



SWAMI RAMANAND TEERTH MARATHWADA
UNIVERSITY, NANDED [M.S.]

Faculty of Commerce

Name of the Programme: Master of Commerce

Programme Code: M.Com.

Choice Based Credit System (CBCS Pattern)

M.Com. First Year

Syllabus w.e.f. 2014-2015

Structure of M.Com.

Year	Semester	Course Code	Course Title	w.e.f.
M.Com. First Year	First Semester	MC 1.1	Paper I-Managerial Economics	2014-15
		MC 1.2	Paper II- Management Functions and Behaviors	
		MC 1.3	Paper III-Quantitative Analysis for Management Applications	
		MC 1.4	Paper IV- International Business Environment	
	Second Semester	MC 2.1	Paper V- Accounting for Managerial Decisions	
		MC 2.2	Paper VI- Corporate Tax Planning and Management	
		MC 2.3	Paper VII- Operation Research	
		MC 2.4	Paper VIII- Strategic Management	
M.Com. Second Year	Third Semester	MC 3.1	Paper IX- Financial Management	2015-16
		MC 3.2	Paper X- Accounting and Finance	
		MC 3.3	Paper XI- Research Methodology	
		MC 3.4	Paper XII- Marketing Management I OR Banking and Financial Institutions I OR Human Resource Management I OR International Business I	
	Fourth Semester	MC 4.1	Paper XIII- Advanced Financial Management	
		MC 4.2	Paper XIV- Advanced Financial Accounting	
		MC 4.3	Paper XV- Research Project	
		MC 4.4	Paper-XVI- Marketing Management II, OR Banking and Financial Institutions II OR Human Resource Management II OR International Business II	

M.com I Year (1st Semester)

Paper I

Managerial Economics

Objectives

- 1- To develop managerial skill & talent of the students to take decision in changing economic environment.
- 2- To boost theoretical base of the subject among the students.

Unit I Introduction

Meaning & definition, Nature & scope of managerial economics, managerial economics & decision making, Role & responsibilities of managerial economist, The K-economy indicators, k-economy in developing countries.

Unit II Production Theory

Production functions, Law of variable proportions, law of returns to scale, economics of scale.

Unit III Theory of costs and demand forecasting, short run and long run cost, Its nature, shape and inter relationships, cost estimation and methods of cost estimation and cost forecasting, cost reduction and cost control. Demand forecasting, methods of demand forecasting.

Unit IV Pricing policies & methods

Introduction, objectives of pricing policy, factors affecting on pricing policy, methods of pricing, cost plus pricing, going rate pricing, managerial cost pricing, skimming price, law penetration pricing, transfer pricing, price discrimination, international price discrimination & dumping.

Unit V Inflation

Meaning, definition, characteristics of inflation, types of inflation, Inflation in terms of demand pull and cost push, effects of inflation, measures to control inflation.

Reference Books

- 1) Chopra O.P. -Managerial economics, Tata MC graw hill N.Delhi
- 2) Dean Joel - Managerial economics, Prentice hall,N.Delhi
- 3) Dholakia R & Oth – Micro economics for management students – Oxford University pressN.Delhi
- 4) Varshney R & Oth - Managerial economics, sltan chand & sonsN.Delhi
- 5) DwivediD.N.- Managerial economics – vikas pub. House.N.Delhi
- 6) Mehta P.L. - Managerial economics, s. chand & co.N.Delhi
- 7) Gopal Krishana- A study of Managerial economics, Himalya Pub. House N.Delhi
- 8) Mithani D.M.- Managerial economics, Himalya Pub. HouseN.Delhi

M.com 1ST Year (1st Semester)
Paper – II

Management Function and Behaviours

Objectives: - The Objective of this course is to acquaint students with the management function, Concepts, tools and techniques of management.

- UnitI Introduction:**
Concept of Organisations, Characteristics of organization, Types of organization, Importance of organization, organizational behavior, Definitions, Nature and scope, Evolution of organizational behavior, Hawthorne studies.
- UnitII Personality:**
Meaning and nature, Determinants of personality Measurement of personality, Theories of personality, personality facts influencing behavior at work.
- Unit III Motivation:** Concept of motivation, Nature of motivation, Importance of motivation in an organization. Tools and Techniques of motivation or incentives. Maslow's Need priority Model. Maslow's Need Hierarchy. Theories of motivation. Theory X and Y and its assumptions.
- UnitIV Group Behaviour:**
Concept of group, Definitions of groups, characteristics of group, Types of groups, Reasons for formation of group, stages of group formation, Group Behavior, Group cohesiveness, factors affecting group cohesiveness.
- UnitV Interpersonal Behaviour and influencing Relationships:**
Introduction, Approaches explaining interpersonal attraction, Basic principles of interpersonal attraction. Developing Interpersonal Relationships Different ways of influencing Behaviour.

Books:

- 1) Management concepts and organizational Behaviour. - K. Aswathappa.
- 2) Organisational Behaviour (Concepts and Cases) - Dr. Anjali Ghanekar.
- 3) Organisational Behaviour -K. Aswathappa __G. Sudarsana Reddy.
- 4) Organisational Behaviour - Anil Mehta. Bhumi Chouhan.

M.com 1ST Year (1st Semester)
Paper – III

QUANTITATIVE ANALYSIS FOR MANAGEMENT APPLICATION

Learning Objective:

The Objective of this course is to make the students capable to apply the statistical tools and techniques for managerial decision making,

Unit1: Correlation Analysis:

Partial Correlation and Multiple Correlations; Significance and limitation of partial and multiple correlations

Unit2: Regression Analysis:

Multiple Regression Analysis; Use of Regression Analysis

Unit3: Test of Hypothesis:

Chi -Square Test, F-Test, T - Test

Unit4: Association of Attributes:

Methods of Studying Association; Yule's Coefficient of Association

Unit5: Diagrammatic and Graphical Presentation

Significance of Diagrams and Graphs. Bar Diagrams; Pie Diagrams; Histogram and Ogives

Recommended Books:

1. S.P.Gupta: Statistical Analysis
2. C.B.Gupta –Statistical Analysis
3. S.C.Gupta –Advanced Statistics
4. Croxson & Crutwell : Applied General Statistics.

M.Com. 1st Year (1st Semester)

Paper IV INTERNATIONAL BUSINESS ENVIRONMENT

- Unit I. International Business :**
Introduction - why go international ? Stages of Internationalization - problems of international business.
- Unit II. International Investments :**
Significance of foreign investment - trade and investment - types of foreign investment - factors affecting international investment - growth of foreign investment - dispersion of FDI - portfolio investment - foreign investment by Indian companies.
- Unit III. Globalisation:**
Globalisation of world economy - Globalisation of business - meaning and dimensions - features of current globalization - Globalization stages - Essential conditions for globalization - Foreign market entry strategies - Pros and Cons of globalization - Globalisation of Indian business.
- Unit IV. Development and Regulation of Foreign Trade:**
Regulation of foreign trade - Foreign trade (Development and Regulation) Act - Foreign trade policy - Export promotion - Organisational set up - Production assistance - Marketing assistance : Export Processing Zones (EPZs), Export Oriented Units (EOUs), Technology Parks (TPs) and Special Economic Zones (SEZs) - Export houses and trading houses.
- Unit V. Foreign Exchange Management Act:**
Objectives - Holding of foreign exchange etc. - Current account transaction - Capital account transaction - Export of goods and services - realization and repatriation of foreign exchange - Contravention and penalties - Administration of the Act - FERA and FEMA - a comparison.

Books Recommended :

1. International Business Management - Aswathappa, Tata McGraw Hill
2. International Management - Phatak, Bhagat, Kashlak, Tata McGraw Hill
3. International Business Text & Cases - P. Subba Rao, Himalaya Publishing House, Mumbai
4. Business Environment Text & Cases - Francis Cherunilam, Himalaya Publishing House, Mumbai.
5. International Trade and Export Management - Francis Cherunilam, Himalaya Publishing House, Mumbai.
6. Export Management - R. Sharma, Lakshmi Narain Agarwal, Education Publishers, Agra-3
7. A Guide on Export Policy procedure and documentation - M.I. Mahajan, Show White Publication Pvt. Ltd., Mumbai.

M.com 1ST Year (IInd Semester)

Paper – V

Accounting for Managerial Decisions

Objectives: - The objective of this course is to acquaint students with the accounting concepts, tools and techniques for managerial decisions.

Course Inputs:

Unit I - Introduction to Management accounting as an area of accounting, Nature, Scope, Limitations and Advantage of Management accounting, Management accounting and Managerial decision, Role of Management accountant and Responsibilities.

Unit II - Standard costing and variance analysis, Standard costing as a technique of cost control, Variance analysis, Material, Labour and Variable overhead, and Practical problems.

Unit III - Marginal costing and Break even analysis. Concept of Marginal costing and absorption costing and direct costing. Cost volume profit analysis. Break even analysis and its application in business decision, Concept of Margin of Safety, Angle of Incidence, Decisions regarding sales mix, Make or *buy*. Discontinuation of product line and acceptance of an offer of supply, and Practical problems.

Unit IV - Accounting for price level changes, Introduction, Effect of Inflation, Overstatement of profit. Overstatement of rate of return. Approaches to Inflation accounting, Partial and complete revaluation methods. Current purchasing power method, Conversion factor or Multiplier, Restatement of items of financial statements, Purchasing power gain or loss on monetary items, and Practical problems.

Unit V - Budgetary control, Introduction. Meaning and Definition of Budget, Types of Budget, Fixed and Flexible budget, Cash budget. Master Budget and Practical problems.

Suggested Readings:

1. Advanced Management accounting. Himalaya publication house by J. Madegowda.
2. Cost and Management accounting. Himalaya publication house by Dr. Prashanta Athma.
3. Accounting for Management, Himalaya publication house by Dr. Juwaharlal.
4. Principle of Management accounting by Manmohan and Goyal.
5. Management accounting, Chinmay prakashan. Aurangabad by Prof. S. S. Agrawal.

M.com 1ST Year (IInd Semester)
Paper – VI

CORPORATE TAX PLANNING AND MANAGEMENT

Learning Objective: This course aims to make the student conversant with the concept of Corporate Tax Planning and Management and its application in corporate world.

UNIT I Introduction to Tax Planning and Management:

Concept of tax planning; tax avoidance; tax evasion and tax management.

UNIT II Tax Planning for New Business:

Tax Planning with reference to location, nature and form of organization of new business.

UNIT III Tax Planning in respect of Management Decisions:

Tax planning in respect of: own or lease decision, make or buy decision; repair, replace, renewal or renovation and shutdown or continue decision.

UNIT IV Special Tax Provisions:

Tax provisions relating to: free trade zones: infrastructure sector and backward areas.

UNIT V Tax Planning in Respect of Persons:

Tax Planning in respect of persons such as an individual; a HUF; a Firm and a Company.

REFERENCES:

- > Ahuja O.K. And Ravi Gupta: Systemic Approach to Income Tax and Central Sales Tax, Bharat Law House, New Delhi. Circulars Issued by C.B.D.T.
- > Income Tax Act 1961
- > Income Tax Rules 1962
- > Lakhotia, R.N. : Corporate tax Planning, Vision Publications, Delhi
- > Singhanian, V.K. : Direct Taxes: Law and Practice, Taxman's Publication, Delhi.
- > Singhanian, Vinod K : Direct Tax Planning and Management, Taxman Publication, Delhi
- > Giddy, I.H.: Global Financial Markets, A.I.T.B.S. Delhi.
- > Khan M.Y. ; Indian Financial System, Tata Mc Graw Hill, Delhi.
- > Reserve Bank of India, Various Reports, RBI Publication, Mumbai
- > Varshney, P.N. P: Indian Financial System, Sulatan Chand & Sons, New Delhi.
- > Averbach, Robert D. Money, Banking and Financial Markets; MacMillan, London.
- > Srivastava R.M. Management of Indian Financial Institution ; Himalaya Publishing House, Mumbai
- > Verma J.C. ; Guide to Mutual Funds and Investment portfolio, Bharat Publishing House, New Delhi.

M.com 1ST Year (IInd Semester)
Paper – VII

OPERATIONS RESEARCH

Learning Objective:

The Objective of this course is to acquaint students with the Operation research tools and techniques and their application in management process.

- UnitI: Introduction to OperationsResearch**
Application and uses of O.R., Features of O.R., Limitations of O.R.
Linear programming, Graphical Method of solving L.P.P.
- UnitII: Transportation Problems**
Features of Transportation Problems, Problems on North-west
Corner method; Row-minima method, Column minima method and
Vogel's Approximation method (VAM)
- UnitIII: AssignmentProblems**
Objectives of Assignment. Hungarian Assignment method.
- UnitIV: SequencingProblems:**
Assumption in sequencing problems, Processing in jobs
through twomachines.
- UnitIV: ReplacementProblems**
Factors to be considered for Replacement Problem, Problems on
Replacement Problems, Game Theory-Competitive games/
Features of Games, Problems on Gametheory

Recommended Books:

1. Operations Research - KatiSharp
2. Problems in Operations Research - Gupta andManmohan
3. Operations Research -V.K.Kapoor

M.com 1ST Year (IInd Semester)
Paper – VIII
Strategic Management

Course Objectives

1. To develop the capabilities of the students to understand the concept relating to strategic management
2. To acquaint student with strategies framed at different levels of management. For organizational success in changing environment.
3. To make student competent to think and act globally

Unit I Introduction

Definition & characteristics of strategic management, mission, objectives & goals, levels at which strategy operates, strategic management process, environmental scanning.

Unit II Diversification strategy

Concept, why firms diversify? Different types of diversification strategy, change of different strategies, Need to formulate R & D strategy, formulating R & D Strategy, R& D planning process in Indian organization.

Unit III Strategic human Resource management

Strategic human resource management, recent development. Human capital management (HCM), talent management, The New SHRM imperative, benchmarking for SHRM, SHRM in different cultures, Women in International management.—

Unit IV Corporate Appraisal

Concept, significance of corporate appraisal in strategy making, corporate capability appraisal process, Assessment of internal capabilities, Techniques of competence appraisal, synergy - Practices followed in capability analysis in Indian organization.

Unit V Strategic Evaluation & control

Concept, types of strategic control, techniques of strategic evaluation & control.

Reference Book

- 1) Azav Kazmi- Business policy & strategic Management – TATA MC Graw Hill N.Delhi
- 2) Shrivastva R.M.- Management policy & strategic management- concepts, skills & practices – Himalaya Publication House Mumbai
- 3) Neeta Bopavikar – Global strategic Management- Himalaya Publication House Mumbai
- 4) Subharao P. – strategic Management - Himalaya Publication House Mumbai
- 5) G.Sudarasana Reddy - – strategic Management - Himalaya Publication House Mumbai
- 6) Jayarathanam M - – strategic Management - Himalaya Publication House Mumbai
- 7) Gluck William & etc - Business policy & strategic Management –MC Graw Hill International edition.
- 8) Bhattachary S K & etc – Managing Business Enterprises strategy & structure, - vikas Publication House New Delhi

**Faculty of Commerce Restructured M.Com. Second Year
(Third Semester) Syllabus**

w.e.f. Academic year-2015-2016

Syllabus of M.Com II Year- (III Semester)

- 1 FINANCIAL MANAGEMENT**
- 2 ACCOUNTING AND FINANCE**
- 3 RESEARCH METHODOLOGY**

OPTIONAL [ANY ONE]

- 4 MARKETING MANAGEMENT -I**
OR
- 4 BANKING AND FINANCIAL INSTITUTIONS - I**
OR
- 4 HUMAN RESOURCE MANAGEMENT - I**
OR
- 4 INTERNATIONAL BUSINESS -I**

M.com II Year (IIISemester)
Paper IX
FINANCIAL MANAGEMENT

Course Objectives:

- 1- To enable and equip the students with the basic functions and tools of financialmanagement.
- 2- To prepare students for NET/SET and BankingExams.

Unit I Introduction to Financial Management:

Meaning, Nature/ Characteristics of Financial Management, Functions of Financial Management, Importance of Financial Management, Responsibilities of FinancialManagement.

Unit II Financial Goals:

Goals of Financial Management- Profit Maximization and Wealth/ Value Maximization, Conflicts in Profit maximization Goal v/s Wealth/Value maximization Goal. Role of a Financial Manager.

Unit III Capitalisation:

Meaning and definitions of capitalization, Over-capitalisation-Meaning, Causes, evils and remedial measures, Under- Capitalisation-meaning, causes, evils and remedial measures. Over-Capitalisation v/s Under- capitalisation.

Unit IV Capital Structure:

Meaning and definitions of capital structure, qualities of optimum/ sound capital structure, Factors affecting capital structure, capital structure Theories: NI Approach; NOI Approach; Traditional Approach and M.M. Approach.

Books Recommended

- 1) Khan and Jain : Financial Management, Tata McGrawHills.
- 2) I.M. Pandey : Financial Management, VikasPublications.
- 3) S.N. Maheswari : Financial Management, Principles and Practice, Sultan Chand & Sons
- 4) John J. Hampton: Financial Decision Making, Prentice Hall ofIndia.
- 5) V.N. Laturkar & Arpita Alvi : Financial Management, Jahanvi Publications Pvt. Ltd;Jaipur.
- 6) Lawrence J. Gilma : Principle of Managerial Finance, AddisaWerly.

M.com II Year (III Semester)
Paper X
ACCOUNTING AND FINANCE

Objectives of the Course: -

- 1) To make the students to understand the recent trends in accounting and finance.
- 2) To make the students aware of working of money and capital markets and their regulatory authorities.
- 3) To prepare students for NET/SET and Banking Exams.

Course Contents

Unit I Emerging Accounting Practices and Indian Accounting Standards

Concept, Need and Importance of Human Resource Accounting, and Social Accounting, Concept, Need & Objectives of Indian Accounting Standards, As-I, AS-6, AS-10.

Unit II Financial Markets – I [Money Market]

Meaning and definition of Money Market, characteristics of Indian Money Market, Constituents of Money Market, Role and Importance of Money Market.

Unit III Financial Markets – I [Capital Market]

Meaning and definition of Capital Market, Sources of Long Term Capital, Characteristics of Indian Capital Market v/s Money Market Constituents of Capital Market, Role and Importance of Capital Market.

Unit IV Working of Stock Exchanges

Role and Functions of Stock Exchanges – NSE, BSE, OTCEI, NASDAQ, Role and Functions of Securities Exchange Board of India [SEBI].

Unit V Special Finance Companies:

Venture Capital Funds, Mutual Funds, Lease Financing, Financial Derivatives and Factoring.

Reference Books:

- 1) Bhole L.M. – Financial Institutions and markets Tata McGraw Hill, Delhi.
- 2) Khan M.Y. – Indian Financial System, Tata McGraw Hill, Delhi.
- 3) E Gordon and K Natranjan – Financial Markets and Services – Himayalaya Publications, Delhi.
- 4) Rudder Datt & KMP Sundharam – Indian Economy: S. Chand and Co. Ltd, New Delhi.
- 5) M.C. Shukla, R.S. Grewal, S.C. Gupta – Advanced Accounts, S. Chand & Co. Ltd, Delhi
- 6) V.K. Saxena – Advanced Accounting, Sultan Chand and Sons, Delhi.

M.com II Year (III Semester)
Paper XI
RESEARCH METHODOLOGY

Unit 1: Research: Fundamentals and Terminology:

Introduction, Definition of Research, Scope of Research and Applied Research, Scientific Method of Research, Research projects Vs. Research Programme, What is Good Research and Importance of Research.

Unit2: *Defining Research Problems and Formulation of Hypothesis :*

Introduction, conditions of Research Problems, Process of defining Research Problems, prerequisites of Defining Research Problems, Factors determining the definition of Research Problems, Research Proposals, Hypothesis: Characteristics of a good hypothesis, Sources of Hypothesis, Types of Hypothesis, difficulties in the formulation of a Hypothesis, Basic concepts of concerning testing of Hypothesis, Procedure of Hypothesis Testing.

Unit3: *Research Design and Methods and Techniques of Data Collection*

Need for Research design, Characteristics of Good Research Design, Steps in Research Design, Types of Research Design. Data Collection: Primary & Secondary Data, Sources of Secondary Data, Methods for Primary Data Collection.

Unit 4: Sampling and Sampling Techniques

Introduction, Concepts and Technology, Theory of Sampling, Scope & Sampling Method, Features of Sampling Method, Limitations of Sampling Techniques, Characteristics of Ideal Sampling, Types of Sampling Methods, Sample Size, Sampling & Non- Sampling Errors.

Unit 5: Report Writing and Presentation

Introduction, Types of Research Reports, Components of Research Reports, Style and Layout of the Report, Presentation of the Research Report, Preparation of Presentation.

Recommended Books:

- 1] Research Methodology – P.K. Sharma, Essential Books, Delhi.
- 2] Research Methodology in Commerce and Management – Dr. Roshankumar Bhigania, Shraddha Prakashan, Nanded.
- 3] Research Methodology in Social Sciences – Prof. D.G. Girdhari, Uday Publication, Aurangabad.
- 4] Methodology and Techniques of Social Research – Bhandarkar P.L. and Wilkinson T.S., Himalaya Publishing House, Bombay.
- 5] An Introduction to Statistical Methods – Gupta C.B., Unani Educational Books, Delhi.
- 6] Interviewing in Social Research – Herbert H.T., University of Chicago.

M.com II Year (III Semester)
Paper XII
MARKETING MANAGEMENT – I

Course Objectives:

- 1] To provide a sound understanding of the basic principles of Marketing Management and their applications in the business & industry.
- 2] To prepare students for NET/SET and Banking Exams.

Course Contents:

Unit I Introduction

Marketing: Meaning and Definitions, Scope and Importance of Marketing, Marketing Concepts, Functions of Marketing, Marketing Mix, Marketing environment and its impact on marketing decisions.

Unit II Product Decisions

Meaning of Product Decision, Levels of Product, Classification of Products, Major product decisions, New Product Development Process, Product Life Cycle, Product Line and Product Mix and Consumer adoption process.

Unit III Pricing Decisions

Objectives and Importance of Pricing Decisions, Methods of Pricing, Factors affecting Pricing Decisions, Pricing Policies and Strategies.

Unit IV Physical Distribution Decisions

Importance of Distribution Channels, Factors influencing the Decisions for selection of Distribution Channels, Functions of Distributions Channels, Levels of the Distribution Channels, Supply chain and networks; Global supply chain integration; Management of supply chain relationships.

Unit V Promotion Decisions

Components of Promotion of Mix, Characteristics of an Effective Advertisement, Salesmanship and functions of Salesman, Direct Marketing – Major Channels for Direct Marketing, Online Marketing – Promises and challenges of Online Marketing.

Suggested Readings:

- 1] Philip Kotler, Marketing Management, Prentice Hall of India, New India.
- 2] Philip Kotler, Principle of Marketing, Prentice Hall of India, New India.
- 3] Sherlekar S.A., Marketing Management, Himalaya Publishing House, Mumbai.
- 4] Karunakaran K. Marketing Management, Himalaya Publishing House, Mumbai.
- 5] McCarthy J.E., Basic Marketing- A Managerial Approach, Tata McGraw Hill Publishers.

M.com II Year (III Semester)
Paper XII
BANKING & FINANCIAL INSTITUTIONS -I

Objectives OF Course :

- 1- To understand the structure and working of Banking & Financial Institutions India.
- 2- To prepare students for NET/SET and Banking Exams.

Course Contents

Unit I Development Banks in India

Introduction, Industrial Development Bank of India [IDBI], Industrial Finance Corporation of India [IFCI], Industrial Credit & Investment Corporation of India [ICICI] Export and Import Bank of India [EXIM]

Unit II Merchant Banking

Concept, Functions and growth, government policy and merchant banking, SEBI guidelines, future of merchant banking.

Unit III Reserve Bank of India and Monetary Management

Introduction, Role, Organization and Administration of RBI, Functions of RBI, Monetary policy of RBI, The Chakravarti Committee Report, Liquidity Adjustment Facility[LAF].

Unit IV Banking Sector Reforms in India

Narsimham Committee Report [1991] on Banking System in India, Management of Non-performing Assets [NPA], Capital Adequacy Norms.

Unit V Asian Development Bank

History – Profile – Objectives- Sector Coverage – Project Process- Financial Management – Strategies.

Suggested Readings :-

- 1] Bhole L.M. – Financial Institutions and Markets, Tata McGraw Hill, Delhi.
- 2] Khan M.Y. – Indian Financial System- Tata McGraw Hill, Delhi.
- 3] Adhvani Investment and Securities Markets in India – Himalaya Publications, Delhi.
- 4] Indian Economy – Ruddar Datt & KPM Sundharam, S.Chand and Co Ltd, New Delhi
- 5] Sarkis J. Khoury – Recent Development in International Banking & Finance, Vol. VI Black Well Finance-1992.
- 6] K.P.M. Sundaram – Money Banking, Trade Finance, Sultan Chand and Sons.

M.com II Year (III Semester)
Paper XII

HUMAN RESOURCE MANAGEMENT - I

Course objectives:-

Objective of the course is to provide a sound understanding of the basic principles of Human Resource Management and their applications in the Business and Industry.

Course Input:

Unit I Introduction

Meaning, Scope, Objectives, Need and Importance of Human Resource Management, functions and operations of Human Resource Management, Role of Human Resource Manager.

Unit II Procurement of Human Resource

HRP Concept, Objectives, Levels of HRP, HRP process, Job Design, Job Analysis, Job Descriptions, Job specification, Recruitment sources of Recruitment, Factors affecting Recruitment, selection- Selection process, factors affecting selection Decision, Induction.

Unit III Training and Management Development

Training concept – Importance – Methods of Training, Management Development – Concept – Objectives, Steps or Ingredients of Management Development Programme.

Unit IV Employee Empowerment and Motivation

Meaning and steps in Employee Empowerment, Elements of Employee Empowerment, Empowerment process, Workers participation in Management [WPM]- Concept, forms of WPM, quality circles, motivation concept, types and importance of motivation, jobrotation.

Unit V Merit Rating and Performance Appraisal

Merit Rating – Meaning, Definition, Importance of Merit Rating, Performance Appraisal – concept, methods of performance Appraisal, system of performance appraisal.

Reference Books:-

- 1] Human Resource Management [Text and cases] – Dr. S.S. Khanka, S.Chand, New Delhi.
- 2] Human Resource Management – G.S. Sudha- Ramesh Book Depot, New Delhi
- 3] Human Resource Development & Management – A.M. Shaikh, S.Chand, New Delhi
- 4] A Text Book of Human Resource Management- C.B. Mamoria, S.V. Gankar, Himalaya PublishingHouse.
- 5] Human Resource Management- Prof. Mrs. AnjaliGhanekar.

M.com II Year (III Semester)
Paper XII

INTERNATIONAL BUSINESS – I

Course Objective:

To introduce students with basics of international business, trade policies and relations.

Course Input:

UnitI Theoretical Foundations of International Business:

Concept, Nature and Objectives of international business, Absolute cost theory, Comparative cost theory, Opportunity cost theory and Modern theory of factor endowment.

UnitII India's Foreign Trade:

Composition of Foreign trade, Direction of foreign trade, Regulation and promotion of foreign trade, Role of EXIM Bank, Recent foreign Trade Policy.

Unit III Balance of Payments [Special reference to India]

Introduction, Components of Balance of Payments, Disequilibrium in the Balance of Payments, Methods of Correction of Disequilibrium, India's Balance of Payments crisis of 1990.

UnitIV International Trade Policies and Relations:

Introduction, Tariffs, subsidies, Import quotas, Voluntary export restraints, Local Content Requirements, Administrative Policies, Government Intervention in Formulating Trade Policies, International trade relations.

Unit V Modes of Entering International Business:

International Business Analysis, Different modes of entry to International business, Exporting, Licensing, Franchising, Special modes, foreign direct investment without Alliances, FDI with Alliances, Trends in FDI.

References:

- 1] International Economics by D.M. Mithani, Himalaya Publishing House, Mumbai.
- 2] International Trade & Export Management by Francis Cherunilam, Himalaya Publishing House, Mumbai.
- 3] International Marketing Management by R.L. Varshney & B. Bhattacharyya, Sultan Chand & Sons, New Delhi.
- 4] International Business by P. Subba Rao, Himalaya Publishing House, Mumbai.
- 5] Nabhi's Exporters Manual & Documentation, Nabhi Publication, New Delhi.

**Faculty of Commerce Restructured M.Com. Second Year
(Fourth Semester) Syllabus**

w.e.f. Academic year-2015-2016

Syllabus of M.Com II Year- (IV Semester)

- 1 ADCVANCED FINANCIAL MANAGEMENT**
- 2 ADVANCED FINANCIAL ACCOUNTING**
- 3 RESEARCH PROJECT WORK**

OPTIONAL [ANY ONE]

- 4 MARKETING MANAGEMENT -II**
OR
- 4 BANKING AND FINANCIAL INSTITUTIONS - II**
OR
- 4 HUMAN RESOURCE MANAGEMENT - II**
OR
- 4 INTERNATIONAL BUSINESS -II**

M.com II Year (IV Semester)
Paper XIII
ADVANCED FINANCIAL MANAGEMENT

Course Objectives:

- 1] To enable and equip the students with the advanced functions and tools of financial management.
- 2] To prepare students for NET/SET and Banking Exams.

Course Contents:

Unit I Cost of Capital:

Meaning and significance of cost of capital, Calculation of cost of debt, preference capital, equity and retained earnings; Combined cost of capital [weighted]. Practical Problems.

Unit II Operating and Financial Leverage:

Meaning and types of Leverages, Operating Leverage, Financial Leverage and combined financial and operating leverage, Measurement of leverages, Practical Problems.

Unit III Dividend Decisions:

Meaning and Forms of dividends, Types of dividend policies, factors affecting Dividend policy, Stability in dividend policy, Theories of dividend payment – Walter's model, Gordon's model, Modigliani – Miller Model.

Unit IV Cash Management

Cash Management and its problems, Advantages of Ample Cash Fund, Tools for planning and controlling of cash, preparation of cash budget and Practical problems.

Books Recommended

- 1) Khan and Jain: Financial Management, Tata McGrawHills.
- 2) I.M. Pandey : Financial Management, Vikas Publications.
- 3) S.N. Maheswari : Financial Management, Principles and Practice, Sultan Chand & Sons
- 4) John J. Hampton: Financial Decision Making, Prentice Hall of India.
- 5) V.N. Laturkar & Arpita Alvi : Financial Management, Jahanvi Publications Pvt. Ltd; Jaipur.
- 6) Lawrence J. Gilma : Principle of Managerial Finance, Addison Wesley.

M.com II Year (IV Semester)
Paper XIV
ADVANCED FINANCIAL ACCOUNTING

Course Objectives:

- 1] To develop advanced accounting skills among students.
- 2] To prepare students for NET/SET and Banking Exams.

Course Contents:

- Unit I Holding Company Accounts**
Meaning of consolidated Financial Statements, Cost of control, minority interest, Capital Profits and Revenue Profits, Inter- Company Debts and Bills, Chain holding, gross holding, Preparation of consolidated Profit and Loss A/C and Balance Sheet of more than one subsidiary companies.
- Unit II Investment Accounts**
Need of Investment Accounts, Classification of expenses between Revenue and Capital, Cum-interest and Ex-interest Purchases and Sales of Securities, Preparation of bonds/ Debentures/ Shares [equity] Accounts.
- Unit III Valuation of Goodwill:**
Meaning of Goodwill, factors affecting the value of goodwill, Future maintainable Profit, Yield Expected by Investors, Capital Employed, and Methods for Evaluating Goodwill – Simple Profit method, Super Profit Method, Capitalization of Profit Method.
- Unit IV Valuation of Shares**
Valuation of Shares, it's need, methods of Valuation of Shares, Net Assets Method [Intrinsic Value], Yield Method [Market Value], and Fair Value of Shares.
- Unit V Bank Accounts**
Prescribed forms of Profit and Loss Accounts and Balance Sheet of Banking Companies given under III rd Schedule of Banking Regulation Act 1949, Rebate on Bills Discounted, Provision for Doubtful Debts and Taxation, Acceptances and Endorsements, Preparation of Prescribed forms of profit and Loss Accounts and Balance Sheet of Banking Companies given under III rd Schedule of Banking Regulation Act 1949.

Reference Books:

- 1] Studies in advanced Accountancy – Dr. S.N. Maheshwari, Dr. S.K. Maheshwari, Sultan Chand and Sons, NewDelhi.
- 2] Practical problems in Advanced Accountancy – Volume I – K.L. Narang, S.P. Jain – Kalyani Publishers – Ludhiyana, NewDelhi
- 3] Advanced Cost and Management Accounting – V.K. Saxena and C.D. Vashist - Sultan Chand and Sons, NewDelhi.
- 4] Advanced Accountancy – R.L. Gupta and M. Radhaswamy, Sultan Chand and Sons, New Delhi.
- 5] Costing Adviser – Problems and Solutions – P.V. Rathnam and Smt. P. Lalitha – KitabMahal Distributors- New Delhi.

M.com II Year (IV Semester)
Paper XVI
MARKETING MANAGEMENT – II

Course Objectives:

1] To provide a sound understanding of the basic principles of Marketing Management and their applications in the business & industry.

2] To prepare students for NET/SET and Banking Exams.

Course Contents:

Unit I Marketing Segmentation

Meaning and concept of Market Segmentation, Bases for Market Segmentation, Benefits of Market Segmentation, Target Marketing, Positioning Strategy, Diversification Strategy.

Unit II Consumer Behavior

Meaning of Consumer Behavior, Need & Significance of Consumer Behavior, Factors affecting the Consumer Behaviour, Stages in Buying Decision Making Process, Organizational Consumers and their Buying Decision Making Process.

Unit III Customer Relationship Management

CRM Concept, Importance and Advantages of CRM, Strategic CRM tools and measures, Customer Relationship Management & Customer Retention ship Management in Retailing CRM to CRM.

Unit IV Marketing Research – I

Meaning of Marketing Research, Objectives and Importance of Marketing Research, Types of Marketing Research, Scope of Marketing Research, Process of Marketing Research.

Unit V Marketing Research – II

Marketing Research Designs, Data Collection – Data Availability and Collection Procedure Questionnaire Design, Scaling Techniques, Sampling Designs, Data Processing and Analysis, Report Preparation and Presentation.

Suggested Readings:

- 1] Philip Kotler, Marketing Management, Prentice Hall of India, New Delhi.
- 2] Philip Kotler, Principle of Marketing, Prentice Hall of India, New Delhi.
- 3] Sherlekar S.A., Marketing Management, Himalaya Publishing House, Mumbai.
- 4] Karunakaran K. Marketing Management, Himalaya Publishing House, Mumbai.
- 5] McCarthy J.E., Basic Marketing- A Managerial Approach, Tata McGraw Hill Publishers, New Delhi.

M.com II Year (IV Semester)

Paper XVI

BANKING AND FINANCIAL INSTITUTIONS – II

Objectives of Course:

- 1- To understand the structure and working of Banking & Financial Institutions India.
- 2- To prepare students for NET/SET and Banking Exams.

Course Contents

Unit I International Financial System

Meaning, Importance – Components of International Financial System – Financial function – the emerging challenges recent changes in Global Financial Markets, International Financial Transactions.

Unit II International Monetary Fund and World Bank.

Establishment – Objectives & Purpose – Accomplishments – Origins- Members & Administration – Areas of Activity- Financial Policies & Operations of IMF. World Bank – Functions – Financing pattern & its management – Economic Reform programme.

Unit III Non-Banking Financial Institutions:

Meaning and Role of Non-Banking Financial Institutions; RBI Provisions regarding Non-Banking Financial Institutions.

Unit IV Foreign Exchange Market

Concept of Foreign Exchange, Foreign Exchange Market & its components – Exchange Rate Determination & Forecasting – Long Run – Short Run and Forward Exchange Rate Theories - Foreign Exchange Management Act & Recent Developments.

Unit V International Financial Instruments

Currency and Interest Rate Futures – Options – Financial Swaps – GDRs, ADRs, IDRs, Balance of Payment – International Monetary System.

Suggested Readings:-

- 1] P.G. Apte – International Financial Management, Second Edition, Tata McGraw Hill Publishing Co. Ltd, New Delhi 1998.
- 2] A.K. Seth - International Financial Management, Galgotia Publishing C; New Delhi 2000
- 3] V.K. Avadhani – International Finance, Theory and practice – Himalaya Publications Co. Bombay, 1990
- 4] Sarkis J. Khoury – Recent Development in International Banking & Finance, Vol. VI Black Well Finance-1992.
- 5] K.P.M. Sundaram – Money Banking, Trade Finance, Sultan Chand and Sons.
- 6] Madhu Vij – International Financial Management, Excel Book, II edition

M.com II Year (IV Semester)

Paper XVI

HUMAN RESOURCE MANAGEMENT - II

Course objectives:-

Objective of the course is to provide a sound understanding of the advanced practices in HRM and to prepare the students enough capable to implement recent trends in HRM.

Course Input

Unit I E- Human Resource Management

Introduction, E-Business and Neural Networks, Aspects of E-Human Resource Management : E- Job Design and Analysis, E- HR Planning, E- Recruitment/ Applicant Tracking, E- Selection, E- Performance Management, E- Training and Development, E- Compensation Management, E-HR Records.

Unit II Career Planning and Development

Concept of career and career planning, career stages, succession planning, career planning process, Elements of career development programme, career development actions, Suggestions for effective career development.

Unit III Grievances and Discipline and Mentoring

Meaning of Grievance, Need for a Grievance procedure, Pre-Requisites of a Grievance procedure, Meaning of Discipline, causes of Indiscipline or misconduct, procedure of Disciplinary Action, Disciplinary Actions: Penalties and Punishment.

UnitIV Contemporary Issues in Human Resource Management

Employer's Brand: Need and Constituents, Implementing the HR matrix Management, Concept of Knowledge management and Knowledge management process.

UnitV Managing HR in Virtual Organization

Concept of Virtual organization, Features of Virtual organization, HRM in Virtual organization, Talent management concept & strategies for talent management, Need for work life balance, HR six Sigma process, Advantages of virtual organization.

Reference Books:-

- 1] Human Resource Management [Text and cases] – Dr. S.S. Khanka, S.Chand, New Delhi.
- 2] Human Resource Management – G.S. Sudha- Ramesh Book Depot, New Delhi
- 3] Human Resource Development & Management – A.M. Shaikh, S.Chand, New Delhi
- 4] A Text Book of Human Resource Management- C.B. Marmora, S.V. Gankar, Himalaya Publishing House.
- 5] Human Resource Management- Prof. Mrs. Anjali Ghanekar.

M.com II Year (IV Semester)
Paper XVI
INTERNATIONAL BUSINESS – II

Course Objective:

To familiarize the students with the environment in which foreign trade takes place and the institutions at international level.

Course Input :

Unit I *International Economic Institutions:*

International Monetary Fund, World Bank, International Development Agency, International Finance Corporation, Asian Development Bank, International Liquidity & SDRs.

Unit II World Trade Organization:

Introduction, General Agreement on Tariffs and Trade [GATT], Establishment of WTO Difference between GATT & WTO, Functions and policies – TRIPS & TRIMS, Anti-dumping Measures, India and WTO.

Unit III Trade Blocks & Regional Economic Co-operation:

Regional integration, its objectives & Types, South Asian Association for Regional Co-operation [SAARC], SAARC Preferential Trading Agreement [SAPTA], Association of South East Asian Nations [ASEAN], European Union [EU], North American Free Trade Agreement [NAFTA].

Unit IV Multinational Corporations:

Environment of a multinational firm, challenges of multinational firm, opportunities for a multinational firm, Development of international business, Factors leading to growth of international business.

Unit V Foreign Exchange Market:

Foreign Exchange Market participants, Factors affecting currency trading, trading in Foreign Exchange Markets, Structure of Foreign Exchange Markets, Procedure of currency trading, and Transaction in Foreign Exchange Markets.

References:

- 1] International Economics by D.M. Mithani, Himalaya Publishing House, Mumbai.
- 2] International Trade & Export Management by Francis Cherunilam, Himalaya Publishing House, Mumbai.
- 3] International Marketing Management by R.L. Varshney & B. Bhattacharyya, Sultan Chand & Sons, New Delhi.
- 4] International Business by P. Subba Rao, Himalaya Publishing House, Mumbai.
- 5] Nabhi's Exporters Manual & Documentation, Nabhi Publication, New Delhi.