

**M.Com: CBCS (2018 Course)**  
**Semester I**  
**PGCOM 101: Business Finance I**

Total Credit-04

(Total Hours 60)

**Course Outcomes:**

After completion of the course, students would be able to:

1. Understand the concept of business finance and the organization of finance department.
2. Understand the development of strategies for financial planning its limitations and also the estimation of working capital.
3. Analyse the various sources of finance available for the businesses.
4. Understand the importance and methods of public issues and the role and functions of SEBI

**1. Introduction to business finance**

- 1.1 Concept - nature – scope - objectives and importance
- 1.2 Organisation of finance department

**2. Strategic financial planning**

- 2.1 Meaning, objectives, steps in financial planning
- 2.2 Limitations of financial planning
- 3.3 Estimation of fixed and working capital
- 3.4 Over and under capitalization
- 3.5 Watered stock

**3. Sources of Business Finance**

- 4.1 Short term & long term
- 4.2 Corporate securities – public deposits
- 4.3 Finance from Banks & other financial institutions
- 4.4 Mutual funds – self-financing.

**4. Marketing of securities**

- 4.1 Meaning – importance – methods
- 4.2 Public issue, right issue & private placement.
- 4.3 SEBI – objectives – functions – role and achievements.

**Recommended Books**

- |  |                                 |
|--|---------------------------------|
| 1) Essentials of Business Finance            | Dr.R.M.Shrivastav               |
| 2) Business Finance                          | Dr.P.V.Kulkarni                 |
| 3) Corporation Finance                       | C.Kuchal                        |
| 4) Investment and Securities Market in India | V.A.Avdhani                     |
| 5) Corporate Financial Policy                | Guthmann and Dougall            |
| 6) Readings in Indian Financial Services     | Digvijay                        |
| 7) Corporate Finance<br>Myers                | Brealey, Richard A. & Steward C |
| 8) Stock Exchange and Investment             | Raghunathan                     |
| 9) Stock Exchange Trading in India           | Gupta L.C.                      |
| 10) Capital Issues, SEBI and Listing         | Chandratre K.R.                 |

- 11) Corporate Mergers, Amalgamations & Take over
- 12) Corporate Restructuring and Indian Perspective
- 13) Financial Services in India

Verma J.C.  
Mattoo P.K.  
M.A.Kohok

## **M. Com: CBCS (2018 Course)**

### **Semester I**

#### **PGCOM 102: Management Concepts and Organisational Behaviour I**

Total Credits-04

Total Hours 60

#### **Course Outcomes:**

After completion of the course, students would be able to:

1. Understand the process of schools management thought with respect to the decision theory contingency theory of management and functions of a manager.
2. Understand the various managerial functions in an organization.
3. Understand the concept of organizational behaviour and the compatibility between the management and organizational behaviour.
4. Understand the process of motivation with various theories.

#### **5. Schools of management thought**

- 5.1 Scientific, process
- 5.2 Human behaviour and social system school
- 5.3 Decision theory school
- 5.4 Quantitative and system school
- 5.5 Contingency theory of management
- 5.6 Functions of a manager

#### **6. Managerial functions**

- 6.1 Planning - concept, significance, types
- 6.2 Organizing - concept, principles, theories, types of organizations
- 6.3 Authority, responsibility, power, delegation, decentralization
- 6.4 Staffing, directing,
- 6.5 Coordinating, control - nature, process, and techniques

#### **7. Organizational behaviour**

- 7.1 Organizational behaviour- concept and significance
- 7.2 Relationship between management and organizational behaviour,
- 7.3 Emergence and ethical perspective; attitudes; perception; learning; personality
- 7.4 Transactional analysis

#### **8. Motivation**

- 8.1 Process of motivation
- 8.2 Theories of motivation - need hierarchy theory, Theory X and Theory Y, two factor theory, Alderfer's ERG theory, McClelland's learned need theory, Victor room's expectancy theory, Stacy Adams equity theory.

#### **Recommended Books**

- 1) Griffin, Ricky W: Organizational Behaviour, Houghton Mifflin Co., Boston.  
Hellreigel, Don, John W. Slocum, Jr., and Richard W. Woodman: Organizational Behaviour, South Western College Publishing, Ohio.
- 2) Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson: Management of Organizational Behaviour: Utilizing Human Resources, Prentice Hall, New Delhi.
- 3) Inancevich; John and Michael T. Matheson: Organizational Behaviour and Management, Business Publication Inc., Texas.
- 4) Koontz, Harold, Cyril O'Dopnnell, and Heinz Weihrich: Essentials of Management, Tata McGraw-Hill, New Delhi.

- 5) Luthans, Fred: Organizational Behaviour, McGraw-Hill, New York.
- 6) Newstrom, John W. and Keith Davis: Organizational Behaviour: Human Behaviour at Work, Tata McGraw-Hill, New Delhi.
- 7) Robbins, Stephen P, and Mary Coulter: Management, Prentice Hall, New Delhi.
- 8) Robbins, Stephen P: Organizational Behaviour, Prentice Hall, New Delhi.
- 9) Steers, Richard M and J. Stewart Black: Organizational Behaviour, Harper Collins College Publishers, New York.
- 10) Sukla, Madhukar : Understanding Organizations: Organization Theory and Practice in India, Prentice Hall, New Delhi.

**M. Com: CBCS (2018 COURSE)**  
**Group A- Advanced Accounting**  
**Semester I**  
**PGCOM 103: Advanced Accounting I**

**Total Credits-04**

(Total Hours 60)

**Course Outcomes:**

After completion of the course, students would be able to:

1. Understand process amalgamation, absorption and reconstruction.
2. Acquainted with accounting theory and its role.
3. Understand and analyse cash flow accounting method.
4. Analyse and compare inflation cost accounting.

**1. Amalgamation, absorption and external reconstruction**

- 1.1 Accounting for amalgamation
- 1.2.1 Absorption and reconstruction (external) of companies

**2. Accounting theory**

- 2.1 Concept of accounting theory
- 2.2 Role of accounting theory
- 2.3 Classification of accounting theory
- 2.4 Approaches to accounting theory
- 2.5 Accounting standard
- 2.6 Generally accepted accounting principles
- 2.7 Selection of accounting principles
- 2.8 Professional development of accounting in India

**3. Cash flow accounting**

- 3.1 Cash flow statement

**4. Inflation accounting**

- 4.1 Current cost accounting

**Recommended Books**

1. S.K. Chakraborty and others: Accounting and Finance, Oxford University Press.
2. Company Accounts - S. Kr. Paul
3. S.N.Maheshwari-An Introduction to Accountancy
4. G. Sinha: Accounting Theory: Book World, Calcutta.
5. S. Porwal: Accounting Theory, Tata McGraw Hill.
6. Jain and Narang: Company Accounts, Kalyani Publishing Co.
7. B.P. Agarwal: Advanced Financial Accounting, Pitambar Publishers.
8. Baxter, Villiam T. : Accounting Values and Inflation.
9. Robert Seapens: Accounting in an Inflationary Environment, Macmillan, London
10. Anthony and Reece : Accounting Principles, All India Traveller Book Seller, Delhi.
11. M.C. Mallo : Theory of Evolution of Accounting Ideas, S. Chand and Co.

**Journal**

The Chartered Accountant, Institute of Chartered Accountants of India

**M. Com: CBCS (2018 COURSE)**  
**Group A- Advanced Accounting**  
**Semester I**  
**PGCOM 104: Advanced Accounting II**  
**(Business Taxation)**

**Total Credits-04**

(Total Hours 60)

**Course Outcomes:**

After completion of the course, students would be able to:

1. Understand basics of income tax and income tax calculation with different rates and for different heads.
2. Understand computation of total income from business and profession.

**1 Introduction**

- 1.1 Basis of charge of income tax
- 1.2 Rates of income tax- definition
- 1.3 Agricultural income - assesses -assessment year - casual income - charitable purpose -person - previous year -principal officer
- 1.4 Distinction between capital and revenue income and expenditure
- 1.5 Tax liability – income tax liability
- 1.6 Residence of assesses- resident in India - non-resident in India -not ordinarily resident
- 1.7 Various types of incomes- deemed Income

**2. Income computation**

- 2.1 Various heads of income- income from salaries
- 2.2 Income from house property
- 2.3 Income from other sources
- 2.4 Deduction to be made in computing the income from the above heads

**3. Computation of total income from business and profession**

- 3.1 Capital gains- definition of total income
- 3.2 Computation of total income of individual, HUF, partnership firms, association of persons - body of individual – limited company excluding electricity company, insurance company, shipping company and non-residents.
- 3.3 Aggregation of income- deductions to be made in computing total income, income which does not form part of total income.
- 3.4 Income forming part of total income but not taxable
- 3.5 Income of charitable and religious trusts and institutions
- 3.6 Set off and carry forward of losses

**Recommended Books**

1. Bhagwati Prasad- Income Tax Law & Practice, Navaman Aligarh.
2. V.K.Singhania- Direct Taxes Law and Practice Taxation, Publications Delhi.
3. N.A. Palkhiwala- Law and Practice of Income Tax, N.M.Tripathi, Bombay.
4. Central Sales Tax Act, M.S.S. Tax Act, Government Publications.
5. Shah – How to Invest Well, Tata McGraw Hill.
6. Dinkar Pagare-Tax Laws, S. Chand Sons.
7. S.S.Gupta- Taxman's Service Tax

**Journal:** Tax Saver - R.N. Lakhotiya, Delhi

**M. Com: CBCS (2018 COURSE)**  
**Group B – Marketing**  
**Semester I**  
**PGCOM 105: Marketing I**  
**(Advertising and Sales Management)**

**Total Credit-04**

**Total Lecture 60**

**Course Outcomes:**

After completion of the course, students would be able to:

1. Understand the meaning and purpose of advertising in business.
2. Analyse methods of preparation of advertising budgets.
3. Acquainted with the techniques of preparing content for advertising.
4. Learn selling skills.

**Objective:** The basic objective of this course is to acquaint students with the theory and practice of advertising, as well as the management of a firm's sales operations.

**1. Advertising**

- 1.1 Meaning and definition
- 1.2 Advertising as a tool of marketing
- 1.3 Advertising effects - economic and social
- 1.4 Advertising and consumer behaviour
- 1.5 Advertising science in India.

**2. Advertising objectives and advertising budgets**

**3. Advertising media**

- 2.1 Print media
- 2.2 Broadcasting media
- 2.3 Non-media advertising
- 2.4 Media planning and scheduling
- 2.5 Advertising on internet
- 2.6 Media selection decision

**4. Message design and development**

- 4.1 Copy development
- 4.2 Types of appeal
- 4.3 Copy testing

**5. Measuring advertising effectiveness**

- 5.1 Managing advertising agency
- 5.2 Client relationship
- 5.3 Promotional science in India
- 5.4 Techniques for testing advertising effectiveness.

**6. Selling**

- 6.1 Concept, objectives and functions of sales management
- 6.2 Fundamentals of selling, selling process
- 6.3 Salesmanship, product and customer knowledge

**Recommended Books**

1. Aaker, David, et. al.: Advertising Management, Prentice Hall, New Delhi.
2. Anderson, Hair, Bush: Professional Sales Management, McGraw Hill, Singapore

3. Batra, Rajeev, John G. Myers and David A. Aaker : Advertising Management, Prentice Hall, New Delhi.
4. Ford, Churchill, Walker: Management of Sales Force, McGraw Hill Singapore
5. Gupta, Vaswar Das: Sales Management in Indian Perspective, Prentice Hall, Delhi.
6. Johnson, Kurtz, Schewing, Sales Management, McGraw Hill, Singapore
7. Krik C.A.: Salesmanship, Taraporewala, Bombay
8. Norris, James S. : Advertising, Prentice Hall, New Delhi.
9. Patrick, Forsyth : Sales Management Handbook, Jaico Publications, Bombay
10. Sandage C.H. and Fry Burger, Advertising - Theory and Practice, Richard D Irwin, Illinois.
11. Sengupta, Subroto: Brand Positioning, Tata McGraw Hill Co., New Delhi.
12. Stanton, W.J. and Spiro, R: Management of Sales Force, McGraw Hill Singapore
13. Still, Richard R. Edward W. Cundiff and Norman A.P. Govoni: Sales Management, Prentice Hall of India, Delhi.



**M. Com: CBCS (2018 COURSE)**  
**Group B- Marketing**  
**Semester I**  
**PGCOM 106: Marketing II**  
**(Marketing Research)**

**Total Credit-04**

**Total Lecture 60**

**Course Outcomes:**

After completion of the course, students would be able to:

1. Understand meaning and concept of marketing research and its implications.
2. Familiarize with the process of marketing research.

**1. Introduction to marketing research**

- 1.1 Importance, nature and scope of marketing research
- 1.2 Role of marketing research in marketing
- 1.3 Limitations of marketing research
- 1.4 Ethics in marketing research
- 1.5 Marketing research process and organization.

**2. Implications of marketing research**

- 2.1 Implication of marketing on marketing mix (4P's and extended 4 P's)
- 2.2 Marketing information system and marketing research
- 2.3 Prominent Market research agencies in India
- 2.4 Jobs in marketing research, skill sets required
- 2.5 Job and growth prospects

**3. Marketing research process**

- 3.1 Research process, problem formulation
- 3.2 Hypothesis statement – characteristics of a good hypothesis
- 3.3 Preparing the research proposal
- 3.4 Research designs – exploratory designs
- 3.5 Focus groups and experience surveys
- 3.6 Qualitative research techniques – depth interview and projective techniques
- 3.7 Causal research – experimental designs, internal and external validity of experiments

**Recommended Books**

1. Beri, G.C.: Marketing Research, Tata McGraw Hill, New Delhi.
  2. Boyd, H.W., Ralph Westfall and S.F.Starsh: Marketing Research : Text and Cases, Richard D. Irwin, Boston.
  3. Chisnall, Peter M. : The Essence of Marketing Research, Prentice Hall, New Delhi.
  4. Churchill, Gilbert A.: Basic Marketing Research, Dryden Press, Boston.
  5. Davis, J.J.: Advertising Research, Prentice Hall, New Delhi
  6. Green, Paul E., Donald S. Tull and Gerald Albaum: Research for Marketing Decision, Prentice Hall, New Delhi.
  7. Hooda, R.P.: Statistics for Business and Economics, Macmillan India, New Delhi
  8. Luck, D.J.: Marketing Research, Prentice Hall, New Delhi
  9. Tull, Donald and Hakin, Del I: Marketing Research: Measurement and Method, Prentice Hall, New Delhi.
- Zaltman and Burger: Marketing Research, Dryden Press, Illinois.

**M. Com: CBCS (2018 COURSE)**  
**Group C- Business Administration**  
**Semester I**  
**PGCOM 107: Business Administration I**  
**(Production and Operation Management)**

**Total Credit-04**

**Total lectures 60**

**Course Outcomes:**

After completion of the course, students would be able to:

1. Understand the meaning and functions of production and operations management.
2. Learn the process, techniques and tools for product design and product development.
3. Understand the process and need of production planning and production control.
4. Understand the importance of material management.

**1. Introduction to production and operations management**

- 1.1 Meaning and functions
- 1.2 Types of production systems- mass production/flow line, continuous, intermittent, batch production, job, lots etc.
- 1.3 Service systems - recent trends in production and service system
- 1.4 Plant layout – objectives, basic principles, types, safety considerations and Environmental aspects.

**2. Product design and development**

- 2.1 Product design – meaning, responsibility, factors determining the design, characteristics of good design
- 2.2 Production department- stages of product design, factors responsible for product development, tools of product development, product planning, standardization, simplification and diversification, techniques of product development

**3. Production planning and control**

- 3.1 Production planning and control – meaning, objectives, procedures, production planning, routing, scheduling, ERP integrated system, dispatch, follow up
- 3.2 Production control -meaning, objectives, factors affecting production control, problems and cases

**4. Materials management**

- 4.1 Materials requirement planning –meaning, scope
- 4.2 Purchasing - purchase procedure,
- 4.3 Store keeping –functions, objectives
- 4.4 Inventory control in materials management -importance, objectives, methods and techniques

**5. Quality management and productivity**

- 5.1 Meaning, measurement, techniques, factors affecting productivity, measures to boost productivity- ISO 9000 to ISO 14000, role of NPC, effects of liberalization and globalization on operations management, problems of rationalization, automation and computerization
- 5.2 Preventive maintenance, inspection and quality control, Kizen five S, GMP (good manufacturing practices) quality circles, TQM

**Recommended Books**

1. Production and operation Management – B. S. Goel, Pragati Prakashan
2. Production and Operations Management –S. N. Chary, Tata McGraw Hill
3. Modern Production and Operation Management -Elword Buffa
4. Production Planning and Inventory Control –Magee Budman, Tata McGraw Hill
5. ISO 9000 – A Manual for TQM – Suresh D. Saurabh, S. Chand and Company
6. Essentials of Business Administration- K. A. Shantappa

**M. Com: CBCS (2018 COURSE)**  
**Group C- Business Administration**  
**Semester I**  
**PGCOM 108: Business Administration II**  
**(Financial Management)**

**Total Credit-04**

**Total lectures 60**

**Course Outcomes:**

After completion of the course, students would be able to:

1. Understand the meaning and definition of financial management.
2. Understand the different types of financial decisions and importance of investment decisions.
3. Acquainted with tools and process of financial statement analysis.
4. Understand the management of working capital and its importance.

**1. Introduction**

- 1.1 Meaning and definition of financial management
- 1.2 Role of finance manager, goals of financial management, financial systems (in India), financial assets, financial markets, financial intermediaries,
- 1.3 Regulatory infrastructure (RBI, SEBI), trends in Indian financial system

**2. Investment decisions**

- 2.1 Capital expenditure decisions, capital budgeting-purpose, process, types of capital investment decisions, capital budgeting techniques, capital rationing
- 2.2 Investment decision methods – average rate of return (ARR), pay back, internal rate of return (IRR), present value approach

**3. Financial statements and financial analysis**

- 3.1 Financial statements – concept, their anatomy, balance sheet and its utility, income statement and its utility, limitation of financial statement, financial analysis –types of analysis, utility
- 3.2 Techniques of financial analysis- fund flow analysis, ratio analysis, various ratios

**4. Management of working capital-I (overview)**

- 4.1 Nature of working capital
- 4.2 Understanding working capital management, its significance
- 4.3 Circular flow concept, factors affecting working capital requirements, financing of working capital

**5. Management of working capital-II (cash, inventory and receivables management)**

- 5.1 Problems of managing cash, strategies of cash management
- 5.2 Allocation of funds between cash, near cash assets, finance manager and inventory management, determining optimum level of inventory
- 5.3 Problems receivables management, its goals, formulating suitable credit policy, designing collection policy

**Recommended Books**

1. Dr. Prassanna Chandra – Financial Management Theory & Practice, McGraw Hill 6<sup>th</sup> ed.
2. Financial Management and Policy – Dr. R. M. Shrivastava, Himalaya Publishing House
3. Indian Financial System – Bharati Pathak, Dorling Kindersley (India) Pvt. Ltd.
4. Business Finance – S. C. Kuchal
5. Financial Management – I. M. Pandey
6. Financial Management – Dr. P. V. Kulkarni
8. Fundamentals of Financial Management-Horne, Wachowicz Jr. Bhaduri, Pearson Education

**M. Com: CBCS (2018 COURSE)**  
**Special Group D- Advanced Cost Accounting**  
**Semester I**  
**PGCOM 109: Advanced Cost Accounting I**

Total Credit-04

Total Lecture 60

**Course Outcomes:**

After completion of the course, students would be able to:

1. Understand different types of cost and elements of cost.
2. Understand the preparation of cost sheet.
3. Understand the classification of labor and overheads in detail.
4. Acquainted with different methods of costing.

**Objective:** To provide adequate knowledge on cost accounting practices.

**1. Elements of costs**

- 1.1 Elements of cost- material, labour and overheads
- 1.2 Material: material purchase procedure, storage and inventory Control

**2. Labour**

- 2.1 Classification of labour
- 2.2 Principles and methods of remuneration
- 2.3 Accounting of labour cost
- 2.4 Job evaluation and merit rating

**3. Overheads**

- 3.1 Meaning, classification and allocation
- 3.2 Apportionment and absorption
- 3.3 Accounting of overheads.

**4. Methods of costing**

- 4.1 Job costing, batch costing, unit costing
- 4.2 Contract costing, process costing, operating costing, farm costing

**Recommended Books.**

1. Ravi Kishor: Advanced Cost Accounting and Cost Systems, Taxman's Allied Services Pvt. Ltd. New Delhi
2. N.K. Prasad: Principles and Practice of Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta
3. Jagtap Subhash : Practice in Advanced Costing and Management Accounting, Nirali Prakashan,
4. Hom R Green : Cost Accounting Management Emphasis, Prentice Hall of India Pvt. Ltd.
5. S.P. Iyengar : Cost Accounting Principles and Practice, Sultan Chand and Sons, New Delhi
6. Ravi Kishor : Student's Guide to Cost Accounting, Taxman's, New Delhi
7. M.N. Arora: Cost Accounting Principles and Practice, Vikas Publishing House Pvt. Ltd., Delhi.
8. Saxena V.K. : Cost Accountant Textbook ,Sultan Chand and Sons, New Delhi.

**M. Com: CBCS (2018 COURSE)**  
**Special Group D- Advanced Cost Accounting**  
**Semester I**  
**PGCOM 110: Advanced Cost Accounting II**  
**(Costing Techniques)**

Total Credit-04

Total Lecture 60

**Course Outcomes:**

After completion of the course, students would be able to:

1. Understand the meaning and importance of budgeting and budgetary control.
2. Acquainted with standard costing and process of setting standards.
3. Understand method of uniform costing and its importance.
4. Understand the process of interfirm comparison.

**1. Budgeting & budgetary control**

- 1.1 Types of budget
- 1.2 Key and limiting factor
- 1.3 Fixed and flexible budget, cash budget, zero base budget (ZBB)

**2. Standard costing**

- 2.1 Concepts of standard costs
- 2.2 Setting up of standards
- 2.3 Variance analysis – material, labour, overheads, sales and profit

**3. Uniform costing**

- 3.1 Reasons for differences in cost and costing practices
- 3.2 The application of uniform costing
- 3.3 Advantages and limitations of uniform costing

**4. Inter firm comparison**

- 4.1 Meaning
- 4.2 Advantages and disadvantages

**Recommended Books**

1. Ravi Kishor: Advanced Cost Accounting and Cost Systems, Taxman's Allied Services Pvt. Ltd. New Delhi
2. N.K. Prasad: Principles and Practice of Cost Accounting, Book Syndicate Pvt. Ltd., Calcutta
3. Jagtap Subhash: Practice in Advanced Costing and Management Accounting, Nirali Prakashan,
4. Hom R Green: Cost Accounting, Management Emphasis, Prentice Hall of India Pvt. Ltd.
5. S.P. Iyengar: Cost Accounting Principles and Practice, Sultan Chand and Sons, New Delhi
6. Ravi Kishor: Student's Guide to Cost Accounting, Taxman's, New Delhi
7. M.N. Arora: Cost Accounting Principles and Practice, Vikas Publishing House Pvt. Ltd, Delhi.
8. Saxena V.K.: Cost Accountant Textbook, Sultan Chand and Sons, New Delhi.