

## **M.COM (COURSE)**

### **Proposed Ordinances for M.Com**

The examination for the degree of Master Of Commerce (M.Com) shall consist of M.Com (Previous) and M.Com (Final).

Candidates admitted to M.Com (Previous) will be examined annually in the following papers:

### **M.Com (Previous)**

- **Compulsory Papers**

M.C 1.1 Organization Theory & Behaviour

1.2 Managerial Economics

1.3 Business Environment

1.4 Quantitative Techniques and Research Methodology

- **Optional Papers**

Any two of the following papers

1.5 Financial Management

1.6 Marketing Management

1.7 Human Resource Management

Each Paper will carry 100 marks

### **M.Com (Final)**

Candidates admitted to M.Com (Final) will be examines in the following papers :

- **Compulsory Papers**

M.C 2.1 Accounting for Managerial decisions

2.2 Strategic Management

2.3 Viva-Voce

- **Optional Group** : Any one of the following groups

**Group A: Accounts and Finance**

MC. AF. 2.4 Paper I - Financial Markets and Institutions  
MC. AF. 2.5 Paper II - Corporate Tax Planning and Management  
MC. AF. 2.6 Paper III - Security Analysis and Portfolio Management

**Group B: Marketing**

MC. M. 2.4 Paper I – Advertising and Sales Management  
MC. M. 2.5 Paper II – Consumer Behaviour and Marketing Research  
MC. M. 2.6 Paper III – International Marketing

**Group C: Human Resource Management**

MC. HRM. 2.4 Paper I – Human Resource Development  
MC. HRM. 2.5 Paper II – Wage and Salary Administration  
MC. HRM. 2.6 Paper III – Labour Welfare and Salary Administration

**Group D: Computer Application**

MC. CA. 2.4 Paper I – Computer Application in Business  
MC. CA. 2.5 Paper II – Data Base Management System  
MC. CA. 2.6 Paper III – MIS and System Analysis

**Group E: Economic Administration**

MC. EA. 2.4 Paper I – Monetary Economics  
MC. EA. 2.5 Paper II – Economics of Industrial Growth  
MC. EA. 2.6 Paper III – Public Finance

Each Paper will carry 100 marks

## **M.Com (Previous)**

### **Compulsory Papers**

M.C 1.1 Organization Theory & Behavior

1.2 Managerial Economics

1.3 Business Environment

1.4 Quantitative Techniques and Research Methodology

### **Any two of the following papers**

1.5 Financial Management

1.6 Marketing Management

1.7 Human Resource Management

## **M.Com (Previous)**

### **M.C.1.1 Organization Theory and Behavior**

1. **Organizational Theory**: Evolution of Classical, Neo-Classical, System and Contingency theories of Organization, Informal Organization, Bureaucratic structure, Project and Matrix Organization.
2. **Organizational Behaviour**: Nature and Scope, Models of organizational behavior, significance of special, psychological and social factors for understanding organization behavior, significance of Culture to organizations.
3. **Individual Behaviour** : Personality, T.A, Perception and learning, Theoretical and Empirical foundations of Maslow, Herzberg, McGregor, Likert, Vroom, McClelland, Porter and Lawler, Chris Argyris and Adams Models of Motivation.
4. **Group Dynamics**: Leadership-Theories and styles, Small group and inter-group behavior, Management of Conflicts, Morale and Productivity.
5. **Change Management** : Organizational Change, Adaptation, growth and Development : Organizational Effectiveness – Various approaches to O.E, Q.W.L, Power and Politics in organization.

### **References:**

1. Rao VSP & Narayana P.S      Organization Theory & Behaviour
2. Aswathapa K                      Organizational Behaviour Text & Cases
3. Newstrom Joh & Keith Davis      Organizational Behaviour – Human Behaviour at work
4. Robin Stephen P.                      Organizational Behaviour – Concepts, Controversies, Applications.
5. Reviewed R.S.                        Human Relations and Organizational Behaviour
6. Prasad L.M.                              Organizational Behaviour

### **M.C.1.2 MANAGERIAL ECONOMICS**

1. **Nature and Scope of Managerial Economics**: Objective of a firm, Economic Theory and managerial theory, Managerial Economist's role and responsibilities; fundamental economic concepts – incremental principle, opportunity cost principle, discounting principle, equi-marginal principle.
2. **Demand Analysis**: Individual and market demand functions: Law of demand, determinants of demand: Elasticity of demand – its meaning and importance, Price elasticity, Income Elasticity and Cross Elasticity; using elasticity in managerial decisions. Cardinal utility approach, Indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.
3. **Production Theory** : Production function – with one and two variable inputs ; Stages of production ; Economies of scale; Estimation of production function; Cost theory and estimation; Economic value analysis; Short and long run cost functions – their nature, shape and inter-relationship; Law of variable proportions; Laws of returns to scale.
4. **Price Determination under Different Market Conditions**: Characteristics of different market structures; Price determination and firm's equilibrium in short – run and long under perfect competition, monopolistic competition, oligopoly and monopoly. Price discrimination, International price discrimination, dumping; Transfer pricing.
5. **Business Cycles** : Nature and phases of a business cycle; Theories of business cycles- psychological, profit, monetary, innovation, cobweb, Samuelson and Hicks Theories, Inflation; Definition, characteristics and types; Inflation in terms of demand – pull and cost-push factors; Effects of inflation.

### **References**

1. Baumol, Willam J : Economic Theory and Operations Analysis, Prentice Hall, London.
2. Baya, Micheal R : Managerial Economics and Business Strategy, McGraw Hill inc. New York.
3. Chopra, O.P : Managerial Economics, Tata McGraw Hill Inc, Delhi.
4. Dean,Joel : Managerial Economics, Prentice Hall, Delhi.

5. Dholakia R.H. and A.L Oza : Micro Economics for Management Students, Oxford University Press, New Delhi.
6. Eaton, B.Curtis and Diane Faton : Micro Economics, Prentice Hall, New Jersey.
7. Gough, J. and S. Hills : Fundamentals of Managerial Economics, MacMillan, London.
8. Haynes, W.W.V.L Mote and S. Paul: Managerial Economic Analysis and Cases, Prentice Hall India, Delhi.
9. Peterson, H. Craig and W.Cris Lewis: Managerial Economics, Prentice Hall Delhi.
10. Salvatore, Dominick: Managerial Economics in a Global Economy, McGraw Hill, New York.
11. Varian, H.R: International Microeconomics: A modern approach, east West Press, New Delhi.
12. Varshney R.L and Maheshwari K.L : Managerial Economics, Sultan Chand and Sons, New Delhi.
13. Devedi DN : Managerial Economics, Vikas Publishing House, New Delhi.
14. Adhikary M. : Business Economics, Excel Books, New Delhi.

### **M.C 1.3 BUSINESS ENVIRONMENT**

1. **Theoretical Framework of Business Environment**: Concept, significance and nature of Business environment, Elements of environment – internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.
2. **Economic Environment of Business**: Significance and elements of economic environment; Economic systems and business environment; Economic Planning in India; Government Policies- Industrial policy, Fiscal policy, Monetary policy, Exim Policy, Public Sector and Economic Development; economic reforms.
3. **Political and Legal Environment of Business** : Critical elements of political environment; Government and Business; Changing dimensions of legal environment in India; FEMA, Restrictive and Unfair trade Practices and Legal Provisions relating to them.
4. **Socio-Cultural Environment**: Critical elements of socio-cultural environment; Social institutions and systems; Social values and attitudes; Social groups; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Social responsibility of business; Consumerism in India.
5. **International and Technological Environment** : Multinational corporations; Strategic Alliances And Indian business; International Economic Institutions – WTO, World Bank, IMF and their Importance to India; Technological environment in India; Choice of Technology, Technology Transfer, Patent laws.

#### **Reference:**

1. Adhikary, M : Economic Environment of Business, Sultan Chand & Sons, New Delhi
2. Ahluwalia, I.J : Industrial Growth in India, Oxford University Press, Delhi
3. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Publications, New Delhi
4. Ashwathapa K : Legal Environment of Business, Himalaya Publication, Delhi
5. Chakravarty, S : Development Planning, Oxford University Press, Delhi
6. Ghosh, B : Economic environment of Business, Vikas Publication, New Delhi
7. Govt Of India: Economic Survey, Various issues
8. Raj Agrawal and Parag Diwan, Business Environment : Excel Books, New Delhi
9. Ramaswamy, V.S and Nama Kumari : Strategic Planning for Corporate Success, McMillan, New Delhi
10. Sengupta, N.K : Government and Business in India, Vikas Publication, New Delhi

### **M.C.1.4 Quantitative Techniques and Research Methodology**

1. **Association of Attributes** – Rules, Coefficient of association, Test of consistency of data, Chi-square Test.
2. **Probability** – Basic concepts, types of events, rules of addition and multiplication, Bayes Theorem, Theoretical Frequency Distribution, Binomial, Poisson and Normal.
3. **Theory of Sampling** – Types of sampling, Standard error, Type I and II error, One tailed and Two tailed test. Level of significance, Null and Alternate hypotheses, significance test of sampling of attributes, Sampling of Variables- large and small samples, Analysis of Variance.
4. **Research Methodology** – Identification of Research Problem, Formulation of hypotheses, Characteristics of Socio-economic research, Research procedure, Types of Research Design.
5. **Information need** – Types of data and methods of their collection, Questionnaire and Schedule designing, Editing, Classification and Tabulation of data, Interpretation and analysis of data, Presentation of Research Report.

### **References:**

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| 1. Quantitative Techniques :           | C. R Kothari                |
| 2. Statistics for Management :         | Levin R.I and Rubin D.S     |
| 3. Foundations of Behavioural Research | Kerlinger F.N               |
| 4. Business Statistics                 | S.P Gupta and M.P Gupta     |
| 5. Fundamentals of Statistics          | Ethance D.N                 |
| 6. Statistics                          | B.N. Gupta                  |
| 7. Statistics, Theory and Practice     | M.C. Shukla and S.S Gulshan |



## **M.C 1.5 FINANCIAL MANAGEMENT**

1. **Financial Management**: Meaning, nature and scope of finance; financial goal – profit vs. wealth maximization; Finance functions – investment, financing and dividend decisions.
2. **Financing Decisions**: Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted); Cost of equity and CAPM. **Operating and Financial Leverage**: measurement of leverages; effects of operating and financial leverage on profit; analyzing alternate financial plans; combined financial and operating leverage. **Capital Structure Theories**: Traditional and M.M hypotheses – without taxes and with taxes; Determining capital structure in practice.
3. **Capital Budgeting Decisions** : nature of investment decisions; Investment evaluation criteria – net present value, internal rate of return, profitability index, payback period, accounting rate of return; NPV and IRR comparison; Capital rationing; Risk analysis in Capital budgeting.
4. **Working Capital Decisions** : Meaning, significance and types of working capital; calculating operating cycle period and estimation of working capital requirements; financing of working capital and norms of bank finance; sources of working capital; factoring services; various committee reports on bank finance; management of cash, receivables and inventory.
5. **Dividend Decisions** : Issues in dividend decisions, Walter’s model, Gordon’s model, MM hypotheses, dividend, dividend and uncertainty; relevance of dividend; dividend policy in practice; Forms of dividends Stability in dividend policy’ Corporate dividend behavior.

### **References**

1. Bhattacharya, Hrishikes : Working Capital Management; Strategies and techniques, Prentice Hall, New Delhi, Brealey, Richard A and Steward
2. C, Myers : Corporate Finance, McGraw Hill, Int, Ed, New York
3. Chandra, Prasanna : Financial Management, Tata McGraw Hill, Delhi
4. Hampton, John : Financial Decision Making, Prentice Hall, Delhi
5. Pandey, I.M : Financial Management, Vikas Publishing House, Delhi
6. Van Horne, James C: Financial Management and Policy, Prentice Hall, Delhi
7. Pinches, George E: Essentials of Financial Management, Harper and Row, New York

8. Khan, M.Y : Jain P.K : Financial Management; Tata McGraw Hill, New Delhi
9. Archer, Stephen, H. Chaote G Marc, Racette, George : Financial Management, John Wiley, New York
10. Block, Stanley B, Geoffrey A Hilt : Foundations of Financial Management, Richard D. Irwin, Homewood, Illinios.

### **M.C.1.6 MARKETING MANAGEMENT**

1. **Introduction**: Concept, Nature, scope and importance of marketing; marketing concepts and its evolution; marketing mix; strategic marketing planning- an overview. Marketing environment - macro and micro components and their impact on marketing decisions; market segmentation and positioning.
2. **Buyer Behaviour**: Consumer versus organizational buyers; consumer decision making process. Meaning and scope of marketing research; Marketing research process.
3. **Product and Pricing Decisions** : Concept of a product; classification of products; major product decisions; product line and product mix; Branding; Packaging and Labeling; Product life cycle – strategic implications; New product development and consumer adaptation process. Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.
4. **Promotion decisions and logistics management** : Nature, functions and types of distribution channels; distribution channel intermediaries; Channel management decisions; retailing and wholesaling, Promotion mix- advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection, Advertising effectiveness; Sales Promotion – tools and techniques.
5. **Issues and Developments in Marketing**: Social, ethical and legal aspects of marketing; marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments in marketing.

#### **References**

1. Kotler, Philip and Gary Armstrong : Principles of Marketing, Prentice Hall, New Delhi
2. Kotler, Philip : Marketing Management – Analysis, Planning, Implementation and Control, Prentice Hall, New Delhi
3. Majumdar, Ramanuj : Product Management in India, Prentice Hall, Prentice Hall, New Delhi
4. Mc Carthy, E. Jenome and William D, Perreault Jr: Basic Marketing : Managerial Approach, Richard D. Irwin, Homewood, Illinois

5. Ramaswamy, V.S. and Namakumari, S : Marketing Management. MacMillan India, New Delhi
6. Srinivasan R : Case Studies in Marketing : The Indian Context, Prentice Hall, New Delhi
7. Stanton, William J. and Charles Futrell: Fundamentals of Marketing; McGraw Hill Publishing Co. New York.
8. Still, Richard R, Edward W, Cundiff and Noman A.P.Govont Sales Management: Decisions, Strategies and Cases, Prentice Hall, New Delhi

## M.C 1.7 HUMAN RESOURCE MANAGEMENT

1. **Human Resource Management**: Concept, nature, scope, functions and significance of HRM, organization and structure of Personnel Department, Role and status accorded to Personnel Department. Professionalization of HRM in India. Dimensions of HRM policies, Present status of HRM in India.
2. **Procurement of Personnel** :  
  
**Manpower Planning**: Determination of the quality and quantity of personnel, Job-Analysis, Job-Description and Job-Specification.  
**Recruitment**: Sources of recruitment and their evaluation.  
**Selection**: Selection techniques, Induction and Placement, Promotion, Transfers, Demotion and Discharge
3. **Training and Development**: Nature, Objectives, Significance and principles. Determination of training needs, methods of training and development and their evaluation. **Performance Management**: Nature, Objectives and methods of Performance Appraisal, Errors in Performance Appraisal, Potential Appraisal.
4. **Compensation and Remuneration**: Significance of wage and salary administration, Factors determining wage levels. Job-evaluation, objectives, methods, determination of wage-structure, methods of wage- payment including incentive plans. Employee benefits and services. Financial and Non-financial benefits.
5. **Job Satisfaction and Discipline**: Factors relating to job-satisfaction, importance, measures to increase it. Employee Morale Development theory and policy factors, measurement of morale. Disciplinary problems, causes of indiscipline, disciplinary action and its procedure, McGregor's "Hot Stove Rule".

### **References**

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|---------------------------|---|
| Edwin B Flippo            | Personnel Management  |
| Pourl Pigors and A Mayers | Personnel Administration: A point of method<br>Personnel Management |