

**M.Com.,**  
**Syllabus**

**First Year:**

<b><u>code</u></b>		<b><u>Course</u></b>
Paper I	- Business Administration	MCO 11
Paper II	- Management and Cost Accounting	MCO 12
Paper III	- Advanced Financial Accounting	MCO 13
Paper IV	- Marketing Management	MCO 14
Paper V	- Advanced Business Statistics	MCO 15

**Second Year:**

Paper VI	- Financial Management	MCO 21
Paper VII	- Security Analysis and Portfolio Management	MCO 22
Paper VIII	- International Marketing	MCO 23
Paper IX	- Human Resource Management	MCO 24
Paper X	- International Banking and Foreign Exchange	MCO 25

**M.Com.,**  
**SYLLABUS**  
**Business Administration (MCO 11)**

**Paper – I**

**Block I :**

Fundamentals of Management – Evolution of Management - Planning and Decision Making : their relationship to other managerial functions – Types of plans and their implementation – Programming and non programming decisions – Management by objectives.

**Block - II:**

Organizing and Staffing: - Basic concepts of organizing and staffing. Departmentalization, delegation, decentralization – span of control – line and staff functions – reasons for and resolution of conflicts between line and staff functions.

**Block - III:**

Directing and Leading: Leadership- processes and approaches – Transactional and transformational leadership – Motivation – Important theories – Group Dynamics – Control and coordination: Basic concepts, elements, processes and techniques of control and co- ordination.

**Block - IV:**

The business corporation in the society- Corporate social responsibility- ethics and values in business – social audit – Government regulation of business.

**Block - V:**

Communication – Characteristics of a good communication system- types of communication – barriers to communication – Recent trends in business and Management.

**BOOKS:**

1. William F Glueck and Lawrence R Jaach, Business Policy and Strategic Management, Mc Graw Hill, 1984.
2. Koontz and O' Donnel, Management, Mc Graw Hill, 1996.

## **Paper – II**

### **Management and Cost Accounting (MCO 12)**

#### **Block-I**

Management Accounting – Definition, Nature and Scope – Functions – Role of Management Accounting – Tools of Financial Analysis and Planning – Ratio, Fund Flow and Cash Flow Analysis.

#### **Block –II**

Cost concept – Absorption Vs Variable Costing – Marginal Costing – Break-even and CVP Analysis and Decision making – Activity – Based Costing (ABC) – Pricing Decision.

#### **Block – III**

Standard Costing and Variance Analysis – Material, Labour, Overhead and Sales Variances Reporting and investigation of Variances.

#### **Block –IV**

Budgeting and Budgetary Control forecasts Vs. Budget – Functional Budgets Fixed and Flexible Budgeting – Zero Base Budgeting – Programme Budgeting and Performance Budgeting.

#### **Block - V**

Capital Budgeting – Traditional and Discounted Cash Flow Techniques – Social Cost Benefit Analysis – Capital Rationing – Risk Analysis in Capital Budgeting – General Techniques – Quantitative Techniques.

NOTE: The Proportion between theory oriented and Problem oriented questions in the University examination shall be 20:80.

**BOOKS:**

1. Advanced Management Accounting By Ravi M.Kishore – Taxman Publication, New Delhi 110 002.
2. Robert S. Kaplan & Anthony A. Atkinson, Advanced Management Accounting, Prentice Hall of India Private limited, New Delhi.
3. S.N. Maheswari – Management Accounting, Sultan Chand, Educational Publishers, New Delhi .
4. V.K.Saxana & C.D.Vashist, Advanced Cost of Management Accounting, Sultan Chand & Sons, New Delhi, 1998.
5. Dr. Manmohan & S.N.Goyal, Principles of Management Accounting Shakithabhavan Publication, Agra,

## **Paper – III**

### **Advanced Financial Accounting (MCO 13)**

#### **Block – I:**

Accounting concepts, techniques and conventions – GAAP – Principles and practices recommended by the Institute of Chartered Accountants of India (ICAI) – Mandatory Accounting Standards (AS) issued by ICAI – Final accounts of trading and non-trading concerns – Accounts from incomplete records.

#### **Block – II :**

Partnership Accounts – Admission, Retirement and death of a partner – Amalgamation of firms – Sale to a Company – Dissolution of firms – Insolvency of partners – Piece-meal distribution.

#### **Block – III :**

Advanced problems in share capital and debenture – Final accounts of companies – Amalgamation, absorption and reconstruction of companies – statements for liquidation.

#### **Block – IV:**

Final Accounts of Banking Companies and Insurance Companies – Consolidated Financial Statements of Holding Companies.

#### **Block – V :**

Valuation of Goodwill and shares – Inflation Accounting – Human Resource Accounting.

Note: The proportion between theory oriented and problem oriented questions in the University Examination shall be 20 : 80

#### **BOOKS:**

1. R.L. Gupta and M. Radhaswamy, Advanced Accountancy Sultan Chand & Sons, New Delhi.
2. M.C. Shukla, T.S. Grewal and S.C. Gupta. Advanced Accounts, 1992, Volume I and II, S. Chand & Company Ltd, New Delhi.

## **Paper – IV**

### **Marketing Management (MCO 14)**

#### **Block –I: Introduction**

Meaning – Definition and Importance of Marketing – Difference between Selling and Marketing – Approaches to the study of Marketing – Marketing concept – Market Segmentation – Basis for segmenting the consumer market – Buyer Behaviour.

#### **Block –II:**

Product – Meaning and Definition – Product Policy – Classification of Products – New Product Development – Product life cycle – Product mix – product line strategies – Branding.

#### **Block –III:**

Pricing – Importance of Price – Objectives of Pricing- Factors affecting Price determination – Pricing Policies – kinds of Pricing – Pricing of New products – Discounts and Allowances- Resale – Price maintenance.

Channels of Distribution – Factors influencing the choice of a channel – Channel of Distribution for consumer and Industrial goods – Middlemen – Kinds of Wholesalers and retailers and their functions.

#### **Block –IV**

Promotion – Promotional mix- Factors determining promotional mix – Sales promotion – Objectives – Types- Advertising Budget – Personal Selling – Kinds of Advertising – Benefits – Advertisement copy, Advertising Budget – Personal selling – kinds of salesmen – Function – Qualities of a good salesmen- process of selling.

#### **Block – V**

Market Research – Objectives, Importance – Marketing Research activities – Types of Research Design – types and elements of Research Design – Steps involved in Research process.

#### **BOOKS:**

1. Marketing: By Philip Kotler
2. Marketing: By Rajan Nair
3. Marketing: By William .J.Stanton

## **Paper – V**

### **Advanced Business Statistics (MCO 15)**

#### **Block –I Introduction**

Meaning – Scope – Limitations – Collection of Data – Classification and Tabulation – Preservation of data – Measures of central value – Measures of dispersion.

#### **Block –II Correction and Regression Analysis**

Significance of the study of correlation – Correlation and causation – Types of correlation and probable error – Difference between correlation and Regression analysis – Regression lines and Regression equations – Coefficient of regression – standard error of estimate.

#### **Block –III Theory of Probability and Theoretical Distribution**

Definition of Probability – Importance – Calculation – Theorems – Mathematical expectation – Theoretical distribution, Binomial, Poisson and Normal.

#### **Block –IV Sampling and Sample Design**

Concepts of Universe, Population and sample – Theoretical basis of sampling – Methods of sampling – Sample survey – Size of sample – Sampling and non-sampling errors.

#### **Block –V Testing of Hypothesis**

Statistical hypothesis – standard error and sampling distribution – Test of Significance – Procedure of testing hypothesis – Z test, t test, Chi-square test and Goodness of fit, F test and analysis of variance

## **Paper – VI**

### **Financial Management (MCO 21)**

#### **Block – I**

Nature, Scope and Environment of Financial Management – Financial and Profit planning – Value and Return – Valuation of Bonds and Shares.

#### **Block –II**

Capital budgeting – Complex investment decisions- Risk analysis in capital budgeting – capital budgeting process and practices.

#### **Block –III**

Financial and operating Leverage – Capital structure theories – Capital structure planning and policy – Cost of capital.

#### **Block –IV**

Working Capital management – Measurement and Financing of working capital requirements – Accounts Receivables Management and Factoring – Inventory Management – Cash Management.

#### **Block –V**

Dividend theories – Dividend Policy and internal financing – Leasing – Venture capital financing – Mergers and acquisitions.

#### **BOOKS:**

1. I.M.Pandey, Financial Management, Vikas Publishing House Pvt Ltd., New Delhi.
2. My.Khan and P.K.Jain, Financial Management, Tata Mc Graw- hill Publishing Co. Ltd., new Delhi.
3. James C. Van Horne, Financial Management and Policy, Prentice Hall of India, New Delhi.



## Paper – VII

### Security Analysis and Portfolio Management (MCO 22)

#### Block-I

Nature and Scope of investment – Investment Environment, alternatives and markets – investment risk, Components of investment risk – Valuation of Securities,

#### Block –II

Indian Stock market – Primary and Secondary markets – origin, growth, role, membership, management trading system of secondary markets – listing requirements and regulation – SEBI – Derivatives market.

#### Block –III

Analysis for equity investment – economy industry and company level analysis – Technical analysis – Efficient market hypothesis.

#### Block –IV

Return and risk characteristics of individual assets – effect of diversification – Portfolio risk and optimum portfolio – Portfolio selection: Markowitz's approach, Sharpe's Single index model and other portfolio selection models.

#### Block – V

Capital market theory – Efficient set with risk free lending and borrowing – CAPM – APT – Evaluation of Portfolio performance – alternative measures and application of evaluation techniques – Portfolio revision.

#### BOOKS:

1. V.K.Bhalla, Portfolio Analysis and Management, S.Chand & Co. Ltd., New Delhi.
2. Zvi Bodie, Alex Kane & Alan J.Marcus, investments, Tata Mc Graw – hill, New Delhi.
3. Fisher and Jordon, Security Analysis and Portfolio Management.

## **Paper – VIII**

### **International Marketing (MCO 23)**

#### **Block – I**

International Marketing – Definition and Scope – Reasons and Motivations – Global Vs Domestic Marketing – Concepts related to the management of international marketing function – World Trade and India's foreign trade: an overview – Institutional framework for exports in India.

#### **Block –II**

Global marketing environment – cultural Environment Political and Legal Environment Economic Environment.

#### **Block –III**

India's Export – Import policy – procedure and Documentation.

#### **Block –IV**

International Product Policy and Planning – Pricing for exports and logistics – International Promotion: Advertising, other forms & Sales force – Selection of Channels and Distribution.

#### **Block –V**

International Market selection – International Marketing Research – International marketing Planning and control.

#### **BOOKS:**

1. Varshney and Bhattacharya, International marketing Management – An Indian Perspective, Sultan Chand & Sons, New Delhi.
2. Keegan, Global Marketing Management, Prentice Hall of India, New Delhi.
3. Philip Cateora and John Graham, International Marketing, Tata Mc Graw Hill, New Delhi.
4. D.C.Kapoor, Export Management, Vikes Publishing House, New Delhi.
5. Para Ram, Export: What, Where, How, Anupam Publishers, Delhi.

## **Paper – IX**

### **Human Resource Management (MCO 24)**

#### **Block –I**

Definition, Objectives, Scope and functions of HRM- Evolution and Development of HRM – Environment of HRM – Strategic HRM – human Resource planning and developing manpower strategies.

#### **Block –II**

Recruitment and selection process – Placement, induction and socialization – staff training and Development – Career planning

#### **Block – III**

Motivation and productivity theories of motivation, tools of motivation –Job description, analysis and evaluation – Motivation and job enrichment – Performance monitoring and appraisal.

#### **Block –IV**

Wage and salary administration – Incentives and Benefits – Employee health and safety – Employee discipline – Employee grievance Handling.

#### **Block –V**

Industrial Relations – Trade Unionism – Collective bargaining – Employee empowerment – Industrial democracy and Worker's participation in Management.

#### **BOOKS:**

1. Sikula Andrew F. and John F.Mekenna, The Management of Human Resources, John Wiley, New York,1984.
2. De cenzo and Robbins, Human Resource Management, Printice Hall of India, 1998.
3. S.S.Khanka, human Resource management, S.Chand & Co. Ltd., New Delhi, 2003.
4. C.S.Venkata Ratnam and B.K.Srivastava, Personnel Management and Human Resources, Tata Mc Graw- Hill Publishing company Ltd., New Delhi, 1996.
5. John H. Bernardian and Joyce E.A. Russell, human Resource Management – An Experimental Approach, Mc Graw- Hill, New York, 1993.

## **Paper X**

### **International Banking and Foreign Exchange (MCO 25)**

#### **Block – I**

Nature and Background of International Banks – Major national financial markets and their integration (USA, UK, Germany and Japan) International finance and investment – lending services – documentation – foreign exchange services – investment banking services – country risk – Foreign exchange arithmetic – convertibility – exchange control regulations – features of the liberalized exchange rate management system (LERMS) role of the RBI – effect of financial, political and the economic events on the exchange rates – various export promotion schemes.

#### **Block – II**

International banking market – innovations – financial investments and techniques – currency and interest rates – swaps, options, futures, euro-commercial paper etc., and their variance – syndication of loans – pricing and marketing of syndicated loans. Rating of bank and non-banking financial institutions – criteria for ranking and rating agencies.

#### **Block – III**

Sources of funds consideration for the bank as a borrower, retail, wholesale customers and inter-bank deposits – certificates of deposit and bearer deposit notes – banker's acceptances – commercial papers – private placements – subordinated capital debt issues (Fixed and Floating rate) raised by banks on the domestic and the international capital markets. Banking supervision: RBI requirements – banks own balance sheet considerations – internal control – risk management – maturity mismatch – exchange control – regulation of euro market – offshore banking centers – basic concordat and developments.

#### **Block – IV**

Internal cash management – management of accounts and cash positions – reconciliations – liquidity – central bank requirements – switching of funds – targeting – yield objectives.

#### **Block – V**

Principles of accounting and processing : Foreign exchange – loan deposit and security transactions in foreign currencies – futures and options contracts in content of – foreign exchange revaluations – interest accruals, commission and front end fees – margin requirements – funding of branch – affiliate – confirmations. Inter-bank agency arrangements – correspondent bank and inter-group relationships.

**BOOKS:**

1. Richard M. Levich. International Financial Markets, Tata McGraw Hill, New Delhi.
2. Adrian Buckley, Multinational finance, Prentice Hall of India, New Delhi.
3. Vyuptakesh Shran, International Financial Management, Prentice Hall of India, New Delhi.