

M.COM (CBCS)

SYLLABUS

(w.e.f 2015-16)



***DEPT. OF COMMERCE
S.V.U COLLEGE OF CM&CS
SRI VENKETEWARA UNIVERSITY
TIRUPATI – 517 502 A.P***

2015

SRI VENKATESWARA UNIVERSITY:: TIRUPATI
DEPARTMENT OF COMMERCE
S.V.U. COLLEGE OF COMMERCE, MANAGEMENT AND COMPUTER SCIENCES
M.COM(R) REGULAR COURSE
CHOICE BASED CREDIT SYSTEM

(Effective from the batch of students admitted during the academic year 2015-16)

Course Code	Title of the Course	Core / Elective	No. of Credits	Uni. Exam. Duration Hrs.	IA*	SEE*	Total Marks
SEMESTER -I							
M.COM (R)101	Accounting standards and Reporting	Core	4	3	30	70	100
M.COM (R)102	Organizational Behaviour	Core	4	3	30	70	100
M.COM (R)103	Managerial Economics	Core	4	3	30	70	100
M.COM (R)104	Business Environment and Policy	Core	4	3	30	70	100
M.COM (R)105	Quantitative techniques for Business Decisions	Core	4	3	30	70	100
SEMESTER -II							
M.COM (R)201	Business Communication	Core	4	3	30	70	100
M.COM (R)202	Financial Management	Core	4	3	30	70	100
M.COM (R)203	Human Resource Management	Core	4	3	30	70	100
M.COM (R)204	Marketing Management	Core	4	3	30	70	100
M.COM (R)205	Advanced cost Accounting	Core	4	3	30	70	100
SEMESTER -III							
M.COM(R)301	Strategic Management	Core	4	3	30	70	100
M.COM(R)302	Financial Markets and Services	Core	4	3	30	70	100
M.COM(R)303	Accounting for Managerial Decisions	Core	4	3	30	70	100
M.COM(R)304	Security Analysis and Portfolio Management	Core	4	3	30	70	100
M.COM(R)305	Computer Applications in Business	Core	4	3	30+20	50	100
SEMESTER -IV							
M.COM(R)401	Management Information Systems	Core	4	3	30	70	100
M.COM(R)402	E-Commerce	Core	4	3	30	70	100
M.COM(R)403	International Financial Management	Core	4	3	30	70	100
M.COM(R)404	Corporate Tax Planning and Management	Core	4	3	30	70	100
M.COM(R)405	Personality Development and Soft Skills	Core	4	3	30	70	100

Total Mandatory Credits = 70

- 100 Marks For Project Report And Viva-Voce

*Internal Assessment

*Semester End Examinations

Note:

1. In addition to the above course structure, the subject entitled “**Human values and professional ethics**” is adopted for IInd & IVth Semesters with effect from the academic year 2014-15 as suggested by Andhra Pradesh Council of Higher Education (APSCHE), Hyderabad.
2. There will be semester end examination for 70 marks and internal Assessment for 30 marks for each paper including Human values and professional ethics.
3. Teachers are advised to guide the students properly for carrying out the preparation of project report. Further, it is advised to make the students to involve in the Seminars in the class on the appropriate topic of the subject to improve the knowledge base and communication skills.
4. The regulations of CBCS which are in vogue are applicable.
5. The syllabus is revised, updated and designed keeping in view the NET/SLET, Internal, Semester end

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Paper -101: **ACCOUNTING STANDARDS AND REPORTING**

(Effective from the batch of students admitted during the academic year 2015-16)

- Unit – I Accounting as an information system- Concept – users of accounting information – Accounting Standards- concept- types – benefits – difficulties in standard setting – standards setting in India (Theory only)
- Unit – II Valuation of intangible assets : (AS-26) Goodwill- Factors affecting goodwill – types of goodwill — need for valuation - Methods of good will- Valuation – Average method- Super profit method - Annuity method (Theory and Problems)
- Unit – III Inventory Valuation: (AS-2) Concept - Need for inventory valuation – Inventory Valuation methods – Valuation of Inventory below historical cost. (Theory and Problems)
- Unit – IV Lease Accounting: (AS-19) Concept – Features – Advantages and disadvantages of Lease – Types of lease - Financial lease – Operating Lease – Accounting for financial lease in the books of lessor and lessee – Lease and sale back. (Theory and Problems)
- Unit – V Corporate Reporting: Concept – Objectives – Purposes – Segment reporting (AS-17) – Benefits of segment reporting; Interim reporting (AS-25) – Concept- Need for interim reporting – Interim reporting practices in India. (Theory only)

REFERENCE BOOKS:

1. Jawahar Lal; Accounting theory and Practice, Himalya Publishing House, New Delhi.
2. B. K .Banerjee, Financial Accounting – A dynamic approach Printice Hall India Pvt. Ltd., New Delhi
3. CA. Ravi Kanth Miriyala; Accounting standards made easy, Bharat Law House Pvt. Ltd. New Delhi
4. Nithin Balwani, Accounting and Finance for Manager, Excel Books, New Delhi.
5. <http://en.wikipedia.org/wiki/IFRS>

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Paper -102: **ORGANISATIONAL BEHAVIOUR**

(Effective from the batch of students admitted during the academic year 2015-16)

- Unit – I Introduction: Organizational Behaviour (OB) – Definition – Nature and Scope – Foundations – Importance – OB model – Approaches to the study of OB – Limitations – Contributing disciplines to OB – Emerging Issues in OB

Determinants – Theories of personality – Type, trait, psychoanalytic and social learning theories – Perception – Perceptual process – Factors influencing perception – Motivation – Theories of motivation – Content theories (Maslow, Herzberg, Alderfer) – Process theories (Adam, Vroom and Poster) – Re-inforcement theory. (Theory only)

- Unit – III Group Dynamics: Foundations of group behaviour – Reasons for group formation – Types of groups – Stages of group formation and development – Group cohesiveness – Teams and team building – Leadership – Styles of leadership – Theories of leadership (traditional theories – trait theory; behaviour theories – Behavioural model (Managerial grid) – Contingency theories (Fiedler’s contingency theory and path-goal theory) – Modern theories (transformational leadership theory) (Theory only)
- Unit – IV Organizational Processes: Foundations of organizational structure – Types – Power and Policies – Sources of Power – Tactics – Control of political behaviours in organization – Organizational conflicts – Changing view of conflict - Process of conflict – Managing conflict – Inter-personal conflicts – Transactional analysis – Johari window – Life positions – Negotiation and Conflict resolution. (Theory only)
- Unit – V Organizational Dynamics: Organizational Culture – types – functions – Changing organizational culture – Cultural differences and Similarities – Across Culture – Cultural adjustment – Managerial responses – Organizational change and development – Types of Change – Reasons for change – Change agents- Challenges – Resistance to change – Managing resistance to change – Organizational development – Objectives – Assumptions – OD interventions/techniques. (Theory only)

REFERENCE BOOKS:

1. Aswathappa K., Organizational Behavior: Text, Cases and Games, Himalaya Publishing House, Hyderabad.
2. Fred Luthans, Organizational Behaviour, Tata McGraw Hill Publishing House, New Delhi.
3. Jit S.Chandan, Organization Behaviour, Vikas Publishing House, New Delhi.
4. John W. Newstrom and Keith Davis, Organizational Behaviour, Human Behaviour at work, Tata McGraw Hill Publishing House, New Delhi.
5. Kavita Singh, Organisational Behaviour: Text and Cases, Pearson, Delhi.
6. Stephen P. Robbins, Organizational Behaviour, Prentice – Hall of India Private Limited, New Delhi.
7. Subba Rao, P., Management and Organizational Behaviour (Text and Cases), Himalaya Publishing House, Hyderabad.

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Paper -103: **MANAGERIAL ECONOMICS**

(Effective from the batch of students admitted during the academic year 2015-16)

- Unit- I Introduction: Meaning, nature and scope of Managerial Economics (ME) – Principles of ME – Characteristics and uses of ME – Role and responsibilities of managerial economist. (Theory only)

Unit-II	Demand forecasting: Nature and Scope of forecasting – Objectives – Methods of demand forecasting - Opinion polling and statistical methods – criteria for good forecasting method – Forecasting demand for new products. (Theory only)
Unit-III	Cost analysis: Cost concepts and classification – Cost output relationship in short run and long run – Economies of scale – cost function – Cost control and cost reduction. (Theory only)
Unit-IV	Production analysis: Basic concepts and types - Law of variable proportions – Factors of production and returns to scale – Cobb-Douglas production function – Opportunities for multiple products – Policy on adding new products and dropping old products. (Theory only)
Unit-V	Nature of Profits: Different views of profits – Profit functions – Measurement of Profit – Policies on profit maximization – Profit planning – Managerial uses of break even analysis. (Theory only)

REFERENCE BOOKS:

1. Joel Dean. Managerial Economics, Prentice Hall Ltd., India
2. Varshiney & Maheswari, Managerial Economics, Sultan Chand & Co.,
3. Mehatha P.L. Managerial Economics, Sultan Chand & Co
4. Dwivedi D.N., Managerial Economics, Himalaya Publishing Hosue,
5. Mote, Paul & Gupta, Managerial Economics, Tat Mc Graw Hill Ltd,

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Paper -104: **BUSINESS ENVIRONMENT AND POLICY**

(Effective from the batch of students admitted during the academic year 2015-16)

Unit – I Business Environment: Concept - Nature and scope- types– internal environment and external environment- Factors influencing business environment- Economic – Social- Cultural - Political environment and technical environment; Environmental analysis - Environment scanning - Monitoring - Changing dimensions in business environment. (Theory only)

Unit – II Economic Environment: Concept – Nature and scope - Structures of the economy - Economic policies and conditions- Economic planning - Industrial policy - Foreign investment -

Foreign technology agreements - Merits and demerits of the policy – FEMA - Monetary and fiscal policies - New economic policy. (Theory only)

Unit – III Politico legal Environment: Concept- Political institutions - Rationale and extent of state intervention - Reasons for state intervention - Types of intervention - Extent of interventions - Government Business interface – Legal environment. (Theory only)

Unit – IV Socio Cultural Environment: Concept - Nature - Impact -Business participation in cultural affairs - Social responsibility of business - Business and society - Business ethics - Corporate governance. (Theory only)

Unit – V Global Environment: Concept - Nature and scope - Rationale for global environment – Benefits and problems of MNCs - Strategies for going global - India, WTO and the trading blocks. (Theory only)

REFERENCE BOOKS

1. Francis Cherunilam, Business environment – Text and cases, Himalaya Publishing House.
2. K. Aswathappa, Essentials of Business environment, Himalaya Publishing House.
3. Pandey G.N. Environmental Management, Vikas publishing house.
4. Raj Agarwal, Business Environment, Excel publications.
5. Sundaram & Black. International Business Environment Text and cases, PHI.
6. Chari, S.N. International Business, Wiley India.

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Paper -105: **QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS**
(Effective from the batch of students admitted during the academic year 2015-16)

Unit- I Quantitative Techniques and Business Forecasting: Concept - Classification of quantitative techniques- Benefits and Limitations – Methods- Advantages of quantitative approach to management – quantitative techniques in business decision making – Methods of business forecasting – Multiple correlation co-efficient.
(Theory only)

Unit-II F – Distribution: Concept - Test for equality of two population variances – Analysis of variance- (F- test): One way and two way classified data. (Theory and problems)

Unit-III Probability and Probability Distributions: Basics of probability- Binomial –Poisson – Normal distributions – Baye’s theorem. (Theory and problems)

Unit-IV Sampling Theory: Concept – Types of Sampling – Hypothesis testing-The null hypothesis- The significance level - Hypothesis testing Procedure – Type I and Type II errors – Inference from small sample mean tests - Difference between the means of two independent samples – Difference between the means of two dependent samples of paired observations (t) and χ^2 (Chi-Square) test and its applications. (Theory and problems)

Unit-V Linear Programming: Concept - Requirements for application of linear programming – Assumptions- Advantages and limitations – Applications of Linear programming problem – Formulation of Linear programming problem- Simplex method (Theory and problems)

REFERENCE BOOKS:

1. Gupta, S.P.Statistical Methods, S.Chand & Sons, New Delhi
2. Tulasian P.C., and Vishal Pandey, Quantitative Techniques – Theory and Problems Pearson Education New Delhi
3. Gupta and Khanna “Quantitative Techniques for Business Managers” PHI, New Delhi.
4. Andnda Sharma, Quantitative Techniques, Himalaya Publications, Hyderabad.
5. Shukla and Grewal, Advanced Accounts, S.Chand and Co, New Delhi
6. Kothari C.R.Quantitative Techniques Vikas Publications, Mumbai. Vikas Publications, Mumbai.

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Paper -201: **BUSINESS COMMUNICATION**
(Effective from the batch of students admitted during the academic year 2015-16)

Unit-I: Fundamentals of Communication: Concept- Objectives- Process of communication – Methods of communication - Oral, written, non-verbal, visual, audio-visual, signs, signals and symbols, silence – Types of communication – Personal, business, internal external, upward, downward, formal, informal, lateral, interactive, mass, grapevine, - Barriers to communication – Factors affecting communication – Essentials for effective communication. (Theory only)

Unit-II: Non-verbal communications: Types of non-verbal communication- Body language, postures and gestures – Attire – Appearance – Handshake, personal space, timing, behavior, smile; Listening skills - Telephone talk –Process and types of listening – Barriers to listening - Requirements for effective listening – Humor in communication – Leadership and communication. (Theory only)

Unit-III: Verbal communication: - Meetings – Role of chair person – Conferences – Presentation skills – making presentations – Choosing a method of speaking – Analyzing the

audience – Requirements for effective presentation – Persuasive speaking - Report writing - Types of reports – Structure of reports – Individual, annual and committee reports – Essentials of good report writing. (Theory only)

Unit-IV: Written communication: Business letters – Essentials of business letters – Parts of business letters – Forms of business letters - Types of business letters – Tenders, quotations and orders - Circulars and memos – Office notes – Representations and suggestions – Reminders and follow up. (Theory only)

Unit-V: Media and multi-cultural Communication: Building better relations with media – Framework for managing relations with investors and governments - Impact of multicultural communication on business - Etic and emic approaches to culture – Overcoming cross-cultural communication problems – Cultural communication protocol in Australia, China, France, German, England, Switzerland, USA, and India. (Theory only)

REFERENCE BOOKS:

1. Penrose, Rasberry and Myers, “Business communication for managers”, Cengage Learning.
2. Disanza, “Business and professional communication”, Pearson Education.
3. CSG Krishnamacharyalu and L. Ramakrishna, “Business communications”, Himalaya Publishing House.
4. Krizan Merrier, Logan and Williams, “Effective Business Communication”, Cengage Learning.
5. Kelly Quintanilla and Shawn T Wahl, “Business and Professional communication”, Sage Publications.
6. U S Rai & S M Rai, “Business Communication”, Himalaya Publishing House. Leena Sen, “Communication Skills, PHI, 2015.
7. R.K. Madhukar, Business Communication, Vikas Publishing House Pvt. Ltd.

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Paper -202: **FINANCIAL MANAGEMENT**

(Effective from the batch of students admitted during the academic year 2015-16)

- Unit - I Introduction: Meaning of finance- Functions of financial management – Objectives of financial management - Profit maximization and Wealth maximization – Role of the financial manager. (Theory only)
- Unit- II Investment Decision: Capital Budgeting- Concept– Process – Techniques of capital budgeting – Traditional method - Payback period (PB), Average Rate of Return – Discounted cash flow techniques - Net Present Value, Internal Rate of Return and Profitability Index – Capital rationing. (Theory and Problems)
- Unit-III Management of Working Capital: Concepts- Need for working capital-Operating cycle- Estimation of working capital requirements-Management of cash, receivables and inventory. (Theory and Problems)
- Unit-IV Financing Decision: Capital Structure - Theories of capital structure – NI, NOI, Traditional and MM Theories Operating and Financial Leverages- Computation of Leverages Specific cost of capital- Determination of weighted averages of capital. (Theory and Problems)

Unit-V Dividend Decision: Types of dividends- Factors influencing the dividend policy – Theories of dividends – Walter, Gordon and MM Hypothesis (Theory only)

REFERENCE BOOKS:

1. Pandey, I.M: Financial Management – Vikas Publishing House, New Delhi.
2. Sheeba Kapil, Financial Management, Pearson Education, New Delhi.
3. Jonathan Berk Peter DeMarzo, Financial Management, Pearson Education, 2008.
4. Chandrabose, Fundamentals of, Financial Management – PHI, New Delhi.
5. Khan and Jain: Financial Management, Tata Mc Graw Hill, New Delhi.
6. Maheswari, S.N.: Financial Management, Sultan Chand and Sons, New Delhi.
7. Kulakarni. P.V., Financial Management Himalaya Publishing Houses Co Ltd, Mumbai.
8. Van Horne: Financial Management and Policy, Prentice Hall of India, New Delhi.
9. Prasanna Chandra, Financial Management Tata Mc Graw Hill, New Delhi
10. Sheeba Kapil, Financial Management Strategy, Implementation and Control, Pragathi Prakasam Publication, Meerut.

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Paper -203: **HUMAN RESOURCE MANAGEMENT**

(Effective from the batch of students admitted during the academic year 2015-16)

- Unit – I Introduction: Concept of Human Resource Management (HRM) - Nature and scope – Significance – Functions and objectives – Personnel policies and principles – Need for studying HRM – Evaluation and development of HRM. (Theory only)
- Unit – II Acquisition of Human Resource: Job Design – Concept - Approaches and process of job design- factors affecting job design- Job Analysis – Process of job analysis- purposes; Human Resource planning – Concept - significance and benefits- factors affecting HRP- Process of HRP- Recruitment and selection - Concept of recruitment- Purposes and importance of recruitment- Factors governing recruitment- Recruitment process- Selection –Concept of selection – factors governing selection decision - Selection procedure- Placement and induction. (Theory only)
- Unit – III Developing and Motivating Human Resource: Training and Development – Nature and importance of training and development programme, training methods, evaluation of training programmes- Performance appraisal- Concept - Need and purpose – Methods- Job evaluation – Concept – Objectives- Principles- Essentials- Methods- Advantages and problems of job evaluation- Employee empowerment – Concept and elements of employee empowerment – Process of employee empowerment- Quality circles – Concept - Organization structure - Benefits and problems- career planning and development – Concept- Succession planning- Elements of career development programme- Advantages and limitations of career planning development. (Theory only)

- Unit – IV Maintenance of Human Resources: Compensation Management- Wage structure – Wage payment methods incentives – Fringe benefits- Employee relations- Discipline- Grievance- Collective Bargaining. (Theory only)
- Unit – V HRM in the Era of knowledge: Knowledge Management – Concept- KM Architecture- Knowledge conversion- Process of knowledge management- Virtual organizations – Features – Types and issues of HR Learning organization – Concept – Role of leader in organizations. (Theory only)

REFERENCE BOOKS:

1. K. Aswathappa, Human Resource and Personnel Management, TATA McGraw Hill, New delhi.
2. P. Subba Rao, Human Resource Management, Himalaya Publishers Mumbai.
3. N.K. Singh, Human Resource Management, Excel Publications.
4. Jyothi, Human Resource Management, Oxford university press.
5. Edwin B Flippa, Personnel Management.
6. Decenzo, Robbins, Personnel / Human resource management, 3rd edition, John Wiley & sons Pvt Ltd.
7. Deepak Kumar. B. Human Resource Management, Excel Books.

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Paper -204: **MARKETING MANAGEMENT**

(Effective from the batch of students admitted during the academic year 2015-16)

- Unit – I Introduction: Concept of Marketing - Nature and scope- Evaluation- approaches to the study of marketing- Importance - Role of marketing in Indian economy- 4Ps of marketing- Marketing environment- Market segmentation – Concept – Need- Bases for market segmentation- Consumer behavior – Concept – Need - Factors affecting consumer behavior- Consumer buying decision process- Models of consumer behavior. (Theory only)
- Unit – II Product and Price Management: Concept of product- Classification -Product item- Product line and product mix decisions- New product development – Concept - Factors contributing to new product development - Stages of new product development - Product Life Cycle (PLC) conditions and strategies in different phases- Reasons for the failure- Branding - Packaging and labeling- Pricing –Concept- Objectives -factors influencing pricing- Pricing policies- strategies and methods. (Theory only)
- Unit – III Promotion Decision: Concept of promotions and communications, Process of marketing communications - Sales promotion – Significance of sales promotion - Objectives - Planning sales promotion programmes- Personal selling – Nature and steps in personal selling - Theories of personal selling - Advertising –Concept- Advertising agencies- Advertising media- Institutional frame work of advertising- Advertising decisions. (Theory only)
- Unit – IV Place Management: Concept - Marketing Channels - Nature and significance- Role of middle men in marketing channels - Factors influencing channel selection

- Channel levels - Whole sellers and retailers- Concept – Functions - Emerging trends in retailing- Formats of retail stores – Online marketing. (Theory only)

Unit – V Market Research and Information system: Concept of Market research – Components - Types – Process of marketing research - Market research in India - Marketing information system –Concept – Components- marketing intelligence system. (Theory only)

REFERENCE BOOKS:

1. Philip Kotler, Principles of Marketing, PHI.
2. Rama swamy & Namakumari, Marketing Management.
3. Rajan Saxena, Marketing Management.
4. Dr. R.L.Varshney and Dr. S.L. Gupta, Marketing management Text and cases, Sulthan Chand & sons.
5. Arun Kumar, N. Meenakshi, Marketing Management, Vikas Publications.
6. Jain, Marketing planning and strategy.

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Paper -205: **ADVANCED COST ACCOUNTING**
(Effective from the batch of students admitted during the academic year 2015-16)

- Unit- I Introduction – Cost concepts – Objectives, Advantages and limitations of cost accounting - Cost Accounting Vs Financial Accounting and Cost Accounting Vs Management Accounting (Theory Only)
- Unit- II Process Costing: Features and objectives of process costing – Normal loss – Abnormal loss – Abnormal gain – Inter process profits – Objectives of inter process profits (Theory and Problems)
- Unit-III Equivalent production: Concept – Methods – FIFO method – Average methods – By products and Joint products concept – Accounting treatment of by products and Joint products. (Theory and Problems)
- Unit-IV Budgetary Control: Concept of budget – Concept of budgetary control – benefits and limitations of budgetary control – Budgets – Fixed budget – Flexible budget – master budget. (Theory and Problems)
- Unit- V Activity based costing: Concepts – Meaning – Definition and characteristics of ABC – Different stages in ABC – ABC and cost drivers – Advantages of implementing ABC (Theory and Problems).

REFERENCE BOOKS:

1. Jain S.P., AND K.L.Narang, Cost Accounting Principles and Practice Kalayani Publishers New Delhi.
2. Rathnam P.V., Rathnam,s costing advanced problems and solutions, Kitab Mahal Distributors.
3. Maheswari S.N., Advanced problems and solutions in cost accounting, Sultan Chand & Sons
4. Bhar B.K., Cost accounting methods and problems, Academic Publishers, Kolkata.
5. Pillai R.S.N., and V.Bhagavathi: Cost Accounting, Sultan Chand and Co.Ltd, New Delhi.

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Department of Commerce
M.Com (R) III Semester Syllabus

Paper -301: **STRATEGIC MANAGEMENT**

(Effective from the batch of students admitted during the academic year 2015-16)M.Com Regular

- Unit – I Introduction: Understanding strategy – Dimensions of strategic decisions – Process of strategic management - Strategists and their role in strategic management – Hierarchy of strategic intent – Strategic intent- Vision- mission, Business definition- Goals and objectives.(Theory only)
- Unit – II Environmental appraisal and Organizational appraisal: Concept of environment- Environmental sectors- Environmental scanning- Appraising the environment- Organizational appraisal – Dynamics of internal environment- Organizational capability factors- Considerations in organizational appraisal – Methods and techniques used for organizational appraisal- Structuring organizational appraisal. (Theory only)
- Unit – III Strategy Formulation: Concept - Strategy framework for analyzing competition - Porters value chain analysis- Competitive advantage of a firm - Entry and exist barriers – Formulation of strategy at corporate- Business and functional levels - types of Strategies - Offensive strategy - Defensive strategy- Vertical integration strategy- Horizontal strategy- Tailoring strategy- strategic analysis and choice. (Theory only)
- Unit – IV Strategy Implementation: Concept - Activating strategies – Inter relationship between formulation and implementation- Aspects of strategy implementation - Project implementation - Resource allocation - Structural implementation- Structural considerations - Structures for strategies - Organizational design and change - Organizational systems - Behavioral implementation – Leadership implementation - Corporate culture - Corporate politics and use of power - Personal values and business ethics- Social responsibility and strategic management - Functional and operational implementation. (Theory only)
- Unit – V Strategy Evaluation: Concept - Strategic review- Evaluation and control – Nature of strategy evaluation- Strategy evaluation framework – Published sources of

strategy – Evaluation in formation – Characteristics of an ethical evaluation system – Contingency planning – Auditing - Computer to evaluate strategy. (Theory only)

REFERENCE BOOKS

1. Azhar Kazmi, Business Policy and Strategic Management, TATA Mc Graw Hill.
2. Subba Rao. P, Business Strategic Management, Himalaya Publications.
3. John A. Pearce & Richard B. Robbin, Strategic Management, AITBS Publications.
4. Srinivastava, Management policy and strategic management, Himalaya Publications.
5. Porter. M Competitive Strategic techniques for analyzing industries and competitor, the free Press, New York.
6. Thomas L. Wheelen, J. David Hunger, Krish Rangarajan, Concept in strategic management and business policies, PHI
7. Fred R. David, strategic Management Concepts and cases, PHI.

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Paper -302: **FINANCIAL MARKETS AND SERVICES**

(Effective from the batch of students admitted during the academic year 2015-16)

Unit – I: Financial system and Money Market: Structure – Functions – Components – Role of Financial System in the Indian Economic development — Financial Sector reforms- Money market– Significance- Constituents. (Theory only)

Unit- II: Capital market and SEBI: Structure – Instruments – Primary market Functions – Secondary market- Listing – Trading- SEBI- Functions- Powers. (Theory only)

Unit –III: Merchant Banking: Concept – Commercial banking Vs merchant banking; Origin and evolution - Scope - Functions – Pre-issue and post- Issue obligations- SEBI regulations. (Theory only)

Unit –IV: Credit Rating and Factoring: Significance – SEBI regulations – Rating agencies in India – CRISIL, CARE, ICRA, FRI – Rating methodology- Limitations- Factoring- Factoring Vs bills discounting – Mechanism – Functions – Forms – Legal aspects. (Theory only)

Unit – V: Venture Capital and Mutual Funds: Features – Stages of financing - Financial analysis – Investment nurturing- Valuation of portfolio – Exit route- VCF scenario in India – SEBI Regulations- Mutual funds- concept – Mutual fund Vs Share- Organization and management- Classification- Guidelines. (Theory only)

REFERENCE BOOKS:

1. Gordon, E., and Nataraja, K., Financial Markets and Service, Himalaya Publications, Mumbai
2. L.M. Bhole, Financial Insitution and Markets, Tata Mc Graw Hill, New Delhi Sharma R.K.and S.K.Management Accounting, Kalyani, Ludhiana.
3. Clifford Gmoez. Finanial Markets, Insitutions and Financial Services, PHI, New Delhi, 2008.
4. Khan, M.Y., Financial Services, Tata Mc Graw Hill, New Delhi.

5. Bhatia, B.S., and Gupta G.S., Management of Financial Services, Deep and Deep, New Delhi.
6. Gupta, S.K., and Nisha Aggarwal, Financial Services, Kalyani Publishers, New Delhi.
7. Machiraju, H.R., Merchant Baning, Wiley, New Delhi.

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Paper -303: **ACCOUNTING FOR MANAGERIAL DECISIONS**
(Effective from the batch of students admitted during the academic year 2015-16)

- Unit – I Managerial accounting – Concept - Nature and Scope – Functions – Uses and limitations – Decision making process – Cost analysis for pricing decisions – Objectives of pricing – Product pricing methods – Full cost pricing – Mark-up pricing – Break-even pricing – Target pricing – Conversion cost pricing – Differential cost pricing (Theory and Problems)
- Unit – II Managerial decisions – Cost behaviour – Determination of sales mix – Exploring new markets – Discontinuance of a product line – Make or buy decisions – Equipment Replacement Decision – Change versus Status Quo – Expand or contract – Shut down or continue (Theory and Problems)
- Unit – III Responsibility Accounting (RA) – Concept - Process of implementing RA – Managerial uses of RA – Responsibility centres – Cost centre – Revenue Centre – Profit centre – Investment Centre – Responsibility performance reporting – Objectives – RA reports – Emerging issues in RA (Theory and Problems)
- Unit – IV Divisional performance and transfer pricing – Decentralised operations – Objectives – Performance measurement – Evaluation of divisional performance – Contribution margin approach – Return as investment approach – Residual income approach – Advantages and disadvantages – Non-financial measures of performance – Transfer pricing – Methods of transfer pricing – Market prices – Cost-based prices – Negotiated prices – Dual prices – Emerging issues in transfer pricing (Theory and Problems)
- Unit – V Management Reporting – Concept – Modes of reporting – Types of reports – Requisites of a good report – Process of preparing report – Steps for effective reporting – management reporting system – Forms of management reports – Reporting practices of Indian corporates (Theory only)

REFERENCE BOOKS:

1. Charles T. Horngren, G.L. Sundem and W.O. Stratoon, Introduction to Management Accounting, Pearson, Delhi.
2. Jawaharala, Management Accounting, Himalaya Publishers, Mumbai.
3. Kulshrestha, N.K., Management Accounting, Tata McGraw Hill, New Delhi.

4. Maheswari, S.N., Principles of Management Accounting, Sultan Chand & Sons, New Delhi.
5. Prashanta Atma, Cost and management Accounting, Himalaya Publishing House, Hyderabad.
6. Robert S. Kaplan and Anthony A. Atkinso, Advanced management Accounting, Prentice hall, New Delhi.
7. Sahaf M.A., Management Accounting Principles and Practice, Vikas Publishing House, Mumbai.
8. Sharma R.K and Gupta, S.K., Management Accounting, Kalyani Publishers, Ludhiana.

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Paper -304: **SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**
(Effective from the batch of students admitted during the academic year 2015-16)

- Unit – I Securities analysis : Basics of investment – Objectives- Fundamental analysis – Economic, industry and company analysis – Technical analysis – Efficient market theory – Implications – Random Walk theory – Strong, Semi-strong and Weak forms of Efficient market. (Theory only)
- Unit – II Valuation of securities: Valuation of equity shares- Equity valuation models – One year and multiple year holding period – Constant growth and multiple growth models – Valuation through P/E ratios; Valuation approach to bonds – bond returns – Coupon rate – Spot interest rate – Yield to maturity – Bond duration (Theory and Problems)
- Unit – III Portfolio theory: Capital market theory – Concept - Assumptions – Capital market line – Portfolio selection – Capital Asset Pricing Model (CAPM) – Assumptions – Security Market Line (SML) – Arbitrage Pricing Theory (APT) – Assumptions. (Theory and Problems)
- Unit – IV Portfolio evaluation: Concept - Measures of portfolio performance – Mutual funds-Sharpe’s performance index – Treynor’s performance index –Jensen’s Performance Index. (Theory and Problems)
- Unit – V Portfolio revision: Concept - Need for Portfolio revision- Passive management– Active management –Formula plans – Types of formula plans – Constant rupee value plan – Constant ratio plan – Variable ratio plan – Rupee cost averaging - Portfolio revision strategies. (Theory only)

REFERENCE BOOKS:

1. Prasanna Chandra : Analysis and Portfolio Management, Tata Mc Graw Hill Co. Ltd., New Delhi.
2. Kevin, Security Analysis and Portfolio Management, PHI, New Delhi.
3. Avadani V.A.: Security Analysis and Portfolio Management, Himalaya Publishing House, New Delhi, 2008.
4. Prethi Singh, Investment Management, Security Analysis and Portfolio Management, Himalaya Publishing House, New Delhi, 2005.

5. Dhamodharan : Investment Valuation, Johnweely and sons, Johnweely and Sons, New York.
6. Donald E.Fischer & Ronald J.Jordan: Security Analysis and Portfolio Mangement, Pearsons Education (Singapore) Pvt, Ltd., New Delhi.

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Paper -305: **COMPUTER APPLICATIONS IN BUSINESS**
(Effective from the batch of students admitted during the academic year 2015-16)

- Unit-I: Tally: Features of Tally accounting – Components of Gateway of Tally – Company creation – Creation of groups - Creation, display, and alteration of multiple and single ledgers – Various types of vouchers – Creation and alteration of vouchers – Configuration and print of financial statements and other reports, documents and vouchers –Tally Inventory - Configuration – Creation, display, and alteration of inventory masters – Recording various inventory vouchers – Display and print of inventory reports – Lab exercises.
- Unit-II: VAT: Enabling Tally for VAT – Features and Classification of VAT – VAT treatment for purchase and sales returns, duties, taxes and discounts – Exemptions from VAT – Exports and imports – Inter-state purchases and sales – Purchase of capital goods - VAT computation – Lab exercises.
- Unit-III: TDS: Creation of ledgers and vouchers – Advance and balance payments of Tax – Generation of TDS reports – Enabling Service tax - Creation of ledgers and recording of vouchers – Lab exercises.
- Unit-IV: Payroll: Payroll features - Enabling payroll – Creation of Pay head ledgers – Creation of employee masters and pay roll voucher and attendance voucher – Display and print of various payroll reports - Lab exercises.
- Unit- V: SPSS: Features and uses of SPSS – Opening Files – Working with data – Summarizing the data – Data representation through calculation of Mean, Median, Mode – Chi- Square – t test – ANOVA and Correlation through SPSS.

REFERENCE BOOKS:

1. Nadhani, A.K. and Nadhani, K.K. Implementing Tally 7.2 BPB Publication, New Delhi.
2. Kiran Kumar, K.Tally 9, Laasya Publishers, Hyderabad
3. Fire wall media, Tally 9.
4. Vishnu Priya Singh, tally 9, Computech Publications Ltd, New Delhi.
5. Sharma, KVS, Statistics mode simple, do it yourself and PC, Prentice Hall of India Pvt. Ltd., New Delhi
6. Darren George and Paul Mallery, SPSS for Windows – Step by Step, Pearson Education, New Delhi

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Paper -401: **MANAGEMENT INFORMATION SYSTEM**
(Effective from the batch of students admitted during the academic year 2015-16)

- Unit-I: Introduction: Concepts of Management Information System(MIS)- Classification and their implications – Business intelligence – Database models – Database design – RDBMS – RDBMS and MIS - Data processing – Transaction processing – Application processing – Information system processing – Impact of MIS – Role of MIS in management and organization effectiveness –Strategic business planning – Decision making and MIS – Information and knowledge and MIS. (Theory only)
- Unit-II: Systems Engineering: Types and classes of system – General model of MIS – Need for system analysis – Analysis of existing and new system - System development model – Structured System Analysis and Design – Object Oriented Analysis – System Development Through OOT – OOSAD Development Life Cycle. (Theory only)
- Unit-III: Design of MIS And BPR: Planning of MIS – Determining information requirement – Organization, development and implementation of MIS – Development process of MIS – Need for design of MIS – Process of design of MIS – Strategic management and MIS – Process and value stream models of business – Reasons for delay in business process – MIS and Business Process Reengineering. (Theory only)
- Unit-IV: Applications of MIS: HR information system – Financial information system – Production information system – Marketing information system – Material information system – Services information system. (Theory only)
- Unit-V: Decision Support System (DSS) and ERP: Decision Support Systems and Group Decision Support Systems – Applications of DSS – Knowledge Management System – Benefits of MIS and DSS – Enterprise Resource Planning (ERP) system – ERP model and modules – Benefits of ERP - ERP evaluation and implementation – SCM – CRM – ERP and MIS. (Theory only)

REFERENCE BOOKS:

1. Kenneth C. Laudon and Jane P. Laudon, Management Information Systems, PHI and Pearson Education, 2005
2. Rainer, Turban, Potter Introduction to Information Systems, WILEY-India, 2006.
3. James A. Obrein, Management Information Systems, Tata McGraw Hill, 2006.
4. Dharminder and Sangeetha Management Information Systems, Excel books, 2006
5. Alexis Leon ERP (Demystified), Tata McGraw Hill, 2006.
6. Gordon B. Davis & Margrethe H.Olson, Management Information Systems, , Tata McGraw Hill, 2006
7. W S Jawadekar, Management Information Systems Text & Cases, Tata McGraw Hill, 2009.
8. Cases in MIS, Mahapartra,PHI, 2009

- Unit-I: Introduction: Concept of E-Commerce– Features– Driving forces - Benefits and limitations– Applications of E-commerce – B2B and B2C models of E-commerce – E-Commerce vs. E-Business- Regulatory framework - Future of E-commerce. (Theory only)
- Unit-II: Internet Technology : Internet vs. intranet vs. extranet –Firewalls - Internet protocols TCP/IP, HTTP, SMTP, FTP - Utility programs Telnet, Finger, Ping, Tracert - WWW – Internet features and services - Portal vs website vs. communities - HTML and web design. (Theory only)
- Unit-III: E-Payments: SET and SSL protocols and EDI – Cryptography methods – Generation of digital signature – Generation of e-cash, e-wallets, and E-cheques – How credit cards and Third Party Processors work. (Theory only)
- Unit-IV: Issues In E-Commerce: Social issues - Legal issues – Privacy issues - Ethical issues – IPR issue. (Theory only)
- Unit-V: E-Commerce Applications: Advertising – Supply chain management – Marketing research – Financial services – Publishing – Entertainment - Retailing – Trading stocks. (Theory only)

REFERENCE BOOKS:

1. Implementing Tally: Nadhani & Nadhani, BPB
2. Business Data processing System: P. Mohan, Himalaya
3. Business Data Processing And Accounting System: V. Srinivas, Kalyani
4. Manuals Supplied along with respective packages.

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Paper -403: **INTERNATIONAL FINANCIAL MANAGEMENT**

(Effective from the batch of students admitted during the academic year 2015-16)

- Unit – I International Financial Management (IFM) : Concept – Importance – Nature and Scope of IFM – Domestic and offshore markets –Role of International Financial Manager – Changes in global financial markets –challenges- International Monetary System-Recent Changes - (Theory only).
- Unit – II Foreign Exchange Market and Exchange Rate Mechanism: Foreign Exchange Markets – Structure – Types of Exchange rates - Exchange rate quotations – Direct and Indirect – Buying and selling rates – Forward market quotation – Nominal and Real exchange rates – Determination of exchange rates in spot market and forward market. (Theory and Problems)
- Unit – III Foreign Exchange Exposure: Concept - Relevance of Foreign exchange exposure – Classification - Transaction exposure- Operating exposure – Accounting

exposure – Need - Hedging of Transaction exposure – Hedging of real operating exposure – Management of accounting exposure (Theory and Problems)

Unit – IV International Project Appraisal: Concept – Approaches - Net present value approach – Adjusted present value framework – Options approach – The practice of cross border direct investment appraisal- International perspectives of working capital; Cash - Bills receivable and Inventory policies (Theory only).

Unit – V International Equity Investment: Concept – Risk and Return from Foreign Equity Investment – Equity Financing in the International Markets – Long-Term Borrowings in Global Capital Markets –Major Market Segments –International Financing Decision. (Theory only)

REFERENCE BOOKS:

1. Apte.P.G.;; International Financial Management, Tata Mc Graw Hill Publishing House, New Delhi.
2. Siddaiah, T, International Financial Management, Pearson, New Delhi.
3. Sharan V. : International Financial Management, Prentice Hall of India Publishing, New Delhi
4. Bhalla,V.K. : International Financial Management, Anmol Publicatins, New Delhi.
5. Avadhani V.A. : International Finance, Himalaya Publishing House, Mumbai.
6. Eun & Resnick., : International Financial Management, Tata Mc Graw Hill Publishing Company ILtd., New Delhi.

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Paper -404: **CORPORATE TAX PLANNING AND MANAGEMENT**
(Effective from the batch of students admitted during the academic year 2015-16)

- Unit- I: Introduction: Concept of tax planning – Tax avoidance and tax evasion – Tax Planning for new business – Tax Planning with reference to location of business – Form of organization. (Theory only)
- Unit- II: Tax Planning and financial management decisions: Tax Planning relating to capital structure decision – Dividend policy - bonus shares.
(Theory and Problems)
- Unit- III: Tax Planning and managerial decisions: Tax Planning in respect of own funds or borrowed capital - Lease Vs Purchase - Purchase by installment Vs hire- Make or buy decisions -Repairs, replacements, renewals or renovations.
(Theory and Problems)
- Unit-IV: Business Income: Concept of Business under income tax – Deduction of business expenses in respect of business premises-Repairs and insurance on machinery, plant and furniture-Prospecting for extraction of production of petroleum or natural gas or both in India – Expenditure on scientific research – Capital expenditure to obtain license for telecommunication services. (Theory only)

Unit-V: Procedure for Assessment: Types of assessment: Self-Assessment- Assessment on the basis of basis of return- Regular Assessment by Assessing officer- re- assessment- Precautionary or protection assessment-Notice of Demand- Intimation of loss.
(Theory & Problems)

REFERENCE BOOKS:

1. Ahuja G.K. and Ravi Gupta: Systematic Approach to Income Tax and Central Sales Tax, Bharat Law House, New Delhi.
2. Circulars issued by C.B.D.T
3. Income Tax Act, 1961
4. Income Tax Rules, 1962
5. Lakhota R.N: Corporate Tax Planning, Vision Publications , Delhi,
6. Singhanian, V.K.Direct Taxes: Law and Practice, Taxman's Publications Delhi.
7. Singhanian, V. K: Direct Taxes Planning and Management, Taxman's Publications Delhi.
8. Melhotra, MC and Goyal, S.P: Income Tax Law and Accounts including tax planning, Sahitya Bhavan Publication, Agra

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Paper -405: **PERSONALITY DEVELOPMENT AND SOFT SKILLS**
(Effective from the batch of students admitted during the academic year 2015-16)

- Unit – I Foundations of personality development: Concept of Personality – Dynamics and trait theory of personality: Personality Psycho Determinants: Physical, social, educational, family, intellectual and Emotional determinants; Causes for sick personality and health Personality. (Theory only)
- Unit-II Self-awareness: Skills-self-awareness and management; communicating: Sending inter personal messages – Listening and reading non-verbal - Message – Providing feedback. (Theory only)
- Unit- III Motivating: Goal setting – Coaching, counseling and mentoring – Empowering people through delegation - Leading: Politicking - Persuading - Applying leadership style – Managing Change. (Theory only)
- Unit- IV Teaming: Working with teams – Running meetings – Valuing diversity: Problem solving: Ethical decisions making - Creative problem solving – Resolving conflicts – Negotiation. (Theory only)
- Unit- V Self-esteem: Characteristics – Causes of low self-esteem – Steps to build Positive self-esteem; Attitude: Steps in building positive attitude; interpersonal skills; Steps in developing a positive Personality. (Theory only)

REFERENCE BOOKS:

1. Elizabeth B.Hurlock, Personality Development, Tata McGraw Hill, New Delhi-2009.
2. Stephen P.Robbins and Philip L Hunsaker, Training in interpersonal skills, person Education, New Delhi.
3. Shiv Khera, You can wing, Macmillan Publications, New Delhi.
4. Robert M. Sherfield. Rhonda J.Montgomery, Patrica G.Moody, Developing soft Skills, Person education, New Delhi, 2009
5. Biswajit Das Ipseeta Satpathy, Business Communication & Personality Development, Excel Publication, New Delhi.