SCHEME AND COURSES OF READING FOR MASTER OF COMMERCE
(M.COM) UNDER SEMESTER SYSTEM W.E.F 2018-19

COURSE STRUCTURE
Note: There will be nine(9) questions in all. The first question is compulsory and consist of ten (10) short questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.
For students of correspondence courses, the paper will be of 100 marks spread as 20 marks including the compulsory question.

M.Com 1st Semester

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Ext.</th>
<th>Int.</th>
<th>Total Marks</th>
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<tbody>
<tr>
<td>MC 1.1</td>
<td>Management &amp; Organizational Behaviour</td>
<td>80</td>
<td>20</td>
<td>100</td>
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<tr>
<td>MC 1.2</td>
<td>Business Environment</td>
<td>80</td>
<td>20</td>
<td>100</td>
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<tr>
<td>MC 1.3</td>
<td>Managerial Economics</td>
<td>80</td>
<td>20</td>
<td>100</td>
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<tr>
<td>MC 1.4</td>
<td>Statistical Analysis for Decision Making</td>
<td>80</td>
<td>20</td>
<td>100</td>
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<tr>
<td>MC 1.5</td>
<td>Taxation Practices and Administration</td>
<td>80</td>
<td>20</td>
<td>100</td>
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Industry cum Educational tour (Compulsory for regular students)

M.Com 2nd Semester

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>MC 2.1</td>
<td>Corporate Financial Accounting</td>
<td>80</td>
<td>20</td>
<td>100</td>
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<tr>
<td>MC 2.2</td>
<td>Financial Management</td>
<td>80</td>
<td>20</td>
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<td>MC 2.3</td>
<td>Human Resource Management</td>
<td>80</td>
<td>20</td>
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<tr>
<td>MC 2.4</td>
<td>Marketing Management</td>
<td>80</td>
<td>20</td>
<td>100</td>
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<tr>
<td>MC 2.5</td>
<td>Financial Institution and Markets</td>
<td>80</td>
<td>20</td>
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M.Com 3rd Semester

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<tbody>
<tr>
<td>MC 3.1</td>
<td>Computer Application in Business</td>
<td>80</td>
<td>20</td>
<td>100</td>
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<tr>
<td>MC 3.2</td>
<td>Advanced Cost Accounting</td>
<td>80</td>
<td>20</td>
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<tr>
<td>MC 3.3</td>
<td>Corporate Legal Framework</td>
<td>80</td>
<td>20</td>
<td>100</td>
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<td>MC 3.4</td>
<td>Strategic Management</td>
<td>80</td>
<td>20</td>
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<td>MC 3.5</td>
<td>Research Methodology</td>
<td>80</td>
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M.Com 4th Semester

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<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Ext.</th>
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<th>Total Marks</th>
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<tr>
<td>MC 4.1</td>
<td>Advanced Financial Management</td>
<td>80</td>
<td>20</td>
<td>100</td>
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<tr>
<td>MC 4.2</td>
<td>Security Analysis and Portfolio Management</td>
<td>80</td>
<td>20</td>
<td>100</td>
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<tr>
<td>MC 4.3</td>
<td>Project Planning and Control</td>
<td>80</td>
<td>20</td>
<td>100</td>
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<tr>
<td>MC 4.4</td>
<td>Accounting for Managerial Decision</td>
<td>80</td>
<td>20</td>
<td>100</td>
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<tr>
<td>MC 4.5</td>
<td>E-Commerce</td>
<td>80</td>
<td>20</td>
<td>100</td>
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<tr>
<td>MC 4.6</td>
<td>Project Report and Viva-voce*/Corporate Governance and Business Ethics**</td>
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Note: There will be nine (9) questions in all. The first question is compulsory and will consist of ten (10) short questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

For students of correspondence courses, the paper will be of 100 marks spread as 20 marks of each question including the compulsory question.

Course Contents

Unit I

Unit II

Unit III
Controlling Behaviour; Need for Control, Behaviour Implications of Control, Leadership- Theories of Leadership, Leadership Styles, Qualities of Effective Leader and Leadership Styles in Indian Organizations. Communication; Communication Process, Communication Media, Effective Communication and Barriers in Communication. Organizational Climate; Concept, Factors, Impact of Organizational Climate and Participation & Organizational Climate.

Unit IV

References:
MC 1.2 BUSINESS ENVIRONMENT

Max Marks 80
Internal Assessment 20

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For students of correspondence courses, the paper will be of 100 marks spread as 20 marks of each question including the compulsory question.

**Course Contents**

**Unit I**
Business Environment; Nature and Importance, Interaction Matrix of different Environment Factors, Environmental Scanning, Economic Planning in India, Objectives, Strategies and Problems of Economic Planning, Privatization, Globalization, Disinvestment in Public Sector Units, NITI Ayog,

**Unit-II**
Fiscal Policy, Monetary Policy, Industrial Policy, Industrial Licensing Policy, Foreign Trade Policy.

**Unit-III**

**Unit-IV**
Regulatory framework of WTO, its Basic Principles and Charter, Provisions relating to Preferential Treatment to Developing Countries, Regional Groupings, Anti-dumping Duties and other NTBs.

**References:**
3. Economic survey – Various issues, Govt. of India, Ministry of Finance.
Note: There will be nine(9) questions in all. The first question is compulsory and consists of ten (10) short questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

For students of correspondence courses, the paper will be of 100 marks spread as 20 marks including the compulsory question.

Course Contents

Unit-I
OBJECTIVE OF BUSINESS:-
Objective of a firm in microeconomics: Traditional profit maximization objective; sales revenue and growth rate maximization objectives. Objectives of business as perceived in business management.
DEMAND ANALYSIS:- Individual and market demand functions; law of demand; price elasticity of demand; its meaning and degrees; determinants of price elasticity; concept of cross elasticity. Demand curve facing a firm; total; marginal and average revenue.

Unit-II
COST FUNCTIONS:- Short run cost functions; their nature, shape and interrelationship; law of variable proportions. Long run cost functions; LRAC and LRMC- their nature and shape; law of returns to scale.
PRICE INPUT-OUTPUT DECISIONS:- The normal and supernormal profits; the distinction between short and long term price output decisions; the profit maximization objective and conditions of firms short and long run equilibrium.
PRICE DETERMINATION UNDER 4 DIFFERENT MARKET CONDITIONS :- Characteristics of different market structures; price determination and firms equilibrium under perfect competition, monopolistic competition and monopoly- short and long run.

Unit-III
ECONOMIC FORECASTING AND PLANNING:- Need and methods of economic forecasting for national planning. Economic forecasting and planning of business; need and methods.

Unit-IV
INFLATION:- Definition, characteristics and types. Explanation of inflation in terms of demand-pull and cost-push factors. Effects of inflation.
MONETARY AND FISCAL POLICIES:- Need for stabilization policies. Monetary policy; meaning, objectives, instruments, transmission mechanism and limitations in operational mechanism, effectiveness and limitation.

References:
1. T.R Jain , Dr. O.P Khanna  V K Publications.
5. Elmer G. Wiens The Public Firm with Managerial Incentives
Note: There will be nine(9) questions in all. The first question is compulsory and consist of ten (10) short questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

For students of correspondence courses, the paper will be of 100 marks spread as 20 marks including the compulsory question.

Course Contents

Unit-I
Measurements of central tendency, dispersion, skewness and kurtosis.

Unit-II
Regression analysis and correlation analysis (Two variables only).
Index Numbers: Meaning, construction of index numbers, problem in the construction of index numbers, Price, Quantity and Value Indices.

Unit-III

Unit-IV
Statistical Inferences; Testing of Hypotheses and Estimation, Sampling Distributions and Procedure of Testing Hypotheses
Hypothesis Testing: Large and small sample tests (Z test, T test, F test)
Non Parametric Test: Chi-square, Run test, Sign test, Median test, Rank Correlation test, Kruskal- Wallis Test

References:

MC 1.5 TAXATION PRACTICES AND ADMINISTRATION

Max Marks  80
Internal Assessment  20

Note: There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.
For students of Correspondence courses, the paper will be of 100 marks spread as 20 marks including the compulsory question.

COURSE CONTENTS:

Unit I
Taxation; Concept, meaning and types of Tax. Distinction between Direct Tax and Indirect Tax.


GST-Concept, types, Slabs of tax, administrative procedure with regard to GST and Mechanism of GST

Unit II
Income from Salary, House Property and Profits and Gains from Business or Profession.

Unit III
Capital Gain and Income from Other Sources, Aggregation of Income, Set-off and Carry Forward of Losses, Tax deductions or collection at Source. Advance payment of tax.

Unit IV

References:

Note: There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.
For students of Correspondence courses, the paper will be of 100 marks spread as 20 marks including the compulsory question.

Course Contents:
Unit I
Accounting for issue, forfeiture and re-issue of shares. Accounting for issue and redemption of debentures.

Unit II
Final Accounts of Companies and Insurance Company Accounts.

Unit III
Accounting issues related to Amalgamation in the nature of merger and purchase and Reconstruction of Companies. Accounts related to Liquidation Of Companies.

Unit IV
Accounting for Holding and Subsidiary Companies. Royalty Account.

References
Monga, J.R: Advanced Financial Accounting, Mayoor Paperbacks, Noida
MC 2.2 FINANCIAL MANAGEMENT

Note: There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

For students of Correspondence courses, the paper will be of 100 marks spread as 20 marks including the compulsory question.

Course Contents

Unit I

Financial Planning and Forecasting: Need & importance of financial Planning; tools of financial planning, financial Planning process, Drafting a financial plan; Financial forecasting; meaning, benefits and techniques of financial forecasting; Sources of finance.

Unit II

Leverages; Financial, Operating and composite leverages. EBIT-EPS Analysis.

Cost of Capital: Significance, computation of cost of capital including cost of debt, cost of equity capital, cost of retained earnings, weighted cost of capital, CAPM, problems in computation of cost of capital.

Unit III
Dividend Policy; Origin of the Dividend Policy, theories of dividend policy.

Capital Budgeting Decisions: Nature & importance, facts influencing capital expenditure decisions, capital budgeting process, Evaluation criteria and risk analysis, capital expenditure control.

Unit IV

REFERENCES

MC 2.3: HUMAN RESOURCE MANAGEMENT

Max Marks: 80
Internal Assessment: 20

Note: There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

For students of Correspondence courses, the paper will be of 100 marks spread as 20 marks including the compulsory question.

Course Contents:
Unit-I
Recruitment: sources, concept and objectives, Selection: concept, Procedure and cost benefit analysis of selection, Induction, career planning, bases of promotion, Transfer, Separations, Outplacement and Outsourcing HR.
Emerging trends of HRM in globalized economy and cross cultural environment.

Unit –II

Unit-III

Unit-IV
Workers’ Participation in Management, Collective Bargaining, Dispute Settlement System including Arbitration, Conciliation and Adjudication.
Employees Compensation: Regulatory provisions, Regulatory provisions for settlement of disputes.

Recommended Books:
4. HRM Text & Cases, Aswathappa, TMH
5. HRM, Snell, Bohlander, Vohra; Cengage
6. Managing Human Resources, Gomez, Balkin, Cardy, PHI
9. HRM a case study approach, Muller Camen, Jaico
MC 2.4 MARKETING MANAGEMENT

Note: There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

For students of Correspondence courses, the paper will be of 100 marks spread as 20 marks including the compulsory question.

COURSE CONTENTS

UNIT I
The concept, nature, scope and importance of marketing:
Marketing management and its evolution; Marketing environment; Strategic marketing planning; marketing segmentation; Buyer behavior; consumer versus organizational buyers; consumer decision-making process.

UNIT II

UNIT III
Distribution Channels and physical Distribution Decision: Nature of distribution channel, function of distribution, middlemen. Channel management decision; Retailing and wholesaling. Logistics of distribution.

UNIT IV
Promotion Decision: Communication process, promotion mix, advertising, personal selling, publicity and public relations. Marketing organization and control. Social, Ethical and legal Aspects of marketing in India.

References:
1. Kotler, Philip, Marketing, Management; Prentice Hall Of India, New Delhi.
3. Mc caethy, E.jenome and basic marketing; MANAGERIAL Approach Willian D. PERREAULTS JR. Richard Irwin, home woodlle.
4. Cundiff and still, fundamental of modern marketing; prentice hall of India, New Delhi.
5. Mentza, john T. and marketing today, Haecourt, Braco, David j. schwatz govanavuiel, New York.
MC 2.5: FINANCIAL INSTITUTIONS & MARKETS

Max Marks 80
Internal Assessment 20

Note: There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

For students of Correspondence courses, the paper will be of 100 marks spread as 20 marks including the compulsory question.

COURSE CONTENTS

Unit I

FINANCIAL MARKETS: Money and capital markets. Money market Instruments: Call money, treasury bills, certificates of deposits, commercial bills, trade bills, etc. Capital market: Government securities market, Industrial security market, Role of SEBI – and overview; Recent developments National Depository Securities Ltd. (NDSL), Market-Makers.

Unit II
MONEY MARKET INSTITUTIONS: Central bank: Functions and its role in money creation, Commercial banks; Present structure. Introduction to International and Multinational banking.
NON-BANKING INSTITUTIONS: Concept, role of financial institutions, sources of funds, Functions and types of non-banking financial institutions.

Unit III
MUTUAL FUNDS: The evaluation of mutual funds, regulation of mutual funds (with special reference to SEBI guidelines), Performance evaluation, Design and marketing of mutual funds scheme; Latest mutual fund schemes in India – an overview. Evaluating of mutual funds.

MERCHANT BANKING: Concept, function, growth, government policy regarding Merchant banking business and future of merchant banking in India.

Unit IV
Changing Role of Financial Institutions: Role of banking, financial sector reforms, financial and promotional role of financial institutions, universal banking: concept and consequences.

References:
Auerbach, Robert D, Money, Banking and Financial Markets; Macmillan Publishing Co; New York and Collier MacMillan Publisher; London.
Avadhani, V.A., Investment and Securities Market in India; Himalaya Publishing House; Bombay…
MC 3.1 COMPUTER APPLICATIONS IN BUSINESS

Max Marks 80
Internal Assessment 20

Note: There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

For students of Correspondence courses, the paper will be of 100 marks spread as 20 marks including the compulsory question.

COURSE CONTENTS

Unit I
Modern Information Technology: Basic idea of Local Area Networks (LAN), Wide Net Works (WAN), E-mail, internet, Multimedia.
Introduction to Windows: Write, Paintbrush, File Manager, Print Manager, Control Panel etc.

Unit II
Introduction and working with MS-Word in MS-OFFICE: Word basics Commands, Formatting; Text and documents; Sorting, Working with graphics; Introduction to mail-merge.
Working with EXCEL: Excel basics; formatting, functions, chart feature; Working with graphics in Excel, Using worksheets as databases.

Unit III
Presentation with Power – Point: Power point basics; Creating presentations the easy way; Working with graphics in Power-Point; Show time;
Introduction to Lotus smart suite for Data Sheet Analysis.
Spreadsheets and their uses in business.

Unit IV
Introduction to Tally: Maintenance of Accounting books along with financial statement analysis.
Statistical Packages Useful in Business: Usage of statistical packages for analysis (as per availability)

References:
Dienes, Sheilla s., Microsoft office, Professional for windows 95;
Instant Reference; BPB Publication.
Peter Norton, Working with IBM-PC
MC 3.2 ADVANCED COST ACCOUNTING

Max Marks 80
Internal Assessment 20

Note: There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.
For students of Correspondence courses, the paper will be of 100 marks spread as 20 marks including the compulsory question.

COURSE CONTENTS:

UNIT-I
Nature and Scope of Cost Accounting; Introduction, meaning of cost accounting, scope of cost accounting, objectives of cost accounting, advantages of cost accounting, financial accounting v/s. cost accounting, limitations of cost accounting, general principles of cost accounting, cost system-characteristics of an ideal cost system, installations of a cost system
Cost Terms and Purposes; Cost in general, cost objectives, cost system, cost behaviour pattern, variable cost and fixed cost, shut down cost, average cost, total cost, product cost, period cost, inventoriable cost, fringe cost. Classification of cost; Preparation of Statement of Cost, Collection of cost for Tenders or Quotations.

UNIT-II
Inventory Planning, Control and Costing: Techniques of Inventory Control; Level Setting, Economic Order Quantity, Just-in-Time Inventory System, ABC Analysis, VED Analysis and Perpetual Inventory System. Methods of Valuing Material Issues.
Accounting for Pay-Roll: Methods of Wage Payment and Incentive Plans.
Overheads Allocation, Apportionment, Re-apportionment and Absorption.

UNIT-III
Reconciliation of Cost and Financial Accounts; Need for Reconciliation, Reasons for disagreement between the profits disclosed by financial accounts and cost accounts.

UNIT-IV
Service or Operating Costing; Transport Costing, Hospital Costing, Hotel Costing and Power House Costing.
Contract Costing; Recording of Cost value and profit of contract.

References:
MC 3.3 CORPORATE LEGAL FRAME WORK

Max Marks 80
Internal Assessment 20

Note: There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

For students of Correspondence courses, the paper will be of 100 marks spread as 20 marks including the compulsory question.

Course Contents
Unit I
Company Law: Salient Features of Companies, Classification and Formation of Companies, Memorandum and Articles of Association, Doctrine of Indoor Management. Shares, transfer and transmission of shares.

Unit-II
Special Provisions under Companies Act 2013 regarding National Company Law Tribunal, Appealate National Company Law Tribunal, Different forms of Companies including OPC, Corporate Social Responsibility , Companies Arrangements and Amalgamation, restructuring and liquidation.

Unit-III
Appointment of Directors, Meetings of Directors & Shareholders of Companies, Overview of different modes of winding up of Companies.

Unit-IV

References:

1. Business and Corporate Law, Saravanavel and Mohapatra, HPH
4. Legal Aspects of Business , Pathak, TMH
Note: There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.
For students of Correspondence courses, the paper will be of 100 marks spread as 20 marks including the compulsory question.

Course Contents

UNIT-I
Exploring Strategic Management; strategy and strategic management, Strategic management: awareness and change, E-V-R Congruence, The strategy process and strategic management in practice.
The Organizational Mission and Objectives: Vision, Mission and Objectives. Social Responsibility of Business and ethics.

UNIT-II
Competitive advantage through products, processes and service: the organisation ‘s value chain, The value chain and competitive advantage marketing strategy, Research and development, innovation and new products, speed and competitive advantage operations management, Service, not-for-profit and small businesses, supply chain architecture, Service and total quality management. Competitive advantage through people: human resource strategy, managing human resources, management and leadership.

UNIT-III
Strategic alternatives and market entry strategies: disinvestment strategies, strategic means, international strategies and selection of strategies.

UNIT-IV
Strategic evaluation and choice: corporate strategy evaluation, criteria for effective strategies, judgment. Interlude strategy implementation: strategy structure or structure strategy, implementation and change, problems of successful implementation, successful implementation. Issues in organizational structure: structural forms, structure: determinants and design, business process re-engineering. Corporate strategy and corporate
management style: styles of corporate management, strategic management at the corporate level, the role of general managers, organizations in the late 1990s.

Issues in strategic resource management: corporate resource planning, functional planning, policies, procedures, plans and budgets, crisis avoidance and management. Issues in strategic change management: issues in the management of change, strategies for implementation and change, power and politics.

References:
Note: There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

For students of Correspondence courses, the paper will be of 100 marks spread as 20 marks including the compulsory question.

Course Contents:
Unit I: Introduction of Research: Meaning, characteristics, objectives, nature, scope, significance, limitations, role of research in decisions making, types, criteria of good research and ethics in research; The research process -- steps in research process; Defining the research problem—problem defining process, consideration in selecting a research problem; Research design—definition, Types, components and significance.

Unit II: Data collection and processing: Meaning of data, types of data; secondary data--advantages, disadvantages, criteria for evaluating secondary data, secondary in Indian context; Primary data—meaning, methods of collection of primary data- survey, observation, case study and experiment; Questionnaire—types, guidelines for preparing questionnaire, steps in designing the questionnaire, essential of good questionnaire and difference between schedule and questionnaire; Processing of data—editing, coding, classification, tabulation, and presentation by way of diagrams and graphs.

Unit III: Sampling and Attitude measurement: Sampling—meaning of sampling, census Vs sampling; Sampling merits, demerits and suitability of census method; Principles of sampling, merits, demerits, Characteristics of good sampling, key term in sampling, methods of sampling—probability and non-probability, determination of sample size, sampling errors and non-sampling errors: Concept of attitude, measurement and scaling; Types of scales-nominal, ordinal, interval and ratio scales, various types of scaling techniques, reliability and validity of scales.

Unit IV: Hypothesis, Data analysis and Report writing: Hypothesis- meaning, characteristic, sources, hypothesis testing procedure, Type-I and Type- II errors, Application of mean, dispersion, skewness, kurtosis, Correlation and regression in research; Application of Z-test, t-test, F-test, Chi-square test and ANOVA; Introduction to SPSS-- data entry and descriptive statistics, Report writing; Significance of Report-Writing; Steps in Report Writing, Layout of the Research Report; Types of Report, Mechanics of Writing a Research Report; Precautions for writing Research Report.

Books Recommended:

- Business Research Methods, Cooper, Schindler, TMH
- Research Methodology, C.R. Kothari, Newage Publication
- Research Methodology for Management with SPSS, Majhi & Khatua, HPH
- Management Research Methodology, Krishnaswamy, Sirakumar, Pearson
- Research Methodology, Zeikmund, Cengage
- Research Methodology, Paneer Selvam, PHI
- Research Methodology, Prasanta Sarangi, Taxmann
- A Text Book of Research Methodology, AKPC Swain, Kalyani
- Research Methodology, Das, Vrinda

Business Research Methods – Alan Bryman & Emma Bell, Oxford University Press.
Research Methodology – C.R.Kothari
MC 4.1 ADVANCED FINANCIAL MANAGEMENT
Max Marks 80
Internal Assessment 20

Note: There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

For students of Correspondence courses, the paper will be of 100 marks spread as 20 marks including the compulsory question.

Course Contents:

Unit-I
Financial Management; Scope and objective, Time value of money, Risk and return (including Capital Asset Pricing Model), Valuation of securities – Bonds and Equities. Leverage: Operating, financial & combined leverage, EBIT-EPS analysis.

Unit-II
Cost of Capital and Financing Decision: Sources of long-term financing Estimation of components of cost of capital. Methods for Calculating cost of equity capital, Cost of Retained Earnings, Cost of Debt and Cost of Preference Capital, Weighted Average cost of capital (WACC) and Marginal cost of capital.

Unit-III
Mergers & Takeover: Types & objectives, legal and procedural aspect of mergers and takeover process, valuation & financing of mergers & acquisitions, post merger-problems & reorganization, taxation and financial aspects of mergers, takeover Overview of mergers & takeover in India.
The Capital Budgeting Process, Cash flow Estimation, Payback Period Method, Accounting Rate of Return, Net Present Value (NPV), Net Terminal Value, Internal Rate of Return (IRR), Profitability Index, Capital budgeting under Risk – Certainty Equivalent Approach and Risk- Adjusted Discount Rate.

Unit-IV

References:
MC 4.2 SECURITY ANALYSIS & PORTFOLIO MANAGEMENT

Max Marks 80
Internal Assessment 20

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For students of Correspondence courses, the paper will be of 100 marks spread as 20 marks including the compulsory question.

Course Contents

Unit I


PORTFOLIO PERFORMANCE EVALUATION: Measure of return, risk adjusted measures of return, market timing, evaluation criteria and procedures. Investment policies of Individuals, Tax saving schemes in India.

Unit II

Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis.

Unit III

SINGLE INDEX MODEL OR MARKET MODEL: Portfolio total risk, portfolio market risk and unique risk, Simple Sharpe’s optimisation solution.

Unit IV

CAPITAL MARKET THEORY: Capital market line, security market line, risk free lending and borrowings.

FACTOR MODELS: Arbitrage pricing theory, two factor and multi-factor models, Principle of arbitrage, arbitrage portfolios.

SUGGESTED READINGS:

MC 4.3 PROJECT PLANNING & CONTROL

Max Marks 80
Internal Assessment 20

Note: There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.
For students of Correspondence courses, the paper will be of 100 marks spread as 20 marks including the compulsory question.

Course Contents

Unit I
Identification of Investment Opportunities; Project ideas generation and screening,
Phases in Project Management, Project feasibility study, Appraisal Criteria and Process: Methods of appraisal under
uncertainty, uncertainty and risk;

Unit II
Market and Demand Analysis: Sources of information- primary and secondary; Demand forecasting and market
planning;
Technical Analysis: Materials and inputs; Production technology; Product mix; Plant location and layout; Selection
of plant and equipment;

Unit III
Financial Analysis: Cost of project and means of financing; Major cost components; Planning capital structure;
Financing schemes of financial institutions.
Profitability and Financial Projections: Cost of production; Break-even analysis; Projected balance sheet, profit and
loss account and cash flow statement.

Unit IV
Social Cost Benefit Analysis: Meaning and methodology; L&M and UNIDO approach; SCBA in India.
Project Review/control- Evaluation of project. PERT/CPM. Problem of time and cost overrun, Project
implementation practices in India.

REFERENCES
Delhi.
Patel, Bhavesh M, Project Management, Vikas publishing House pvt. Ltd., New Delhi
I.D.B.I: Manual of Industrial Project Analysis in Developing Countries.
Pitale, R.L: Project Appraisal Techniques, Oxford and IBH,
Chandra, P., Project Preparation, Appraisal and Implementation,
MC 4.4 ACCOUNTING FOR MANAGERIAL DECISIONS
MAX. MARKS 80
INTERNAL ASSESSMENT 20

Note: There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

For students of Correspondence courses, the paper will be of 100 marks spread as 20 marks including the compulsory question.

COURSE CONTENTS

Unit I
Introduction to Accounting: Management Accounting as a field of Accounting. The concepts of Management Accounting-objective; Nature and Scope. Financial Accounting, Cost Accounting and Management Accounting.
Accounting plan and Responsibility Centres: Meaning and significance of Accounting, Responsibility Centre-Cost centre, profit centres, and investment centres, problem of transfer pricing. Objective and determinants of Responsibility Centres.

Unit II

Unit III
Marginal costing and Break-even analysis: Concept of marginal cost, Practical application of Marginal costing: Marginal costing and Pricing. Cost-Volume-Profit analysis. Break-even analysis: Assumptions and practical application of Break-even-analysis: Decision regarding sales-mix, make or buy and discontinuation of a product line. Marginal costing versus Direct Costing.

Unit IV
Budget and Budgetary Control: Definition of budget, Essentials of budgetary Control, Kinds of budgets- operating budget, Master Budget Flexible budget, Budgetary control Decision- making for capital expenditure, Zero Base Budgeting and Performance budgeting.
Reporting to Management: Objects of Reporting, Reporting needs of different management levels. Types of report, modes of reporting to different levels of management.

References:
Murphy, Managerial Accounting ch. 4, 5 & 6.
Hingorani and others, op. Chit. 11.
Welsch, Budgeting, Profit Planning and Control,
MC 4.5 E-COMMERCE

Max Marks  80
Internal Assessment  20

Note: There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries fifteen (15) marks.

For students of Correspondence courses, the paper will be of 100 marks spread as 20 marks including the compulsory question.

Course Contents:

Unit I
Introduction to E-commerce: Meaning of electronic commerce, business applications of e-commerce, comparison with traditional commerce;
Business models in E-commerce – e-shops, e-procurement, e-auctions, value chain integrators, information brokerage, telecommunication, collaboration platforms, etc.; Electronic payment system;

Unit II
E-Banking – concept, operations. Online fund transfer – RTGC, ATM, etc.,
Online share market operations.
Online marketing, Web-based advertising – concept, advantages; Types of online advertisements;

Unit III
Search engine – as an advertising media, search engine optimisation – concept and techniques; Email marketing;
Social Networking and marketing – promotion, opinion formulation, etc.; Viral Marketing, E-retailing-concept, advantages, limitations; CRM and Information Technology, Tools to conducting online research – secondary research, online focus groups, web based surveys, data mining from social networking sites;

Unit IV
Enterprise Resource Planning; Security issues in e-commerce - Online frauds, privacy issues; Cyber laws including Information Technology Act.

REFERENCES
Greenstein, Electronic Commerce, Tata McGraw Hill, New Delhi
Leon, Alexis: Fundamental of Information Technology, Vikas Publication House (P) Ltd., New Delhi
MC 4.6 CORPORATE GOVERNANCE AND BUSINESS ETHICS

Max Marks 100

Note: There will be nine (9) questions in all. The first question is compulsory and consists of ten (10) short-questions having two (2) marks each. The candidate will be required to attempt one question from each unit and each question carries twenty (20) marks.

Course Contents:

Unit I
Corporate governance: Concept, structure and process; Corporate governance: An Evolutionary Process; Improving the efficiency of corporate governance; Corporate governance in India: Issues for consideration. Corporate governance; Globalisation and its position in India.
Financial disclosure, Business Ethics and corporate governance: Corporate disclosure Practises; Transparency and Business Ethics in Corporate Sector; Role of Audit committee in corporate governance.

Unit II
Board of Directors: Composition of Board of directors & their role; Corporate boards and good governance; Corporate governance in Indian Public enterprises; Corporatization of Agriculture.
Banks, Financial Institutions and Corporate governance: Corporate governance in banks; Corporate governance: Contemporary issues in banking industry. Corporate governance in mutual funds; Depository system: a step towards effective corporate governance.

Unit III
Ethics & Business.
Decision making: Application of Ethical theories in Business
Economic Justice: Ethical Issues in Functional Areas of Business.

Unit IV
Marketing: Characteristics of Free and Perfect competitive market, Monopoly oligopoly, Ethics in Advertising (Truth in Advertising).
Finance: Fairness and Efficiency in Financial Market, Insider Trading, Green Mail,
HR: Workers Right and Duties: Workplace safety, sexual harassment, whistle blowing.
Corporate Social Responsibility Issues.

REFERENCES
Kenneth Kim, John R Nofsinger, Derek J Mohr Prentice Hall; 3 edition (November 11, 2009).
John Colley, Jacqueline Doyle, Wallace Stettinius, George Logan, Corporate Governance.