



**CHAMAN LAL MAHAVIDHYALAYA, LANDHAURA,
MANGLAUR ROAD, HARIDWAR (AUTONOMOUS)
AFFILIATED**

SRI DEV SUMAN UTTARAKHAND UNIVERSITY, BADSHAHITHAUL, TEHRI GARHWAL, UTTARAKHAND



SCHOOL OF COMMERCE AND MANAGEMENT

SYLLABUS FOR

MASTER OF COMMERCE (M. COM)

EFFECTIVE FROM ACADEMIC SESSION 2024-2025

AND ONWARDS

Dev
12/04/2025

Yash
12/4/25

Bhane
12/4/25

Sharma
12/04/25

Sharma
12/4/25

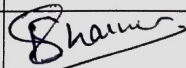
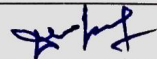
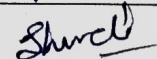
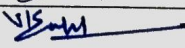
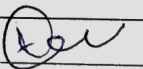
MD

**CHAMAN LAL MAHAVIDHYALAYA, LANDHAURA,
MANGLAUR ROAD, HARIDWAR.(AUTONOMOUS)**

AFFILIATED

**SRI DEV SUMAN UTTARAKHAND UNIVERSITY, BADSHAHITHAUL, TEHRI
GARHWAL,UTTARAKHAND**

List of Members of Board of Studies

SI. No.	NAME OF THE MEMBERS	DESIGNATION	NOMINATED AS	SIGNATURE
1.	Dr. Kiran Sharma	Asst. Professor & H.O.D.	Chairperson	
2.	Dr. Devpal	Asst. Professor	Faculty Member	
3.	Dr. Shweta	Asst. Professor	Faculty Member	
4.	Dr. V.K. Gupta	Professor	Invited Member	
5.	Dr. Gajendra Kumar	Asst. Professor	Invited Member	
6.	Mr. Deepanshu Giri	Alumni	Invited Member	

**SYLLABUS OF TWO-YEAR FULL-TIME MASTER OF COMMERCE
(M.Com.) DEGREE PROGRAMME (SEMESTER SYSTEM)**

1. There shall be a full-time Master's Degree programme, viz, Master of Commerce (M.Com). The duration of the course shall be two years (two academic sessions). Each year shall be divided into two semesters (July – December and January – June). There shall be about 90 teaching days, spread over 16 weeks, in a semester. The examination shall be held in or around December and around May for the First / Third, and Second/Fourth semesters, respectively, or as decided by the University.
2. A candidate for admission to M.Com Semester I must have passed B.Com./BBA Examination from any recognised Indian or Foreign University with a minimum of 40% marks in the aggregate or has passed graduation from other subjects with a minimum of 50% marks in the aggregate, from a recognized Indian or Foreign University. Those appearing for their final year examinations of the Bachelor's Degree programme may also apply, provided they can produce their result at the time of admission.
3. A candidate who has passed the previous examination for the degree of Master of Commerce of any other recognized University (following the Semester system) may also be admitted to the final examination provided that he has offered, for his previous examination, a course of an equivalent standard, with almost similar syllabus as is required for the previous examination of this University and has attended a regular course of study of one academic year. The cases of migration shall be considered by the equivalence committee.
4. The M.Com Examination shall be in accordance with the syllabus. The maximum marks for each paper shall be 100, of which 20 marks shall be awarded on the basis of internal assessment in and 80 marks will be awarded on the basis of end semester examination of 3 hours .
5. The minimum marks required to pass any paper in a semester shall be 40% in each paper and 40% in aggregate of a semester.

Handwritten signatures and initials in blue ink, including a large signature on the left, a checkmark-like mark in the center, and several other initials on the right.

6. Division is to be determined as under

Division Criteria

Successful candidates will be classified on the basis of the combined results of all four semesters , which is as follows:

Candidates securing **60% and above**: I Division

Candidates securing **50% or more but less than 60%**: II Division

Candidates securing **40% or more but less than 50%**: III Division

7. Maximum Duration

No student shall be admitted as a candidate for the examination for any of the Semesters after the lapse of **four** years from the date of admission to the Semester-I of the M. Com. Programme.

8. Use of simple calculator is allowed for examination .Scientific Calculators are not allowed .

A large, sweeping handwritten line in blue ink starts from the left margin and curves upwards towards the right margin. Below this line, there are several handwritten signatures and initials in blue ink. One signature is on the right, and a cluster of four smaller signatures or initials is located towards the bottom center of the page.

Assessment: Internal 20 marks, End semester exam 80 marks, Duration of End semester Exam 3 Hours

Semester-I

S.No.	Course Code	Course Paper	Marks		Duration (Hrs.) (End Sem. Exam)
			Internal	End Sem. Exam	
1	M.Com.101	Corporate Accounting	20	80	3
2	M.Com.102	Management Principles & Practice	20	80	3
3	M.Com.103	Business Environment	20	80	3
4	M.Com.104	Managerial Economics	20	80	3
5	M.Com.105	E-Commerce	20	80	3

Semester-II

S.No.	Course Code	Course Paper	Marks		Duration (Hrs.) (End Sem. Exam)
			Internal	End Sem. Exam	
1	M.Com.201	Financial Management	20	80	3
2	M.Com.202	Marketing Management	20	80	3
3	M.Com.203	Human Resource Management	20	80	3
4	M.Com.204	Management Accounting	20	80	3
5	M.Com.205	Legal Aspects of Business	20	80	3

**Semester-III
Core Paper**

S.No.	Course Code	Course Paper	Marks		Duration (Hrs.) (End Sem. Exam)
			Internal	End Sem. Exam	
1	M.Com.301	International Business	20	80	3
2	M.Com.302	Research Methods & Statistics	20	80	3
3	M.Com.303	Income Tax Law & Practice	20	80	3

Elective Group

4	M.Com.304	Group A: Finance: Financial Markets & Institutions	20	80	3
	M.Com.305	Group A: Finance: Security Analysis & Portfolio Management	20	80	3

OR

5	M.Com.304	Group B: Marketing: Consumer Behavior	20	80	3
---	-----------	--	----	----	---

[Handwritten signatures and marks at the bottom of the page]

	M.Com.305	Group B: Marketing: Marketing Communication	20	80	3
--	------------------	---	----	----	---

Elective Group:

The Students have to opt either Finance Group or Marketing Group as specialization in M.Com 3rd semester. Student has to opt for both the available papers in selected specialization in examinations of 3rd semester as well as in 4th semester. Once a student opts for Finance or Marketing in 3rd semester he/she has to take the same specialization in 4th semester.

Semester-IV

Core Paper

S.No.	Course Code	Course Paper	Marks		Duration (Hrs.) (End Sem. Exam)
			Internal	End Sem. Exam	
1	M.Com.401	Entrepreneurship Development	20	80	3
2	M.Com.402	Banking and Insurance	20	80	3
		OR			
		Project Report (Dissertation)*	20	80	—
3	M.Com.403	Seminar and Viva Voce**	20	80	—

Elective Group

4	M.Com.404	Group A: Finance: Working Capital Management	20	80	3
5	M.Com.405	Group A: Finance: International Finance Management	20	80	3
OR					
4	M.Com.406	Group B: Marketing: Marketing of Services	20	80	3
5	M.Com.407	Group B: Marketing: International Marketing	20	80	3

Note: * Students have to opt for either Banking or Insurance as a paper or Dissertation (Project Report). Only those students can opt for dissertation, who has secured 60 % marks in aggregate up to third semester.

Note: ** (M.Com.403) Seminar and Viva Voce (Seminar 20 marks, Viva-Voce 80 marks)

Elective Group: Students have to opt for same group of specialization which was opted in 3rd Sem. Student has to opt for both the available papers in selected specialization in examinations.

5

Detailed Syllabus for M. Com

Semester-I

M.Com. 101: Corporate Accounting

Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course Objectives: The objective of the course is to apprise the students with the Accounting of companies as per Provisions of the Companies act 2013.

Course Outline:

Unit 1: Preparation of Final Accounts of Companies: Preparation of Final Account with adjustments as per revised schedule III. Profit Prior and after Incorporation of a company. Managerial Remuneration.

Unit II: Valuation of Goodwill and Share: Valuation of Goodwill and Shares with all the available methodology.

Unit III: Accounting for Redemption : Redemption of Preference Shares and Debentures.

Unit IV: Holding Companies: Preparation of Consolidated Profit & Loss Accounts and Balance-sheet.

Unit V: Accounting for Amalgamation of Companies as per AS-14: Accounts of Amalgamation, Absorption and External Reconstruction of Companies, Internal reconstruction of companies .

Suggested Reading:

1. Shukla M.C. & T.S. Grewal: Advanced Accounts, S. Chand & Co. (Pvt.) Ltd. New Delhi.
2. Shukla S.M. & S.P. Gupta: Corporate Accounting, Sahitya Bhawan Publications Agra.
- 3.. Gupta R.L & M. Radha Swamy: Ad. Accounting, Sutan Chand & Sons, Delhi
4. Maheshwari S.N: Financial Accounting,
- 5.. Monga J.R: Corporate Accounting, Mayur Publication, New Delhi

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.

M.Com. 102: Management Principles and Practice:

Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course objectives: The objective of this course is to provide an understanding of the concepts and principles of management.

Course Outline:

Unit I: Management: Nature and Significance of Management, Classical, Neo-Classical and Modern Theories of Management. Contingency and System Approach to Management, Functions of Management.

Unit II: Planning: Meaning and Process, Goals, Objectives, Plans and Programmes. Premises of Planning – Forecasting, Process of Decision Making. Rationality and Bounded Rationality. Risk and Uncertainty in Decision Making.

Unit III: Organization: Theory, Structure, Departmentation, Vertical and Horizontal Growth in Organization, Line and Staff Functions and Conflicts, Span of Management, Authority, Accountability, Delegation, Centralization and Decentralization, Formal and informal organization Group Functions in Organization: Formation and Role of Groups in organization.

Unit IV: Staffing: Nature and Purpose of Staffing: Selection, Performance Appraisal, Organizational Development.

Leading: Motivation – Meaning and Theories of Motivation, Motivation in Practice Leadership – Types and Traits of a Leader, Leadership Styles. Communication: Forms, Process, Barriers and Effective Communication.

Unit V: Controlling: Meaning and Process of Controlling. Techniques of Controlling. Management of Change: Adaptability to Change, Resistance to Change. Emerging Challenges for the Managers.

Suggested Reading:

1. Stoner, James A.F., Management, Pearson (Textbook)
2. Robbins, Stephen P. and Coulter, Mary, Management, Prentice Hall
3. Koontz, Harold and Weihrich, Heinz, Essentials of Management, McGraw-Hill
4. Bateman, Thomas S. and Snell, Scott A., Management, McGraw-Hill
5. Hill, Charles W.L. and McShane, Steven L., Principles of Management, McGraw Hill
6. Pareek, Udai, Understanding Organizational Behaviour, OUP, New Delhi (Textbook)
7. Thakur and Burton, Management, McGraw-Hill

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.

Handwritten signatures and a number 7 at the bottom of the page.

M.Com.103: Business Environment:

Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course Objectives: The objective of this course is to apprise the students with various concepts of business environments so that their ability to take decisions in changing business environment can develop .

Course Outline:

Unit I: Theoretical Framework of Business Environment: Concept, significance and nature of business environment; Elements of environment micro and macro; Techniques of environmental scanning and monitoring.

Unit II: Economic Environment of Business: Significance and elements of economic environment; Economic system and business environment; Economic planning in India; Government policies, industrial policy, fiscal policy, monetary policy, EXIM policy.

Unit III: New Economic Policy: Privatization, Liberalization and Globalization and their Implications for Indian Business, MNCs.

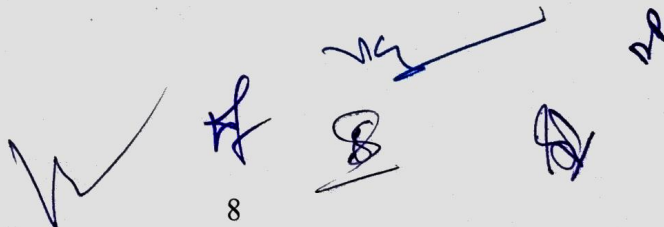
Unit IV: Political and Legal Environment of Business: Critical elements of political environment; Government and business; Competition Act 2002, FEMA and Consumer Protection Act.

Unit V Technological Environment: Factors Influencing Technological Environment. Role and Impact of Technology on Business. Transfer of technology-Channels, Methods and limitations.

Suggested Reading:

1. Adhikary, M.: Economic Environment of Business Sultan Chand & sons New Delhi.
2. Ashwathappa, K.: Legal Environment of Business Himalaya Publication New Delhi.
3. Cherunilam, Francis: Business Environment Himalaya Publishing House New Delhi.
4. Raj Vaid: Business Environment.
5. Dhingra, I.C. Indian Economy: Environmental and Policy, Sultan Chand & Sons, New Delhi.
6. Mishra S.K. and V.K. Puri: Economic Environment of Business.

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.



8

M.Com.104: Managerial Economics:
Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course Objectives: The objective of this course is to develop managerial perspective on economic fundamentals so that ability of taking decisions relating to business can grow.

Course Outline:

Unit I: Introduction: Nature and Scope of managerial economics and its relationship with other disciplines; Its role and significance in decision making; Basic concepts; Positive Vs Normative analysis.

Unit II: Market Forces: Demand and Supply:

a) Demand Analysis: Theory of demand; Objectives of demand analysis and determinants of demand; Theory of consumer behaviour; Elasticity of demand and its measurement methods; Importance in decision-making.

b) Supply Analysis: Objectives of supply analysis; Determinants of supply.

Unit III: Production Function and Cost Analysis: Theory of production and cost analysis; Production function and its managerial uses; Laws of production and analysis; Empirical estimates of production and cost; Short-run and long-run average cost curves and their analysis; Economies and diseconomies of scale.

Unit IV: Organisation of the Firm: Pricing decision; Pricing under different market structure; Perfect and imperfect (monopoly, monopolistic and oligopoly markets); Pricing strategies; Collusive and non-collusive oligopoly; Baumol's marries; and O. Williamsons' models.

Suggested Reading:

1. Baumal, Shalliam J. Economic theory and operations analysis, Prentice hall, Landon.
2. Baya, Michail R. Managerial economics and business strategy, Mc Graw hill New York.
3. Chopra O.P. Managerial economic, Tata Mc Graw hill Delhi.
4. Dean, Joel. Managerial economic, prentice hall Delhi.
5. Crag W. Peterson, W.Cris Lewis, and Sudhir K. jain, managerial Economics, Prentice-Hall of India/ Pearson, New Delhi,
6. H.L Ahuja, Managerial Econimics, S. Chand,
7. DN Dwivedi, Managerial Economics, Vikas Publishing House, New Delhi
8. Samuelson Paul and Nordhaus, Economics, Tata McGraw-Hill, New Delhi.

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.

Handwritten marks and signatures at the bottom of the page, including a large checkmark, the number 9, and several signatures.

M.Com.105: E-Commerce:

Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course Objective: The main objectives of the course is to familiarize the students with the fundamentals of e-commerce as it is a fastest growing concept in the field of business .

Course Outline:

Unit I: Introduction

Meaning, nature, concepts, advantages, disadvantages and reasons for transacting online, types of e-Commerce, e-commerce business models (introduction , key elements of a business model and categorizing major E-commerce business models), forces behind e-commerce.

Technology used in e-commerce:

The dynamics of world wide web and internet(meaning, evolution and features) ; Designing, building and launching e-commerce website (A systematic approach involving decisions regarding selection of hardware, software, outsourcing vs. in-house development of a website)

Unit II: Security and Encryption

Need and concepts, the e-commerce security environment: (dimension, definition and scope of e-security), security threats in the E-commerce environment (security intrusions and breaches, attacking methods like hacking, sniffing, cyber-vandalism etc.), technology solutions (Encryption, security channels of communication, protecting networks and protecting servers and clients),

Unit III: IT Act 2000 and Cyber Crimes

IT Act 2000: Definitions, Digital signature, Electronic governance, Attribution, acknowledgement and dispatch of electronic records, Regulation of certifying authorities, Digital signatures certificates, Duties of subscribers, Penalties and adjudication, Appellate Tribunal, Offences and Cyber-crimes

Unit IV: E-payment System

Models and methods of e-payments (Debit Card, Credit Card, Smart Cards, e-money), digital signatures (procedure, working and legal position), payment gateways, online banking (meaning, concepts, importance, electronic fund transfer, automated clearing house, automated ledger posting), risks involved in e-payments.

Unit V: On-line Business Transactions

Meaning, purpose, advantages and disadvantages of transacting online, E-commerce applications in various industries like {banking, insurance, payment of utility bills, online marketing, e-tailing (popularity, benefits, problems and features), online services (financial, travel and career), auctions, online portal, online learning, publishing and entertainment} Online shopping (amazon, snapdeal, alibaba, flipkart, etc.) Website designing ,Introduction to HTML; tags and attributes: Text

Formatting, Fonts, Hypertext Links, Tables, Images, Lists, Forms, Frames, Cascading Style Sheets.

Suggested Readings:

1. Laudon Kenneth C. and Traver Carlo Guercio, *E-Commerce*, Pearson Education.
2. Whiteley David, *E-commerce: Strategy, Technology and Applications*, McGraw Hill Education
3. Bhaskar Bharat, *Electronic Commerce: Framework, Technology and Application*, 4th Ed., McGraw Hill Education
4. Joseph P.T., *E-Commerce: An Indian Perspective*, PHI Learning
5. Bajaj K.K. and Nag Debjani, *E-commerce*, McGraw Hill Education
6. Chhabra T.N., *E-Commerce*, Dhanpat Rai & Co.
7. Madan Sushila, *E-Commerce*, Taxmann.
8. Chhabra T.N., Jain Hem Chand, and Jain Aruna, *An Introduction to HTML*, Dhanpat Rai & Co.

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.

M COM Semester II

M.Com.201: Financial Management:

Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course objectives: To develop adequate level of knowledge of various areas of financial Management and to apprise the students about basic analytical techniques and methods relating to Financial Management of Organizations.

Course Outlines:

Unit I: Financial Management: Nature, Objectives and Scope, Modern concept of finance, Financial Decision- Types of Financial Decisions, Role of Finance Manager, Risk Return Framework for Financial Decision Making, Time value of money.

Unit II:

a) **Cost of capital:** Concept of value, present value, basic valuation models.

b) **Capital Structure:** Concept, Financial Leverage and its Impact on the Valuation of firm, Theories of Capital Structure- net income approach, operating income approach, miller – Modigliani approach, Determinants of Capital Structure.

Unit III: Investment Decisions: Nature and Kinds of Capital Budgeting, Techniques of Evaluating Capital Budgeting Decisions, Capital Budgeting Under Risk and Uncertainty, Analysis of Real Life Capital Budgeting Decisions- Some Case Studies.

Unit IV:

a) **Dividend Decisions:** Dividend and its form, Theories of Dividend Policy and their Impact on the Value of a Firm, Determinants of Dividend Policy.

b) **Working Capital Management:** Meaning and Concepts of Working Capital. Estimating Working Capital Requirements. Management of Cash Receivables and Inventory.

Unit V: Corporate Restructuring: Merger and Acquisitions-Types, Sources of Takeover Gains, Valuation and Financing of Acquisitions, Analysis of some Case Studies. The Empirical Evidences on Theories and the Case Studies Relevant for above Topics are Required be Discussed.

Note:

Suggested Readings:

1. Van Horne James C.: Financial Management and Policy, Prentice Hall of India 12th Ed, 2008.
2. Chandra, Prashna: Financial Management. McGraw Hill.
3. Pandey, I.M: Financial Management. 9th Ed. Vikas Publishing.
4. Khan and Jain: Financial Management. McGraw Hill.
5. Ross, S.A., R.W: Westerfield and J. Jaffe, Corporate Finance, McGraw Hill.
6. Brealey, R.A. and S.C. Myers: Principles of Corporate Finance, McGraw Hill
7. .Saran, V Financial Management, PHI.

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.

M.Com.202: Marketing Management:

Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course Objectives: The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

Course Outlines:

Unit I:

- a) **Marketing Concept:** Marketing Management; Nature and scope; Evolution of marketing; Selling vs marketing; CRM; Emerging role of marketing; Marketing mix.
- b) **Marketing Environment:** Concept; Need for study; Major elements and their impact on marketing decisions.

Unit II:

- a) **Consumer Behaviour:** Consumer vs. organizational/industrial buyer; Their characteristics; Importance of understanding consumer behaviour; Determinants of consumer behaviour; Theories of consumer behaviour; Various buying roles in family; Types of buying behaviour; Consumer decision-making process in buying.
- b) **Market Segmentation:** Nature and importance of segmentation; Pre-requisites for effective segmentation; Bases of segmenting consumer markets; Market selection strategies; Positioning.

Unit III: Product Decisions: Concept of product; Classification of products; Product line and product mix; Branding, packaging and labeling; Customer services; Development of new product; Product life cycle; The new product (Consumer); Adoption process.

Unit IV:

- a) **Price Decisions:** Pricing as a marketing variable-its role and importance; Price vs. non-price competition; Factors influencing price determination; Price setting in practice; Price policies and strategies.
- b) **Distribution Channels and Physical Distribution Decisions:** Why are marketing intermediaries used? Marketing channel functions; Selecting channels distribution; Determining the intensity of distribution; Channel management decisions- selection, motivation and evaluation of individual middlemen; Manufacturer- distribution relationship; Retailing and wholesaling; Logistics of distribution.

Unit V:

- a) **Promotion Decisions:** Nature; Objectives and importance of promotion; Communication process; Promotion mix and methods; Advertising; Personal selling; Public Relations and Sales promotion.
- b) **Legal, Ethical and Social Aspects of Marketing:** Consumerism; Consumer protection measure in India; Recent Developments in consumer protection in India.

Suggested Reading:

1. Sharma Kavita and Aggarwal Swati, Principles of Marketing, Taxmann Publications
2. Kotler Philip: Marketing Management-Analysis, Planning, Implementation and Control, Prentice hall New Delhi.
3. Ramaswami, V.S and Namakumari, S: Marketing Management Mac Millan India New Delhi.
4. Stanton, Shallian J. and Charles Futrell: Fundamentals of Marketing Mc Graw hill New York.
5. Saxena, Rajan Marketing Management, Tata MCGraw Hill, New Delhi

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.

M.Com.203: Human Resource Management:

Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course Objectives: The objective of this course to enable students to understand procedures, processes and techniques relating to Human Resource Management of an organization.

Course Outlines:

Unit I: Introduction to Human Resource Management: Evolution of HRM , Objectives and functions of HRM , Role and responsibilities of HR Manager , Relevance of HRM , Systems approach to HRM

Unit II: Acquisition of Human Resource Management: Human Resource Planning: Purpose and process , Recruitment and selection: Sources of recruitment, stages in selection process , Placement, goals analysis: Job description and job specification.

Unit III: Developing Human Resources: Training and Development: Training needs, training methods, application of computers in training, developing effective training programmes, Concept of HRD, Management development programmes.

Unit IV:

1. **Performance Appraisal:** Concept and objective of performance appraisal , Process of performance appraisal , Criteria for performance appraisal , Benefits of performance appraisal , Limitations and constraints , 360 degree performance appraisal , Promotion-degree, transfer and separation: Promotion, purpose, principles and types; Transfer: Reasons, principles and types; Separation: Lay-off, resignation, dismissal, retrenchment, voluntary, retirement scheme.
2. **Motivating Human Resources:** Motivation at work, major motivation theory: An overview, Participative management, Compensation Management, Incentives: Concepts, types of incentives; Incentives schemes in Indian industries; Fringe benefits, Discipline and employees' grievance redressal.

Unit V:

- a) **Individual Behaviour:** Attitude, perception, learning, values.
- b) **Group Processes:** Group dynamics, power, policies, organizational culture and climate. Forms of groups.
- c)

Suggested Readings:

1. Dessier, Gary and Biju Varkkey, Human Resource Management, Pearson Education, New Delhi,.
2. Mejia Gomez, et al., Managing Human Resources, 3rd ed. Pearson Education.
3. Ivancevich, Human Resource Management, Tata McGraw-Hill.
4. Decenzo, David S and Stephen P. Robbins, Personal/ Human Resource Management, , Prentice Hall of India, New Delhi,

5. Pattanayak, Biswajeet Managing Human Resources, 3rd ed., Prentice Hall of India, New Delhi.
6. Aswathappa, K. Human Resource and Personnel Management, Tata McGraw-Hill.
7. Dwivedi, RS Managing Human Resources in Indian Enterprises, Galgotia Publishing Co., New Delhi, Latest ed.

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.

M.Com.204: Management Accounting:

Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course objectives: The objective of this course to impart knowledge of various accounting tools and techniques useful for business decision making.

Course Outline:

Unit I: (a) Management Accounting: Concept, Importance, Nature and Functions, Financial vs Management Accounting, Cost vs Management Accounting, Role of Management Accountant.

(b) Basic Concepts of Costing: Basic Cost Terms and Concepts, Type and Elements of Cost, Cost Allocation- Absorption Costing, Marginal Costing, Activity Based Costing.

Unit II: Financial Statement Analysis: Trend Analysis, Ratio Analysis, Preparation and Analysis of Fund Flow Statement and Cash Flow Statement (Revised AS).

Unit III: (a) Use of Marginal Costing in Decision Making.

(b) Cost Volume Profit (CVP) Analysis: Contribution Margin, Break-Even Analysis, Profit Volume (P/V) Analysis, Multiple Product Analysis, Optimal Use of Limited Resources.

Unit IV: Budget and Budgetary Control: Preparation of Different Types of Budgets, Fixed Versus Flexible Budgets.

Unit V: (a) Standard Costing: Concept, Advantage, Types of Standards, Variance Analysis- Material, Labour, Overheads, Managerial Use of Variances.

(b) Responsibility Accounting: Concept of Responsibility Accounting, Responsibility Central-Cost Centre, Revenue Centre, Profit Centre, Investment Centre.

Suggested Reading:

1. Horngreen : Management Accounting. PHI
2. Homgreen Charles T., and Gary L. Sundem and Shalliam O. Stration, Introduction to Management Accounting, Prentice Hall of India,
3. Colin, Dury Management and Cost Accounting, Thomson Learning,
4. Jawahar Lal, Advanced Management Accounting, Text Problems and Cases, S. Chand & Co., New Delhi,
5. Maheswari, S.N.: Management Accounting.

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.

M.Com.205: Legal Aspects of Business:

Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course Objectives: The objective of this course is to apprise students with the provisions of various laws relating to legal aspects of business

Unit I: Company Act; Selected Aspects: Nature, kinds of companies, formulation of company; Company management, powers, functions and duties and liabilities of directors, managerial compensation, oppression and mismanagement.

Company Meetings; Types of meetings, resolutions, winding up.

Unit II: The Consumer Protection Act, 1986: Basic Concepts: Complaint, complainant, consumer, rights of consumer, consumer forums, their role, powers and functions, procedure for consumer grievance redressal, major decided cases.

Unit III: The Competition Act, 2002: Basic concepts, powers of central government under the competition act, major provisions of the competition act: Role and working of competition commission of India.

Unit IV: Information Technology Act: Major provisions.

Unit V: Right to Information Act (RTI) :Major provisions

Suggested Reading:

1. Singh, Avtar Principles of Mercantile Law, Eastern Book Company, Lucknow
2. Kuchhal, M.C. Business Law, 6th ed., Vikas publishing House, New Delhi
3. Ravindra Kumar, Legal Aspects of Business, Cengage learning, New Delhi,
4. Avtar Singh, Consumer Protection Law, Eastern Book Co., Lucknow,
5. M.C. Kuchhal, Indian Company Law, Shree Mahabir Book Depot, Delhi,

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.

Semester III

M.Com.301: International Business:

Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course Objective: The objective of this course is to make students familiar with the theoretical framework of International Business .

Course Outline:

Unit I: International Business: Meaning, Concept, Importance and Scope of international business, Environment analysis; Geographical, Socio-cultural, Political and legal. Theoretical Foundations of International Business: Theories of International trade, Gains from international trade; Balance of payments analysis.

Unit II: International Economic Environment: International economic institutions and agreement; WTO, IMF, IFC, World Bank.

Unit III: (a) Regional Economic Co- Operation: Forms of regional groupings; Integration efforts among countries in Europe, North America, and Asia.

(b) International Financial Environment: International financial system and institution; Foreign exchange markets and risk management; Foreign investments types and flows; Foreign investment in Indian perspective.

Unit IV: (a) Organisational Structure for International Business Operations: Key issues involved in making international production, finance and human resource decisions; International business negotiations.

(b) Developments and Issues in International business: Outsourcing and its potentials for India; strategic alliances, mergers and acquisitions; Role of IT in international business; international business and ecological considerations.

Unit V: (a) Foreign trade promotion measures and organizations in India; special economic zones (SEZs) and 100% export oriented units (EOUs); measures for promoting foreign investments into and from Indian; Indian joint ventures and acquisitions abroad.

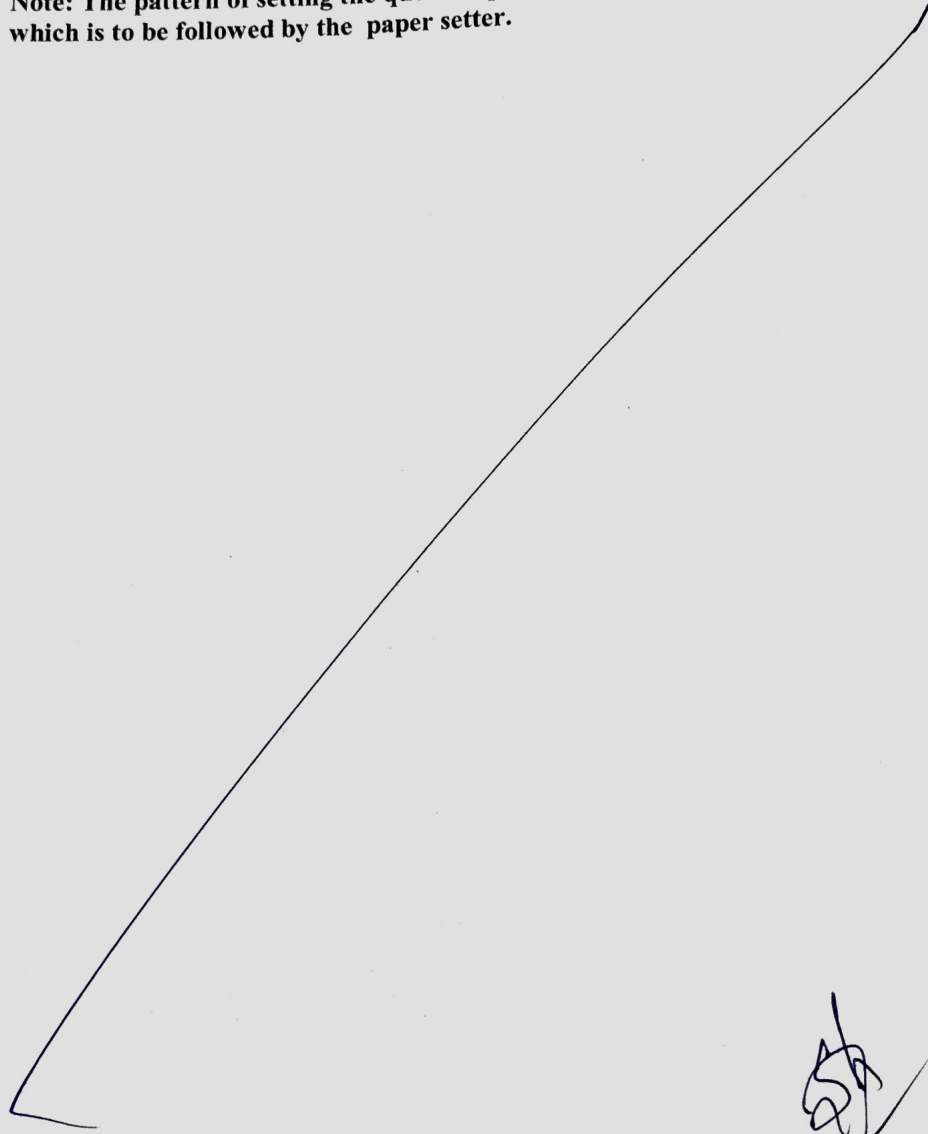
(b) Financing of foreign trade and payments terms.

Suggested Reading:

1. Adhikari Manab: Global Business Management Mac Millan New Delhi.
2. Black and Sundaram: International Business Environment prentice hall New Delhi.
3. Sodersten, B.O: International Economics Mac Millan Landon.
4. Tayeb, Monis H: The Global Business Environment-An Introduction sage publication New Delhi
5. Charles, W.L. Hill and Arun K. Jain, International Business, Tata McGraw- Hill, New Delhi

6. Johnson, Derbe, and Colin Turner, International Business- Themes and Issues in the Modern Global Economy, London: Routledge
7. Cherunilam, Francis, International Business: Text and Cases, Prentice-Hall of India Ltd.
8. Justin, Paul, International Business, Prentice- Hall of India Ltd.,

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.



M.Com.302: Research Methods & Statistics:

Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course Objectives: The objective this course is to enable the students to understand how to design and carry out business research by applying various statistical tools and techniques.

Course Outline:

Unit I: (a) Business research: purpose, steps, objectives, preliminary research.
(b) Research design: preparing a blue print, establishing hypotheses, process. Sources of data.

Unit II: Developing research instruments: questionnaires and scales- types, preparation, standardisation.

Unit III: (a) Sampling methods & techniques: Probability and non- probability methods, random, non random techniques, stratification, focus group.
(b) Probability: Progressions and elements of set theories. Calculation of simple and compound Probabilities.

Unit IV: (a) Analysis of Time Series: Meaning and components, Measurement of Trend.
(b) Linear regression: equations, coefficients, introduction to multiple regression analyses.

Unit V: Testing Hypotheses: Test of significance Application of 'T' and 'F' Tests. Analysis of variance (ANOVA). Coefficient of Association and contingency, X^2 Test

Suggested Reading:

1. Research Methodology: William Zikmund
2. Marketing research: Aaker & Day
3. Marketing research, Westfall, Boyd & Stasch
4. Marketing research: Naresh Malhotra.
5. Bhardwaj, R.S.: Business Statistics
6. Business Statistics: Gupta, S.P.
7. Business Statistics: Hooda, R.P.

Business Statistics: Singh, S.P

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.

M.Com.303: Income Tax Laws and Practice:

Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course Objective: The purpose of this course is to enable the students to understand the various provisions of Income Tax Act .

Course Outline:

Unit I: Introduction: Basic concepts, Residential Status, Exempted Income.

Unit II: Various heads of Income and Computation of Income under different heads of Income

Unit III: Deduction from gross total income, Rules of set off and carry forward of losses, clubbing of income, tax authorities, various types of Assessment.

Unit IV: Assessment and computation of Income of Individuals, Partnership Firms and Company.

Unit V: Appeal and Revision, Payment of Advance Tax, Deduction at source and Tax Planning.

Suggested Readings:

- 1;Systemetic Approach to Taxation. ,wolters cluver
- 2.Direct Tax Laws and Practice, VK Singhania,Taxmann publication
- 3.Students Guide to Income Tax VK Singhania Taxmann
- 4.Income Tax Law and Practice,Gaur and Narang Kalyani Publication

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.

Elective Group: The Students have to opt either Finance Group or Marketing Group as specialization in M.Com 3rd semester. Student has to opt for both the available papers in selected specialization in examinations of 3rd semester as well as in 4th semester. Once a student opts for Finance or Marketing in 3rd semester he/she has to take the same specialization in 4th semester.

Finance Group:

M.Com.304: Financial Markets and Institutions:

Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course objectives: The main objective of the course is to provide a sound information and knowledge of broad framework of Financial Systems and its constituents.

Course Outline:

Unit I: (a) Financial Markets: Nature, Functions and Efficiency, Financial System and Economic Development, Flow of Funds in Indian Economy, An Overview of Indian Financial System.

(b) Money Market: Organization, Instruments, Functioning and its Regulations and Recent Developments, RBI.

(c) Capital Market: Structure of Capital Market in India-Primary and Secondary Markets, NSC, OTCEI, SEBI and its Role as Regulator.

Unit II: Financial Institutions: Functions and working of IDBI, IFCI, ICICI, NABARD, SIDBI and SFCs.

Unit III: Management of Banking and Other Institutions:

(a) Depository Institutions: Commercial Banks and Industrial Finance, Bank Credit, Performance of Indian Banking, Regulatory Aspect of Banking.

(b) Non Depository Institutions: Mutual Funds, Measuring Performance of Mutual Funds, Functioning and Regulatory Aspects, Working and Regulatory Framework of UTI, LIC and GIC.

Unit IV: Financial Instruments: Equity Shares, New Issue Market and Secondary Market-The Allocative and Operational Efficiency, Preference Shares, Private Placement-Channels, Debentures and Other Fixed Income Securities, Engineered Financial and Monetary Instruments.

Unit V: Foreign Capital: Foreign Capital as a Source of Finance, Place of Foreign Capital in the Over all Framework of Indian Financial System, The Regulatory Framework and NRI Investments.

Suggested Reading:

1. Kohn Meir Financial Institutions and Markets, Oxford University Press

2. Madura Jeff: Financial Markets and Institutions, South Western Cengage Learning
3. Mishkin, Fredrick S. and Stanley G. Eakins: Financial Markets Institutions, Pearson Education Ltd.
4. Reserve Bank of India: Report on Currency & Finance.
5. Bhole L.M.: Financial Institutions and Markets, McGraw Hill Co. New Delhi
6. Khan M.Y: Financial Services, McGraw Hill, New Delhi
7. M.Y. Khan Indian Financial System, , McGraw Hill Publishing Company, New Delhi

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.

M.Com.305: Security Analysis and Portfolio Management:

Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course Objective: Objective of this course is to make students familiar with understanding of various techniques of security analysis and portfolio management.

Course Outline:

Unit I: Securities and Risk and Return: Meaning, nature and types of securities, concept of portfolio management, Measurement of return, meaning of risk, types of risk-systematic and unsystematic risk, Basic valuation models (with numerical).

Unit II: Fundamental Analysis: Economic Company and industry analysis. Technical analysis and random walk hypothesis, efficient market hypothesis.

Unit III: Concept of valuation : Valuation of Shares, Debentures and Preference Shares

Unit IV: Concepts of portfolio diversification and its effects: Theories of Portfolio: Capital asset pricing model, arbitrary pricing model.

Unit V: Portfolio Performance Evaluation and Revision

Suggested Readings:

1. Fisher & Jordon: Security Analysis and Portfolio Management
2. Jack clark Francis: Management of Investments Mc Graw hill.
3. Markowitz: Portfolio Selection yale University Press, yale.
4. Boltem: Security analysis and Portfolio Management.
5. Jones Tuttle, Healton: Essentials of Modern Investments.
6. Prasannachandra, International management Tat McGraw Hill New Delhi.
7. Avdhani, V.A, Investment and Security Market in India, Himalaya Publishing house, 3rd Edition.

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.

Marketing Group:

M.Com.304: Consumer Behaviour:

Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course Objectives: The objective of the course is to develop the basic understanding of the concepts and theories of consumer behavior and their applications in the field of marketing decision making.

Course Outline:

Unit I: Introduction: Defining consumer behaviour; reasons for studying behaviour, applying consumer behaviour knowledge; scope of consumer behaviour; market segmentation; bases of segmentation, criteria for effective targeting of market segments.

Unit II: Consumer as an Individual: Consumer motivation; consumer involvement, personality and self concept; perception consumer learning and memory; information processing, attitudes and changing attitudes

Unit III: Consumer in Social and cultural settings: Reference groups and family influences; Social class, cultural; sub cultural and cross cultural influences on consumer behaviour; personal influences and diffusion of innovations; impact of media and globalization.

Unit IV: Consumer Decision Process: Problem recognition; search and evaluating; purchasing processes; post purchase behaviour; consumer behaviour models; consumerism; organizational buying behaviour.

Unit V: Consumer Satisfaction: Measurement of consumer satisfaction and dis-satisfaction, repeat buying, brand switching and loyalty, opinion leadership, complaining behaviour.

Suggested Readings:

1. Schiffman and Kanuk: Consumer Behaviour
2. Engle, Blackwell and Miniard: Consumer Behaviour
3. Zaltman and Wallendorf: Consumer Behaviour
4. Mellot, Douglas W. Tr. : Consumer Behaviour
5. Loudon and Della Bitta: Consumer Behaviour
6. Benneton: Consumer Behaviour

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.

M.Com.305: Marketing Communication

Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course Objectives: The purpose of this course is to enable a student to gain understanding of the concepts, strategies and issues relating to marketing communication

Course Outline:

Section A: Advertising

Unit 1: Communication process: Nature of communication process and its different elements, obstacles in communication process. Communication process, communication process in marketing: Importance and applications of communication process in marketing, different elements of promotional mix and communication process relevant to them, communication process in corporate image building.

Unit II: Advertisement: Importance of advertising in modern marketing, Different types of advertising, role of advertising in the national economy, setting of advertising objectives, advertising budget, factors affecting the advertising expenditure in a company, advertising department and its organization, advertising agencies, their organization and functions.

Unit III: Message and copy: Message strategy and design, elements of advertising copy, developing effective advertising copy, creativity and visualizing in advertising, media planning: Comparative study of different advertising media, Media selection, media scheduling.

Section B: Sales Management

Unit IV: Introduction: Nature and importance of personal selling, personal selling versus advertising, types of sales persons, selling as a career, process of effective selling.

Unit V: Management of the sales force: recruitment and selection; Training and development; direction, motivation, compensation, performance appraisal, sales planning and control; Market analysis, sales budget, sales territory, sales quota.

Suggested Readings:

1. Wright, Winters and Zeigler: Advertising Management
2. Dunn and Barban: Advertising: Its role in modern marketing advertising
3. Chunnawala & Sethia: Advertising management
4. Still, Cundiff & Govoni: Sales Management
5. Subroto Sengupta: Cases in advertising and communication
6. Spiro: Management of sales force.

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.

Semester IV

M.Com.401: Entrepreneurship Development:

Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course objective: The objective of the course is to develop the ability of entrepreneurship among students and to provide adequate knowledge to the students for formulating and handling projects.

Course Outline:

Unit I: Entrepreneurship: Definition and Structure, Entrepreneurial Culture, Theories of Entrepreneurship, Classification and Types of Entrepreneurship. Factor Effecting Entrepreneurial Growth, Entrepreneurial Competencies, Women Entrepreneurship.

Unit II: Entrepreneurial Development: Entrepreneurial Environment, Process of Entrepreneurial Development, Entrepreneurial Development Programme, Role of Government and Specialized Institutions in Entrepreneurship Development.

Unit III: Issues Related to Entrepreneurship in Uttarakhand.

Unit IV: Entrepreneurship Development and Government: Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants etc.

Unit V: Project Financing: Estimation of Financial Requirements, Capital Structure and Source of Financing, Various Financing Schemes of Financial Institutions. Foreign Currency Financing.

Suggested Readings:

1. Chandra Prasanna: Project Preparation, Appraisal and Implementation., Tata McGraw Hill,
2. Holt: Entrepreneurship
3. S.S. Khanka: Entrepreneurial Development
4. Vasant Desai: Entrepreneurial Development
5. Madhurima Lall & Shikha Sahai: Entrepreneurship
6. Clifford Gray: Project Management, Richard D. Irwin,

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.

M.Com.402: Banking And Insurance

Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course Objective: To impart knowledge about the basic principles of the banking and insurance as there are numerous opportunities for jobs in Banking and Insurance sector.

CONTENTS

Unit 1: Introduction

Origin of banking: definition, banker and customer relationship, General and special types of customers, Types of deposits, Origin and growth of commercial banks in India. Financial Services offered by banks, changing role of commercial banks, types of banks.

Unit 2: Cheques and Paying Banker

Crossing and endorsement - meaning, definitions, types and rules of crossing. Duties, Statutory protection in due course, collecting bankers: duties, statutory protection for holder in due course, Concept of negligence.

Unit 3: Bank's Lending and Internet Banking

Principles of sound lending, Secured vs. unsecured advances, Types of advances, Advances against various securities.

Internet Banking, Meaning, Benefits, Home banking, Mobile banking, Virtual banking, E-payments, ATM Card/ Biometric card, Debit/Credit card, Smart card, NEFT, RTGS, ECS (credit/debit), E-money, Electronic purse, Digital cash.

Unit 4: Basic Concept of Insurance

Basic concept of risk, Types of business risk, Assessment and transfer, Basic principles of Insurance - utmost good faith, Indemnity, Proximate cause, Subrogation contribution, warranty and insurable interest etc., Types of Insurance: Life and Non-life, Re-insurance, Risk and return relationship, Need for coordination. Power, functions and Role of IRDA, online Insurance .

Unit 5: Life Insurance

Life Insurance: Features, Importance, Advantages, contract of life insurance, Hazards; Procedure of effecting life insurance (from proposal to policy); Selection, Substandard Lives; Kinds of policies, Annuities, Policy conditions; Computation of premium, numericals of premium computations Mortality table ,kinds ,methods of construction of mortality table, investment of life fund, valuation and bonus, Organization and working of the Life Insurance Corporation of India. entry of private sector in Insurance

Suggested readings:

1. Agarwal O.P., *Banking and Insurance*, Himalaya Publishing House
2. Satyadevi C., *Financial Services Banking and Insurance*, S.Chand
3. Suneja H.R., *Practical and Law of Banking*, Himalya Publishing House
4. Chabra T.N., *Elements of Banking Law*, Dhanpat Rai and Sons
5. Arthur C. and C. William Jr., *Risk Management and Insurance*, McGraw Hill
6. Saxena G.S; *Legal Aspects of Banking Operations*, Sultan Chand and Sons
7. Varshney P.N., *Banking Law and Practice*, Sultan Chand and Sons
8. Sethi Jyotsna and Bhatia Nishwan, *Elements of Banking and Insurance*, PHI Learning

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.

29

Or

M.Com. 402 : Project Report (Dissertation)

Those students who have obtained at least 60 % marks in aggregate in the first and second semester of M com can opt the project report. In place of paper of Banking and Insurance. As part of the curriculum, students are required to undertake the Project Report (PR) in their chosen area. For this purpose, each student shall be assigned a Faculty member as his/her Project Guide.

Objective: Project report writing trains a student to communicate information in an effective and convincing way. Project Report in itself is a complete and compact training programme.

The student would choose a topic of his/her choice and they will conduct an investigative research on the topic. The topic would be related to business. Research will be conducted on empirical basis under the guidance of the project guide/faculty member.

Final Report Submission: This part would involve data collection, tabulation, data analysis, findings, suggestions, limitations, conclusion, and scope for further studies. Students should Use appropriate data analysis tools and software.

Every report must be hard bounded with Black Leatherette cover duly embossed in Golden in BOLD letters with the Project Title, Student's name & roll no., class, batch and year and must be submitted to the Department. Copy of Synopsis should also be submitted. Following should be the chapterization scheme of the report. The list of chapters is indicative in nature and can be modified by the Faculty guide if required.

Indicative chapters for Final Research Report

- Introduction (Background and significance)
- Literature Review & Theoretical background
- Objectives
- Hypothesis
- Research Design and sampling design & Theoretical model
- Data Analysis
- Findings
- Suggestion & Limitations
- Conclusion
- Appendix, Bibliography & Reference, Questionnaires, Scales

Plagiarism/ Cheating/ Unfair Means in Projects/ Assignments

Plagiarism is when you steal the thoughts or writing of others and offer them as your own. Everyone repeats someone else's ideas at some point in their academic career but when doing so, it is important to acknowledge it. You can avoid plagiarism by quoting within inverted commas and acknowledging the source.

Final Submission of the Project: Hard copy and Soft copy of the Project Report along with the Synopsis shall be submitted to the University for evaluation.

M.Com.403: Seminar and Viva Voce

(a) Seminar (20 marks)

Course Objective: The objective is to develop the art of oral communication skill among the students so that they can face interviews for jobs.

The students shall be expected to give several presentations during the semester with the final one on the day of the examination. The viva voce shall give them an opportunity to experience an interview. Regular quizzing sessions shall be held with the students throughout the semester under this course.

(b) Viva Voce (80 marks)

Course Objective: The objective is to help them gain the experience of a final interview before they go out seeking jobs in industry and also develop confidence in a face to face interaction in a formal setting. At the end of the semester, a viva voce shall be conducted with an external and internal examiner wherein the students shall be expected to answer questions related to both their project report and the courses studied in the IVth semester, as well as, previous semesters.

Elective Group: Students have to opt for same group of specialization which was opted in 3rd sem. Student has to opt for both the available papers in selected specialization in examinations

Finance Group:

M.Com.404:Working Capital Management

Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course objective : Working capital is a financial tool which represents operating liquidity available to a business .Student should have adequate knowledge of determining working capital of a business concern.

Unit I: Introduction, meaning, concepts, classification and importance of working capital, Relevance of current assets and current liabilities in the balance sheet, Objectives of WCM. Over- capitalisation, under-capitalisation, zero working capital, Short-term v/s long term financing-A risk-return trade-off. Liquidity v/s profitability trade-off. Cost trade-off, Working capital approaches.

Factors determining working capital requirements, Assessment and forecasting of working capital requirements, Assessment and forecasting of working capital requirements, Operating cycle, Weighted Operating cycle, Relevance of current assets and current liabilities and their inter-relationship, Management of different current assets

Unit II Inventory Management: , Management of Inventory. Relevance and scope, Deciding the optimum level of inventory in a firm, Purpose and benefits of holding inventory.

Risk and cost of holding inventory, Inventory management - tools, techniques, Inventory management - tools, techniques, Inventory management - tools, techniques, Inventory management models, Inventory management models, Determining stock levels and safety stocks, Types of organizations holding inventory, Inventory strategies & techniques, Inventory strategies & techniques. Cases on Inventory Management

Unit III : Management of Accounts Receivables, Creation and size of accounts receivables, Motives of extending credit, Limitations of Accounts Receivables-Tax considerations, Determining maximum length of credit period, Credit terms, opportunity costs, receivables at cost or sale price, Goals and functions of A/Rs management, Short-term changes in credit policy, Long-term changes in credit policy

Financial statements analysis wrt. Accounts Receivables, Financial statements analysis wrt. A/Rs, Financial, Cash management-meaning and concept statements analysis wrt. A/Rs,

Unit IV: Cash management-meaning and concept, Cash v/s profit. Cash flow, cash stock and cash to current assets ratio, Cash flow presentation as per IFRS, NOCF & priority outflows, Management of liquidity-Shiftability theory, Liquidity newly defined, liquidity crises 7 firm level action, Measurement of liquidity, Window dressing, Certainty model by Baumol, Uncertainty model by Miller & Orr, Cash flow forecasting, Cash collection system.

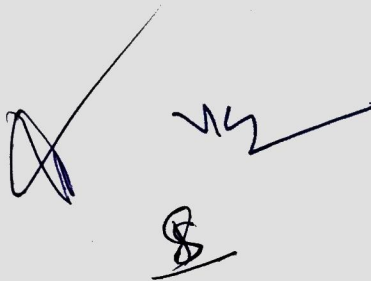
Unit V: Management of Accounts Payables, Trade credits-terms of purchase, stretching accounts payables, Cost of Stretching A/Ps, The model of cost of stretching A/Ps, Overtrading and the need of a good information system.

Financing Working Capital Gap, Sources of working capital finance, Bank finance, Tondon and Chore committees on Bank finance, Other sources of working capital finance and deciding a suitable mix.

SUGGESTED READING MATERIALS:

1. Working Capital Management by Hrishikes Bhattacharya, PHI publication
2. Working Capital Management by R.P. Rustagi, Taxman Publication.
- 3 Financial Management by Prasanna Chandra, McGraw Publications.
4. Financial Management by I.M. Pandey, Vikas Publishing House.

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.

Handwritten signature and initials in blue ink.A small handwritten mark or signature in blue ink.Two handwritten marks or signatures in blue ink at the bottom of the page.

M.Com.405: International Financial Management

Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course objectives: The objective of the course is to acquaint the students with Financial Management problems of multinational corporations and prepare them to tackle these problems.

Course Outline:

Unit I: (a) Financial Management in Global Perspective: Development in the International Monetary System, Gold Standard, Britain Woods System of Exchange Rate, Exchange Rate Regime, IMF and International Liquidity, System of Exchanging Currencies.

(b) Exchange Rate Determination: Determination of Exchange Rate in Spot and Forward Market, PPP Theory, IRP Theory, Monetary Theories of Exchange Rate determination, Overshooting Models.

Unit II: Foreign Exchange Market: Spot and Forward, Participants in Foreign Exchange Market- Arbitraging, Hedging and Speculation, Covered Interest Rate Arbitrage, Borrowing and Investing Markets.

Unit III: Risk Exposures and Their Management: Translation, Transaction and Operating Exposures: Their Measurement and Management.

Unit IV: Financial Swaps: Types and Uses, cash management by MNCs

Unit V: (a) International Financial Markets: International Equity Issues and Long Term Borrowings. GDRs, ADRs and Euro Bonds. International Development Banks, Foreign Currency Financing by Indian Financial Institutions.

(b) Short Term Financial Management: Management of Cash, Inventory and Accounts Receivable in Global Context, Inter-Company Fund Flow Mechanism, Short Term Financing. Financing of International Trade.

Suggested Reading:

1. Levi, Maurice: International Finance, Routledge,
2. Eiteman, David K: Arthur Stonehill and Michael H. Moffett, Multinational Business Finance, Pearson,
3. Shapiro AC: Multinational Financial Management: PHI
4. Apte : International Financial Management: PHI
5. Seth, A.K.: International Financial Management.
6. Vij, madhu: International Financial Management, Excel Publications,

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.

Marketing Group:

M.Com.404: Marketing of Services :

Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course objective: To enable students to understand the conceptual aspects of services marketing.

Course Outline:

Unit I: Introduction to Services Marketing: Services as a marketing concept; factors for the growth of service sector; characteristics of services; dimensions of services; classification of services; managing customer expectations: level of expectations; zone of tolerance; segmentation, targeting and positioning of service.

Unit II: Services Marketing Mix: Product: service package, core and supplementary services; Product levels, service levels and delivery; price: pricing concepts and issues in pricing, pricing policy, pricing approaches, price and customer values; Promotion: Internal and external communication, issues in services promotion; place: Service distribution, channel options, service distribution strategy.

Unit III: Service Design: Essentials of a service system; components of services; designing the service package; front office interface; back office interface; operations system; service delivery system; customer satisfaction and conflicts; service recovery system; service quality; concept of service quality, measuring service quality; SERVQUAL system; concept of CRM: CRM objectives, technology impact on services, concept of e-CRM.

Unit IV: Globalization of services: Stages of globalization; international marketing services; emerging trends; principal driving forces in global marketing of services; key decisions in global marketing; services strategy and organizing for global marketing.

Unit V: Marketing of Financial and Hospitality Services: Application of the component of marketing of services in marketing of financial, tourism, travel and transport services.

Suggested Reading:

1. Zeithaml, Gremler, Bitner, and Ajay Pandit, Services Marketing, Tata McGraw- Hill, 4th ed., 2008.
2. Lovelock, Services Marketing: People, Technology and Strategy, Pearson Education, 5th ed., 2007.
3. Baron S and Harris K, Services Marketing: Text and Cases, Palgrave, 2003
4. Rajendra Nargundkar, Services Marketing: Text and Cases, Tata McGraw- Hill, 2nd ed., 2007.
5. Harsh V Verma, Services Marketing: Text and Cases, Pearson Education, 2008.
6. Rama Mohana Rao, Services Marketing, Pearson Education
7. Govind Apte, Services Marketing, Oxford Univ. Press

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.

M.Com.405 : International Marketing

Assessment: Internal 20 marks , End semester exam of three hours 80 marks

Course objective: To enable the students to understand the concept, implications and procedures of International Marketing.

Course Outline:

Unit I: Introduction to International Marketing: Meaning, nature and scope of international marketing; international marketing distinguished from domestic marketing. Exporting, international trade and international business; international marketing management process- an overview.

Unit II: International marketing Environment: Geographic, demographic, economic, political, legal, socio cultural environments- their nature and effects on international marketing operations, tariff and non-tariff barriers; WTO, UNCTAD, generalized system of preferences (GSP), regional economic groupings- European Union (EU), NAFTA, ASEAN, etc., facilities and incentives schemes for exporters.

Unit III: International Product/ Market Selection and Entry Modes: Selection products, selection market, various modes of entry into international markets and their evaluation, export licensing/franchising contracting, joint venture, setting up wholly owned subsidiary.

Unit IV: International Product Planning and Pricing: Product in international context, standardization vs. adoption decision, other considerations; packaging, branding after sales services, ISO 9001:2000 quality system standard, factors influencing price, pricing methods, decisions and pricing process, price quotations and related considerations.

Unit V: International Distribution and Promotion: Types and functions of foreign distribution channels, selection of middlemen, distribution logistics- transportation and warehousing decisions, International advertising- standardization vs. adaptation, selection of media, selection of agency, measuring advertising effectiveness.

Suggested Reading:

1. Vern Terpestra, International Marketing, Southwest Publication,
2. Varshney RL and B. Bhattacharya, International Marketing- Indian Perspective, Sultan chand publication 2006.
3. Fayerweather, J, International Marketing Management, Sage Publication,
4. Cateroa, R, Phylip, International Marketing, Tata Mc Graw Hill
5. Jain Subhash, International Marketing Management, Southwest Publication,

Note: The pattern of setting the question paper is given at the end of the Syllabus, which is to be followed by the paper setter.

Pattern of Question Paper

Note: Instruction for pattern of paper setting is required to be followed by the examiner while setting the question paper.

There are three categories of subjects for the purpose of paper setting.

1. Numerical papers (End Semester Exam)

Instruction: Numerical papers in each semester of M.Com will follow the under mentioned pattern of question paper. Maximum marks will be 80. Maximum time allowed is 3 hours.

The question paper will consist of 80% numerical questions and 20% theoretical questions.

The question paper will include a total of ten questions, out of which five questions are to be attempted by the student. Each question will carry same marks i.e; 16 marks each. Questions shall be formed covering all five units of syllabus.

[16 Marks x 5 Questions = 80 Marks]

Note: Use of simple calculators are allowed.

List of Numerical papers

Following papers are termed as numerical papers

M.Com.101: Corporate Accounting

M.Com.201: Financial Management

M.Com.204: Management Accounting

M.Com. 302: Research Methods and Statistics

M.Com. 303: Income Tax Laws and Practice

2. Semi Numerical papers (End Semester Exam)

Instruction: Semi-Numerical papers in each semester of M.Com will follow the under mentioned pattern of question paper. Maximum marks will be 80. Maximum time allowed is 3 hours.

The question paper will consist of 2-3 numerical questions and the remaining questions will be theory.

The question paper will include a total of ten questions, out of which five questions are to be attempted by the student. Each question will carry same marks i.e; 16 marks each. Questions shall be formed covering all five units of syllabus.

[16 Marks x 5 Questions = 80 Marks]

Note: Use of simple calculators are allowed.

List of Semi Numerical papers

M.Com.305: Security Analysis and Portfolio Management

M.Com.404: Working Capital Management

3.Theoretical papers (End Semester Exam)

Note :Remaining papers other than numerical and semi numerical papers are termed as theoretical papers

Instruction: Theoretical papers in each semester of M.Com will follow the under mentioned pattern of question paper. Maximum marks will be 80.Maximum time allowed is 3 hours.

The question paper will include all theory questions.

The question paper will include a total of ten questions, out of which five questions are to be attempted by the student. Each question will carry same marks i.e; 16 marks each. Questions shall be formed covering all five units of syllabus.

[16 Marks x 5 Questions = 80 Marks]