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**SCHEME AND COURSES OF READING FOR MASTER OF COMMERCE  
(M.COM) UNDER SEMESTER SYSTEM W.E.F. 2012-2013-2013-14.**

**COURSE STRUCTURE.**

**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.

**M.Com. Ist Semester**

Course Code	Course Title	Ext.	Int.	Total Marks
MC 1.1	Management & Organisational Behaviour	80	20	100
MC 1.2	Business Environment	80	20	100
MC 1.3	Managerial Economics	80	20	100
MC 1.4	Statistical Analysis	80	20	100
MC 1.5	Accounting for Managerial Decisions	80	20	100

**Industry cum Educational Tour (Compulsory for regular students)**

**M.Com. IInd Semester**

Course Code	Course Title	Ext.	Int.	Total Marks
MC 2.1	Corporate Financial Accounting	80	20	100
MC 2.2	Financial Management	80	20	100
MC 2.3	Human Resource Management	80	20	100
MC 2.4	Marketing Management	80	20	100
MC 2.5	Financial Institutions and Markets	80	20	100

**M.Com. IIIrd Semester**

MC 3.1	Computer Applications in Business	80	20	100
MC 3.2	Corporate Legal Framework	80	20	100
MC 3.3	Corporate Tax Planning	80	20	100
MC 3.4	Strategic Management	80	20	100
MC 3.5	Research Methodology	80	20	100

**M.Com. IVth Semester**

MC 4.1	Advanced Financial Management	80	20	100
MC 4.2	Security Analysis and Portfolio Management	80	20	100
MC 4.3	Project Planning and Control	80	20	100
MC 4.4	Risk Management	80	20	100
MC 4.5	E- Commerce	80	20	100
MC 4.6	Project Report and Viva- Voce*/Corporate Governance and Business Ethics**	80	20	100

\*Project Report and Viva -Voce Course consists of 50 marks for evaluation of Project Report and 50marks for Viva-Voce. Evaluation of Project Report and Viva- Voce will be conducted by the experts recommended by the Department of Commerce H.P. University

\*\*Corporate Governance and Business Ethics Course will be applicable only for ICDEOL students.

Note: The duration of each paper will be 3 hours.

**MC 1.1 MANAGEMENT AND ORGANIZATIONAL BEHAVIOUR**  
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**

Schools of Management Thoughts, Scientific process, human behaviour and social system school; Decisions theory school; Quantitative and system school; Contingency theory of management; managerial skills, Managerial Functions: Planning- concepts significance, types Organizing - concept principles, theories, types of organizations, authority responsibility, power, delegation, decentralization, Staffing; Directing; Coordinating; control nature, process and techniques.

Motivation: Process of motivation; Theories of motivation need hierarchy theory, theory X and theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor Vroom's expectancy theory, Stacy Adams equity theory

**Unit II**

Organisational Behaviour: Introduction to Organisational Behaviour: Significance and meaning, Relationship between Management and Organisational behaviour, characteristics and concepts of the field, emergence of organisational behaviour. Ethical perspective of OB. Organisational Change and Development: Organisational Change and development, Significance of change, forces of change, Management of change, Resistance to organisational change, Characteristics and process of O.D. Goals and Approaches. Techniques of O.D.

**Unit III**

Group Dynamics and team development: Group Dynamic: Definition and importance, types of groups, group formulation, group development, group composition, group performance factors. Principle - centred approach to team development.

**Unit IV**

Interpersonal and Organisational Communication: Concept of Two-way communication, communication process, Barriers to effective communication. Types of organisational communication, Improving communication. Transactional Analysis in communication. Role of Credibility and Character in communication

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REFERECE

- Griffin, Ricky W.: Organisational Behaviour. Houghton Mifflin Co., Boston.  
Ivancevich, John and Micheol T. Matheson: Organisational Behaviour and Management. Business Publication Inc. Texas.  
Koontz, Harold, Cyril O Donnell, and Heinz Wehrich: Essentials of Management. Tata McGraw Hill. New Delhi.  
Luthans, Fred: Organizational Behaviour. McGraw Hill, New York.  
Newstrom, John W. and Keith Davis: Organisational Behaviour: Human Behaviour at Work. Tata McGraw Hill, New Delhi.  
Robbins, Stephen P.: Organizational Behaviour. Prentice Hall, New Delhi.  
Steers, Richard M. and J. Stewart Black: Organizational Behaviour. Haper Collins College Publishers, New York.  
Sukla, Madhukar: Understanding Organizations: Organisation Theory and Practice in India.  
Singh, Hawar: Organisational Behaviour. V.K. Global Publications Private Ltd., New Delhi

## MC 1.2 BUSINESS ENVIRONMENT

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

Business environment: nature and importance; Interaction matrix of different environment factors; Environmental scanning. Economic planning in India: objectives, strategies and problems; Privatization; Globalization; Disinvestment in Public Sector Units; business Ethics; Corporate Governance; Social responsibility of Business.

### Unit II

Fiscal Policy; Monetary Policy; Industrial Policy; Industrial Licensing Policy; EXIM Policy;

### Unit III

Industrial sickness; Development and protection of Small Scale Industry. The Environment (Protection) Act; Right to Information Act.

### Unit IV

Regulatory framework of WTO, Basic principles and its charter, Provisions relating to preferential treatment to developing countries, regional groupings. Technical standards. Anti dumping duties and other NTBs.

### REFERENCES

- Arya, P P and Tandon, B. B.: Economic Reforms in India, Deep and Deep Publishers, New Delhi.  
Aswathappa, K: Essentials of Business Environment, Himalaya Publishing House, New Delhi,

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Cherunian Francis: Business Environment, Himalaya Publishing House, New Delhi.  
Economic Survey - Various Issues, Govt. of India, Ministry of Finance.  
Justin Paul: Business Environment, Tata McGraw Hill, New Delhi.  
Mishra and Puri: Economic Environment of Business, Himalaya Publishing House, New Delhi.  
Rosy Joshi and Sangam Kapoor: Business Environment, Kalyani Publishers, New Delhi.  
Saleem Saikh: Business Environment, Himalaya Publishing House, New Delhi.  
Sengupta, N.K: Government and Business in India, Vikas Publication, New Delhi.

## MC 1.3 MANAGERIAL ECONOMICS

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

**OBJECTIVES OF BUSINESS:**-Objective of a firm in microeconomics: Traditional profit maximisation objective; sales revenue and growth rate maximisation 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 inter-relationship; 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 maximisation objective and conditions of firms short and long run equilibrium.

**PRICE DETERMINATION UNDER 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

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

**BUSINESS CYCLES:**-Nature and phases of business cycles. Theories of business cycles: Psychological, profit, monetary, innovations, cobweb, Samuleson and Hicks theories.

Unit IV

**INFLATION:**-Definition, characteristics and types. Explanations of inflation in terms of demand-pull and cost-push factors. Effects of inflation.

**MONETARY AND FISCAL POLICIES:**-Need for stabilisation policies. Monetary policy: meaning, objectives, instruments, transmission mechanism and limitations in developed and developing economies. Fiscal Policy; meaning, objectives, operational mechanism, effectiveness and limitations.

## MC 1.4 STATISTICAL ANALYSIS

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

Measures of central tendency, Dispersion, Skewness and Kurtosis

Unit II

Regression Analysis and Correlation Analysis (Two variables only).

Index Numbers: Meaning, construction of Index Numbers, Problems in the construction of Index Numbers, Price, Quantity and Value Indices.

Unit III

**Probability Theory:** Probability, Classical Probability, Relative frequency Probability and Subjective Probability. Addition and multiple theorem of Probability and Bay's Theorem. Probability distribution; Binomial distribution. The Poisson distribution and the Normal distribution.

Unit IV

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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.

SUGGESTED READINGS:

- Johnson, R.D. and Siskin, B.R. Quantitative techniques for business decision. Prentice Hall of India, 1984.  
Hien, L.W. - Quantitative Approach to managerial decisions. Prentice Hall of India, 1983.  
Levin, Richard I. And Rubin david S-Statistics for management, Prentice Hall of India, 1983.  
Chou-Ya-Lun: Statistical Analysis. Holt, Rinchart and Winslon, 1980.  
Fruend, J.E. and William. F.J. Elementary Business Statistics - The Modern Approach, 1982.  
Hooda, R.P., Statistical Methods

**MC 1.5 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 Account's position as a member of the management team.

**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

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**Financial Statement Analysis:** Ratio Analysis, Fund Flow and Cash Flow Statements.

## 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 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

**Budgeting:** Definition of budget, Essentials of budgeting, Kinds of budgets-operating budget, Master Budget Flexible budget, Budgetary control Decision-marking for capital expenditure-capital budgeting, zero Base Budget, Performance budgeting.

**Reporting to Management:** Objects of Reporting, reporting needs of different management levels. Types of report, modes, of reporting reports to different levels of management.

### SUGGESTED READINGS:

Murphy, Managerial Accounting ch. 4, 5 & 6.  
Man Mohan & Goyal : Principles of Management Accounting ch. 13.  
Hingorani and others, op. Cit. 11.  
Welsch, Budgeting, Profit Planning and Control, ch.

## MC 2.1 CORPORATE FINANCIAL 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

Accounting for issue, forfeiture and re- issue of shares. Accounting for issue and redemption of debentures.