

**M.Com (Hons) – VII Semester**  
**Scheme & Syllabi w.e.f. 2012-13**

**VII Semester**

<b>Sr.No.</b>	<b>Paper Code</b>	<b>Nomenclature of the Paper</b>	<b>Theory Marks</b>	<b>Int. Ass. Marks</b>	<b>Total Marks</b>	<b>Time</b>
1.	MCH-7.01	Accounting for Managers	80	20	100	3 Hrs.
2.	MCH-7.02	Management Concepts	80	20	100	3 Hrs.
3.	MCH-7.03	Indian Business Environment	80	20	100	3 Hrs.
4.	MCH-7.04	Elementary Managerial Economics	80	20	100	3 Hrs.
5.	MCH-7.05	Statistical Analysis For Business	80	20	100	3 Hrs.
6.	MCH-7.06	Workshop on Computer Applications to Business			100 Marks	
<b>Total</b>					<b>600</b>	

**M.Com (Hons) – VIII Semester**

<b>Sr.No.</b>	<b>Paper Code</b>	<b>Nomenclature of the Paper</b>	<b>Theory Marks</b>	<b>Int. Ass. Marks</b>	<b>Total Marks</b>	<b>Time</b>
1.	MCH-8.01	Management Accounting	80	20	100	3 Hrs.
2.	MCH-8.02	Organisational Behaviour	80	20	100	3 Hrs.
3.	MCH-8.03	Economic Environment of Business	80	20	100	3 Hrs.
4.	MCH-8.04	Managerial Economics	80	20	100	3 Hrs.
5.	MCH-8.05	Quantitative Techniques for Managerial Decisions	80	20	100	3 Hrs.
6.	MCH-8.06	Workshop on e-Commerce			100 Marks	
		Comprehensive Viva-Voce			100 Marks	
		(Covering the syllabi of 7 <sup>th</sup> & 8 <sup>th</sup> Semester)				
<b>Total Marks</b>					<b>700</b>	

**Total marks of 7<sup>th</sup> & 8<sup>th</sup> Semester 600 + 700 = 1300**

**Note: After completion of the VIII Semester Exams every student will have to complete a project to be assigned by the Department. The Project Report will be submitted during IX semester before the commencement of the examinations.**

**M.Com-(Hons.) Five Years Integrated**

**Scheme of Examinations & Syllabi w.e.f. session 2013-14**

**M.Com (Hons) IX Semester**

**Compulsory Papers**

<b>S.No.</b>	<b>Paper Code</b>	<b>Nomenclature of the Paper</b>	<b>Theory Marks</b>	<b>Int. Ass. Marks</b>	<b>Total Marks</b>	<b>Time</b>
1.	MCH-9.01	Strategic Management-I	80	20	100	3 hrs.
2.	MCH-9.02	Accounting Theory	80	20	100	3 hrs.
		Project Report	--	--	100	

**Optional Papers (Any Four of the following)**

<b>S.No.</b>	<b>Paper Code</b>	<b>Nomenclature of the Paper</b>	<b>Theory Marks</b>	<b>Int. Ass. Marks</b>	<b>Total Marks</b>	<b>Time</b>
3.	MCH-9.03	Corporate Tax	80	20	100	3 hrs.
4.	MCH-9.04	Higher Accounting & Corporate Reporting	80	20	100	3 hrs.
5.	MCH-9.05	Investment Management	80	20	100	3 hrs.
6.	MCH-9.06	Multinational Financial System	80	20	100	3 hrs.
7.	MCH-9.07	Merchant Banking	80	20	100	3 hrs.
8.	MCH-9.08	Financial Management-Investment Decisions	80	20	100	3 hrs.
9.	MCH-9.09	Advanced Cost Accounting	80	20	100	3 hrs.
10.	MCH-9.10	Project Planning & Management	80	20	100	3 hrs.
11.	MCH-9.11	Financial Institutions & Markets	80	20	100	3 hrs.
12.	MCH-9.12	Small Business Financial Management	80	20	100	3 hrs.
13.	MCH-9.13	International Finance	80	20	100	3 hrs.
14.	MCH-9.14	Risk Management	80	20	100	3 hrs.

**Total Marks 700**

**M.Com-(Hons.) Five Years Integrated**  
**Scheme of Examinations & Syllabi w.e.f. session 2013-14**

**M.Com (Hons) X Semester**

**Compulsory Papers**

S.No.	Paper Code	Nomenclature of the Paper	Theory Marks	Int. Ass. Marks	Total Marks	Time
1.	MCH-10.01	Strategic Management-II	80	20	100	3 hrs.
2.	MCH-10.02	Accounting Theory & Practice	80	20	100	3 hrs.

**Optional Papers (Any Four of the following)**

3.	MCH-10.03	Corporate Tax Planning & Management	80	20	100	3 hrs.
4.	MCH-10.04	Advanced Accounting	80	20	100	3 hrs.
5.	MCH-10.05	Portfolio Management	80	20	100	3 hrs.
6.	MCH-10.06	Multinational Financial Management	80	20	100	3 hrs.
7.	MCH-10.07	Merchant Banking	80	20	100	3 hrs.
8.	MCH-10.08	Financial Management-II	80	20	100	3 hrs.
9.	MCH-10.09	Cost Management	80	20	100	3 hrs.
10.	MCH-10.10	Project Management	80	20	100	3 hrs.
11.	MCH-10.11	Development Banks & Non-Banking Financial Institutions	80	20	100	3 hrs.
12.	MCH-10.12	Production & Operations Management	80	20	100	3 hrs.
13.	MCH-10.13	International Finance	80	20	100	3 hrs.
14.	MCH-10.14	Financial Derivatives	80	20	100	3 hrs.
		Comprehensive viva			100 Marks	

(Covering the Syllabi of (9<sup>th</sup> & 10<sup>th</sup> Semester)

**Total Marks 700**

**Total marks of 9<sup>th</sup> & 10<sup>th</sup> semester 700 + 700 = 1400**

**\*PROJECT REPORT:** Every student of M.Com (Hons.) 1st & 3<sup>rd</sup> semesters shall be required to prepare a Project-Report on any subject of the concerned semester. The topic and the supervisor for the project will be decided by the College/Department. The project work shall consist of information collected from any kind / size of business / service entity. The work for project can be done after the classes are over and on holidays of the University because it is not based on training. Two copies of the Project - Report (in not more than two thousand words) shall be submitted by the student duly signed by the supervisor within 20 days after the commencement of theory examinations. The Principal of the concerned college/HOD shall place the Project-Reports for evaluation before the Board of Examiners comprising of supervisor and one external examiner to be appointed by the HOD Commerce, MDU Rohtak.

**\*TRAINING REPORT:** Every student of M.Com (Hons.) of 4<sup>th</sup> semester, shall be sent on 4 weeks training after the respective semesters in any Commercial / Industrial / Service Entities. The student shall submit two typed copies of the training report within 20 days after the commencement of theory examinations. Every student shall have to affix the certificate of training – completion from the Organisation where he / she joined for training program.

The evaluation of Project- Report/Training Report shall be done on the basis of presentation of the Report by the candidate and performance in the viva-voce. In case of dispute on evaluation between the examiner and the supervisor, the HOD Commerce, MDU Rohtak shall act as moderator. The awards of the Project Report shall be sent by the Principal of the concerned college/HOD to the Controller of Examinations.

**COMPREHENSIVE VIVA-VOCE:** The Comprehensive viva – voce, where – ever applicable shall be conducted jointly by internal and external examiners. The comprehensive viva – voce of 2<sup>nd</sup>, 4<sup>th</sup> and 6<sup>th</sup> semesters shall contain the entire syllabi of 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> year courses respectively. The awards of the viva-voce shall be sent by the Principal of the concerned college/HOD to the Controller of Examinations.

**M.Com (Hons.)VII Semester w.e.f. 2012-13**  
**MCH-7.01 Accounting for Managers**

**Max.Marks:80**  
**Time: 3 Hrs.**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

**Unit-I** Management Accounting-An Introduction: Definition; Place, Financial Accounting vs. Cost Accounting vs. Management Accounting; Functions, Techniques, Principles; Scope; Utility; Limitations; Essentials for Success. Management Accountant: Position, Role and Responsibility;

**Unit-II** Budgetary Control: Managerial Control Process; Benefits; Limitations; Installation of the System; Classification of the Budgets; Preparation of different types of Budgets, Performance and Zero-Base-Budgeting.

Standard Costing and Variance Analysis; Types of Standards, Standard Costing and Estimated Costing ; Advantages; Limitations; Setting of standards; Analysis of different types of material, labour, overhead variances and Sales Variances.

**Unit-III** Marginal Costing and Break even analysis : Marginal Cost; Marginal Costing and Differential Costing Marginal Costing and Absorption Costing; Contribution Analysis; Cost – Volume- Profit Analysis; Different types of Break-even Points and Charts; Advantages and limitations of BE Charts; and Marginal Costing, Applications of BE regarding sales-Mix, Product Lines.

**Unit-IV** Decisions Involving Alternate Choices: Cost Concepts Associated with Decision-making; Evaluation Process; Specific Management Decisions – Make or buy; Expand or buy; Expand or Contract; Change vs. Status Quo;.Retain or Replace; Explaining New Markets; Optimum Product Mix; Adding and Dropping a Product.  
Capital Budgeting and Lease Financing: Capital Budgeting- Concept; nature, need, importance, Managerial Uses; Components; Terminology used in Evaluating; Capital Expenditures; Appraisal Methods – Pay Back Period; its variants. Accounting rate of return; Discounted Cash Flow Methods – NPV, IRR, Profitability Index – their Conflicts and Resolution; Capital Rationing; Risk Analysis and its models.

## ***Suggested Readings***

- 1.J.K.Aggarwal, R.K.Aggarwal, M.L.Sharma – Accounting for Managerial Decisions – Ramesh Book Depot., Jaipur.
- 2.R.Kishore – Advance Management Accounting – Taxamn allied Services Pvt. Ltd.
- 3.M.Y.Khan, P.K.Jain – Management Account – Tata Mcgraw Hill.
- 4.Morngren, Sundem, Stratton – Introduction to Management Accounting - Pearson Accounting
- 5.S.N.Mittal – Accounting & Financial Management – Shree Mahavir Book Depot, Nai Sarak, New Delhi.

**M.Com (Hons.)VII Semester w.e.f. 2012-13**  
**MCH-7.02 Management Concepts**

**Max.Marks:80**  
**Time: 3 Hrs**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

- Unit-1.** Schools of Management Thought: Scientific, process, human behavior and social system school; Decisions theory school; Quantitative and system school; Contingency theory of management; Managerial skills. Managerial Functions: Planning –concept, significance, types; Organizing-concept, principles, theories, types of organizations, authority, responsibility, power, delegation, decentralization; Staffing; Directing; coordinating; control- nature, process, and techniques.
- Unit-2** 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-3** Leadership: concept; Leadership styles; Theories- trait theory, behavioral theory, Fiedler's contingency theory; Hersey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership.
- Unit-4** 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;

**Suggested Readings:-**

1. Griffin, Ricky W: ;Organisational Behaviour, Houghton Mifflin co., Boston.
2. Hellreigel, Don, John W. Slocum, Jr., and Richards W. Woodman: Organizational Behavior, south western college Publishing, Ohio.
3. Hersey, Paul, Kenneth H. Blanchard and Dewey E Johnson: Management of Organisational Behaviour:
4. Utilising Human Resources, Prentice Hall, New Delhi.
5. Ivancevich; John and Micheol T. Matheson: Organisational Behaviour and Management, Tata McGraw-Hill, New Delhi.
6. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York

**M.Com (Hons.)VII Semester w.e.f. 2012-13**  
**MCH-7.03 Indian Business Environment**

**Max.Marks:80.**  
**Time: 3 Hrs**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-1** Theoretical Framework of Business Environment: Concept, significance and nature of business environment; Elements of environment- internal and external; Changing dimensions of business environment. Techniques of environmental scanning and monitoring.

**Unit-2** Dualism in Indian Society and problem of uneven distribution of income; Emerging rural sector in India; Social responsibilities of Business; Consumerism in India; Consumer Protection Act.

Economic Systems and Business Environment; Economic Planning in India – Types of Economic Plan; Prerequisites of successful economic planning; Latest Five Year Plan.

**Unit-3** Economic Reforms in India; Industrial Policy – Policies of Pre and Post liberalization era; Industries (Development and Regulation) Act; Competition Policy and Competition Act;

**Unit-4** Public Sector- Objectives, pattern of growth; Changing role of public sector; Privatization and Disinvestments of public enterprises; Pricing policies in public enterprises.

Suggested Readings:-

- 1.S.K.Bedi – Business Environment
- 2.Fransis Cherunilam – Business Environment – Himalaya Publishing House.
3. P.K.Ghosh – Business & Government – Sultan chand & Sons.
4. Adhikiary, M: Economic environment of Business, sultan Chand & sons, New Delhi.
5. Ahluwalia. I.J. Industrial Growth in India, Oxford University Press, Delhi.



**M.Com (Hons.)VII Semester w.e.f. 2012-13**  
**MCH-7.04 Elementary Managerial Economics**

**Max. Marks : 80.**

**Time : 3 hours.**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

- Unit-1.** Nature and scope of Managerial Economics; Managerial economists; role and responsibilities; Fundamental economics concepts: incremental principle, opportunity cost principle, discounting principle; factors of production.
- Unit-2** Law of Demand, elasticity of demand, consumer equilibrium-utility and indifference curve approach. Demand estimation and demand forecasting techniques.
- Unit-3** Production functions: short run and long run; producer's equilibrium; cost classifications; cost curves: short run and long run; economic value analysis; law of variable proportions and law of returns to scale; economies of scale; learning curve.
- Unit-4** Price determination and equilibrium of firm and industry under different market conditions: Perfect competition, monopoly, monopolistic competition, and oligopoly. Managerial theories of firms; pricing policies, practices, strategies and tactics in modern business world; Transfer pricing; Pricing under risk and uncertainty; elements of factor pricing.

***Suggested Readings`***

1. Baumol, William J; Economic Theory and Operations Analysis, Prentice-Hall, Lopndon.,
2. Baya,Michael R:Managerial Economics and Business Strategy, McGraw Hill Inc. New York.
3. Stonier, W and Hauge D: A Text Book of Economic Theory.
4. Dean, Joel: Managerial Economics, Prentice Hall, Delhi.
5. Dholkia,R.H.and A.L.Oza:Micro Economics for Management Students, Oxford University Press.New Delhi.
6. Lipton R.G.: An Introduction to Positive Economics.

**M.Com (Hons.)VII Semester w.e.f. 2012-13**  
**MCH-7.05 Statistical Analysis for Business**

**Max. Marks: 80.**

**Time: 3 hours.**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

**Unit-1** Correlation and Regression Analysis: Bivariate, Partial and Multiple Correlation and Regression (Up to three variables)

Unit-2 Probability and Probability Distributions: Probability Theory; Concept of probability; Different approaches to probability; conditional probability; application of Addition and Multiplication Laws; Baye's Theorem and Inverse probability and Mathematical expectation. Probability distribution; Binomial distribution, Poisson distribution and Normal distribution; and their applications to business.

Unit-3 Statistical Inference:- Test of Hypotheses: Sampling tests – Large and small sample tests – Z-Test, T-Test.

Unit-4 Association of Attributes: Criterion of Independence, Consistency of data (two and three attributes),  $\chi^2$  –Test: Conditions for apply  $\chi^2$  – Test, Yate's correction, Uses of  $\chi^2$  Test, Additive Property of  $\chi^2$ ., Misuse of Chi-Square Test and its limitations.

**Suggested Readings:**

1. Chou-Ya-Lun: Statistical analysis, Holt, Rinchart and winslon.
2. Hooda, R.P: Statistics for Business and Economics, Macmillan India Ltd. New Delhi.
3. Heinz, Kohler: Statistics for Business & Economics, Harper Collins.
4. Hien, L.W: Quantitative approach to Managerial decisions, Prentice Hall, New Jesery. India, Delhi.
5. Lawrence B.Morse: Statistics for Business & Economics, Harper Collins.
6. Levin, Richard I and David S Rubin: Statistics for Management, Prentice Hallof India, Delhi.
7. Watsnam Terry J. and Keith Parramor: Quantitative Methods in Finance, International Thompson Business Press.
8. Ackaff,R.L. and Sasieni, M.W., Fundamentals of Operations Research, John Wiley and sons Inc., New York 1968.

**M.Com (Hons.)VII Semester w.e.f. 2012-13**  
**MCH-7.06 Workshop on Computer Applications to Business**

**Max.Marks:100.**

**Time: 3 Hrs.**

**Note:** The Method of teaching and evaluation in this paper shall be “Workshop”. There will not be any theoretical paper.

**Course Inputs**

**Unit-1.** Computer Hardware: computer system as information processing system; Computer system differences- types of computer systems, hardware options-CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications.

**Unit-2** Personal computers: PC and its main components, hardware configuration, CPU and clock speed, RAM and secondary storage devices, other peripherals used with PC; factors influencing PC performance; PC as a virtual office.

**Unit-3** Modern Information Technology: Basic idea of Local Area Networks (LAN) and Wide Area Networks (WAN); E-mail; Internet technologies, access devices, concept of a World Wide Web and Internet browsing; Multimedia.

**Unit-4** Introduction to Operating systems: Software needs, operating systems, application software's, programming languages; DOS; Windows- window explorer, print manager., control panel, paintbrush, calculator, desk top, my computer, settings, find, run; UNLX.

**References**

1. Date, C.J: An Introduction to Database Systems, Addison Wesley, Massachusetts.
2. Dienes, Sheila S: Microsoft office, Professional for Windows 95; Instant Reference; BPB publication, Delhi.
3. Mansfield, Ron: The Compact Guide to Microsoft office; BPB publication, Delhi.
4. Norton, peter: Working with IBM-PC,BPB Publications Delhi.

**M.Com (Hons.)VIII Semester w.e.f. 2012-13**  
**MCH-8.01 Management Accounting**

**Max.Marks:80**

**Time: 3 Hrs.**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

**Unit-I** Lease Financing – Lease or buy decision; Evaluation of Lease methods; Financial Statements: Analysis and interpretation - Forms and nature of financial statements; Uses and Limitations, types and tools of analysis; Comparative Financial Statements; Common – Size Statements; Trend Percentages.

**Unit-2** Contemporary issues in Management-Accounting: Value Chain analysis; Activity Based Accounting; Quality Costing; Target and Life—Cycle Costing.

**Unit-3** Accounting Ratios- Classification; Profitability ratios; Turnover Ratios; Solvency Ratios' Analysis of Capital Structure; Ratios as Predictors of insolvency; Significance Limitations and interpretation of Ratio Analysis. Funds Flow Statement- Concept; Uses; Preparation.

**Unit-4** Cash Flow Statement- Objectives; Sources and Application; Preparation of Statement as per Indian Accounting Standard 3. Responsibility Accounting – Principles; Definition; Types of Responsibility Centers; Pre-requisites; Utility; Problems. Reporting to Management- Steps for Effective Reporting; Requisites of Ideal Report; Types of Reports; Uses.

***Suggested Readings***

1. Management Accounting: Dr.Mittal S.N. (Shree Mahaveer Book Depot.. Delhi)
2. Management Accounting: Pandey I.M.
3. Management Accounting: Dr.Maheshwari S.N.
4. Management Accounting: A Decision Emphasis – De Coster, D.T/ and Scholefr E.L.
5. Management Accounting Principles:Anthony R.N. and Reece J.S.
6. Management Accounting:Harngren Charles T.
7. Management Accounting: Batty J.

**M.Com (Hons.)VIII Semester w.e.f. 2012-13**  
**MCH-8.02 Organisational Behaviour**

**Max.Marks:80.**

**Time: 3 Hrs.**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

**Unit-1** Organisational Behavior: Organisational behavior- concept and significance; Relationship between management and Organisational behavior; Emergence and ethical perspective; Attitudes; Perception; Learning; Personality; Transactional analysis.

**Unit-2** Group Dynamics and Team Development: Group dynamics- definition and importance, types of groups, group formation, group development, group composition, group performance factors; Principle-centered approach to team development.

**Unit-3.** Organisational Conflict: Dynamics and management; sources, patterns, levels, and types of conflict; Traditional and modern approaches to conflict; Functional and dysfunctional organisational conflicts; Resolution of conflict.

**Unit-4.** Organisational development: Concept; Need for change, resistance to change; resistance to change; Theories of planned change; organisational diagnosis; OD intervention.

**References**

1. Griffin, Ricky W: ;Organisational Behaviour, Houghton Mifflin co., Boston.
2. Hellreigel, Don, John W. Slocum, Jr., and Richards W. Woodman:
3. Organizational Behavior, south western college Publishing, Ohio.
4. Hersey, Paul, Kenneth H. Blanchard and Dewey E Johnson: Management of Organisational Behaviour:
5. Utilising Human Resources, Prentice Hall, New Delhi.
6. Ivancevich; John and Micheol T. Matheson: Organisational Behaviour and Management, Tata McGraw-Hill, New Delhi.
7. Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York
8. Newstrom, John W. and Keith Davis: Organizational Behavior: Human Behavior at Work, Tata McGraw-Hill, New Delhi.
9. Robbins, Stephen P, and Mary Coulter: management, Prentice hall, New Delhi.

**M.Com (Hons.)VIII Semester w.e.f. 2012-13**  
**MCH-8.03 Economic Environment of Business**

**Max.Marks:80.**

**Time: 3 Hrs**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I** Fiscal Policy; Monetary Policy; Problem of NPA in the Banking Sector; SEBI- functions, objectives; SEBI guidelines for fresh issue of shares, debentures and bonus shares.

**Unit-2** Government Business Relationship:- Roles of government in business; Economic Implications of Indian Constitution- Preamble, Directive Principles of State Policy, Fundamental Rights, Centre-state relationship; Foreign Investment Policy; FEMA.

**Unit-3** Small Scale Industries – Importance, Problems and Policies; Industrial Sickness – problem, magnitude and remedies.

**Unit-4** Multinational Corporations and its role; EXIM Policy(Latest): An overview of International Economic Institutions and their working – WTO, IMF, World Bank.

**Suggested Readings**

1. Adhikary, M: Economic environment of Business, Sultan Chand & sons, New Delhi.
2. Ahluwalia. I.J. Industrial Growth in India, Oxford University Press, Delhi.
3. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Pub, N.Delhi.
4. Aswathappa, K: Legal environment of Business, Himalaya Publication, Delhi.
5. Chakravarty, S: Development Planning, Oxford University Press, Delhi.
6. Ghosh, Biswanath: Economic environment of Business, Vikas Pub, New Delhi.
7. Ghosh, Biswanath: Economic environment of Business, Vikas Pub, New Delhi.

**M.Com (Hons.)VIII Semester w.e.f. 2012-13**  
**MCH-8.04 Managerial Economics-II**

**Max. Marks: 80.**

**Time: 3 hours.**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each..

**Course Inputs**

**Unit-1.** Macro economics: Meaning, nature and scope; National income: concept and measurement; circular flow of income; multiplier, accelerator and marginal efficiency of capital; Keynesian income determination model.

**Unit-2** Economic growth: measurement and determinants; Inflation; definition, types and strategies to counter inflation; Budgets and budgetary deficits; deficit financing; Public debt operations and its management.

**Unit-3** Theories of International trade: Comparative cost advantage: Peter endearment Theory: Balance of payment management, management of internal and external balance, balance of deficit management; foreign exchange reserves; determination of foreign exchange rates foreign exchange rate management; foreign exchange flow.

**Unit-4** Business cycles: nature, causes and phases; theories of business cycles: monetary, innovation, Cob-Web, Samuelson and Hicks; macro economics planning: Business opportunities in the current five plans.

***Suggested Readings`***

1. Baumol, William J; Economic Theory and Operations Analysis, Prentice-Hall, London.,
2. Baya,Michael R:Managerial Economics and Business Strategy, McGraw Hill Inc. New York.
3. Stonier, W and Hauge D: A Text Book of Economic Theory.
4. Dean, Joel: Managerial Economics, Prentice Hall, Delhi.
5. Dholkia,R.H.and A.L.Oza:Micro Economics for Management Students, Oxford University Press.New Delhi.
6. Lipton R.G.: An Introduction to Positive Economics.
- 7.Gough, J.and S.Hills: Fundamentals of Managerial Economics, MacMillan London.

**M.Com (Hons.)VIII Semester w.e.f. 2012-13**  
**MCH-8.05 Quantitative Techniques for Managerial Decisions**

**Max.Marks:80.**

**Times: 3 Hrs**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

### **Course Inputs**

**Unit-1.** Quantitative Techniques: An introduction to quantitative techniques, classification of quantitative techniques, role / uses of quantitative techniques in business and industry, their functions, their scope and limitations of quantitative techniques.

**Unit-2** Analysis of Variance: Introduction, assumptions, Techniques of Analysis of Variance – one way classification and two way classifications. F-Test.

**Unit-3** Non-Parametric Tests: sign-Test, Sign test for paired observations, Wilcoxon signed – rank tests, Wald – Wolfowitz test, Kruskal Wallis – Test and The Mann - Whitney – U-Test.

**Unit-4** Linear Programming and Network –Analysis. Linear Programming: Uses, applications, data requirement and limitations. Simplex Method. Net Work Analysis: CPM and PERT; Significance of PERT to a Manager Network activity, Network analysis. Critical Path method, Limitations of CPM, Limitations of PERT.

#### **Suggested Readings:**

1. Chou-Ya-Lun: Statistical analysis, Holt, Rinehart and Winston.
2. Hooda, R.P: Statistics for Business and Economics, Macmillan India Ltd. New Delhi.
3. Heinz, Kohler: Statistics for Business & Economics, Harper Collins.
4. Hien, L.W: Quantitative approach to Managerial decisions, Prentice Hall, New Jersey. India, Delhi.
5. Lawrence B.Morse: Statistics for Business & Economics, Harper Collins.
6. Levin, Richard I and David S Rubin: Statistics for Management, Prentice Hall of India, Delhi.
7. Watsnam Terry J. and Keith Parramor: Quantitative Methods in Finance, International Thompson Business Press.
8. Ackoff, R.L. and Sasieni, M.W., Fundamentals of Operations Research, John Wiley and sons Inc., New York 1968.



**M.Com (Hons.)VIII Semester w.e.f. 2012-13**  
**MCH-8.06 Workshop on e-Commerce**

**Max.Marks:100**

**Times: 3 Hrs**

**Note:** The Method of teaching and evaluation in this paper shall be “Workshop”. There will not be any theoretical paper.

**Course Inputs**

- Unit-1** Word processing: Introduction and working with MS-Word in MS-Office; Word basic commands; Formatting-text and documents; Sorting and tables; Working with graphics; Introduction to mail merge.
- Unit-2** Spread Sheets: Working with EXCEL-formatting, functions, chart features; Working with graphics in Excel; Using worksheets as database in accounting, marketing, finance and personnel areas.
- Unit-3.** Presentation with Power-Point: Power-point basics, creating presentations the easy way; Working with graphics in Power-Point; show time, sound effects and animation effects.  
Introduction to Lotus smart Suite for Data Sheet Analysis: Structure of spreadsheet and its applications to accounting, finance and marketing functions of business; Creating a dynamic/sensitive worksheet, concept of absolute and relative cell reference; Using various built –in functions-mathematical, statistical, logical and finance functions; Goal seeking and back solver tools, using graphics and formation of worksheet, sharing data with other desktop applications, strategies of creating error-free worksheet.
- Unit-4.** Introduction to Accounting Packages: Preparation of vouchers, invoice and salary statements; Maintenance of inventory records; Maintenance of accounting books and final accounts; financial reports generation. Practical knowledge on Wings accounting and wings Trade (Softwares), Talley etc.  
Introduction to Statistical Packages: Usage of statistical packages for analyses in research-Lotus and Excel, SPSS; SYSTAT.

**References**

1. Date, C.J: An Introduction to Database Systems, Addison Wesley, Massachusetts
2. Dienes, Sheila S: Microsoft office, Professional for Windows 95; Instant Reference; BPB publication, Delhi.
3. Mansfield, Ron: The Compact Guide to Microsoft office; BPB publication, Delhi.
4. Norton, peter: Working with IBM-PC,BPB Publications Delhi.
5. O’Brian, J.A: Management Information Systems, Tata McGraw Hill, New Delhi.
- 6.Ullman, J.O. Principles of Database Systems, Galgotia Publications, New Delhi.

**M.Com (Hons.) –IX Semester w.e.f. session 2013-14**

**MCH-9.01 Strategic Management -I**

**Max.Marks:80  
Time: 3 Hrs**

Note: The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

- Unit-I Strategic Management Process: Evolution of Strategic Management, Management.  
Concept of Strategy, Level at which Strategy operates, Issues in Strategic decision making, Schools of thoughts of strategy formulation, Process of Strategic Management, Roles of Strategists in the Process of strategic
- Unit-2 Establishment of Strategic Intent; Hierachy of Strategic Intent vision. Mission Statements – Process of envisioning, Formulation and Communication of Mission Statements; Setting of Goals and Objectives; Identification of Key Success Factors..
- Unit –3 Environment and Organisational Appraisal: Concept of Environment and its components, Environmental Scanning and Appraisal; Organisational appraisal- its dynamics, Considerations, Methods and Techniques. Structuring Organisational Appraisal; SWOT Analysis.
- Unit-4 Strategy Formulation: Corporate level Strategies; Grand Strategies, Stability Strategies, Expansion Strategies, Retrenchment Strategies, Combination Strategies, Corporate Restructuring; Business level Strategies and Tactics

**SUGGESTED READINGS:**

Bhattachary, S.K. and N. Venkataramin: Managing Business Enter rises: Strategies, Structures and Systems, Vikas Publishing House , New Delhi.  
Budhiraja, S.B. and M.B. Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.  
Chreistensen, C. Ronald, Kenneth R. Andrews, Joseph L. Bower, Rochard G. Hamermesh, Michael E. Porter: Business Policy: Text and Cases, Richard D. Irwin, Inc., Homewood, Illinois.

Coulter, Mary K: Strategic Management in Action, Prentice Hall, New Jersey.

David, Fred R; Strategic Management, Prentice Hall, New Jersey.

Glueck, William F. and Lawrence R. Jauch: Business Policy and Strategy, McGraw Hill, International Edition.

H.Igor, Ansoff: Implanting Strategic Management, Prentice Hall, New Jersey.

Kazmi, Azhar: Business Policy, Tata McGraw Hill, Delhi.

Michal, E Porter: The Competitive Advantage of Nations, Macmillan, New Delhi.

Mintzberg, Henry and James Brian Quinn: The Strategy Process, Prentice Hall, New Jersey.

Newman, William H. and James P. Logan: Strategy, Policy and Central Management, south Western Publishing Co., Cincinnati, Ohio.

**M.Com (Hons.) –IX Semester w.e.f. session 2013-14**  
**MCH-9.02 Accounting Theory**

**Max.Marks:80**

**Time: 3 Hrs**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

Unit-I

Introduction: Meaning, nature, evaluation and role of accounting and accounting theory; Approaches and levels of Accounting theory. Methodology in accounting theory; Accounting as a language and as an Information System; Accounting and Economic Development; Financial Statement, Reporting and Objectives thereof.

Unit-II

Accounting: Concepts, Principles and Postulates; Generally Accepted Accounting Principles including selection of Accounting Principles and measurement in accounting; Income Measurement: Edwards and Bill's Concept of Business income; Transactions and Activities Approaches to Income Measurement; AS-5 on changes in Accounting estimates and policies; Revenues: Recognition criteria, measurement of revenue, AS\_9 on disclosure relating to revenue recognition. Estimates of ex-ante and ex-post income.

Unit-III

Expenses: Meaning, categories, association with revenue and unexpired costs, Recognition; Gains and losses: Features, recognition - comparison of revenues, expenses, gains and losses. Depreciation Accounting and Policy: Accounting Problems in long term assets, meaning and causes of depreciation, methods, AS-6 on depreciation, Disposals of fixed assets, Exchange of plant assets, Amortisation.

Unit-IV

Inventory: Meaning, Need, Objectives of inventory measurement and inventory costing, valuation methods, AS-2 on Inventory Valuation, ICAI's guidelines on inventory valuation, Inventory systems, most useful method of valuation, Assets: meaning, characteristics, valuation and AS-10 on accounting for Fixed assets. Liabilities and Equity: meaning, nature, classes, types and approaches.

Suggested Readings

1. Kenneth S. Most, "Accounting Theory", Ohio Grid Inc.
2. Elden S. Hendriksen, "Accounting Theory", Homewood: Richard D. Irwin.
3. A.C. Littleton, "Structure of Accounting Theory, AAA.
4. Jawahar lal, "Corporate Financial Reporting: Theory and Practice" Taxman, 2<sup>nd</sup> Ed.

**M.Com (Hons.) –IX Semester w.e.f. session 2016-17**  
**Corporate Tax**

**MCH-9.03**

Max.Marks:80

Time: 3 Hrs

Note: The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

**Unit-I**

Meaning of company; Types of companies; Residential status and incidence of tax on companies; Computation of income of company under various heads; General provisions applicable to companies for computation of gross total income.

**Unit-II**

Deductions from gross total income as applicable to companies; computation of tax for various types of companies; Provisions of MAT; Assessment of Insurance Companies.

**Unit-III**

Assessment of Charitable / Educational Institutions/ Religious Trust and Political Parties; Assessment of Non- Residents and advance ruling for non-residents.

**Unit-IV**

Assessment of cooperative societies; Assessment of discontinued business; Double taxation relief.

**Suggested Readings:**

1. Direct Tax Law & Practice: Dr V.K.Singhania and Dr. Kapil Singhania, Taxmann Publications.
2. Income Tax Law & Practice: Dr. H.C.Mehrotra & Dr. S.P.Goyal, Sahitya Bhawan Agra.
3. Direct Tax Law & Practice: B.B.Lal, Konark Publication, Delhi.  
Service Tax and VAT: V.S.Datey, Taxmann Publication

**M.Com (Hons.) –IX Semester w.e.f. session 2013-14**  
**MCH-9.04 Higher Accounting and Corporate Reporting**

**Max.Marks:80**  
**Time: 3 Hrs**

Note: The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

### **Course Inputs**

#### **Unit-1**

Accounting for issue and Redemption of Shares and Debenture. Issue of Shares at different values, issue of two classes of shares, Under-subscription, Over-subscription, Calls in arrears, Calls in advance, forfeiture of Shares, Re-issue of forfeited shares, Right issue. Classes of Debentures, Issue of Debentures, Term of issue of Debentures, Discount on Debentures, Redemption of preference shares, Accounting entries. Methods of Redemption of Debentures.

#### **Unit-2**

Final accounts and Financial Statements of companies- P&L Account Balance sheet, Statutory Requirements , Managerial Remuneration, Divisible profits, Dividend, Bonus Shares. Analysis and interpretation of financial statements – Balance sheet, form of balance sheets, Balance sheet equation, Profit and Loss Accounts – Cash and Fund Flow Accounting –Criticism of Published Accounts. Corporate Reporting information Disclosure and Design of Accounts- Limitations, Points for Consideration in disclosure. Financial Position statements Disclosure Practices.

#### **Unit-3**

Valuation of Goodwill, Shares and Debentures/ Bonds. Goodwill:- Definition- Necessary Factors determining the value – methods. Valuation of Shares:- Circumstances – Methods.

#### **Unit-4**

Accounting issues relating to Amalgamation, Absorption and Reconstruction of Companies- Meaning calculation of purchase consideration- Accounting entries- Inter Company Owings – inter Company unrealized Profits – inter Company holdings – Merger and acquisition – Alteration of Share Capital. Scope of Internal Reconstruction Entries – Internal Reconstruction Vs. External Reconstruction Scheme.

References:-

- Beams, F.A; Advanced Accounting ,Prentice Hall, New Jersey.
- Dearden ,J. and S.K.Bhattacharya :Accounting for Management, Vikas Publishing House, New Delhi.
- Engler,C., L.A Bernstien and K.R .Lambert :Advanced Accounting ,Irwin, Chicago.
- Fischer ,P.M., W.J.Taylor and J.A.Leer; Advanced Accounting , South-Western , Ohio .
- Gupta. R.L.:Advanced Financial Accounting, S.Chand and Co. New Delhi.
- Kesio D.E. and J.J.Weygandt: Intermediate Accounting,. John Wiley and Sons, N.Y.
- Maheshwari , S.N.: Advanced Accounting- Vol. II, Vikas Publishing Housing, New Delhi.
- Monga J.R.: Advanced , Mayoor Paperbacks , Noida.
- Narayanawamy, R. : Financial Accounting: A Managerial Perspective, Prtentice Hall of India, Delhi.
- Neigs, R.F. Financial Accounting, Tata Mc Graw Hill, New Delhi.
- Shukla, M.C, and T.S.Grewal: Advanced Accountancy, Sultan Chand Co. New Delhi.
- Warren C.S. and P.E.Fess: Principles of Financial and Managerial Accounting, South-Western, Ohio.

**MCH-9.05**

**M.Com (Hons.) –IX Semester w.e.f. session 2013-14  
Investment Management**

**Max.Marks:80  
Time: 3 Hrs**

Note: The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

Unit-I

Investments: Nature, Scope, Avenues And Elements of Investment, Approaches to Investment Analysis; Tax and Transactions Cost in Investment, Financial Assets: Types, Characteristics and Alternatives; Sources of Financial Information.

Unit-II

Security Markets: Secondary and Primary, Public Issue: IPO and other types of issues in securities in India. Participants in the securities market; Stock-Market: - Stock-Exchanges, Trading and Settlement, Stock market quotations and Issues; SEBI and Future challenges in the settlement of securities market, SEBI guidelines in primary and secondary capital markets.

Unit-III

Intermediaries in the capital markets (including Depositories); Valuation of Debt and Equity instruments (with numericals); Valuation of Options and Futures.

Unit-IV

Fundamental analysis (Industry, Company and Macroeconomic analysis); Technical analysis (Charting techniques, Dow-theory, Moving average analysis, Moving average convergence-divergence (MACD); Relative strength analysis, Technical indicators of Breadth, sentiments), Testing technical trading rules, Evaluation of Technical Analysis.

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Suggested Readings:-

1. Ranganatham, M. and Madhumati, R.”Investment Analysis and Portfolio Management”, Pearson education. Delhi-92.
2. Jordon, Fisher,” Security Analysis and Portfolio Management”, 6<sup>th</sup> Ed. Phi-New Delhi-110001.
3. Bodie, Kane, Marcus and Mohanty, “Investments”. TMH New-Delhi.
4. Chandra, P. “Investment Analysis and Portfolio Management”. CFM-Mc Graw Hill professional series in finance.



**M.Com (Hons.) –IX Semester w.e.f. session 2013-14**  
**MCH-9.06**  
**Multinational Financial System**

**Max.Marks:80**  
**Time: 3 Hrs**

Note: The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

Course Inputs

Unit-I

Introduction of Multinational Financial Environment: Meaning, Scope and Rise; MNC's: Meaning, Objectives, Evolution process of overseas expansion; Financial linkages in the MNC's; Foreign Exchange Markets: F.E rate determination, Functions of F.E market, Foreign currency Futures and Options.

Unit-II

International monetary system (including Bretton Woods system and Smithsonian Agreement and European monetary system), International Financial Institutions (IMF/WB and ADB); Balance of Payments and International economic linkages, Currency forecasting (including International Fisher Effect).

Unit-III

Foreign Exchange Risk Management: Meaning of exchange Risk; Tools and Techniques of Foreign Exchange Risk Management; Foreign Exchange Risk Management through Accounting, Translation and Economic Exposure methods.

Unit-IV

Financial management of the Multinational Firms: FDI, Cost of capital and Capital structure. Multinational Capital Budgeting, MNC's cash receivables management, managing the multinational financial system.

Suggested Reading

Apte, P.G: International Financial Management, Tata McGraw Hill, New Delhi.

Bakley, Adrian: Multinational Finance, Prentice Hall, New Delhi.

Eitman, D.K. and A.I. Stenhill: Multinational Business Cash Finance, Addison Wesley

Henning, C.N., W Piggot and W.H Scott: International Financial Management, McGraw Hill, Int. Ed., New York.

Levi, Maurice D: International Finance, McGraw- Hill, International Edition.

Rodriguez, R.M. and E.E Carter: International financial Management, Prentice Hall, International Edition.

Shapiro, Alan. C: Multinational Financial Management, Prentice Hall, New Delhi.

Zeff, D. and J Zwick: International Financial Management, Prentice Hall, International Edition.

**M.Com (Hons.) –IX Semester w.e.f. session 2013-14**

**MCH-9.07**

**Merchant Banking**

**Max.Marks:80**

**Time: 3 Hrs**

Note: The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

**Unit-I**

Merchant Banking: Meaning, Scope, Nature, Evolution and Activities; Merchant Banking in India; Investment Banking in India and USA, Potential of Investment Banking in India; Organisation of MB-units. Banking Commission Report 1972. Regulation of Merchant Banking: Capital Adequacy Requirements, Code of Conduct, Insider Trading; Defaults and Penalties, International code and Standards. Project Preparation and Appraisal: Project Identification, Financial Appraisal, Technical Appraisal, Economic Appraisal, Feasibility study.

**Unit-II**

Merchant Bankers: Types, functions/Role in Public Issue, other issues and in fund raising, in raising Public Deposits; Pre-issue obligations of Lead Merchant Banker, Appointment of Merchant Bankers; SEBI's guidelines for issues of various securities. Pre-issue Management: Coordination, Marketing and Underwriting; Pricing of rights and future Public issues (including Book-Building).

**Unit-III**

Pre-issue Management: Allotment: Allotment and Dispatch of shares /Refunds and Listing Requirements of OTCEI; Public Deposits and Commercial Paper.

**Unit-IV**

Security – Rating and Equity Grading: Nature, Utility, Process and Agencies like CRISIL and Credit Analysis & Research Ltd. Reports of Committees; Ethical Issues; SEBI (Credit Rating Agencies) Regulation, 1999. Registration of CR-Agencies; Disclosure, Control and Inspection of Ratings.

**Suggested Readings:**

1. S.Guruswamy, "Financial Markets and Institutions". Thomson.
2. Shashik. Gupta et al. "Financial Institutions and Markets" Kalyani Publishers. New Delhi.
3. H.R.Machiraju. "Merchant Banking: Principles and Practice". New Age International Publishers.

**M.Com (Hons.) –IX Semester w.e.f. session 2013-14**  
**MCH-9.08 Financial Management- Investment Decisions**

Max.Marks:80

Time: 3 Hrs

Note: The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

### **Course Inputs**

- |        |   |
|--------|---|
| Unit-1 | Evaluation of Finance, Objectives of the Firm – Project Max. And Wealth max.; Functions of Financial Management; Organisation of the Finance Function.  |
| Unit-2 | Cost of Capital: Definition and Concepts, Measurement, the weighted average Cost of Capital; Leverage: Operating and financial , Combined Leverage.     |
| Unit-3 | Capital Budgeting, Meaning, importance, rational of Capital Budget, nature of investment Decision, the Administrative frame work, methods of appraisal, |
| Unit-4 | Capital rationing, Inflation and Capital Budgeting ; Capital budgeting under Risk and Uncertainties   |

#### **Suggested Readings:**

- M Y Khan and P K Jain: Financial Management  
I M Pandey: Financial Management  
Parasana Chandra: Financial Management

**M.Com (Hons.) –IX Semester w.e.f. session 2013-14**

**MCH-9.09 Advanced Cost Accounting**

**Max.Marks:80**

**Time: 3 Hrs**

Note: The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

Unit-1 Inventory system: turnover of material: ABC analysis; VED analysis; JIT, aims and objectives of JIT, Methodology in implementation of JIT, Impact of JIT on Production Price. JIT's effect on costing system. Material Requirement Planning (MRP-I), aims, methodology, methods of Operations, Requirement for Implementation of MRPI, MRPI and Inventory Management. Zero Inventory system.

Unit-2 Manufacturing resource planning (MRP II), Evolution, essential elements. Enterprise resource planning (ERP), Lean Accounting, Back flush Costing, Conditions for adopting Back flush Costing, different types of back flush Costing, Accounting for Variances, disposition of variances, difficulties in backflus costing, backflow costing in JIT system.

Unit-3 Process Costing; Work in Progress, Inter process Profits, by Products and Joint Products. Uniform costing, Concept, Scope of Uniform costing, Need for Uniform Costing, Inter firm comparison, Need for Inter Firm Comparison. Requirements of an Inter firm Comparison scheme, Types of Comparison.

Unit-4 Cost records, Integral system, preparation of accounts under integral system. Non-integral system, preparation of accounts under non-integral system. Benefits and limitations of integral and non-integral systems.

**SUGGESTED READINGS**

1. Saxena and Vashishtha: Advanced Cost Accounting; Sultan Chand and Sons, Delhi.
2. Horngren Charles. T: Cost Accounting – A Managerial Emphasis. Pearson Publications, Delhi.
3. Ravi M. Kishore : Cost Management – Taxman Publications, Delhi.
4. Jain, S.P, K.L.Narang : Advanced Cost Accounting. Kalyani Publications, Delhi.

**M.Com (Hons.) –IX Semester w.e.f. session 2013-14**  
**MCH-9.10 Project Planning & Management**

**Max.Marks:80**

**Time: 3 Hrs**

Note: The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

### **Course Inputs**

Unit-1 An overview: Capital Expenditure and Capital Budget (Meaning, objective and phases) Facets (Aspects ) of project analysis, Feasibility Study, Articulation of framework of Resource allocation: Three key criteria Investment strategies, Strategic – Position and Action Evaluation and Capital Budgeting Generation and screening of Project ideas: The complete process.

Unit-2 Market and Demand analysis; The Study of situation, Information, Market and Demand Forecasting: Market Planning and Methods of Demand Forecasting. Technical analysis with materials, Manufacturing-process, Product-mix, capacity, location, machines and schedules.

Unit-3 Financial analysis: Project-cost, Sources of Finance, Estimates of cost of Production, Sales, working Capital Requirements and its sources, working results, BEP and Cash flows, Project cash flows, time Value of Money.

Unit-4: Cost of Capital of the Project: Basic Concepts and Premises: Rate of Return, Cost of preference and Equity Capital; Cost of Capital for a New Company and in practice, Cost of Depreciation generated funds, appraisal criteria: NPV, Cost-Benefit Ratio, IRR Urgency, accounting Rate of Return, Investment Appraisal: Indian and International Profile. Types of Projects and Relevance of IRR.

### **Suggested Readings**

Brycd, M.C: Industrial Development, McGrawe Hill(Int.Ed.), New Yorik..  
Chandra, Prasanna; project Preparation, Appraisal and Implementation,  
Tata McGraw Hill, Delhi.

I.D.B.I: Manual of Industrial project analysis in Developing countries.

O.E.C.D⊗I) Manual for Preparation of Industrial Feasibility studies. (ii)  
Guide to Practical Project Appraisal.

Pitale, R.L: Prouect ap[praisal Techniques, Oxford and IBH.

Planning Commission: Manual for Preparation of Feasibility Report.

Timothy, D.R. and W.R. Sewell: Project Appraisal and Review,  
Macmillan, India.

**M.Com (Hons.) –IX Semester w.e.f. session 2013-14**  
**MCH-9.11 Financial Institutions and Markets**

**Max.Marks:80**  
**Time: 3 Hrs**

Note: The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

- |        |  |
|--------|--|
| Unit-1 | Introduction: Nature and role of financial system; financial system and financial markets; financial system and economic development; Indian financial system-an overview.   |
| Unit-2 | Financial Markets: Money and capital markets; Money market- meaning, constituents, functions of money market; Money market instruments – call money, treasury bills, certificates of deposits , commercial bills, trade bills etc.; Recent trends in Indian money markets; capital-market-primary and secondary markets; Depository system; government securities market; Role of SEBI-an overview; Recent developments. |
| Unit-3 | Reserve Bank of India: Organisation, management and functions; credit creation and credit control; Monetary policy.  |
| Unit-4 | Commercial Banks: Meaning, functions, management and investment policies of commercial banks; Present structure; E-banking and e-trading, recent developments in commercial banking.   |

**M.Com (Hons.) –IX Semester w.e.f. session 2013-14**  
**MCH-9.12 Small Business Financial Management**

**Max.Marks:80**  
**Time: 3 Hrs**

Note: The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

- Unit-1 Small Business: Meaning, Definition, Nature, Importance; Legal Forums of Small Business organisations Problems of small business organisation, Govt. policy regarding small business; Future of small business in India.
- Unit-2 Financial Management in Small Business: Small business versus Large Business from the viewpoint of financial management;
- Unit-3 Capital budgeting process in small business – Pay back Method, Average Rate of Return, Internal rate of return and Net present value method; Analysis of risk s and uncertainties.
- Unit-4 Working Capital Management in Small Business – Nature and importance of working capital in small companies Cash Management, Receivable Management,

## M.Com (Hons.) –IX Semester w.e.f. session 2013-14

### MCH-9.13 International Finance

**Max.Marks:80**

**Time: 3 Hrs**

Note: The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

### Course Inputs

- Unit-1 International Finance: - Meaning, Nature and Importance. Bretton Woods Conference and afterwards, I.M.F. and World Bank, Methods of International Investments. Balance of Payments and its Components. Current Trends in International Trade and Finance. International Flow of : Goods, Service and Capital Coping with Current Account Deficit.
- Unit-2 International Monetary system: Developments, Gold Standard, Bretton Wood System, Fixed Parity System. Smithsonian Arrangement, Exchange Rate Regime since 1973, Floating system.
- Unit-3 International liquidity, Creation of SDRs, IMFs, funding facilities, the European Monetary system , Monetary and Banking Institutions in International Markets.
- Unit-4 International Capital and Money Market Instruments: GDRs ADRs, IDR, Euro Bonds, Euro Loans, Repos, CPs, floating rate instruments, loan-syndication and Euro – deposits.

### SUGGESTED READINGS

1. Apte, P.G. Global Business Finance (ed.2002) T.M.H.New Delhi.
2. Buckley, Adrian, Multinational Finance, Prentice Hall, New Delhi.
3. Henning, C.N. , W.Piggot and W.H.Scott. International Financial Management, Mc Graw Hill (Intl. Edition).
4. Shappro , Alan C. Multinational, Financial Management, Prentice Hall of India, New.Delhi.
5. Sharan,V. International Financial Management, Prentice Hall of India, New Delhi.
6. Bhalla, V.K. International Financial Management, Text & Cases, Anmol Publications,New Delhi.  
The Economic Time



**M.Com (Hons.) –IX Semester w.e.f. session 2013-14**

**MCH-9.14**

**Risk Management**

**Max.Marks:80**

**Time: 3 Hrs**

Note: The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

**Risk:** Meaning, kinds with sources; Assigning Risk Allowances; Beta in Risk Management; Calculation and use of Beta, Risk and Returns: Relationship, Measurement and Application of Returns; Why Risk-Management; Tools of Risk-Management, Relationship of risk with financial-distress, taxes, Risk and Risk Managers, Risk-Premia.

**Unit-II**

**Risk Measurement:** Evaluation of Risk and Returns of securities and Portfolios ; Diversification; Assets-Allocation and Expected>Returns; Risk-management vs. shareholders' wealth, clientele, and irrelevant-proportions. Risk-Measurement Methods/Techniques : Standard-deviations. Variance, co-variance, Beta, Picturisation. Correlation between the Returns of two or more securities. Borrowing and Lending. The Insurance-Principle. The Measurement of operation and Risk.

**Unit-III**

**Utility Theory:** Introduction, Linear and concave utility function and risk; uncertain outcomes; Insurance and Expected Returns; Indifference curves for Risk-Averse Investors; Non-satiation, Risk-Aversion and Portfolio Choice. Success in Investment. Switching Policies in Financial-Crises; Mania. Panics and Crashes.

**Unit-IV**

**Risk And Hedging:** Relationship. Elementary knowledge of Risk-Hedging Techniques. Risk and Liquidity. Volatility, cashflow at Risk (CaR), Value at Risk (Var), Risk Reducing through Project Choice and Optimal Capital Structures, Investment Timings and Performance Measurement. Risk Management Structures and Policies.

**Books:**

1. "Risk Management & Derivatives "By R.N. Shulz, Thomson : South Wester"
2. "Derivatives and Risk Management by J.R. Verma T.M. New Delhi
3. V.K. Bhalla, :Security Analysis & Portfolio Management

**M.Com (Hons.) -Xth Semester w.e.f. session 2013-14**  
**MCH-10.01 Strategic Management -II**

**Max.Marks:100**  
**Time: 3 Hrs**

Note: The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

- Unit-1 Strategic Analysis and Choice: The Process of Strategic Choice, Corporate Level Strategic Analysis, Business Level Strategic Analysis, Subjective Factors in Strategic Choice, Contingency Strategy, Strategic Plan.
- Unit-2 Strategy Implementation: Inter relationship between formulation and Implementation, Aspects of Strategic Implementation, Project Implementation, Procedural Implementation, Resource Allocation; Strategy and Structures: Structural Considerations, Structures for Strategies; Organisational Design and Change.
- Unit-3 Behavioural Implementation: Leadership Implementation, Corporate Culture, Corporate Politics and Use of Power, Personal values and Business Ethics.  
Functional Implementation: Functional Strategies, Functional Plans and Policies, Marketing Plans and Policies, Financial Plans and Policies, Personnel Plans and Policies, Operations Plans and Policies.
- Unit-4 Strategic Evaluation and Control: Overview of Strategic Evaluation and Control, Techniques of Strategic Evaluation and Control.  
SUGGESTED READINGS:  
Bhattachary, S.K. and N. Venkataramin: Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House, New Delhi.  
Budhiraja, S.B. and M.B. Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.  
Christensen, C. Ronald, Kenneth R. Andrews, Joseph L. Bower, Richard G. Hamermesh, Michael E. Porter: Business Policy: Text and Cases, Richard D. Irwin, Inc., Homewood, Illinois.  
Coulter. Mary K: Strategic Management in Action, Prentice Hall, New Jersey.

**M.Com (Hons.) -Xth Semester w.e.f. session 2013-14**

**MCH 10.02 Accounting Theory and Practice**

**Max.Marks:80**

**Times: 3 Hrs**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

Unit-I

Financial Disclosures and Reporting: Objectives and Concepts, Developing a financial Reporting Framework, Need for financial reporting standards, Trueblood report and The 'corporate Report' on Disclosure reporting; FASB concept No.1. An effective corporate report. Accounting Standard-1 on "Disclosure of Accounting Policies" IASC's conceptual framework for preparation and presentation of Financial statements.

Unit-II

Specific reporting issues: Segment, Interim, Social, Environmental reporting including AS-17 and AS-25. Related Parties Disclosures (AS-18), Financial Reporting of Interests in Joint Ventures (AS-27).

Unit-III

Accounting Standards formation: Meaning of AS, Process of Standards settings in India and by IASC, AS-2, AS-3, AS-6, AS-9, AS-10, AS-11, AS-14, AS-19, AS-20, AS-26 and AS-28 in detail. Harmonisation in Accounting and Reporting (including Recommendation of RBI and SEBI).

Unit-IV

Contemporary Issues in Accounting: Human Resource Accounting, Accounting for Price-Level changes, Value Added Accounting and Reporting, Forensic Accounting and Reporting.

Suggested Readings

1. Kenneth S. Most, "Accounting Theory", Ohio Grid Inc.
2. Jawahar Lal, "Corporate Financial Reporting: Theory and Practice" Taxman, 2<sup>nd</sup> Ed.
3. Vijay Kumar, M.P, "First Lesson on Accounting Standards", Snowwhite.
4. Glautier, H.W.E. And Undordown, B. "Accounting Theory and Practice" (Arnold Heinemann).

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**MCH-10.03 Corporate Tax Planning and Management**

**Max.Marks:80**

**Time: 3 Hrs**

Note: The examiner shall set nine questions in all covering the whole syllabus. Question No.1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

**Unit-I**

Corporation Tax: Meaning of tax, Tax evasion, Tax avoidance, Tax planning, Tax management, Need for tax planning, Precautions in tax planning, Limitations of tax planning. Tax planning for new business: Tax planning with reference to location, nature and different forms of organization of new business.

**Unit-II**

Tax provisions relating to free trade zones, infrastructure sector, backward areas. Tax issues relating to amalgamations: Meaning and types of amalgamation, Tax incentives of amalgamation to amalgamating company, amalgamated company and shareholders of amalgamating company. Tax planning with reference to amalgamation of companies.

**Unit-III**

Tax Planning and Financial Management Decisions: Tax Planning relating to capital structure decisions, Dividend policy, Inter corporate Dividends, Bonus share and Bonus debentures, Tax planning in respect of own or lease. Tax planning in respect of Managerial Remuneration.

**Unit-IV**

Tax planning and Financial Management Decisions: Tax planning in respect of sale of assets used for scientific research, Make or buy decisions, Repair replace, Renewal or renovation of an asset, Shut down or continue decisions. Tax planning in respect of selling in domestic or foreign market . Tax planning in respect of Tax Incentives to Exporters.

**Suggested Readings:**

1. Corporate Tax Planning & Management: Dr. H.C.Mehrotra & Dr. S.P.Goyal Sahitya Bhawan Agra.
2. Direct Tax Planning & Management: Dr.V.K.Singhania, Dr. Kapil Singhania, Monica Singhania, Taxmann Publications.
3. Planning and Management of Corporate Taxation: V.P.Gaur, DB Narang, Rajeev Puri- Kalyani Publishers, New Delhi.

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**MCH-10.04 Advanced Accounting**

**Max.Marks:80**

**Times: 3 Hrs**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

Unit-1 Accounts for holding and subsidiary Companies, Definition – Accounts – Consolidation, Preparation of Gross up-to-date Balance Sheet – Minority Interest Preacquisition, Capital Profits – Cost of Control or Goodwill – inter Company Balances, Unrealised Inter Company Profits – Revaluation of Assets and Liabilities – Bonus Shares – Treatment of Dividend – More than one subsidiary – Inter company holdings – Consolidated Profit and Loss Account.

Unit-2 Liquidation: Scope- Contributory – Preferential payments- Preference Dividend- Statement of Affairs and Deficiency\Account – Liquidators final Statement of Accounts – Liquidator remuneration- Recover for Debenture holders – List of Contributors.  
Double Account System (including Accounts of Electricity concern)  
Nature – Features of Double Accounts System – Receipt and Expenditure on Capital Accounts –General Balance Sheet- Personal Account – Net Revenue Accounts – Difference between Single Account System and Double Accounts System-Replacement of an Assets- Accounts of Electricity Companies.

Unit-3 Farm Accounting- Need-Accounting treatment –Recording-Final Accounts. Government Accounts-General Principal- Indian Audit and Accounts Department – Comptroller and Audit General of India- Public Accounts Committee-Consolidation of funds-Compilation of accounts, Value added Accounting , Voyage Accounts. .

Unit-4 Inflation Accounting:- Meaning, Limitations of Historic Accounting, Methods of Accounting for price level changes – General Price level Accounting or current purchasing Power Accounting –Current Cost Accounting Method – An Appraisal of C.P.P and C.C.A Method. Human Resource accounting: Meaning – Approaches to HRA – Assumptions – methods – Human Resource Cost Accounting – Historical cost Accounting – Replacement cost Method – opportunity cost method – Human Resource value Accounting.

References:-

- Beams, F.A; Advanced Accounting ,Prentice Hall, New Jersey.
- Dearden ,J. and S.K.Bhattacharya :Accounting for Management, Vikas Publishing House, New Delhi.
- Engler,C., L.A Bernstien and K.R .Lambert :Advanced Accounting ,Irwin, Chicago.
- Fischer ,P.M., W.J.Taylor and J.A.Leer; Advanced Accounting , South-Western , Ohio .
- Gupta. R.L.:Advanced Financial Accounting, S.Chand and Co. New Delhi.
- Kesio D.E. and J.J.Weygandt: Intermediate Accounting,. John Wiley and Sons, N.Y.
- Maheshwari , S.N.: Advanced Accounting- Vol. II, Vikas Publishing Housing, New Delhi.
- Monga J.R.: Advanced , Mayoor Paperbacks , Noida.
- Narayanaswamy, R. : Financial Accounting: A Managerial Perspective, Prtentice Hall of India, Delhi.
- Neigs, R.F. Financial Accounting, Tata Mc Graw Hill, New Delhi.
- Shukla, M.C, and T.S.Grewal: Advanced Accountancy, Sultan Chand Co. New Delhi.
- Warren C.S. and P.E.Fess: Principles of Financial and Managerial Accounting, South-Western, Ohio.

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**MC H-10.05 Portfolio Management**

**Max.Marks:80**

**Times: 3 Hrs**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

Unit-I

Return and Risk Analysis: Types of Returns and Risks, Measurement of risks and returns; Efficient-Market theory; Portfolio: Meaning and Benefits. The benefits of diversification in portfolio management. Role of standard deviation and correlation coefficient in risk-return analysis. Time value of money (with intra year compounding and discounting).

Unit-II

Portfolio Theory: Portfolio risk & return, optimal portfolio, Risk less lending and borrowings. Markowity: Portfolio selection model; Shape: The Single Index Model. Immunization and duration in bond portfolios.

Unit-III

Capital Asset Pricing Model including SML and CML; Empirical evidence on CAPM (with numerical); Factor Models and Arbitrage pricing theory; Risk tolerance and asset allocation. The Zero Beta Model, Behavioural Finance and the guidelines for Investment Decisions.

Unit-IV

Portfolio Performance Evaluation (including  $M^2$  measure of performance and style analysis); Risk adjusted measures of return; Strategies of the Great Masters.

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**Suggested Readings:-**

1. ZVIBodie et al, "Investments" 6<sup>th</sup> Ed. MGH companies.
2. Ranganatham, M. and Madhumati, R."Investment Analysis and Portfolio Management", Pearson

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**MCH -10.06 Multinational Financial Management**

**Max.Marks:80**

**Times: 3 Hrs**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

Unit-I

Financing Foreign Operations I : Short-Term financing, Financing the Foreign Trade; International Banking (including Baker –Plan and Macro Prudential Indicators). Eurocurrency- market (including instruments and interest rates), Commercial Borrowings and Euro-Issues.

Unit-II

Financing Foreign Operations II: Special Financing Vehicles; Designing a Global Financing Strategy; Interest rate and Currency Swaps (including parallel and Back-to-Back loans)

Unit-III:

MNCs and International Taxation; Various models of Treaties on Taxation; Meaning and computation of Arm's length price, Transfer pricing, International portfolio investment: - Measurement of total returns, Benefits of international equity financing, International bond investing and optional international asset allocation.

Unit-IV

Measurement and management of political risk in foreign investment; International bank crisis, Depositories: Global Depository Receipts and American Depository Receipts, Country Risk Analysis in International Banking, Euro and its implications for Indian banking.

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**MCH-10.07 Merchant Banking**

**Max.Marks:80**

**Times: 3 Hrs**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

**Unit-I**

Long Term Finance and short Term Finance: Term Loans, Working Capital Loans; Factoring and Forfaiting; Lease Financing and Decisions. Loan Syndication and Syndication – Document (Domestic & External).

**Unit-II**

Conversion of pvt. Ltd. companies into Public Limited Companies; Buy Back of Shares; Mergers, Acquisitions, Amalgamation and Takeovers. SEBI Takeover Regulation (1997).

**Unit-III**

Mutual Funds; Portfolio Management (including Responsibility of Portfolio – Managers; Venture Capital: Indian scenario, Sweat Equity, Venture capital Funds and Guideline for VCFs; overseas VC- Investments; Mode of Funding.

**Unit-IV**

Non-resident Indian Investors; foreign Investment and Institutional Investors. Joint Ventures, depositories and Custodians.

**Suggested Readings:**

1. S.Guruswamy, “Financial Markets and Institutions”. Thomson.
2. Shashik. Gupta et al. “Financial Institutions and Markets” Kalyani Publishers. New Delhi.
3. H.R.Machiraju. “Merchant Banking: Principles and Practice”. New Age International Publishers.

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**MCH-10.08                      Financial Management-II**

**Max.Marks:80**  
**Times: 3 Hrs**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

Unit-1 Working Capital Management, Concept, Need, Determinants, Finance mix for working capital, Estimating working capital needs; cash management: The Cash Budget, Techniques of cash management and marketable securities; Management of receivables; Objectives, factors affecting policies for managing accounts receivables; Inventory Management: Objectives, Inventory Management techniques.

Unit-2 Financing Decisions: Capital Structure Theories, taxation and capital structure; planning the capital structure, Factors affecting capital structure, E.B.I.T.- E.P.S analysis, ROI - ROE analysis, Assessment of Debt Capacity, Capital Structure Policies in Practice.

Unit-3 Dividend Decision: Theories of Dividends – traditional position, Gordon Model, Walter model, M.M. Model, Redical Model, Factors affecting dividend policy, stock dividends and stock splits, Repurchase of stock procedural and legal aspects of dividends.

Unit-4 Sources of Working Capital Funds: Accruals, trade, credit, commercial banks advances, public deposits, Inter corporate deposits, short term loans from financial institution, right debentures for working capital, commercial papers and factoring  
Regulation of Bank Finance:- Recommendations of Latest Committee.

**SUGGESTED READINGS**

1. M.Y.Khan and P.K.Jain ‘Financial Management’
2. I.M.Pandey ‘Financial Management’
3. Parsana Chandra ‘Financial Management Theory and Practice’
4. Aggarwal and Aggarwal ‘Financial Management ‘ Hindi Medium.
5. 5. Van Horse, James C ‘Financial Management and Policy.

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**MCH-10.09 Cost Management**

**Max.Marks:80**

**Times: 3 Hrs**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

Unit-I Cost Control, importance of Cost Control, elementary of a Cost Control Scheme, Cost Control Techniques, Cost Control in Individual Cost Elements, Cost reduction, Cost reduction process, Tools and techniques of Cost reduction. Value Analysis, Types of Value, Procedures of Value Analysis, Relationship between value, function and cost, Techniques of value analysis developed by Lawrance D. Miles.

Unit-2 Activity based Costing (ABC), Inadequacies of traditional methods of overhead absorption. Under costing and over costing, Product-Cost-Cross subsidization, Cost Hierarchies, Cost Drivers and cost pools, implementing ABC system for cost management and profitability, Kaplan and Cooper's approach to ABC.

Unit-3 Productivity, Concept, Measurement of Productivity, Productivity of Material, Labour and other Factors, Productivity of Management Resources, Importance of Human Factor in Productivity Drive, Productivity and Profitability. Supply chain Analysis, Key Success Factors, Value chain analysis, Steps in Value Chain analysis, Value Chain Analysis for assessing competitive advantage.

Unit-4 Target Costing, origin, steps or stages in target costing, traditional vs. target costing, target costing process, impact of target costing on profitability. Kaizen, Concept, Procedure for implementation, evaluation, Kaizen Costing. Business Process Outsourcing (BPO), Concept, Major Areas, types of outsourcing, Outsourcing vs. Contracting, Outsourcing vs.BPO, Business Process Reengineering (BPR), Concept, Methodology. Synergy, characteristics, types.

**SUGGESTED READINGS**

1. Saxena and Vashishtha: Advanced Cost Accounting; Sultan Chand and Sons, Delhi.
2. Horngren Charles. T: Cost Accounting – A Managerial Emphasis. Pearson Publications, Delhi.
3. Ravi M. Kishore : Cost Management – Taxman Publications, Delhi.
4. Jain, S.P, K.L.Narang : Advanced Cost Accounting. Kalyani Publications, Delhi.

**M.Com (Hons.) -Xth Semester w.e.f. session 2013-14**

**MCH -10.10 Project Management**

**Max.Marks:80**

**Times: 3 Hrs**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

Unit-1 Project Risk Analysis: Types, Measurement/Estimation of Project Risk, Sensitivity and scenario Analysis, Monte Carlo simulation, decision, T-analysis risk Analysis in practice. Applied Utility Theory, Selection of a project. Special decisions situations with reference to projects unequal life, Optional timing, economic life, inflation and Capital Budgeting.

Unit-2 Firm and Market Risks: CAPM, Portfolio theory and Capital Budgeting knowing Key Factors, Social-Cost Benefit Analysis (Including shadow prices). Options and Flexibility ( including LP and Goal Programming Model).

Unit-3 Project appraisal: Qualitative, Strategic Aspects and Organisational considerations. Project Management for project implementation (including Network techniques)

Unit-4 Project Review and Administration Aspects: Performance Evaluation abandonment analysis, Behavioral and Administrative issues in Evaluating Capital Budgeting system. Project Financing in India. List of forms for getting financial assistance.

**Suggested Readings**

Brycd, M.C: Industrial Development, McGrawe Hill(Int.Ed.), New Yorik..  
Chandra, Prasanna; project Preparation, Appraisal and Implementation,  
Tata McGraw Hill, Delhi.

I.D.B.I: Manual of Industrial project analysis in Developing countries.  
O.E.C.D⊗I) Manual for Preparation of Industrial Feasibility studies. (ii)  
Guide to Practical Project Appraisal.

Pitale, R.L: Prouect ap[praisal Techniques, Oxford and IBH.

Planning Commission: Manual for Preparation of Feasibility Report.

Timothy, D.R. and W.R. Sewell: Project Appraisal and Review,  
Macmillan, India.

**M.Com (Hons.) -Xth Semester w.e.f. session 2013-14**  
**MCH-10.11 Development Banks and Non-Banking Financial Institutions**

**Max.Marks:80**

**Times: 3 Hrs**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

Unit-1 Development Banks: Concept, objectives, and functions of development banks; Operational and promotional activities of development banks; IFCI, ICICI, IDBI, IRBI, SIDBI, NABARD; State Development Banks, State Financial Corporations.

Unit-2 Insurance Sector: Objectives, role, investment practices of LIC and GIC; Insurance Regulatory and Development authority- role and functions.

Unit-3 Unit Trust of India: Objectives, functions and various schemes of UTI; Role of UTI in industrial finance.

Mutual Funds: Concept, performance appraisal, and regulation of mutual funds( with special to reference to SEBI guidelines); designing and marketing of mutual funds schemes; Latest mutual fund schemes in India- an overview.

Unit-4 Non-Banking Financial Institutions: Concept and role of non-banking financial institutions; Source of Finance; Functions of non-banking financial institutions; Investment polices of non banking –financial institutions in India.

Merchant Banking: Concept, functions and growth; Government policy on merchant banking services; SEBI guidelines; Future of merchant banking in India.

**SUGGESTED READINGS**

Avdhani: Investment and securities markets in India, Himalaya Publications, Delhi.

Bhole, L.M.: Financial Markets and Institutions, Tata McGraw Hill, Delhi.

Ghosh, D: Banking Policy In India, Alied Publications, Delhi.

Giddy, I.H.: Global Financial Markets, A.I.T.B.S., Delhi.

Khan, M.Y.: Indian Financial system, Tata McGraw Hill, Delhi.

Reserve Bank of India, Various Reports, RBI Publications, Mumbai.

Varshney, P.N.: Indian Financial System, Sultan Chand & Sons, New Delhi.

Averbach, Robert D: Money, Banking and Financial Markets; MacMillan, London.

Srivastava ,R.M.: Managem,ent of Indian Financiual Institutions: Himalaya Publishing House, Mumbai.

Verma, J.C.: Guide to Mutual Funds and *investment Portfolio*, Bharat Publishing House, New Delhi.

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**MCH -10.12 Production & Operations m Management**

**Max.Marks:80**

**Times: 3 Hrs**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

**Unit-I:**

Introduction: Concept, nature and scope of Production Management; Evolution of production function; Production Process, Organization of production function; Relationship between production and other functions.

**Unit-II:**

Location and Layout:

Location: nature, objectives and significance, Theories of location; factors influencing location.

Layout: Meaning, objectives and types; principles of layout; factors affecting layout.

**Unit-III:**

Production Planning and Control:

Production Planning: Concept, need and Types of Production planning; Production planning techniques. Factors influencing Production Planning.

Production Control: - Meaning, objectives and elements; Control techniques, Production Control in different Production Systems; Benefits & limitations.

**Unit-IV:**

Quality Control and Plan Maintenance.

Quality control: Meaning, scope, objectives and organization; Quality Control Techniques.

Plant Maintenance: Meaning, scope, objectives, types; Maintenance programme techniques & Organization.

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**MCH-10.13 International Finance**

**Max.Marks:80**

**Times: 3 Hrs**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Course Inputs**

- Unit-1 Parity Conditions in International Finance and Currency Forecasting: Arbitrage and Law of One Price, PPP – Theory. The Fisher- Effect, the International Fisher Effect, Inflation-risk and its impact on Financial markets, Currency forecasting;
- Unit-2 Managing the Multinational Financial System: Inter company fund-flow mechanisms, designing a global remittance policy, transfer-pricing and tax evasion.
- Unit-3 Foreign Investment Analysis: International Portfolio Investment, Corporate Strategy and Foreign Direct Investment, Capital Budgeting for multinational corporation,
- Unit-4 The Cost of Capital for foreign-investment; International Banking Trends and Strategies, and the International Debt Crisis and Country risk-analysis.

**SUGGESTED READINGS**

1. Apte, P.G. Global Business Finance (ed.2002) T.M.H.New Delhi.  
Buckley, Adrian, Multinational Finance, Prentice Hall, New Delhi.
1. Henning, C.N. , W.Piggot and W.H.Scott. International Financial Management, Mc Graw Hill (Intl. Edition).
2. Shapppro , Alan C. Multinational, Financial Management, Prentice Hall of India, New.Delhi.
3. Sharan,V. International Financial Management, Prentice Hall of India, New Delhi.
4. Bhalla, V.K. International Financial Management, Text & Cases, Anmol Publications,New Delhi.
5. The Economic Times

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**MCH-10.14**

**Financial Derivatives**

**Max.Marks:80**

**Times: 3 Hrs**

**Note:** The examiner shall set nine questions in all covering the whole syllabus. Question No. 1 will be compulsory covering all the units and shall carry 8 small questions of two marks each. The rest of the eight questions will be set from all the four units. The examiner will set two questions from each unit out of which the candidate shall attempt four questions selecting one question from each unit. All questions shall carry 16 marks each.

**Unit-I**

Derivatives: Introduction: History and Growth; Types. What to do the derivatives do; uses; Derivative-disasters; Hedging: Costs, benefits, Instruments (with elementary knowledge), non-financial-Hedges. Derivatives Market in India; Why do this Hedging?

**Unit-II**

Forward And Futures: Meaning, types, Markets, maturities, participants, Premiums, Margins, pricing. Hedging Exposures with Forward and Futures; Basis Risk and optional Hedge Ratio; Tailing and Rolling the Hedge. Cost of carry Model for Forwards and Futures, Forward-Discount rates. Arbitrage between futures and forward markets: Stock-Index and Synthetic Futures with their Pricing-Models; Risk containment Measures for Index Futures in India; Strategies for Futures Markets – Problems and Solutions.

**Unit-III**

Options: Meaning, types (including stock-index commodity, individual-equity, Interest rate and Bond options – contracts) and uses – Risk Neutral-valuation; Options Markets. Options Pricing: Binomial and Black-Scholes Models; Risk Neutral Valuation; exotic-options. Complex-options Strategic, Currency-options; Intrinsic vs Time-Value of options; Market-Structure for options; Reading the prices; options in management of translation exposure. Problems and Solutions.

**Unit-IV**

Swap-Contracts: Interest Rate and Currency Swaps (Including Libor-Swaps): Caps, Floors, Swaptions, Risk – Management in Financial Institutions & Corporate Risk-Management (with Back and Stress Testing), Derivatives – Accounting. Warrants and Convertible. Volatilities and Implied Volatilities (including Grach Model). Problems and Solutions. Debt – Equity Swaps.

Books:

1. “Principles of Financial Engineering”, By S.L. Neftics. Of Academic Press Advances Finance Series.
2. Fisher & Jordon: “Security Analysis and Portfolio Management: PHI
3. A.C. Shapiro: “International Financial Management” PHI.
4. R.M. Shulz. “Risk Management and Derivatives” “Thomson”
5. V.K. Bhalla: Investment Management: S. Chand



