

FACULTY OF ECONOMICS & BUSINESS

SYLLABUS

for

Masters of Commerce (M.Com)

(Semester: I -II)

(Under Continuous Evaluation System)

Session: 2018-19



The Heritage Institution

**KANYA MAHA VIDYALAYA
JALANDHAR
(Autonomous)**

M.Com

Masters of Commerce

Duration: 2Years

Level: Post Graduation

Type: Degree

M.Com or Masters of Commerce is a postgraduate degree program. It focuses on systematic study of the concepts of Accountancy, Management Studies, Economics, Banking and Insurance systems, Research Methodology, Finance, Law, Taxation and Marketing Research etc. In the final semesters students opt for specialisation in any field of commerce such as Accounting & Finance, Marketing, Banking, Insurance, Taxation, Capital Market etc.

Programme Specific Outcomes

On successful completion of this programme, it would:

PSO1: serve as basis for higher studies and research such as Ph.D and M.Phil. degree in Commerce and Management.

PSO2: develop self-confidence and awareness of general issues prevailing in the society.

PSO3: help students to pursue research in various socio-economic issues.

PSO4: give industry exposure to the students which would prepare them for their entrepreneurial journey.

PSO5: prepare students for wide variety of careers dealing in money from accountant to investment banker, money manager to personal finance consultant.

PSO6: help students to apply for UGC-NET or JRF exam, the success in which would help students to opt for teaching as their career or to pursue research.

Scheme of Studies and Examination (Session2018-19)

M.Com

Semester I							
Course Code	Course Name	Course Type	Marks				Examination time (in Hours)
			Total	Ext.		CA	
				L	P		
MCML-1171	Managerial Economics	C	100	80	-	20	3
MCMM-1092	Statistical Analysis for Business	C	100	50	30	20	3+1
MCML-1093	Management Principles and Organization Behaviour	C	100	80	-	20	3
MCML-1094	Business Environment	C	100	80	-	20	3
MCML-1095	Management Accounting and Control Systems	C	100	80	-	20	3
MCMS-1096	Seminar	C	50	-	-	-	-
Total			550				

C-Compulsory

Scheme of Studies and Examination (Session2018-19)

M.Com

Semester II							
Course Code	Course Name	Course Type	Marks				Examination time (in Hours)
			Total	Ext.		CA	
				L	P		
MCML-2091	Corporate Financial Accounting and Auditing	C	100	80	-	20	3
MCML-2092	Financial Management	C	100	80	-	20	3
MCMM-2093	Research Methodology	C	100	50	30	20	3+1
MCML-2094	Marketing Management	C	100	80	-	20	3
MCML-2095	Human Resource Management	C	100	80	-	20	3
MCMV-2096	Viva Voce	C	50	-	-	-	-
Total			550				

C- Compulsory

Masters of Commerce (Semester-I)

Session2018-19

Course Code: MCML-1171

Managerial Economics

Course Outcome:

After successful completion of this course, students will be able to –

CO1: examine the empirical validity of different theories and their policy implications.

CO2: understanding of core concepts of utility, equilibrium and market structure.

CO3: recognize the importance of assumptions in laws and economics models

Masters of Commerce (Semester-I)

Session 2018-19

Course Code: MCML-1171

Managerial Economics

Time: 3 Hours

Max. Marks: 100

Theory: 80

CA:20

Instructions for the Paper Setter

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

Unit-I

- Managerial Economics: Meaning, Nature, Scope and Concepts
- Law of Demand: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance.
- Elasticity of Demand: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance.

Unit-II

- Marginal Analysis: Law of Diminishing Marginal Utility, Law of Equimarginal Utility
- Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance.
- Production Function: Meaning, Types: Short Run and Long Run Production Function, Economies and Diseconomies of Scale.

Unit-III

- Theory of Costs: Types of Costs, Traditional Theory: Long Run & Short Run, Modern Theory: Long Run & Short Run.
- Managerial Theories: Profit maximization and Sales Maximization.
- Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition.
- Oligopoly: Sweezy Model.

Unit-IV

- National Income: Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income.
- Consumption Function: Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption – Meaning,

Properties and Implications.

- Inflation: Meaning, Types, Theories, Causes, Effects and Control. Unemployment rate off, WPI, CPI.

Suggested Readings:

1. Thomas, Christopher R. and Maurice, S. Charles, “*Managerial Economics–Concepts and Applications*”, 8th Edition (2006), Tata McGraw Hills, New Delhi.
2. Mehta, P L, “*Managerial Economics–Analysis, Problems and Cases*”, 13th Edition (2007), Sultan Chand & Sons, Delhi.
3. Peterson and Lewis, “*Managerial Economics*”, 4th Edition, Prentice Hall of India Pvt. Ltd. New Delhi.
4. Joel, Dean, “*Managerial Economics*”, Prentice Hall of India, Pvt. Ltd., New Delhi.
5. Hirschey, M. “*Fundamental of Managerial Economics*”, 9th Edition (2009), South Western Cengage Learning.
6. Koutsyannis A., “*Modern Microeconomics*”, 2nd Edition (1977), Macmillan
7. Dwivedi, D.N., “*Managerial Economics*”, 7th Edition, Vikas Publication.
8. Ahuja, H. L., “*Modern Micro Economics*”, (2009), Sultan Chand and Co.
9. Deepashree, “*Principles of Micro Economics*”, 2nd Edition, Ane Books Pvt. Ltd.
10. Mithani, D.M., “*Managerial Economics*”, 5th Edition (2009), Himalaya Publishing House, New Delhi

Masters of Commerce (Semester-I)

Session2018-19

Course Code: MCMM – 1092
Statistical Analysis for Business

Course Outcomes:

After successful completion of this course, students will be able to –

CO1: identify, use and interpret the results of statistical tools and techniques.

CO2: analyze the type of techniques that can be used for primary as well as secondary data collection.

CO3: formulate and use questionnaire for survey and data collections

CO4: understand the ways of conducting surveys and carry out research.

CO5: understand the concept of probability theory and distributions.

Masters of Commerce (Semester-I)

Session 2018-19

Course Code: MCMM – 1092
Statistical Analysis for Business

Time: 3 Hours

Max. Marks: 100
Theory: 50
Practical: 30
Internal Assessment: 20

Instructions for the Paper Setter

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

Unit-I

- Probability Theory: Probability—classical, relative, and subjective probability; Addition and multiplication probability models.
- Probability Distributions: Binomial, Poisson, and normal distributions; Their characteristics and applications.

Unit-II

- Sampling and Data Collection: Sampling and sampling (probability and non probability) methods; Sampling and non-sampling errors.
- Primary data collection techniques; Survey and Observation methods: Secondary data sources; Commercial (Syndicated) and Non-commercial sources.

Unit-III

Questionnaire design.

- Hypotheses testing; Null and alternative hypothesis, type I and type II error.

Unit-IV

- Large and small sampling tests—Z tests, T tests, and F tests. (ANOVA one-way and two-way), (Chi-square test.)
- Correlation: Simple, partial and multiple correlation coefficients;
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Practical through SPSS:

The students will be trained in the following techniques of data analysis using latest version of SPSS software. At the end of the semester, external examiner will be appointed by the University to conduct the practical by examining the students in the lab and award marks.

Instructions for Practical Examiner: Question paper is to be set on the spot by the Internal Examiner. Two copies of the same should be submitted for the record to COE Office, Kanya Maha Vidyalaya, Jalandhar

Topics: Z tests, T tests, and F tests. (ANOVA one-way and two-way), Chi-square test, correlation.

Suggested Readings:

1. Sharma, J.K., “*Business Statistics*”, 2nd edition (2007), Dorling Kindersley (India) Pvt Ltd.
2. Hooda, R.P, “*Statistics for Business and Economics*”, 2003, Macmillan, New Delhi.
3. Heinz, Kohler, “*Statistics for Business & Economics*”,(2002), South-Western/Thomson Learning.
4. Hien, L.W, “*Quantitative Approach to Managerial Decisions*”, Prentice Hall, New Jersey,
5. McClave, J. T.; Benson, P.G. and Sincich, T., “*Statistics for Business & Economics*”, 11th edition (2011), Pearson.

Masters of Commerce (Semester-I)

Session2018-19

Course Code: MCML–1093

Management Principles and Organization Behaviour

Course Outcomes:

After successful completion of this course, students will be able to –

CO1:understand fundamental concepts and principles of management, including the basic roles and skills of a manager.

CO2:demonstrate a basic understanding of management functions such as planning organizing, leading and controlling; and how successful managers effectively and efficiently use these functions and their business resources to achieve organizational objectives.

CO3: demonstrate a thorough knowledge and understanding of organizational behaviour.

CO4:define,explain and illustrate a range of organizational behaviour theories.

CO5: analyse the behaviour of individuals and groups in organizations in terms of organizational behaviour theories, models and concept.

CO6: apply organizational behaviour concepts,models and theories to real life management situations through case analysis.

Masters of Commerce (Semester-I)

Session 2018-19

Course Code: MCML-1093

Management Principles and Organization Behaviour

Time: 3 Hours

Max. Marks: 100

Theory: 80

CA: 20

Instructions for the Paper Setter

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

Unit-I

Management: Definition, Nature and Purpose; Functions of Managers, Managerial Skills and Roles.

- Planning: Concept and Importance, Types, Steps in Planning, Limitations of Planning and Planning Premises. Management by Objectives (MBO): Concept, Objective setting process, Benefits and Weaknesses of MBO.
- Organizing: Nature and Types of Organizations; Departmentation; Span of Management; Centralization and Decentralization; Line and Staff Authority; Authority and Responsibility; Committees: Nature, Advantages and Disadvantage of Committees.

Unit-II

- Motivation: Concept and various theories of Motivation: McGregor's theory X and theory Y, Maslow's Hierarchy of Needs theory, Alderfer's ERG theory, Herzber's Motivation-Hygiene theory, McClelland's Needs theory of Motivation, Adam's Equity theory, Vroom's Expectancy theory and Porter and Lawler's Model of Motivation.
- Leadership: Concept and various theories of Leadership: The Michigan Studies, The Ohio State Leadership Studies, Tannenbaum and Schmidt's Leadership Pattern, Fiedler's Contingency theory, Path-Goal theory, Likert's System four, The Managerial Grid, Charismatic Leadership, Transactional and Transformational Leadership.

Unit-III

- Organisational Behaviour (OB): Meaning, Importance, Challenges and Opportunities for OB.
- Personality: Concept and determinants
- Attitudes: Sources and types, Cognitive dissonance theory

Unit-IV

- Emotions: Nature and Types, Sources of Emotions, Managing Emotions at work, Emotional Intelligence: concept and Dimensions.
- Perception: Nature and significance of perception, Factors influencing perception, perceptual process, Perceptual Distortions and Improving Perception.

Suggested Readings:

1. Harold Koontz and Heinz Weihrich, “*Essentials of Management: An International Perspective*”, 7th edition (2007), McGraw–Hill, New Delhi.
2. Richard L Daft, “*The New Era of Management*”, 2nd edition (2008), Thomson, New Delhi.
3. Stephen P Robbins, David A. Decanzo, “*Fundamentals of Management*”, 6th edition (2007), Pearson Education, New Delhi.
4. Stephen P. Robbins, Timothy A. Judge, Seema Sanghi, “*Organisational Behaviour*“, 14th edition, Pearson Education, New Delhi.
5. K. Aswathappa, “*Organisational Behaviour, Text, Cases and Games*”, 10th edition (2012), Himalaya Publishing.
6. Sekaran, Uma, “*Organizational Behaviour: Text and Cases*”, 2007, Tata McGraw Hill, New Delhi.
7. McShane, Steven L.; Glinow, Mary Ann Von and Sharma, Radha R, “*Organisational Behaviour*”, 5th edition (2008), Tata McGraw Hill, New Delhi.
8. Philip Sadler, “*Leadership*”, 2nd edition (2005), Viva Books Private Limited.

Masters of Commerce (Semester-I)
Session2018-19
Course Code: MCML–1094
Business Environment

Course Outcomes:

After successful completion of this course, students will be able to:

CO1:analyze the environment of a business from the legal & regulatory, macroeconomic, cultural, political, technological and natural perspectives.

CO2: critically assess the business environment of an organization using selected strategic tools.

CO3: conduct an in-depth analysis of specific components of the business environment and relate it to an organization.

CO4: construct and present scenarios that synthesize business environment information.

Masters of Commerce (Semester-I)
Session 2018-19
Course Code: MCML-1094
Business Environment

Time: 3 Hours

Max. Marks: 100

Theory: 80

CA: 20

Instructions for the Paper Setter

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

Unit-I

- Salient features of Economic Systems: Capitalist system/Market economy; Socialist system and Mixed Economy, Basic Features of Indian Economy, Government Business Relationship.
- Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment.
- Aspects of Economic Reforms: Liberalisation; Privatisation; Globalisation and its Implications for India.

Unit-II

- NITI Aayog: objectives, functions & role in economic planning.
- Economic Planning in India: objectives, Strategies and Evaluation of Xth plan and Strategy and priorities of XIth plan
- Social Responsibility of Business: Concept, rationale, dimensions models of social responsibility and barriers of SR; The Environment Protection Act, 1986.

Unit-III

- Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.
- Disinvestment of Public Enterprises: Rationale; Objectives and Implications.
- Evaluation of various regulatory policies of Government: Industrial Policy changes during the post Reforms; Fiscal and Monetary policy changes in India, Salient Features of FEMA.

Unit-IV

- Consumer Rights and Consumerism: Role of Consumer Groups with special reference to India; Consumer Protection Act, 1986 with latest amendments.
- Foreign Trade: concept of balance-of-payments; balance-of-trade; currency convertibility; Foreign trade policy 2004-09 and 2009-14; Exim Policy during the post reforms in India
- Demonetisation: concept & its impact on the Indian economy.

Suggested Readings:

1. Cherunilam, Francis, "*Business Environment*", 2011, Himalaya Publishing House, New Delhi.
2. K Ashwathappa, "*Legal Environment of Business*", Himalaya Publishing House, New Delhi.
3. M. Adhikary, "*Economic Environment for Business*", Sultan Chand & Sons, New Delhi.
4. K. Ashwathappa, "*Essentials of Business Environment*", 11th edition (2011), Himalaya Publishing House, New Delhi.
5. Paul Justin, "*Business Environment – Text and Cases*", 2006, Tata McGraw Hills Publishing
6. RuddarDutt and KPM Sundaram, "*Indian Economy*", 53rd edition, S. Chand and Company Ltd., New Delhi.
7. Govt. of India, Five Years Plan documents.
8. Govt. of India, Various issues of Annual Economic survey of India.

Note: It is Mandatory for the students to consult Economic Times, Financial Express, Annual Budget and Economic Survey to understand this paper.

Masters of Commerce (Semester-I)
Session2018-19
Course Code: MCML– 1095
Management Accounting and Control Systems

Course Outcomes:

After successful completion of this course, students will be able to –

CO1: identify, use and interpret the results of costing techniques appropriate to different activities.

CO2: analyse the financial position of a business organization using various techniques such as ratio analysis and cash flow statement.

CO3: formulate and use budgets and standards for planning and control purposes.

CO4: understand the role of responsibility accounting and performance measurement.

CO5: understand the concept of transfer pricing systems.

Masters of Commerce (Semester-I)
Session 2018-19
Course Code: MCML– 1095
Management Accounting and Control Systems

Time: 3 Hours

Max. Marks: 100

Theory: 80

CA: 20

Instructions for the Paper Setter

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

Unit-I

- **Introduction to Accounting:** Accounting as a management information system; Users of accounting information; generally accepted accounting principles and concepts; understanding the annual reports of companies.
- **Management Accounting and Managerial Decisions:** Management accountant's position, role and responsibilities.
- **Management Control System:** Meaning, nature and scope. Relationship between management control, strategic planning and operational control.

Unit-II

- **Managerial Behaviour and Control Process:** Goal congruence, functions of the controller. Understanding various forms of organizational structure and their relevance to the management control systems.
- **Management Control Structure:** Various forms of responsibility centers. Responsibility Accounting, Intra-company transfer pricing.
- **Management Control Process:** Budgeting process, Preparation of fixed and flexible budgets, Zero Base Budgeting, Activity Based Budgeting, performance budgeting and participative budgeting.

Unit-III

- **Standard Costing and Variance Analysis:** Standard costing as a control technique; Setting of standards and their revision; Variance analysis – meaning and importance, kinds of variances and their uses – material, labour variances; Relevance of variance analysis to budgeting and standard costing.
- **Marginal Costing and Break-even Analysis:** Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; Cost-volume-profit analysis; Break-even analysis; Assumptions and practical applications of break-even analysis; Decisions regarding sales-mix, make or buy decisions and discontinuation of a product line etc.

Unit-IV

- **Segment Performance Evaluation:** Traditional measures of evaluation. Economic Value Added, Balanced Score Card.
- **Analyzing Financial Statements:** Horizontal, vertical and ratio analyses.
- **Contemporary Issues in Management Accounting:** Value chain analysis; Activity based costing; Quality costing; Target Costing.
- **Reporting to Management:** Objectives of reporting, reporting needs at different managerial levels; Types of reports, modes of reporting, reporting at different levels of management.

Suggested Readings:

1. Anthony, Robert N., and Govindrajana, Vijay, "*Management Control System*", 12th Edition, McGraw Hill
2. Anthony, Robert, "*Management Accounting*", 5th edition (2007), Tarapore-wala, Mumbai,
3. Horngren, C.T., Gray L. Sundem and William O. Stratton, "*Introduction to Management Accounting*", 13th Edition, Prentice Hall, Delhi
4. Horngren, C. T.; Datar, S.M.; Foster, G.M.; Rajan, M.V. and Ittner, C.D. "*Cost Accounting*", 13th Edition (2009), Pearson, Delhi
5. Merchant, Kenneth A., "Modern Management Control Systems: Text and Cases", 1st Edition (2004), Pearson Education Asia.
6. Pandey, I.M, "Management Accounting", 3rd Edition, Vikas Publication, Delhi
7. Kaplan, Atkinson, Matsumara and Young, "*Management Accounting*", 5th Edition (2007), Pearson Education
8. Kaplan and Atkinson, "*Advanced Management Accounting*", 3rd Edition, Pearson Learning
9. Vij, Madhu, "*Management Accounting*," 1st Edition (2009), Macmillan Publishers India Ltd.
10. Horngren, C.T. ; Sundem, Gary L.; Schatzberg, Jeff; Burgstahler, Dave and Stratton, W.O., "*Introduction to Management Accounting*", 2010, Pearson
11. Drury, Colin, "*Management and Cost Accounting*," 6th Edition (2004), Thomson Learning
12. Bhimani, Alnoor, "Contemporary Issues in Management Accounting", Illustrated Edition (2006), OUP Oxford.

Masters of Commerce (Semester-I)
Session2018-19
Course Code:MCMS-1096
Seminar

Course Outcomes:

Students will be able to –

CO1: develop strong communication skills.

CO2: develop the skills that will help in enhancing and shaping their thoughts and creativity.

CO3: improve their conceptual knowledge and develop critically thinking.

Masters of Commerce (Semester-I)
Session2018-19
Course Code:MCMS-1096
Seminar

Max. Marks: 50

The topics for the seminar will be discussed with the students in the class.

Masters of Commerce (Semester-II)

Session2018-19

Course Code:MCML–2091

Corporate Financial Accounting and Auditing

Course Outcomes:

After successful completion of this course, students will be able to –

CO1: have conceptual understanding of capital employed and methods of calculating goodwill and shares.

CO2: analyse the operating and financial position of a company by preparing financial statements.

CO3: understand the role of a statutory auditor and provisions relating to his appointment, duties, responsibilities, rights and liabilities.

CO4: understand the concept and rationale of financial audit, cost audit, management audit, internal audit, proprietary audit, efficiency audit and audit by C. and A.G.,

CO5: analyse the professional code of conduct governing auditors and legal cases on negligence, misfeasance and breach of contractual and statutory duties.

Masters of Commerce (Semester-II)

Session 2018-19

Course Code: MCML-2091

Corporate Financial Accounting and Auditing

Time: 3 Hours

Max. Marks: 100

Theory: 80

CA: 20

Instructions for the Paper Setter

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

Unit-I

- Company Final Accounts–Requirements of Companies Act, 2013.
- Form and contents of Profit and loss account statement and balance sheet.
- Managerial remuneration. Meaning of profit. Divisible profits.

Unit-II

- Valuation of goodwill, different approaches such as super profit, annuity and capitalization approach.
- Valuation of shares; different approaches such as book value and earnings approach.

Unit-III

- Understanding the concept and rationale of Financial Audit, Cost Audit, Management Audit, Internal Audit, Proprietary Audit, Efficiency Audit and Audit by C. and A.G.,
- Statutory Auditor–Appointment qualifications, removal. Duties and liabilities of auditor. Code of conduct and ethics, professional misconduct of statutory auditor.

Unit-IV

- Meaning, Objectives and scope of cost audit. Cost Auditor, his appointment, duties liabilities. Cost audit report; Meaning, objectives and scope of management audit. Appointment and qualifications of management Auditor.
- Audit of management functions such as planning, organising and control. Audit of functional areas—production, personnel marketing finance and accounting.

Suggested Readings:

1. Khan, M.Y. and Jain, P.K., “*Financial Management*”, 5th edition, Himalaya Publishing, New Delhi
2. Pandey I.M., “*Financial Management*”, 9th edition (2009), Vikas Publishing House.
3. Gupta, Kamal, “*Contemporary Auditing*”, 6th edition, Tata McGraw Hill.
4. Sehgal, Ashok and Sehgal, Deepak, “*Advanced Accounting*”, 3rd edition, Taxman, New Delhi.
5. Maheshwari, S.N. and Maheshwari, S.K., “*Corporate Accounting*”, 5th edition (2009), Vikas Publication, New Delhi
6. Mukherjee and Hanif, “*Corporate Accounting*”, 2005, Tata McGraw Hill, New Delhi.

Masters of Commerce (Semester-II)

Session2018-19

Course Code: MCML – 2092

Financial Management

Course Outcomes:

After successful completion of this course, students will be able to –

CO1: understand both the theoretical and practical role of financial management in business corporations.

CO2: analyse the financial requirements of corporations and decide their capital structures.

CO3: apply various capital budgeting techniques for taking decisions regarding acceptance and rejection of proposals.

CO4: devise the dividend policy of corporations.

CO5: understand the importance of risk in context of financial decision making.

Masters of Commerce (Semester-II)

Session 2018-19

Course Code: MCML – 2092

Financial Management

Time: 3 Hours

Max. Marks: 100

Theory: 80

CA: 20

Instructions for the Paper Setter

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

Unit-I

- **Financial Management:** Meaning and nature; Financial goal—profit vs. wealth maximization; Finance functions—investment, financing, liquidity and dividend decisions. Financial planning— Theories of capitalization.
- **Capital Structure Theories:** Conceptual framework. Determinants. Net income approach, Net operating income approach, Intermediary approach and M.M. Hypotheses with special reference to the process of arbitrage.
- **Cost of Capital:** Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted).

Unit-II

- **Instruments of Finance:** Long term and short term.
- **Capital Budgeting:** Nature of investment decisions; Investment evaluation criterion—discounted cash flow criteria, discounted cash flow criteria; Risk analysis in capital budgeting (practicals through excel).
- **Dividend Policies:** Issues in dividend decisions. Forms of dividends; Theories of relevance and irrelevance of dividends.

Unit-III

- **Operating and Financial Leverage:** Measurement of leverages; Analyzing Alternate Financial Plans; Financial and Operating leverage, Combined leverage. EBIT and EPS analysis
- **Management of Working Capital:** Meaning, Significance and Types of Working Capital; Approaches of Working Capital; Calculating Operating Cycle Period and Estimation of Working Capital Requirements.

Unit-IV

- **Management of Cash:** Strategies, Baumol's, Miller–Orr's and Beranek's models of Cash Management.
- **Management of Receivables:** Credit Policy, Credit Terms and Collection Efforts.

Suggested Readings:

1. Berk, Jonathan and DeMarzo, Peter, "*Financial Management*", 2nd Edition (2010), Pearson Education, Dorling Kindersley (India) Pvt Ltd.
2. Bhattacharya, Hrishikes, "*Working Capital Management: Strategies and Techniques*", 2nd Edition (2009), Prentice Hall, New Delhi.
3. Brealey, Richard A; Stewart, C. Myers and Allen, F. "*Principles of Corporate Finance*", 8th Edition (2006), McGraw Hill, New York.
4. Chandra, Prasanna, "*Financial Management*", 7th Edition (2008), Tata McGraw Hill, Delhi
5. Pandey I.M., "*Financial Management*", 9th Edition (2009), Vikas Publishing House
6. Van Horne. J.G. and J.M. Wachowicz Jr., "*Fundamentals of Financial Management*", 13th Edition (2009), Prentice Hall, Delhi.
7. Van Horne, James G, "*Financial Management and Policy*", 12th Edition (2002), Prentice Hall, Delhi
8. Khan, MY, Jain, PK, "*Financial Management*", 6th Edition (2011), Tata McGraw Hill, New Delhi.

Masters of Commerce (Semester-II)

Session2018-19

Course Code: MCMM–2093

Research Methodology

Course Outcomes:

After successful completion of this course, students will be able to –

CO1: identify, use and interpret the results of comparative and non-comparative scaling techniques.

CO2: identify various sources and ways of writing literature review.

CO3: formulate and use research methodology and research process.

CO4: understand the practical application of data tabulation.

CO5: understand the application of various data analysis techniques.

Masters of Commerce (Semester-II)

Session 2018-19

Course Code: MCMM-2093

Research Methodology

Time: 3 Hours

Max. Marks: 100

Theory: 50

Practical: 30

CA:20

Instructions for the Paper Setter

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section.

Unit-I

- Research methodology: Nature and scope; problem formulation and statement of research objectives. Research process.
- Choose a Research Topic.

Unit-II

- Review of Literature
 - o Goals of a Literature Review.
 - o Types of Reviews
 - o Sources of Research Literature.
 - o Writing of Review.
- Research designs: Exploratory, descriptive and Causal designs (Basic designs—After only, Before After, After along with control group, Before after with control group, Time series designs).

Unit-III

- Measurement concept, Levels of measurement—Nominal, Ordinal, Interval and Ratio.
- Attitude Measurement: Comparative and Non-comparative scaling techniques, Tabulation and cross-tabulation of data.

Unit-IV

- Data Preparation, Analysis, and Interpretation.
 - o Data preparation
 - o Data screening

- o Transforming data
 - o Data Analysis and Interpretation.
- Data analysis techniques: Multiple regression analysis, Logistic regression analysis, Discriminant analysis and Factor analysis.

PRACTICALS THROUGH SPSS:

The students will be trained in the following techniques of data analysis using latest version of SPSS software. At the end of the semester, external examiner will be appointed by the University to conduct the practical by examining the students in the lab and award marks.

Topics: Data preparation, Data screening, Transforming data, Data Analysis and Interpretation, Multiple regression analysis, Logistic regression analysis, Discriminant analysis and Factor analysis

Instructions for Practical Examiner: Question paper is to be set on the spot by the Internal Examiner. Two copies of the same should be submitted for the record to COE Office, Kanya Maha Vidyalaya, Jalandhar

Suggested Readings:

1. Cooper, D. R. and Schindler, P.S., “*Business Research Methods*”, 9th Edition, Tata McGraw Hill, New Delhi.
2. Levine, D.M., Krehbiel T.C. and Berenson M.L., “*Business Statistics*”, 12th Edition (2012), Pearson Education, New Delhi.
3. Kothari, C. R., “*Research Methodology*”, 2nd Edition (2008), New Age International.
4. Anderson, D.R.; Sweeney, D.J. and Williams, T.A., “*Statistics for Business and Economics*”, 2nd Edition (2011), Thompson, New Delhi.

Masters of Commerce (Semester-II)

Session2018-19

Course Code: MCML–2094

MARKETING MANAGEMENT

Course Outcomes:

After successful completion of this course, students will be able to –

CO1: understand the role and contribution of marketing to the business enterprise.

CO2: identify major basis for segmenting consumer and business markets, define market segmentation, target marketing and market positioning.

CO3: evaluate the major types of consumer buying behaviour and the stages in the buyer decision process.

CO4: have conceptual understanding of the product life cycle and steps in new product development (NPD) process.

CO5: identify the role of advertising, sales promotion, public relations, personal selling and direct marketing in the promotion mix.

CO6: identify the major social criticisms of marketing.

Masters of Commerce (Semester-II)
Session 2018-19
Course Code: MCML-2094
MARKETING MANAGEMENT

Time: 3 Hours

Max. Marks: 100

Theory: 80

CA: 20

Instructions for the Paper Setter

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section

Unit-I

- Marketing Concepts and Philosophies, Importance of marketing, Building customer satisfaction and value, Concepts of customer retention, Holistic marketing and its components.
- Gathering information and scanning the marketing environment; Marketing research process: An overview.

Unit-II

- Consumer markets and Buyer behaviour, Business markets and Business Buying behaviour.
- Market segmentation: Importance and bases of segmentation. Targeting strategies, Positioning: concept and strategies.

Unit-III

- Product Decisions: Product classification and differentiation, New Product development process, Product life cycle and marketing strategies, Managing brands and Brand equity, Packaging decisions.
- Pricing Decisions: Pricing objectives, Factors influencing pricing, Pricing methods and strategies.

Unit-IV

- Distribution Decisions: Patterns of Channels and types of intermediaries.
- Promotion Decisions: Promotion mix and its components, factors affecting promotion mix.
- Socially Responsible Marketing: Cause-related marketing and Social Marketing, Internal Marketing, E Commerce Marketing practices.

Suggested Readings:

1. Kotler, Philip; Keller, Kevin; Koshey, Abraham; and Jha, Mithileshwar, "*Marketing Management*", 13th Edition (2009). Pearson Education New Delhi.
2. Ramaswamy, V.S. and Namakumari, S., "*Marketing Management: Global Perspective, Indian Context*", 4th edition, MacMillan.
3. Kurtz, David L. and Boone, Louis E., "*Principles of Marketing*", 12th edition, Thomson South-Western.
4. Saxena, Rajan, "*Marketing Management*", 2006, Tata McGraw-Hill, New Delhi.

Masters of Commerce (Semester-II)

Session2018-19

Course Code: MCML–2095

HUMAN RESOURCE MANAGEMENT

Course Outcomes:

After successful completion of this course, students will be able to-

CO1: evaluate the importance of human resources and their effective management in organizations.

CO2: demonstrate a basic understanding of different tools used in forecasting and planning human resource needs.

CO3: understand the terminology and tools used in managing employees effectively

CO4: understand governmental regulations affecting employees and employers.

CO5: analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics and training.

Masters of Commerce (Semester-II)

Session 2018-19

Course Code: MCML-2095

HUMAN RESOURCE MANAGEMENT

Time: 3 Hours

Max. Marks: 100

Theory: 80

CA: 20

Instructions for the Paper Setter

Eight questions of equal marks are to be set, two in each of the four Sections (A-D). Questions of Sections A-D should be set from Units I-IV of the syllabus respectively. Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each section. The fifth question may be attempted from any Section

Unit-I

- **Human Resource Management (HRM):** Nature, Scope, Objectives and Functions of HRM, Evolution of HRM, Changing Trends in HRM.
- **Human Resource Planning (HRP):** Concept, Need and Importance of HRP, Factors affecting HRP, Human Resource Planning Process.
- **Job Analysis:** Meaning and Objective, Process, Methods of Collecting job data, Uses of Job Analysis, Problems of Job Analysis.

Unit-II

- **Recruitment and Selection:** Meaning and Factors governing Recruitment, Recruitment Sources and Techniques. Meaning and Process of Selection, Problems associated with Recruitment and Selection.
- **HR Training and Development:** Concept and Need, Process of Training and Development Programme:- Identification of Training and Development Needs, Objectives, Strategy & Designing of Training and Development, Implementation and Methods of Training Programme and Levels of Training Evaluation, Impediments to Effective Training.

Unit-III

- **Performance Appraisal:** Meaning, Purpose, Essentials of Effective Performance Appraisal System, Various Components of Performance Appraisal, Methods and Techniques of Performance Appraisal.
- **Managing Compensation and Employee Remuneration:** Concept, Objectives, Components of Employee Remuneration, Factors Influencing Employee Remuneration, Challenges of Remuneration.

Unit-IV

- **Job Evaluation:** Meaning, Process and Methods of Job Evaluation.
- **Incentives:** Concept, Importance and Process of Incentive
- **Grievance Handling:** Meaning, Process, Grievance handling machinery.
- **Discipline:** Meaning, reasons of indiscipline, consequences of indiscipline and approach to maintain discipline.

Suggested Readings:

- 1) Dessler, Gary, "Human Resource Management", New Delhi, Pearson Education Asia.
- 2) Durai, Pravin, "Human Resource Management," New Delhi, Pearson.
- 3) Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M., "Human Resource Management: Gaining a Competitive Advantage," New Delhi, McGraw-Hill.
- 4) Mathis, Robert L. and Jackson, John H., "Human Resource Management," New Delhi, Thomson.
- 5) Gomez, Meja, Balkin, Cardy, "Managing Human Resources," New Delhi, Pearson Education.
- 6) Aswathappa, K., "Human Resource Management", Text and Cases. New Delhi, Tata McGraw – Hill.
- 7) Snell, Scott, and Bohlander, George, "Human Resource Management," New Delhi, Cengage Learning.
- 8) Mamoria and Rao, "Personnel Management", New Delhi, Himalaya Publishing House.

Masters of Commerce (Semester-II)

Session2018-19

Course Code: MCMV-2096

VIVA VOCE

Max. Marks: 50

