of physical distribution (market logistics) – Market logistics decisions – Direct marketing – Major channels of direct marketing.

UNIT-V: **PROMOTION DECISIONS** – Promotion mix – Integrated marketing communication – Concept , process – Nature and importance of advertising – Advertising copy – Media selection – Advertising budget – Measurement of advertisement effectiveness - Personal selling – Nature and importance – Process – Sales force management – Recruitment ,selection ,training ,compensation and control of sales force – Sales promotion – Objectives – Techniques.

Suggested Readings

1. Kotler.P, Keller K.L., Koshy.A., and Jha.M, **Marketing Management : A South Asian Perspective,** Pearson Education Limited, 2014.
2. Stanton W.J., Michael J.Etzel and Bruce J.Walker, **Fundamentals of marketing,** McGraw-Hill publications, 1997.

References

1. Ramaswamy V.S., and Namakumari S., **Marketing Management: Planning, Implementation and Control,** Macmillan India publishers, 1991.
2. Rajan Saxena, **Marketing Management,** Tata McGraw Hill Education Private Limited, 2009.
3. Gandhi, J.C., **Marketing: A Managerial Introduction,** Tata McGraw-Hill Publishing Company Limited, 1985.
4. Kazmi S.H.H., **Marketing Management : Text and Cases,** Excel Books, 2007.
5. Michael R.Czinkota and Masaaki Kotabe, **International Marketing,** Cengage Learning, 2013.
6. Arun Kumari and Meenakshi N, **Marketing Management,** Vikas Publishing House, 2010.

202 – FINANCIAL MANAGEMENT

(Common to M.Com, M.Com -Computer Applications,
M Com –Financial Accounting and M Com –Banking & Insurance - under CBCS)

Class Hours : 5ppw
Credits: 5

UNIT-I: **INTRODUCTION:** Finance Function – Concept, Classification, Scope, Goals and Functions of Finance, Risk-Return – Trade-off; **Forms of Business Organization –**Tax Environment, Financial Environment and Financial Regulation; **Time Value of Money –** Concept, Time Preference for Money, Present Values, Future Values and their Computation.

UNIT-II: **FINANCING DECISION: Capital Structure –** Concept, Source of Long Term Capital and their relative merits and demerits, Optimum Capital Structure, and Determinants of Capital Structure; **Cost of Capital –** Definition, Concepts of Cost, and Measurement of Specific Costs of Capital and Firm's Weighted Average Cost of Capital; **Capital Structure and Firm's Value –** Net Income Approach, Net Operating Income Approach, Traditional Position, Modigliani and Miller Position, and Taxation and Capital Structure; **Capital Structure Decision -** Leverage Analysis: Concepts of Operating and Financial Leverage and EBIT – EPS Analysis (Simple Problems).

UNIT-III: **INVESTMENT DECISION: Capital Budgeting Decision –** Meaning, Characteristics, Process and Significance; **Estimation of Cash Flows –** Elements of Cash Flow Stream and Basic Principles of their Estimation **Methods of Evaluating Alternative Investment Projects** – Payback Period, Adjusted Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return and Modified Internal Rate of Return, and Benefit-Cost Ratio(Simple Problems), Capital Rationing and Capital Budgeting; Inflation and Capital Budgeting.

UNIT-IV: **DIVIDEND DECISION: Dividend Policy and Firm's Value –** Models in which Investment and Dividend Decisions are related- Walter and Gordon's Models, Traditional Position, Miller and Modigliani Model(Simple Problems) - Financial Signaling; **Dividend Decision –** Types of Dividend, Stock Dividend, Stock-Splits, Bonus Shares, Share Repurchase and Managerial Considerations in Dividend Policy Formulation.

UNIT-V: **WORKING CAPITAL MANAGEMENT: Working Capital Decision –** Concept, Characteristics, Components, Operating Cycle, Cash Cycle, Determinants of Working Capital, and Estimation of Working Capital (Simple Problems); **Cash and Liquidity Management –** Objectives, Cash Budgeting – Cash Collection and Disbursement – Optimum Cash Balance, and Investment of Surplus Funds; **Credit Management –** Credit terms – **Credit** Policy Variables, Credit Evaluation and Granting Decision, and Control of Receivables; **Inventory Management -** Need, Objectives, Order Quantity, Monitoring and Control of Inventories; **Working Capital Financing** – Sources and Financing Strategies.

Suggested Readings:

1. Prasanna Chandra., **Financial Management- Theory and Practice,** Tata Mc Graw Hill Education (India) Private Limited, Eighth Edition, 2008.
2. Van Horne, James C., and Wachowicz John M. Jr., **Financial Management and Policy,** Pearson Education Inc., 2012.

References:

1. Brigham., and Ehrhardt, **Financial Management: Theory & Practice,** Cengage Learning, 2014.
2. Shashi K.Gupta, **Financial Management: Theory and Practice,** Kalyani Publishers, 1996.
3. Srivastava R.M., **Financial Management: Management and Policy,** Himalaya Publishing House, 2003.
4. Khan M.Y., and Jain P.K., **Financial Management,** Tata McGraw-Hill Education, 2007.
5. Pandey I.M., **Essentials of Financial Management,** Vikas Publishing House, 2014.
6. Hampton, John J., **Financial Decision making: Concepts, Problems and Cases,** Prentice Hall of India Learning, 2012.

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203– HUMAN RESOURCE MANAGEMENT

(Common to M.Com, M.Com -Computer Applications and M Com –Banking & Insurance - under CBCS)

Class Hours : 5ppw

Credits: 5

Unit I: **Human Resource Management:** Nature – Scope – Functions - Roles of HR Manager, HRM and PM Distinctions – Models of HRM: Fombrun, Harvard, Warwick Models – **HRM in Changing Environment -** Impact of Technology on HRM – Workforce Diversity – **Contemporary issues in HRM** - Employee Engagement – Talent Management – Competency Management – Internationalization of HRM.

Unit II: **Human Resource Planning:** Forecasting Human Resource Requirements – **Job Analysis** – Reasons for conducting Job Analysis:– Job Analysis Methods: Questionnaire, Observation and Interviews – Job Description – Job Specification - Job Design Concepts – Job Enrichment – Job Enlargement – Reengineering – **Recruitment** – Recruitment Process – Recruitment Methods: Online Recruitment Methods

Unit III: **Selection –** Significance of Employee Selection – Factors affecting the Selection – Selection Process: Preliminary Interview, View of Resumes – Selection Tests – Characteristics of properly designed Selection Tests - Types of Employment Tests: Cognitive Aptitude Tests, Job Knowledge Tests and Personality Tests – Online Testing – **Employment Interview**- General Types of Interviews – Methods of Interview: One-to-One Interview, Group Interview, Panel Interview and Stress Interview – Interviewing Problems.

Unit IV: **Training and Development –** Socialization – Assumptions – Socialization Process – Employee Orientation – Employee Training - Factors influencing Training and Development – Training and Development Process – Training and Development Methods: On-the -Job Training Methods, Off-the-Job Training Methods – **Employee Development** – Employee Development Methods – Evaluating Training and Development Effectiveness.

Unit V: **Performance Management –** Purposes – Performance Appraisal Process – Appraisal Methods – Critical Incident Appraisal, Checklist appraisal, Graphic Rating Appraisal, Forced Choice Appraisal and Behaviourally Anchored Rating Scales- **Career Planning and Development –** Career Planning – Career Paths: Traditional Career Path, Lateral Skill Path, Dual Career Path and Demotion – Career Development Methods –Workshops – Personal Development Plans.

Suggested Readings

1. Wayne Mondy. R, **Human Resource Management**, Pearson Education, 2010.
2. David A.Decenzo, Stephen P.Robbins and Susan L.Verhulst, **Human Resource Management**, Wiley India Private Limited, 2013.

References

1. Sharon Pande and Swapnalekha Basak, **Human Resource Management,** Pearson Education, 2014.
2. Aswathappa K, **Human Resource Management: Text and Cases**, McGraw Hill Education India Private Limited, 2013.
3. Subba Rao .P, **Human Resource Management,** Himalaya Publishing House, 2010.
4. Gupta S.K., Joshi.R, **Human Resource Management with Case Study,** Kalyani Publishers, 2014.
5. Gary Dessler, **Human Resource Management,** Pearson Education, 2009.
6. Pattanayak Biswajeet, **Human Resource Management**, Prentice Hall of India Private Limited, 2014.

204 - MANAGEMENT ACCOUNTING

(For M.Com under CBCS)

Class Hours : 5ppw
Credits: 5

UNIT - I: **INTRODUCTION:** Management Accounting **-** Meaning, Definitions, Nature and Scope, Objectives, Functions, Process, Relationship with Financial Accounting and Cost Accounting, Role of Management Accountant, and Organization of Management Accounting System; **Cost Behavior and Decision-Making -**Elements of Costs, Classification of Costs, Fixed and Variable Costs, Relevant Costs and Opportunity Costs.

UNIT - II: **COST ANALYSIS FOR DECISION MAKING:** Cost-Volume-Profit Analysis **-** Meaning of Marginal Cost and Marginal Costing, Basic Characteristics and Assumptions of Marginal Costing, Marginal Costing, Differential Costing and CVP Analysis, Meaning, Objectives, and limitations of CVP Analysis - Concept of Break-Even Point, Profit-Volume Graph and Profit Planning, and Managerial Applications in Decision Making (Decisions on Product-Mix, Make or Buy, Add or Drop, Shut Down or Continue, Capacity Utilization, Equipment Replacement, Exports, Alternative Methods of Production, and Key Factor Analysis) (Problems).

UNIT - III: **MANAGEMENT ACCOUNTING FOR PLANNING AND CONTROL:** Budgetary Control **-** Meaning and Significance, Types of Budgets, Preparation of Fixed and Flexible Budgets (Problems); **Performance Budgeting and Zero-based Budgeting -** Concept, Importance, and Relevance; **Standard Costing -** Meaning, Need, Types of Standards, Advantages of Standards, Standards Setting, Variance Analysis, and Controllability of Variances, Material, Labour, Overhead and Sales Variances (Problems)

UNIT - IV: **MANAGEMENT CONTROL SYSTEMS & RESPONSIBILITY ACCOUNTING:** Responsibility Accounting - Meaning, Definition, and Essential Features of Responsibility Accounting, Steps Involved in Responsibility Accounting; **Responsibility Centers -** Concept and Types of Responsibility Centers; **Transfer Pricing -** Transfer Prices, Methods/Types of Transfer Prices (Problems), Selection of Transfer Pricing Method, Performance Reports, Segmented Performance Evaluation, Advantages of Transfer Pricing and Responsibility Accounting.

UNIT - V: **ACTIVITY BASED COSTING: ACTIVITY BASED COSTING SYSTEM:** Concept, Traditional Manufacturing Costing System, Activity Based Costing/Management (ABC) System, ABC System Vs. Traditional Costing System, Tracing costs from Activities, Activity Cost Drivers (Problems), ABC for Marketing, Selling and Distribution Expenses, ABC for Service Companies, and Pros and Cons of ABC.

Suggested Readings:

1. Hongren, Sundem Stratton, Burgstahler and Schatzberg., **Introduction to Management Accounting** Pearson Education, 2009.
2. Shashi K. Gupta and Sharma R.K., **Management Accounting - Principles and Practice**, Kalyani Publishers, 2014.

References:

1. Khan M Y., and Jain P.K., **Management Accounting: Text, Problems and Cases**, Mc Graw Hill Education India Private Limited, 2013.
2. Madegowda.J., **Advanced Management Accounting,** Himalaya Publishing House, 2012.
3. Colin Drury, **Management & Cost Accounting,** Cengage Learning India Private Limited, 2014.
4. Maheswari S.N., **Principles of Management Accounting**, Sultan Chand & Sons, 2011.
5. Jain S.P., and Narang K.L., **Cost Accounting- Principles and Practice,** Kalyani Publishers, 2012.
6. Balakrishnan R., Sivaramakrishnan K., Sprinkle G., **Managerial Accounting,** Wiley, 2012.

205- COMPUTER APPLICATIONS IN ACCOUNTING

(Common to M.Com, M.Com -Computer Applications and
M Com –Financial Accounting under CBCS)

Theory – 3 PPW
Lab: 2 PPW

One Period Lab means 2 hours of Lab Session
Credits= 5

Unit-I: **Computerized Accounting –** Need, Features and merits – Distinction between Manual Accounting and Computerized Accounting – Limitations of Computerized Accounting – Accounting Packages – Tally, Wings and Ex- integration of Accounting Packages with ERP – Features of Tally – Gateway of Tally –Shortcut keys.

Unit-II: **Creation of Account groups –** Creation Ledgers – With inventory and without inventory – Voucher Types – Payment voucher – Receipt Voucher – Contra Voucher – Sales Voucher – Purchase Voucher – VAT voucher – Credit Note Voucher – Debit Note Voucher – Other types of Voucher – Reversing Journal Voucher. **Inventory Management in Tally –** Stock groups, Categories, items – Inventory Masters – Stock Ledgers – Invoicing – Inventory Vouchers _ Inventory Journals – Purchase and Sales Order Processing – Delivery Notes – Treatment and posting of Sales, Tax, VAT, and other related Taxes.

Unit- III: **Payroll in Tally -** Exploring Payroll in Tally.ERP9 – Working with Payroll vouchers – Defining Payroll Reports – Working with Statement of Payroll Report – Describing Salary Disbursement – Create a Tax Ledger – TDS Vouchers – Printing a TDS Challan – Tax Collected at Source in Tally.ERP9 – TCS Reports in Tally.ERP9.

Unit-IV: **Financial Reporting -** Day Book – Cash/Bank Book – Bank Reconciliation Statement – Cash Flow and Fund Flow – Sales Book _ Purchase Book – Statement of Accounts – Trial Balance – Treatment and Accounting for Depreciation – Profit and Loss Accounts – Balance Sheet – Generation of Financial Reports other than Financial Statements – Treatment of Income Tax and TDS.

Unit-V: **Special Features in Tally -** Tally Vault – Import and Export of Data – ODBC Connectivity – Web enabled Financial Reporting – Split Financial year, Income and Expenses Statement – Tax Ledgers – Financial Audit – Security in Accounting Packages – Data integrity and Security – Virus Problems – Overcoming Security issues – Security Protocols for Accounting Packages – Backup and Restore.

Suggested Readings

1. Namrata Agarwal, **Financial Accounting on Computers using Tally,** Dreamtech Press, 2000.
2. Ashok K Nadhani., **Tally.ERP 9 Made Simple Basic Financial Accounting,** BPB Publications, 2012.

References:

1. Kongent Learning Solutions Inc., **Tally.ERP 9 in Simple Steps,** Dreamtech Press, 2002.
2. Nadhani. A.K., and Nadhani .K.K. , **Implementing Tally 9**, BPB Publications, 2007.
3. Shraddha Singh and Navneet Mehra., **Tally ERP 9,** V&S Publishers, 2005.
4. Tally Work Book.

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LAB: COMPUTER APPLICATIONS IN ACCOUNTING
(Common to M.Com, M.Com -Computer Applications and
M Com –Financial Accounting under CBCS)

Lab: 2 PPW
One Period Lab means 2 hours of Lab Session

Lab – Students are required to undergo Lab Sessions with Tally Software.

1. Gateway of Tally and Shortcut Keys
2. Creation of Company, Account Groups, Ledgers, with Inventory and without Inventory
3. Creation of different types of Vouchers, Reversing Journal Voucher
4. Creation of Stock Groups, Categories, Items – Inventory Master
5. Inventory Vouchers , Receipt Note, Return Out, Return In, Inventory Journals
6. Purchase and Sales Order Processing, Treatment of Sales Tax, VAT and other related taxes Entries into Day Book, Cash/Bank Book, Bank Reconciliation Statement, Cash Flow and Fund Flow Statements
7. Sales Book, Purchase Book
8. Statement of Accounts, Trial Balance, Treatment of Depreciation
9. Profit and Loss Account and Balance Sheet
10. Generation of Financial Reports other than Financial Statements
11. Payroll Vouchers, Statement of Payroll
12. Creation of Tax Ledger, TDS Vouchers, Printing TDS Challan
13. TCS Reports

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MASTER OF COMMERCE- THIRD SEMESTER
301 – STRATEGIC MANAGEMENT
(Common to M.Com, M.Com -Computer Applications - under CBCS)

Class Hours: 5 ppw Credits: 5

Unit-I: **Introduction** – Concept of Strategic management – Characteristics of Strategic management – Significance of Strategic Management – Dimensions of Strategic management – Tasks of Strategic Management – Developing – Vision – Mission – Objectives – Goals – Elements in Strategic Management Process – Benefits of Strategic Management.

Unit-II: **Environmental and Organizational Appraisal**. : Concept and Characteristics of Environment – External and Internal Environment – Environmental Scanning – Factors Effecting Environmental Scanning – Organizational Capability – Factors Effecting Organizational Appraisal – Methods and Techniques used for Organizational Appraisal.

Unit-III: **Strategy Formulation**: Corporate Level: Grand strategies – Stability Strategy – Expansion Strategy – Retrenchment Strategy – Turnaround strategy – Combination Strategy – Business Level: Cost Leadership Strategy – Differentiation Strategy – Focus Strategy.

Unit-IV: **Strategy Implementation**: Project Implementation – Resource Allocation – Approaches of Resource Allocation – Structural Implementation – Types of Structures – Strategy and structure – Leadership implementation – Role of Leader – New paradigms of Leadership.

Unit-V: **Strategy Evaluation and Control**: Nature and Importance of Strategic evaluation – Participants of strategic evaluation and barriers in strategic evaluation – Evaluation Techniques for strategic control – Evaluation Techniques for Operational Control – Role of Organizational System in Evaluation.

Suggested Readings

1. Azhar Kazmi, **Strategic Management and Business Policy,** Tata McGraw Hill Company Limited, New Delhi, 2008.
2. Thomas L., Wheelen, J.David Hunger & Krish Rangarajan, **Concepts in Strategic Management and Business Policy,** Pearson Education, 2011.

References

1. Subba Rao, P, Business Policy and strategic Management, Himalaya Publishing House, Mumbai, 2003.
2. Vipin Gupta, Kamala and Srivasam R, **Business Policy and strategic Management,** Prentice Hall of India Private Limited, New Delhi, 2006.
3. Barney & Hesterly, **Strategic Management and Competitive Advantage Concepts,** Prentice Hall of India Private Limited, New Delhi, 2009.

302 – E- BUSINESS

(Common to M.Com and M.Com-Computer Applications - under CBCS)

Class Hours: 5 ppw Credits: 5

Unit-I: **Introduction to E-Business:** E-Business: Meaning, significance – Opportunities and Risks – E-Business Models: B2B: Meaning and implementation, B2C: Meaning and implementation, B2G: Meaning and implementation, C2G: Meaning and implementation and C2B: Meaning and implementation – Advantages and Limitations – Mobile Commerce: Meaning, Framework and Models – E- Business Trade: Bookshops, grocery, software, newspaper, banking auction, share dealing.

Unit-II: **E-Business Infrastructure**: Internet: Meaning, Issues, Problems and Prospects, ISP – Intranets: Trends, Growth and Applications – Extranet: Applications, VPN – EDI: Definitions and Benefits – Technology and Implementation - Portals.

Unit-III: **E-Business Applications:** E-Business Strategy: Definition, Objectives, Analysis and Implementation - E-Marketing: Meaning, Areas, Planning, Strategy and implementation – Internet Advertising - E-CRM: Meaning, Technology for CRM and application - E-Procurement: Meaning, Drivers, Risks and implementation – E-SCM: Meaning, Focus and implementation – E-Payment Systems: Meaning, Pre and Post paid payments systems – E-Cash.

Unit-IV: **E-Security** - Security Meaning, Attacking methods, SET and SSL, Hacking Security Tools: Cryptology and Encryption – Password – Authentication: Keys and Kerberos – Digital Signatures – Security Protocols – Firewall Security – E- Commerce Law: Information Technology Act, 2000 – Government Policy and Recommendations.

Unit-V: **E-Business Web Technologies**: Web site meaning – Types – Planning and Organizing – Web page Designing, Essentials in designing good web site – Web page development tools – Testing and evaluating web site – Creating Web site using MS Front Page: Using Wizard – Viewing and closing web sites – HTML: Basics, Syntax, HTML Editors – Multimedia: Graphics, web image formats, VRML.

Suggested Readings

1. Albert Napier H, Rivers N Ollie, Wagner W Stuart and Napier JB, **E-Business – Creating a Winning,** 2nd Edition, Cengage learning India Private Limited, New Delhi, 2008.
2. Murthy C S V, **E-Commerce – Concepts, Models, Strategies,** Himalaya Publishing House, Mumbai, 2009.

References

1. Gary P Schneider, **E-Commerce,** Cengage Learning, New Delhi, 2011.
2. David Whiteley, **E-Commerce Strategy, Technologies and Applications,** Tat McGraw Hill Publishing Company Limited, New Delhi, 2009
3. Ravi Kalakoda, **Frontiers of Electronic Commerce,** Pearson Education, New Delhi, 2010.

311- FINANCIAL MARKETS AND INSTITUTIONS

(for M.Com - under CBCS)

Class Hours: 5 ppw Credits: 5

Unit-I: **Financial System:** Meaning and Objectives of Financial System; Structure of Financial System -Components: Financial Markets – Financial Institutions – Financial Instruments – Financial Services; Functions of Financial System; Role of Financial System in Economic Development.

Unit-II: **Money Market**: Concept, Features, Functions and Significance of Money Market; Money Market Instruments; Segments of Money Market – Call / Notice Money Market - Commercial Bills Market - Treasury Bills Market – Discount and Acceptance Markets - Commercial Papers – Certificates of Deposit –Repo Instruments; Role and Challenges of Money Market in India.

Unit- III: **Primary Market**: Concept, Features, Functions and Significance of Capital Market; Structure and Recent Developments of Capital Market in India; Primary Market / New Issues Market: Initial Public Offer (IPO) – Follow on Public Offer (FPO) – Rights Issue – Private Placements – Preferential Issues – Bonus Issues - Book-Building – American Depository Receipts (ADRs) – Global Depository Receipts (GDRs) – Foreign Currency Convertible Bonds (FCCBs); Players in New Issue Market; Role and Importance of Primary Market in Economic Development.

Unit-IV: **Secondary Market**: Stock Exchanges – Organisation – Functions - Players - Management and Membership; Listing of Securities; Trading and Settlement Systems; Stock Market Indices; Bond Market: Significance – Functions – Participants; Depositories and Custodians – National Securities Depository Limited (NSDL) – Central Depository Services Limited (CDSL) – The Stock Holding Corporation of India Limited (SHCIL) - Recent Developments in Stock Market.

Unit-V: **Institutional Regulatory Framework**: Introduction, Importance, and Functions of RBI – RBI and Monetary Policy - Promotional Role of RBI; SEBI: Organization Structure - Objectives – Powers and Functions – SEBI Regulations relating to Capital Markets – Investors Education and Protection.

Suggested Readings

1. Bhole L.M. and Mahakud J, **Financial Institutions and Markets,** Tata McGraw Hill Education Private Limited, New Delhi, 2004.
2. Jeff Madhura, **Financial Institutions and Markets,** Cengage Learning India Private Limited, New Delhi, 2012

References:

1. Preeti Singh, **Dynamics of India Financial System – Markets, Institutions & Services,** Ane Books Private Limited, New Delhi, 2009.
2. Ajay Shah, Susan Thomas and Michael Gorham, **Indian Financial Markets: An Inside Guide to How the Markets Work,** Elsevier Publications, Oxford, UK, 2008.
3. R M Srivastava and Divya Nigam, **Dynamics of Financial Markets and Institutions in India,** Excel Books, New Delhi, 2010.

312– SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

(for M.Com - under CBCS)

Class Hours: 5 ppw Credits: 5

Unit-I: **Introduction to Investments**: Concept- Nature- Scope- Types- Process-Alternatives - Environment - Investment, Speculation and Gambling - Indian Stock market – Primary and Secondary markets – Derivatives market – Stock exchanges – BSE-NSE- OTCEI- Organization and Regulation.(Theory only)

Unit –II: **Security Analysis:** Objectives of security investment – Fundamental Analysis: economy industry – Industry analysis - company analysis – Technical analysis – Efficient market hypothesis – Types of Risks. (Theory only)

Unit – III: **Valuation of Securities:** Valuation of Equity Shares: Dividend discount model – Constant growth model Two stage and three phase models – Valuation through P/E Ratio - Preference Shares – Valuation of Debt securities: Bond Pricing Theorems- Convexity – Duration - Bond immunization - Active and passive bond management (Problems)

Unit – IV: **Portfolio Theory:** Risk and Return Analysis - Approaches in Portfolio construction – Traditional and Modern – Portfolio selection: Markowitz's Portfolio Optimization - Sharpe's Portfolio Optimization- CAPM – APT Models. (Problems)

Unit – V: **Portfolio performance Evaluation**: Concept – Objectives - Portfolio performance measures: Sharpe's - Trenor's - Jenson's measures – Portfolio Revision. (Problems)

Suggested Readings

1. Donald E Fischer and Ronald J Jordan, **Security Analysis and Portfolio Management,** Pearson Prentice Hall of India, New Delhi, 2008.
2. Bhalla V.K., **Investment Management,** Sultan Chand & Sons, New Delhi, 2008.

References

1. S Kevin, **Security Analysis and Portfolio Management,** Prentice Hall of India, New Delhi, 2015.
2. Punithavathy Pandian, **Security Analysis and Portfolio Management,** Vikas Publishing House Pvt. Ltd., New Delhi, 2014.
3. Preeti Singh, **Investment Management,** Himalaya Publishing House, Mumbai, 2015.

313- CORPORATE TAX MANAGEMENT

(For M.Com - under CBCS)

Class Hours: 5 ppw   Credits: 5

Unit-I: **Introduction:** Significance of Corporate Taxation – Concepts and definitions of Corporate Income Tax – Assessee- Assessee in default-Previous Year-Assessment Year – Residential Status of Company-Incidence of Tax – Types of Companies for tax purpose – Incomes forming part of total income of a company –– Exempted Incomes and Tax free incomes with special reference to corporate assessee. (Theory only)

Unit-II: **Corporate Taxation:** Computation of Income from House Property-Business-Capital Gains-Other Sources – Set-Off and Carry-Forward of losses – Deductions out of G.T.I. u/s. 80 applicable to companies – Computation of Total Income and tax liability of Company – Minimum Alternative Tax – Dividend Tax. (Problems with special focus on computation of total income and tax liability)

Unit- III: **Tax Planning – Financial Management Decisions:** Concept of tax planning; Tax avoidance and Tax evasion – Tax Management: Meaning and Scope of Tax Management – Implications of tax planning – Requisites of a successful tax planning – Methods of Tax Planning. (Theory only)

Capital Structure Decisions: Meaning of capital structure-Tax considerations in deciding capital structure-Choice of Capital Structure (Problems) – Dividend Policy: Meaning-Factors affecting dividend policy – Dividend Policy and Tax Considerations: Meaning of dividend under IT Act; Tax implications for company distributing dividend; Tax implications for Shareholders – Inter Corporate Dividend – Tax Planning in respect of Bonus Shares. (Problems on Tax Planning with reference to Choice of Capital Structure)

Unit-IV: **Tax Planning - Business Restructuring and Managerial Decisions:** Tax issues relating to Amalgamation of Companies: Meaning of Amalgamation under IT Act; Tax Concessions to Amalgamating Company; Tax Concessions to Amalgamated Company; Tax Concessions to the Shareholders of Amalgamating Company – Tax Issues relating to Demerger: Meaning of Demerger; Parties to Demerger; Tax Incentives in case of Demerger: Tax Incentives to Demerged Company-Tax Incentives to Shareholders-Tax Incentives to Resulting Company. (Theory only)

Tax considerations with reference to specific managerial decisions: Own or Lease-Tax considerations in Buy or Lease – Sale of Assets of Scientific Research – Make or Buy – Repair, Replace, Renewal or Renovation – Shut Down or Continue (Problems on tax planning with special focus on Buying Asset with Borrowing or Taking on Lease)

Unit-V: **Special Tax Provisions for Certain Undertakings:** Special provisions in respect of Newly established units in Special Economic Zones – Special Provisions in respect of Newly established 100% Export-oriented Undertakings – Undertakings engaged in Infrastructure, Telecommunication, Power Sector and Industrial Parks – Undertakings engaged in Development of SEZ – Undertakings located in backward Areas and Other Notified Areas – Tax Planning in respect of Export Promotion – Tax Planning provisions with reference to reinvestment of Capital Gains. (Theory and Problems on Capital Gains investment)

Suggested Readings:

1. Rajeev Puri and Puja Gaur, **Corporate Tax Planning & Management**, Kalyani Publishers, 2015.
2. Vinod K Singhania, **Direct Taxes, Planning and Management**, Taxmann's Publications Private Limited, New Delhi, 2015.

References:

1. Gaur VP, Narang DB, Puja Gaur and Rajeev Puri, **Income Tax Law & Practice**, Kalyani Publishers, New Delhi, 2009.
2. Girish Ahuja and Ravi Gupta, Professional **Approach to Direct Taxes Law & Practice**, Bharat Law House Private Limited, 2015.