

Appendix No: 'B' Item No: 'B-2'

SRI VENKATESWARA UNIVERSITY: TIRUPATI
SVU COLLEGE OF COMMERCE, MANAGEMENT
AND COMPUTER SCIENCE

DEPARTMENT OF COMMERCE

(Syllabus Common for S V University College and affiliated by SVU Area)
 (Revised Scheme of Instruction and Examination, Syllabus etc., with effect from the
 Academic Year's 2016-17 for I and II Semesters and 2017-18 for III and IV Semesters)
Revised CBCS Pattern with effect from 2016-17

M.Com Regular

Semester – I

S. No	Code	Title of the Course	Credit Hrs / Week	No. of Credits	Core / Elective	IA	SEE	Total Marks
1.	M.Com (R) 101	Accounting standards & Reporting	6	4	Core	20	80	100
2.	M.Com (R) 102	Organizational Behaviour	6	4	Core	20	80	100
3.	M.Com (R) 103	Business Environment and Policy	6	4	Core	20	80	100
4.	M.Com (R) 104	Managerial Economics	6	4	Core	20	80	100
5.	M.Com (R) 105	Quantitative Techniques for Business Decisions	6	4	Compulsory Foundation	20	80	100
6.	M.Com (R) 106	Human Values and Professional Ethics - I	6	4	Elective Foundation	20	80	100
Total			36	24	Total	120	480	600

***All CORE Papers are Mandatory**

- **Compulsory Foundation - Choose one paper**
- **Elective Foundation - Choose one paper.**
- **Interested students may register for MOOC with the approval of the concerned DDC but it will be considered for the award of the grade as open elective only giving extra credits.**

Semester – II

S. No	Code	Title of the Course	Credit Hrs / Week	No. of Credits	Core / Elective	IA	SEE	Total Marks
1.	M.Com (R) 201	Advanced cost Accounting	6	4	Core	20	80	100
2.	M.Com (R) 202	Financial Management	6	4	Core	20	80	100
3.	M.Com (R) 203	Marketing Management	6	4	Core	20	80	100
4.	M.Com (R) 204	Corporate Governance	6	4	Core	20	80	100
5.	M.Com (R) 205	Human Resource Management	6	4	Compulsory Foundation	20	80	100
6.	M.Com (R) 206	Human Values and Professional Ethics - II	6	4	Elective Foundation	20	80	100
Total			36	24	Total	120	480	600

***All CORE Papers are Mandatory**

- **Compulsory Foundation - Choose one paper**
- **Elective Foundation - Choose one paper.**
- **Interested students may register for MOOC with the approval of the concerned DDC but it will be considered for the award of the grade as open elective only giving extra credits.**

Semester – III

S. No	Code	Title of the Course	Credit Hrs / Week	No. of Credits	Core / Elective	IA	SEE	Total Marks
1.	M.Com (R) 301	Financial Markets and Services	6	4	Core	20	80	100
2.	M.Com (R) 302	Accounting for Managerial Decisions	6	4	Core	20	80	100
3.	M.Com (R) 303	Computer Applications in Business	6	4	Core	20	80	100
4.	M.Com (R) 304	(a) Security Analysis and portfolio Management	6	4	Generic Electives *	20	80	100
		(b) Business Communication						
		(c) Entrepreneurship & MSMEs	6	4		20	80	
		(d) Management Information System						
5.	M.Com (R) 305	(a) Fundamentals of Accounting	6	4	Open Electives #	20	80	100
		(b) Personal Financial Planning						
Total			36	24		120	480	600

* All CORE Papers are Mandatory

- Generic Elective - Choose two
- Open Electives are for the Students of other Departments. Minimum One Paper should be opted. Extra credits may be earned by opting for more number of open electives depending on the interest of the student through self study.
- Interested students may register for MOOC with the approval of the concerned DDC.

Semester – IV

S. No	Code	Title of the Course	Credit Hrs / Week	No. of Credits	Core / Elective	IA	SE E	Total Marks
1.	M.Com (R) 401	International Financial Management	6	4	Core	20	80	100
2.	M.Com (R) 402	Tax planning & Management	6	4	Core	20	80	100
3.	M.Com (R) 403	Project Report & Viva-voce	6	4	Core	-	100	100
4.	M.Com (R) 404	(a) Strategic Management	6	4	Generic Electives*	20	80	100
		(b) Personality Development and Soft Skills						
		(c) E-Commerce	6	4		20	80	
		(d) Insurance Management						
5.	M.Com (R) 405	(a) E-Banking Operations	6	4	Open Electives#	20	80	100
		(b) Security Market Operations						
Total			36	24		100	500	600

* All CORE Papers are Mandatory

- Generic Elective - Choose two
- Open Electives are for the Students of other Departments. Minimum One Paper should be opted. Extra credits may be earned by opting for more number of open electives depending on the interest of the student through self study.
- Interested students may register for MOOC with the approval of the concerned DDC.

M.Com (R) I Semester

PAPER -101: ACCOUNTING STANDARDS AND REPORTING

(Core Paper)

(With effect from the academic year 2016-17)

- Unit –I Introduction: Accounts Concepts and Principles – GAAP(AS-1)-Branches of Accounting - Users of Accounting ;Accounting Standards : Concepts – Types – Benefits – Accounting Standards in India –IAS And IFRS (Theory only)
- Unit – II Inventory Valuation: (AS-2) Concept - Need for inventory valuation – Inventory Valuation methods – Valuation of Inventory. (Theory and Problems)
- Unit – III Cash flow statement (AS-3): Meaning and definitions – Scope – Objectives – Benefits – presentation of cash flow statement – Methods – Disclosures. (Theory only)
- Unit –IV Valuation of Goodwill (AS-26) : Concept- 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 – 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>

M.Com (R) I Semester

PAPER -102: ORGANISATIONAL BEHAVIOUR

(Core Paper)

(With effect from the academic year 2016-17)

- Unit – I Introduction: Organizational Behaviour (OB) – Definition – Nature and Scope – Foundations – Importance – Limitations – Emerging Issues in OB. (Theory only)
- Unit – II Individual Behaviour: Foundations of individual behaviour – Personality – Determinants – Theories of personality – Trait, psychoanalytical and social learning theories – Motivation- Theories of motivation – Mc Gregor’s theory X and theory Y, Maslow’s Model, ERG theory and Herzberg’s two - Factory 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 – Leadership – Styles of leadership – Theories of leadership (trait theory; behaviour theories – Behavioural model (Managerial grid) – Fiedler’s contingency (Theory only)
- Unit – IV Organizational Processes: Foundations of organizational structure – Types – Organizational conflicts – Changing view of conflicts - Managing conflicts – Inter-personal conflicts – Transactional analysis – Johari window – Life positions. (Theory only)
- Unit – V Organizational Dynamics: Organizational Culture – types – Cultural differences – cross Culture – Cultural adjustment – Managerial responses – Organizational Change – Types of Change – Reasons for change – Change agents- Challenges – Resistance to change – Managing resistance to change – Organizational Development(OD) – Objectives – OD interventions. (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.

M.Com (R) I Semester

PAPER -103: BUSINESS ENVIRONMENT AND POLICY

(Core Paper)

(With effect from the academic year 2016-17)

- 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.

M.Com (R) I Semester
PAPER -104: MANAGERIAL ECONOMICS
(Compulsory Foundation)
(With effect from the academic year 2016-17)

- 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 House,
5. Mote, Paul & Gupta, Managerial Economics, Tat Mc Graw Hill Ltd,

PAPER -105: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

(Compulsory Foundation)

(With Effect from the academic year 2016-17)

- 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. (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- Multiple correlation co –efficient (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- Graphical Method- 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.

M.Com (R) I Semester

PAPER -106: HUMAN VALUE AND PROFESSIONAL ETHICS – 1
(Elective Foundation)

(With effect from the academic year 2016-17)

- UNIT – I Definition and Nature of Ethics – Its relation to Religion, Politics, Business, Law Medicine and Environment. Need and Importance of Professional Ethics – Goals –Ethical values in various Professions.
(Theory only)
- UNIT –II Nature of Values – Good And Bad, Ends and Means, Actual and potential Values, Objective and Subjective Values, Analysis of basic moral concepts – right, ought, duty, obligation, justice, responsibility and freedom, Good behaviour and respect for elders, Character and Conduct. (Theory only)
- UNIT –III Individual and Society – Ahimsa (Non-Violence), Satya (Truth), Brahmacharya (Celibacy), Asteya (Non possession) and Aparigraha (Non-stealing). Purursharthas (Cardinal virtues) – Dharma (Righteousness), Artha (Wealth), Kama (Fulfillment Bodily Desires), Moksha (Liberation).
(Theory only)
- UNIT – IV Bhagavad Gita – (a) Niskama karma. (b) Buddhism – The Four Noble Truths – Arya astaga marga, (c) Jainism – mahavratas and anuvratas. Values Embedded in various Religions, Religious Tolerance, Gandhian Ethics. (Theory only)
- UNIT – V Crime and Theories of punishment – (a) Reformative, Retributive and Deterrent. (b) Views on manu and Yajnavalkya. (Theory only)

REFERENCE BOOKS:

1. John S Mackenjie: A manual of ethics
2. “The Ethics of Management” by Larue Tone Hosmer, Richard D. Irwin Inc.
3. “Management Ethics – integrity at work’ by Joseph A. Petrick and John F. Quinn, Response Books: New Delhi.
4. “Ethics in Management” by S.A. Sherlekar, Himalaya Publishing House.
5. Harold H. Titus: Ethics for Today
6. Maitra, S.K: Hindu Ethics
7. William Lilly: Introduction to Ethics
8. Sinha: A Manual of Ethics
9. Manu: Manava Dharma Sastra or the Institute of Manu: Comprising the Indian System of Duties: Religious and Civil (ed.) G.C.Haughton.

M.Com (R) II Semester

PAPER -201: ADVANCED COST ACCOUNTING

(Core Paper)

(With effect from the academic year 2016-17)

- 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, Kolkota.
5. Pillai R.S.N., and V.Bhagavathi: Cost Accounting, Sultan Chand and Co.Ltd, New Delhi.

M.Com (R) II Semester
PAPER -202: FINANCIAL MANAGEMENT
(Core Paper)

(With effect from the academic year 2016-17)

- 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 methods - 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.

PAPER -203: MARKETING MANAGEMENT

(Core Paper)

(With effect from the academic year 2016-17)

- 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; 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 middlemen in marketing channels - Factors influencing channel selection - Channel levels - Whole saler and retailer- 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. Marketing Decision Support System – Marketing research System – Marketing research in India. (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.

PAPER -204: CORPORATE GOVERNANCE

(Core Paper)

(With effect from the academic year 2016-17)

- UNIT – I Corporate governance : Meaning – Need – Importance – Corporate Governance(CG) mechanism – CG Systems – Indian model of CG – CG and Value maximization – Issues in Corporate Governance. (Theory only)
- UNIT – II Emergence of Corporate governance: Developments in USA and UK – Role of World Bank – OCED – McKinsey – Sarbanes –Oxley Act,2002 – World Committees on CG – The Cadbury Committee. The Hampel Committee. – Principles of good CG and code of best practices – OECD Principles. (Theory only)
- UNIT –III Corporate Governance in India: Need and Importance – Historical perspective – Indian Committees and guidelines on CG – Naresh Chandra Committee – Narayana Murthy Committee – J.J Irani Committee – Kumara Mangalam Birla Committee – The CII initiatives – SEBI initiative – CG practice in India. (Theory only)
- UNIT –IV Board of Directors and Audit Committee: board of Directors and their role in CG – Composition of Board – CG issues relating to Board – independent Directors – Clause 49 of listing agreement – Audit Committee: Duties and responsibilities of Auditors – Composition of Audit Committee – CG and internal auditors – Indian situation. (Theory only)
- UNIT – V Corporate Governance Standards and practices in India: CG Standards – Methods for examining the quality and effectiveness of CG – CG standards in Indian context – CG in IT sector – Pioneers in good CG practices – Problems of CG in India – CG and Business Ethics – CG and Corporate social responsibility (CSR) – Future of CG in India. (Theory only)

REFERENCE BOOKS

1. Fernando A.C – Corporate Governance – principles, Policies and practices – Pearson Education – New Delhi -2006.
2. Subash Chandra Das – Corporate Governance – Codes, Systems, Standards and Practices –PHI Learning New Delhi-2009
3. Kesho Prasad – Corporate Governance – PHI Learning - New Delhi-2009
4. Singh S - Corporate Governance – Global Concepts and Practices – Excel Books -New Delhi-2005.
5. Donald H. Chew Jr. Staurt L.Gillan – Corporate Governance at Crossroads – Tata McGraw –Hill Co. Ltd. New Delhi-2006

M.Com (R) II Semester

PAPER -205: HUMAN RESOURCE MANAGEMENT

(Compulsory Foundation)

(With effect from the academic year 2016-17)

- Unit – I Introduction: Concept of Human Resource Management (HRM) - Nature and scope – Significance – Functions and objectives of HRM – 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 purposes and 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 – 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 handling- 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 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.

M.Com (R) II Semester

PAPER -206: HUMAN VALUES AND PROFESSIONAL ETHICS – II

(Elective Foundation)

(With effect from the academic year 2016-17)

- UNIT – I Value Education – Definition – Relevance to present day – Concept of Human values – Self introspection – Self esteem. Family values – Components, structure and responsibilities of family- Neutralization of anger – Adjustability – Threats of family life – Status of women in family and society – Caring for needy and elderly – Time allotment for sharing ideas and concerns. (Theory only)
- UNIT – II Medical Ethics – View of Charaka, Sushruta and Hippocrates on moral responsibility of medical practitioners. Code of ethics for medical and healthcare professionals. Euthanasia, Ethical obligation to animals, Ethical issues in relation to health care professionals and patients. Social justice in health care, human cloning, problems of abortion. Ethical issues in genetic engineering and Ethical issues raised by new biological technology or knowledge. (Theory only)
- UNIT –III Business Ethics – Ethical standards of business – Immoral and illegal practices and their solutions. Characteristics of ethical problems in management, ethical theories, causes of unethical behaviour, ethical abuses and work ethics. (Theory only)
- UNIT –IV Environmental Ethics – Ethical theory, man and nature – Ecological crisis, Pest control, Pollution and waste, Climate change, Energy and population, Justice and environmental health. (Theory only)
- UNIT –V Social Ethics – Organ trade, Human trafficking, Human rights violation and social disparities, Feminists ethics, Surrogacy/pregnancy, Ethics of media – Impact of Newspapers, Television, Movies and Internet. (Theory only)

REFERENCE BOOKS:

1. John S Mackenjie: A manual of ethics
2. “The Ethics of Management” by Larue Tone Hosmer, Richard D. Irwin Inc.
3. “Management Ethics – integrity at work’ by Joseph A. Petrick and John F. Quinn, Response Books: New Delhi.
4. “Ethics in Management” by S.A. Sherlekar, Himalaya Publishing House.
5. Harold H. Titus: Ethics for Today
6. Maitra, S.K: Hindu Ethics
7. William Lilly: Introduction to Ethics
8. Sinha: A Manual of Ethics
9. Manu: Manava Dharma Sastra or the Institute of Manu: Comprising the Indian System of Duties: Religious and Civil (ed.) G.C.Haughton.
10. Susruta Samhita: Tr. Kaviraj Kunjanlal, Kunjalal Brishagratha, Chowkamba Sanskrit series, Vol I, II and III, Varnasi, Vol I OO, 16-20, 21-32 and 74-77 only.

PAPER -301: FINANCIAL MARKETS AND SERVICES

(Core Paper)

(With effect from the academic year 2016-17)

- 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. Finanical 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.

PAPER -302: ACCOUNTING FOR MANAGERIAL DECISIONS

(Core Paper)

(With effect from the academic year 2016-17)

- 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.(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 –Shut down or continue (Theory and Problems)
- Unit – III Responsibility Accounting (RA) – Concept - Process of implementing RA – Managerial uses – Responsibility centres – Cost centre – Revenue Centre – Profit centre – Investment Centre – Responsibility performance reporting – Objectives –Emerging issues in RA (Theory and Problems)
- Unit – IV Divisional performance and transfer pricing –Evaluation of divisional performance – Contribution margin approach – Return on investment approach – Residual income approach– Non-financial measures of performance – Transfer pricing – Methods of transfer pricing –Emerging issues in transfer pricing (Theory and Problems)
- Unit – V Management Reporting – Concept – Modes of reporting – Types of reports – Requisites of a good 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.

M.Com (R) III Semester

PAPER -303: COMPUTER APPLICATIONS IN BUSINESS

(Core Paper)

(With effect from the academic year 2016-17)

- 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

M.Com (R) III Semester
**PAPER -304(a): SECURITY ANALYSIS AND PORTFOLIO
MANAGEMENT**

(Generic Elective)

(With effect from the academic year 2016-17)

- 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.

M.Com (R) III Semester

PAPER -304(b): BUSINESS COMMUNICATION

(Generic Elective)

(With effect from the academic year 2016-17)

- 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.

PAPER -304(c): ENTERPRENEURSHIP AND MSMEs

(Generic Elective)

(With effect from the academic year 2016-17)

- UNIT – I Entrepreneurship : Importance of entrepreneurship – Concept of Entrepreneurship- Characteristics of successful Entrepreneur - Classification of Entrepreneurs – Myths of Entrepreneurship development models – Problems of Entrepreneurs and capacity building for Entrepreneurship – Evolution of Entrepreneurship in India – Profile of successful Entrepreneurs in India. (Theory)
- UNIT –II The Intrapreneur: Characteristics of intrapreneurial environment - The role of Entrepreneurs – Managers and Entrepreneurs - environment for Entrepreneurship Entrepreneurial skills – Skills for a new class of Entrepreneurs. (Theory)
- UNIT –III Modern small business enterprises: Role of small scale industries in Indian economy – Concept of and Definition of SSI – Government policy and development of small scale industries in India – Growth and performance of small scale industries in India – Micro, Small, and Medium Enterprises(MSMEs) – Salient features of MSMEs Act,2006 – problems and prospects of MSMEs in free economy. (Theory)
- UNIT – IV Setting up of a Small business enterprises – identifying the business opportunity – Business enterprises – Institutional support for small business enterprises in India – Central level institutions – State level institutions - Other agencies - industry– Other agencies – Industry associations (Theory)
- UNIT –V Finances for small business enterprises: Short term, medium term and long term finances – means of finance – financial assistance for small business enterprises – credit facilities to small business enterprises – Small Industry Development Bank of India(SIDBI) – Channels of SIDBI assistance. (Theory)

REFERENCE BOOKS

1. Vasanth Desai, “ Small Scale Industries and Entrepreneurship “ Himalaya Publishing House, Mumbai.
2. Vasanth Desai,” Entrepreneurial Development and Project Management”, Himalaya Publishing House, Mumbai.
3. Vasanth Desai” Dynamics of Entrepreneurial Development and Management” Himalaya Publishing House, Mumbai
4. Poornima Chadrantinath.” Entrepreneurship Development and Small Business Enterprises”Pearson Education, New Delhi.
5. Neeta Baporikar,” Entrepreneurship Development and Project management” Himalaya Publishing House, Mumbai
6. Thomas W.Zimmerer and Horman M.Scarborough” Essentials of Entrepreneurship and Small Business Management : Pearson Education Inc., Delhi.

PAPER -304(d): MANAGEMENT INFORMATION SYSTEM

(Generic Elective)

(With effect from the academic year 2016-17)

- 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 requirements – 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.

PAPER -305(a): FUNDAMENTALS OF ACCOUNTING

(Open Elective)

(With effect from the academic year 2016-17)

- Unit-I: Accounting - Nature and Scope - Branches of Accounting – Financial Accounting – Types —Principles and concepts – Accounting Standards - Financial Accounting Process – Journals and Ledgers – Accounting Standards
- Unit-II: Final Accounts: Preparation of Trial Balance, Profit and Loss Account-Adjustment- Balance sheet
- Unit-III: Financial Statement Analysis: Meaning – Classification – Trend analysis – Comparative statement analysis – Common size statement analysis.
- Unit – IV: Cost Accounting: Nature, Scope and Objectives- Concept of cost – Classification – Behaviour of cost – Elements of cost – Principles of costing – Preparation of cost sheet.
- Unit – V Managerial Accounting – Nature, Scope and Objectives – Budgetary Control – Types of Budget – Advantages of budgeting – Limitations - Preparation of budgets

REFERENCE BOOKS:

1. Jain S.P, Narang K.L and Simmi Agarwal, “Accounting For Managers”, Kalyani Publishers, New Delhi.
2. Wild. J.J., Subramanyam, K.R. Halsey, R.F., Financial Statement analysis, Tata McGraw Hill.
3. Narayana Swamy, “Financial Accounting: A Managerial Perspective”, Pearson Education.
4. Prasad, G. “ Financial Accounting and Analysis” Jai Bharat Publishers, Guntur.
5. Ramachandran and Kakani, “ Financial Accounting for Management”, TMH, New Delhi.
6. Jain and Narang, “Accountancy” Vol 1, Kalyani Publishers, 1983.
7. Jain and Narang, “ Cost Accounting”, Kalyani Publishers.
8. R.K.Sharma and Shashi K Gupta, “Management Accounting”, Kalyani Publishers.
9. S.N. Maheswari, Accounting for Managment, Sultan Chand Publishing House Pvt. Ltd.

PAPER -305(b): PERSONAL FINANCIAL PLANNING

(Open Elective)

(With effect from the academic year 2016-17)

- UNIT I:** Personal Financial Planning –nature and scope – objectives- Need – Process – principles of Personal Finance –safety- liquidity-Solvency and management of wealth. (Theory only)
- UNIT II:** Products of Personal Financial Planning – Bank Deposits – post office Savings – Mutual Funds -Shares-Corporate and Govt. Bonds- Chit Funds- Real Estate, Gold, Silver. (Theory only)
- UNIT III:** Risk and Return- Concepts – Types of Risk and Return – Diversification of Risk – Measurement of Risk and Return – Investment Planning- Time value of Money – Compound value –Computation of interest, dividend and Capital gains and Personal Investments. (Theory only)
- UNIT IV:** Personal Tax Planning: nature of income – expenses - deductions- Taxable benefits-Income splitting-Tax advantaged investment-deferred income plans- Income and Dividends from business and Self-employment.(Theory only)
- UNIT V:** Personal Finance and Environmental influences: Policy Perspectives- Impact of Govt Policy– Union Budget- Cost of living –retirement saving plans-pension plans- - Provident Fund, Gratuity-LIC –GIC –Reverse Mortgage Plans. (Theory only)

REFERENCE BOOKS

1. Personal Finance by Jack R. Kapoor, Les R. Dlabay and Robert J. Hughes, Tat McGraw-Hill Publishing Company Ltd. New Delhi.
2. Financial Education by Reserve Bank of India - rbi.org.
3. Personal Finance columns in The Economic Times, The Business Line and Financial Express Daily News Papers.
4. Information Broachers of Post Offices, Banks, Mutual Funds, Insurance Companies
5. Internet Sources- BSE, NSE, SEBI, RBI, IRDA, AMFI etc.

M.Com (R) IV Semester

PAPER -401: INTERNATIONAL FINANCIAL MANAGEMENT

(Core Paper)

(With effect from the academic year 2016-17)

- 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 only)
- 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 only)
- 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.

M.Com (R) IV Semester

PAPER -402: TAX PLANNING AND MANAGEMENT
(Core Paper)

(With effect from the academic year 2016-17)

UNIT- I	Income Tax Law: Evolution of Taxation Law – Basic Concepts – Residential status – Tax Planning and management: Concepts – Tax avoidance – Tax evasion. (Theory only)
UNIT –II	Tax Planning – Individuals: Heads of Income for Individuals – Income from Salary – Income from business and profession – Tax relief – Concession - Rebates – Deductions and Incentives.(Theory and Problems)
UNIT –III	Tax Planning Corporates –I: Tax Planning with references to new establishment – Location –Form – Nature and Capital structure – Short term loans – Term loans – Public deposits – Bonus Issues – Dividend Policies.(Theory and Problems)
UNIT – IV	Tax planning Corporates- II: Managerial decisions – Tax planning in respect of owned funds or borrowed capital – Lease Vs Purchase – Purchase by installments Vs Hire – Make or Buy decisions. (Theory only)
UNIT- V	Tax Planning – Incentives and Export Promotion: Schemes for encouraging exports – Import duty relief schemes – Free Trade Zones (FTZs) – Special Economic Zones (SEZs) – Export Processing Zones (EPZs) – Salient features of Software Technology Parks (STPs) – Electronic Hardware Technology Parks (EHTPs) – Other Export Promotions schemes under EXIM Policy. (Theory only)

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. Lakhotia 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

PAPER -404(a): STRATEGIC MANAGEMENT
(Generic Elective)

(With effect from the academic year 2016-17)

- 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.

M.Com (R) IV Semester

PAPER -404(b): PERSONALITY DEVELOPMENT AND SOFT SKILLS

(Generic Elective)

(With effect from the academic year 2016-17)

- Unit – I Foundations of personality development: Concept of Personality – Dynamics - Trait theory of personality: Personality Determinants: Physical, social, educational, family, intellectual and emotional determinants; Causes for sick personality and healthy Personality. (Theory only)
- Unit-II Self-awareness skills: self-awareness and management-Communicating: Sending inter personal messages – Listening and reading non-verbal messages – Providing feedback. (Theory only)
- Unit- III Motivating: Goal setting – Coaching, Counseling and Mentoring – Empowering people through delegation - Leading: Politicking - Persuading - Applying leadership styles – Managing Change. (Theory only)
- Unit- IV Teaming: Working with teams – Running meetings – Valuing diversity: Problem solving: Ethical decision 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.

PAPER -404(c): E-COMMERCE

(Generic Elective)

(With effect from the academic year 2016-17)

- 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 and 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, Tracer - 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 – 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.

M.Com (R) IV Semester

PAPER -404(d): INSURANCE MANAGEMENT

(Generic Elective)

(With effect from the academic year 2016-17)

- Unit – I Risk and Insurance : Concept of Risk – Types of risk – Risk management – Objectives – Features – Importance – Limitations – Tools of risk management – Concept of insurance – fundamental principles – Requirements of an insurable risk – Indian insurance sector – Socio-economic significance – Regulatory framework – Insurance Regulatory and Development Authority (IRDA) – Challenges and recent developments in insurance sector in India. (Theory only)
- Unit – II Types of Insurance: Life insurance – Essentials of life insurance contract – Insurance pricing – Classification of life insurance policies – Re-insurance – Double insurance – Assignments – Surrender value – Computation of premium – Settlement of Claims – Progress of life insurance business in India – Role of LIC. (Theory only)
- Unit – III Non-Life Insurance: Marine insurance – Marine losses – Types of marine insurance – Settlement of claims – Progress of marine insurance – Fire insurance – Nature – Types and uses – Settlement of claims – Progress of fire insurance. (Theory only)
- Unit – IV Miscellaneous Insurance: Health insurance – objectives – uses – Types of health insurance policies – Personal accident insurance – Settlement of claims – Employee benefits – Retirement plans – Crop insurance – salient features – Uses – Operation of crop insurance scheme – Practical problems (Theory only)
- Unit – V Investment of funds: Investment of funds – Principles – Attributes – Types of investment – Factors influencing investment decisions – Legal restrictions on investments by LIC and GIC – Prospects of insurance business in India – Global scenario- Prospects of insurance.(Theory only)

REFERENCE BOOKS:

1. George E.Rejda, Principles of Risk management and Insurance (Ninth Ed.,) Pearson education, Inc. and Dorling Kindersley Publishing Inc. Delhi.
2. Gupta, P.K., Insurance and Risk Management, Himalaya Publishing House, Hyderabad.
3. Mathew, J.J., Insurance: Principles and Practice, RBSA Publishers, Jaipur.
4. Mishra, M.N., and Mishra, S.B., Insurance Principles and practice, S.Chand & Co., Ltd., New Delhi.
5. Nalini Prava Tiripathy and Prabir pal, Insurance: Theory and practice, PHI Learning Pvt., Ltd., New Delhi.
6. Periasamy, P., and Veera Selvam, Risk and Insurance Management, Vijay Nicole Imprints Ltd., Chennai.
7. Periasamy, P., Principles and practice of Insurance, Himalaya Publishing House, New Delhi.

M.Com (R) IV Semester

PAPER -405(a): E-BANKING OPERATIONS

(Open Elective)

(With effect from the academic year 2016-17)

- UNIT – I Banks – Definition, Functions of banking, Types of Banks – Classification of Banks – Safety –Liquidity - -Profitability and Productibility, Reserve Bank of India – Functions of RBI- Credit Control.
- UNIT – II Regional Rural Banks (RRB) – Role of RRBs – Nature- capital – Organizations – Functions – Co-operative Banks: State Co-operative Bank- District Central Co-operative Banks- Urban Co-operative Banks.
- UNIT –III Banking services – Commercial Banks – Functions – Accepting of Deposits – Lending of funds, E-Banking, ATM Cards, Debit Cards, and Personal Identification Number – Online Enquiry and update facility – Electronic Fund Transfer – Electronic Clearing System.
- UNIT – IV E-banking in India Challenges and Opportunities -What is E- Banking? , E-Banking in India: Major Concerns, Impact of E-banking on Traditional Services, Challenges in E –Banking-Recent Initiatives – Use of E-Banking in India- E-banking and Stock Market Operations- Home Banking-Web Banking- Telephone Banking- Advantages and Disadvantages of E-banking
- UNIT- V E-banking frauds- E-banking – A paradigm Shift in Banking Services, Electronic Clearing Services, NEFT (National Electronic Funds Transfer) - Frauds in E-banking operations – The Stringent Security Measures taken by Banks

REFERENCE BOOKS

1. Sundaram and Varsheny, Banking Theory and Practice, Vikas Publishing House , New Delhi
2. B. Ramchandra Reddy, Emerging Challenges in E-Banking, Discovery Publishing House Pvt. Ltd., New Delhi, 2013
3. B. Ramchadra Reddy, Consumer Awareness Towards E-Banking, New Delhi, 2013
4. Meeravaransi ,2003 “ Frauds in Banks” Indian Journal of Accounting Vol.-XXXIII
5. The Banker, Mumbai (Journal)
6. Banking Finance, Kolkatha (Journal).

M.Com (R) IV Semester

PAPER -405(b): SECURITY MARKET OPERATIONS

(Open Elective)

(With effect from the academic year 2016-17)

- UNIT – I Indian Securities Market: Meaning – Functions – Intermediaries – Role of primary market – Methods of floatation of capital – Problems of New Issues Market – IPOs – investor protection in primary market – Recent trend in Primary Market - SEBI measures for primary market. (Theory only)
- UNIT – II Secondary market: Meaning – Nature – Functions – Organization – Regulatory framework for Stock Exchanges in India – SEBI Measures for Secondary Market. (Theory only)
- UNIT- III Listing of Securities: meaning – merits and demerits – Listing requirements-procedure, fee – Listing of rights issue, bonus issue, further issue – Listing conditions of BSE and NSE – Delisting. (Theory only)
- UNIT – IV Indian Stock Exchanges: BSE –Different trading systems – Share groups – on BSE –BOLT system – Different types of settlements – Pay – in and Pay – out – Bad delivery –Short delivery – Auction – NSE – Market segments – NEAT system operations – Market types - order types and books - De –mat settlement. (Theory only)
- UNIT – V Stock Market Indices: meaning – Purpose, and consideration in developing index – Methods – market indices in India – BSE SENSEX- NSE Indices – S &P CNX Nifty. (Theory only)

REFERENCE BOOKS

1. Punithahvathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House Pvt. Ltd.
2. V. A. Avadhani, investment and securities Market in India, Himalaya Publishing House.
3. Prasanna Chandra, Security Analysis and portfolio management, Tata McGraw – Hill.
4. Sanjeev Agarwal, A Guide to Indian Capital Market, Bharat Publishers
5. Ravi Puliani and Mahesh Puliani, Manual of SEBI, Bharat Publication.