



M. Com.
SEMESTER – III

COMPULSORY PAPERS:

Paper No. 301: Financial Decisions

Credits: 04

Total Marks:	100 Marks
Semester End Examination:	70 Marks
Internal Evaluation :	30 Marks

Objective: The objectives of this course is to facilitate understand of the conceptual framework of financial management and its applications under various environmental constraints.

UNIT	DETAILED	TEACHING HOURS	MARKS / WEIGHT
Unit-1	Financial Management: Meaning, nature and scope of finance; Financial goal - profit vs. wealth maximisation; Finance functions - investment, financing and dividend decisions. Capital Budgeting: Nature of investment decisions; Investment evaluation criteria - net present value, internal rate of return, profitability index, payback period, accounting rate of return; NPV and IRR comparison; Capital rationing; Risk analysis in capital budgeting.	12	14 + 06 =20
Unit-2	Cost of Capital: Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted); Cost of equity and CAPM. Operating and Financial Leverage: Measurement of leverages; Effects of operating and financial leverage on profit; Analysing alternate financial plans; Combined financial and operating leverage.	12	14 + 06 =20
Unit-3	Capital Structure Theories: Traditional and M.M. hypotheses - without taxes and with taxes; Determining capital structure in practice. Dividend Policies: Issues in dividend decisions, Walter's model, Gordon's model, M-M hypothesis, dividend and uncertainty, relevance of dividend; Dividend policy in practice; Forms of dividends; Stability in dividend policy; Corporate dividend behaviour.	12	14 + 06 =20
Unit-4	Management of Working Capital: Meaning, significance and types of working capital; Calculating operating cycle period and estimation of working capital requirements; Financing of working capital and norms of bank finance; Sources of working capital; Factoring services; Various committee reports on bank finance; Dimensions of working capital management.	12	14 + 06 =20
Unit-5	Management of cash, receivables and inventory.	12	14 + 06 =20

Internal Evaluation:

Assignment	10 Marks
Presentation / Seminar	10 Marks
Test	<u>10 Marks</u>
Total:	30 Marks



Reference / Text- Books/ Additional Reading:

1. Bhattacharya, Hrishikas: Working Capital Management: Strategies and Techniques, Prentice Hall, New Delhi.
2. Brealey, Richard A and Steward C. Myers: Corporate Finance, McGraw Hill, Int. Ed., New York.
3. Chandra, Prasanna: Financial Management, Tala Me Graw Hill, Delhi.
4. Hampton, John: Financial Decision Making, Prentice Hall, Delhi.,
5. Pandey, I.M: Financial Management, Vikas Publishing House, Delhi.
6. Van Home, J.C. and J.M Wachowicz Jr.: Fundamentals of Financial Management, Prentice-Hall, Delhi.
7. Van Home, James C: Financial Management and Policy, Prentice Hall, Delhi.
8. Pinches, George E: Essentials of Financial Management; Harper and Row, New York.
9. Khan MY, Jain PK: Financial Management; Tata McGraw Hill, New Delhi.
10. Archer, Stephen, H., Choate G Marc, Racette, George; Financial Management; John Wiley, New York.
11. Block, Stanley B, Geoffrey A Hilt: Foundations of Financial Management; Richard D. Irwin, Homewood, Illinois.



COMPULSORY PAPERS:

Paper No.302: (Organisational Behaviour)

Credits: 04

Total Marks: 100 Marks

Semester End Examination: **70 Marks**

Internal Evaluation: **30 Marks**

Objective: The objective of this course is to help students understand the conceptual framework of management and organisational behavior.

UNIT	DETAILED	TEACHING HOURS	MARKS / WEIGHT
Unit-1	<p>Schools of Management Thought: Scientific, process, human behavior and social system school; Decision theory school; Quantitative and system school; Contingency theory of management; Functions of a manager.</p> <p>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.</p>	12	14 + 06 =20
Unit-2	<p>Organisational Behavior : Organisational behavior concept and significance, relationship between management and organisational behavior, emergence and ethical perspective, attitude, perception, learning, personality, transactional analysis.</p> <p>Group Dynamic and Term Development: Group dynamic-definition and importance, types of groups, group formation, group development, group composition, group performance factors, principle-centered approach to team development.</p>	12	14 + 06 =20
Unit-3	<p>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.</p> <p>Leadership: Concept, Leadership styles, Theories trait theory, behavioral theory, Fielder's contingency theory, Harsey and Blanchard's situational theory, Managerial grid, Likert's four systems of leadership.</p>	12	14 + 06 =20
Unit-4	<p>Organisational Conflict: Dynamic and management, Sources, patterns, levels and types of conflict, Traditional and modern approaches to conflict, Functional and dysfunctional organisational conflict, Resolution of conflict.</p> <p>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.</p>	12	14 + 06 =20
Unit-5	<p>Organisational Development: Concept, Need for change, resistance to change, Theories of planned change, Organisational diagnosis, OD intervention.</p>	12	14 + 06 =20



Internal Evaluation:

Assignment	10 Marks
Presentation / Seminar	10 Marks
Test	<u>10 Marks</u>
Total:	30 Marks

Reference / Text- Books/ Additional Reading:

1. Griffin, Ricky W: Organisational Behavior, Houghton Mifflin Co., Boston.
2. He'reigel, Don, John W. Slocum, Jr., and Richard W. Woodman: Organizational Behavior, South Western College Publishing, Ohio.
3. Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson: Management of Organisational Behaviour: Utilising Human Resources, Prentice Hall, New Delhi.
4. Ivancevich; John and Micheol T.Matheson: Organisational Behaviour and Management, Business Publication Inc., Texas.
5. Koontz, Harold, Cyril O'Donnell, and Heinz Wehrich: Essentials of Management, Tata McGraw-Hill, New Delhi.
6. Luthans, Fred: Organizational Behaviour, McGraw-Hill, NewYork.
7. Newstrom, John W. and Keith Davis: Organizational Behavior: Human Behavior at Work, Tata McGraw-Hill, New Delhi.
8. Robbins, Stephen P, and Mary Coulter: Management, Prentice Hall, New Delhi.
9. Robbins, Stephen P: Organizational Behavior, Prentice Hall, New Delhi.
10. Steers, Richard M. and J. Stewart Black: Organizational Behavior, Harper Collins College Publishers, NewYork.
11. Sukla, Madhukar: Understanding Organisations: Organisation Theory and Practice in India, Prentice Hall, Now Delhi.



ELECTIVE GROUP: (A) FINANCE & ACCOUNTS:

Paper No. 303 Finance & Accounts Paper No. V (Financial and Cost Accounting-I)

Credits: 04

Total Marks: 100 Marks

Semester End Examination: **70 Marks**

Internal Evaluation: **30 Marks**

Objective: The objective of this course is to enable students understand accounting concepts, tools, and techniques used for taking managerial decisions.

UNIT	DETAILED	TEACHING HOURS	MARKS / WEIGHT
Unit-1	Capital Budgeting 1. Meaning and Concept-process 2. Decision on capital expenditures. Tactical V/s. Strategic investment. 3. Methods of appraising Expenditure 4. Control of capital Expenditure 5. Capital Rationing – Examples.	12	14 + 06 = 20
Unit-2	Capital Structure 1. Meaning and Concept. 2. Optimum Capital Structure 3. Point of indifference – Example 4. Capital Structure theories with Examples.	12	14 + 06 = 20
Unit-3	Return on Capital Employed 1. Meaning and Capital employed, Profit and return. 2. Computation of return on capital employed-Examples. 3. Dupont control chart 4. Significance and use of return on capital employed techniques. 5. Return on capital employed and long-term price- Examples. 6. Variables affecting on return on capital employed.	12	14 + 06 = 20
Unit-4	Cash Budgeting 1. Meaning, Concept, Objective, form and preparation of cash budgeting 2. Methods of cash budgets a. Budgeted balance sheet methods. b. Profit cash forecasting c. Receipt and payment method. 3. Importance of cash budgeting	12	14 + 06 = 20
Unit-5	Uniform costing – Inter-firm comparison 1. Uniform costing a. Meaning b. Component for standardization c. Advantages - Disadvantage 2. Inter-firm Comparisons. a. Meaning procedure b. Problems – purpose c. Benefit - Limitations d. Types of comparisons e. Significance of ratios in inter-firm comparisons.	12	14 + 06 = 20

Internal Evaluation:

Assignment 10 Marks

Presentation / Seminar 10 Marks

Test 10 Marks

Total: 30 Marks



Reference / Text- Books/ Additional Reading:

1. Beams, F.A. Advanced accounting, Prentice Hall, New Jersey
2. Dearden, J. and S.K. Bhattacharya, Accounting for management, Vikas Publishing House, New Delhi
3. Engler, C., L.A. Bernstein, and K.R. Lambert, Advanced accounting, Irwin, Chicago
4. Fischer, P.M., w.J. Taylor and J.A. Leer, Advanced accounting, South-Western, Ohio
5. Gupta, R.L. Advanced financial accounting, S. Chand & co., New Delhi
6. Horngren, Charles, T. George foster and Srikant M. Datar, Cost accounting, A managerial emphasis, prentice hall, India, Delhi
7. Kesio D.E. and J.J. Weygandt, Intermediate accounting, John Wiley and Sons, NY
8. Monga, J.R. Advanced financial accounting, Mayoor paperbacks, Nodia
9. Narayanswamy, R., Financial accounting, A managerial perspective, Prentice Hall, Delhi
10. Needles Jr. B.E., H.R. Anderson and J.C. caldwell, Financial and managerial accounting, Houghton mifflin Co., Boston
11. Shukla, M.C. and T.S. Grewal, Advanced accountancy, S. Chand & Co., New Delhi
12. Warren, C.S. and P.E. Fees, Principles of financial and managerail accounting, South-western, Ohio
13. Neigs, R.F. financial accounting, Tata MacGraw Hill, New Delhi



ELECTIVE GROUP: (A) FINANCE & ACCOUNTS:

Paper No. 304 Finance & Accounts Paper No. VI (Financials and Cost Accounting-II)

Credits: 04

Total Marks: 100 Marks

Semester End Examination: **70 Marks**

Internal Evaluation: **30 Marks**

Objective: The objective of this course is to enable students understand in details about the accounting concepts, tools, and techniques used for taking managerial decisions.

UNIT	DETAILED	TEACHING HOURS	MARKS / WEIGHT
Unit-1	Human Resources accounting 1. Meaning-definitions 2. Basic premises of H.R.A. 3. Objectives of H.R.A. 4. Significance of H.R.A. 5. H.R.A. Models a. Cost Models b. Present Value Models 6. H.R.A. models and Human resources developing	12	14 + 06 =20
Unit-2	Cost Control and Cost Reduction 1. Meaning – concepts 2. Importance 3. Cost control V/s. Cost reduction 4. Cost control process 5. Cost reduction process 6. Precautions in Implementation of cost reduction programme 7. Role of management account	12	14 + 06 =20
Unit-3	Valuation of shares 1. Need of valuation 2. Factor affecting valuation 3. Methods of valuation a. Net assets method (Intrinsic Value) b. Dividend yield method c. Earning yield method d. Price / Earning ratio method e. Accounting rate of return valuation method f. Gordon growth model g. Walter's model h. Fair value of shares	12	14 + 06 =20
Unit-4	Product pricing 1. Theories of pricing 2. Pricing policy 3. Aims and Objectives of pricing 4. Role of costs in pricing 5. Pricing methods a. Cost based method b. Standard cost pricing c. Target rate of return	12	14 + 06 =20



	<ul style="list-style-type: none"> d. Marginal cost pricing e. Added value of pricing f. Opportunity cost pricing g. Going rate pricing h. Administered pricing i. Customary pricing <ul style="list-style-type: none"> 6. Strategies in product pricing 7. Pricing for established product 8. Price discrimination 9. Limiting factors in product pricing 10. Role of management accountant in product pricing 		
Unit-5	<p>Social cost benefit analysis</p> <ul style="list-style-type: none"> 1. Definition 2. C B A and investment decisions 3. C B A procedure 4. Techniques of C B A 5. Discounted cash flow techniques 6. Benefit / cost comparisons 7. Benefit / cost ratio 8. Benefits of C B A 9. C B A limitations. 	12	14 + 06 =20

Internal Evaluation:

Assignment	10 Marks
Presentation / Seminar	10 Marks
Test	10 Marks
Total:	30 Marks

Reference / Text- Books/ Additional Reading:

1. Beams, F.A. Advanced accounting, Prentice Hall, New Jersey
2. Dearden, J. and S.K. Bhattacharya, Accounting for management, Vikas Publishing House, New Delhi
3. Engler, C., L.A. Bernstein, and K.R. Lambert, Advanced accounting, Irwin, Chicago
4. Fischer, P.M., w.J. Taylor and J.A. Leer, Advanced accounting, South-Western, Ohio
5. Gupta, R.L. Advanced financial accounting, S. Chand & co., New Delhi
6. Horngren, Charles, T. George foster and Srikant M. Datar, Cost accounting, A managerial emphasis, prentice hall, India, Delhi
7. Kesio D.E. and J.J. Weygandt, Intermediate accounting, John Wiley and Sons, NY
8. Monga, J.R. Advanced financial accounting, Mayoor paperbacks, Nodia
9. Narayanswamy, R., Financial accounting, A managerial perspective, Prentice Hall, Delhi
10. Needles Jr. B.E., H.R. Anderson and J.C. caldwell, Financial and managerial accounting, Houghton mifflin Co., Boston
11. Shukla, M.C. and T.S. Grewal, Advanced accountancy, S. Chand & Co., New Delhi
12. Warren, C.S. and P.E. Fees, Principles of financial and managerial accounting, South- western, Ohio
13. Neigs, R.F. financial accounting, Tata MacGraw Hill, New Delhi



ELECTIVE GROUP: (B) MARKETING:

Paper No. 303: MARKETING Paper No. V (Sales Management)

Credits: 04

Total Marks: 100 Marks

Semester End Examination: **70 Marks**

Internal Evaluation: **30 Marks**

Objective: The basic objective of this course is to acquaint with the fundamentals of personal selling and expose them to other issues reposing to management of sales force.

UNIT	DETAILED	TEACHING HOURS	MARKS / WEIGHT
Unit-1	Sales Management: Concept objectives functions, nature and scope theories of selling Buyer sellers Dyads sells) Organization.	12	14 + 06 =20
Unit-2	Sales Planning: Importance and types of sales planning sales planning process sales forecasting methods, sales territory, sales quota.	12	14 + 06 =20
Unit-3	Sales Budget: Concept objective importance and approach, sales budget as a control device.	12	14 + 06 =20
Unit-4	Sales force Motivation and compensation: Problems of motivating sales personnel process of motivating sales personnel Features of a good sales compensation, plan, nature, objectives and principles Features of a good sales compensation plan Factors influencing their design classification of sales compensation plans and types non- financial incentive.	12	14 + 06 =20
Unit-5	Sales Audit and sales Analysis: Importance of control mechanism in sales management sales Audit The concept and characteristics, sales analysis the objectives and principles sales Analysis methods.	12	14 + 06 =20

Internal Evaluation:

Assignment 10 Marks

Presentation / Seminar 10 Marks

Test 10 Marks

Total: 30 Marks

Reference / Text- Books/ Additional Reading:

1. Nair, N.G. and Nair latha, Sales and distribution Management Himalaya Publishing House, Mumbai.
2. AcharGovekar, Krishanan, Ravindranathya, Field sales Management, Himalaya Publishing House, Mumbai.
3. Johnson, Kurt, Schewing, Sales management MGravhill, Singapore.
4. Gupta, Vaswer Das; sales management the Indian perspective, prentice hall, Delhi.

**ELECTIVE GROUP: (B) MARKETING:****Paper No. 304: MARKETING Paper No. VI (Advertising Management)****Credits: 04**

Total Marks:	100 Marks
Semester End Examination:	70 Marks
Internal Evaluation:	30 Marks

Objective: This course acquaints students with the theory and practice of advertising.

UNIT	DETAILED	TEACHING HOURS	MARKS / WEIGHT
Unit-1	Introduction to advertising: Advertising its nature and important, advertising objectives, types of Advertising	12	14 + 06 =20
Unit-2	Advertising and communication: Advertising and communication, communication process, advertising process.	12	14 + 06 =20
Unit-3	Advertising budget: Nature of advertising budget, advertising appropriation, Allocating advertising budget, Retail advertising budget.	12	14 + 06 =20
Unit-4	Media Planning: Print media, Broadcasting Media, media Planning, Media selection, Media testing.	12	14 + 06 =20
Unit-5	Organisation and control of advertising effect: Role of advertising agencies, advertising agency and client relationship, evaluating advertising effectiveness, pre and post tests.	12	14 + 06 =20

Internal Evaluation:

Assignment	10 Marks
Presentation / Seminar	10 Marks
Test	<u>10 Marks</u>
Total:	30 Marks

Reference / Text- Books/ Additional Reading:

1. Aakar, David et al, 'Advertising management;', prentice hall, New Delhi.
2. Mishra, M.N., Sales promotion and advertising management, Himalaya Publishing House, Mumbai.
3. Tyagi, C.L. and Arunkumar, Advertising management, Atlantic Publishers and Distributors, New Delhi.
4. Mohan Manendra, Advertising Management, Concepts and cases, Tata McgrawHill publishing co. ltd., New Delhi.
5. Rathor, B.S. Advertising Management, Himalaya Publishing House, Mumbai.
6. Batra, Rajveer, John G. Myers and David A. Aakar, Advertising management, Prentice Hall, New Delhi.



ELECTIVE GROUP: (C) BANKING & INSURANCE:

Paper No. 303: Banking & Insurance Paper No. V (Principles of Life Insurance)

Credits: 04

Total Marks: 100 Marks

Semester End Examination: **70 Marks**

Internal Evaluation: **30 Marks**

Objective: To provide an understanding of the principles of life insurance and their relevance.

UNIT	DETAILED	TEACHING HOURS	MARKS / WEIGHT
Unit-1	Introduction: Need for security against economic difficulties, risk and uncertainty; Individual life insurance -nature and uses of life insurance; Life insurance as a collateral, as a measure of financing business continuation, as protection of property, and as a measure of investment.	12	14 + 06 =20
Unit-2	Life Insurance Contract: Distinguishing characteristics; Utmost good faith; Insurable interest; Caveat emptor; Unilateral and allegory nature of contract; Proposal and application form; Warranties; Medical examination; Policy construction and delivery; Policy provision; Lapse; Revival; Surrender value; Paid-up policies; Maturity, nomination, and assignment; Suicide and payment of insured amount; Loan to policy holders.	12	14 + 06 =20
Unit-3	Life Insurance Risk: Factors governing sum assured; Methods of calculating economic risk in life insurance proposal; Measurement of risk and mortality tables. Calculation of premium; Treatment of sub-standard risks; Life insurance fund; Valuation and investment of surplus; Payment of bonus.	12	14 + 06 =20
Unit-4	Life Insurance Policies: Applications in different situations; Important life insurance polices; Life insurance annuities; Important legal provisions and judicial pronouncements in India.	12	14 + 06 =20
Unit-5	Life Insurance Salesmanship: Rules of agency; Essential qualities of an ideal insurance salesman; Rules to canvas business from prospective customers; After-sale service to policy holders.	12	14 + 06 =20

Internal Evaluation:

Assignment 10 Marks

Presentation / Seminar 10 Marks

Test 10 Marks

Total: 30 Marks

Reference / Text- Books/ Additional Reading:

1. Mishra, M.N.: Insurance - Principles and Practice, S. Chand & Co, Ltd., New Delhi.
2. Life Insurance Corporation Act, 1956, G.O.I.
3. Gupta, O.S.: Life Insurance, Frank Brothers, New Delhi.
4. Balachandran, S.: Customer-Driven Services Management, Response Books (A division of Sage Publications), New Delhi.
5. Vinayakam, N.M. Radhasamy and S.V. Vasudevan: Insurance -Principles and Practice, S.Chand & Co. Ltd., New Delhi.
6. Mishra, M.N.: Life Insurance Corporation of India, I, II, III Vol., Raj Books & Subscription, Jaipur.



ELECTIVE GROUP: (C) BANKING & INSURANCE:

Paper No. 304: Banking & Insurance Paper No. VI (Property and Liability Insurance)

Credits: 04

Total Marks: 100 Marks
 Semester End Examination: **70 Marks**
 Internal Evaluation: **30 Marks**

Objective: To provide an understanding of the principles of life

UNIT	DETAILED	TEACHING HOURS	MARKS / WEIGHT
Unit-1	Introduction: Risk and insurance; Insurable and non-insurable risks; Nature of property and liability insurance, Crop and cattle insurance; Types of liability insurance; Reinsurance.	12	14 + 06 =20
Unit-2	Basic Concepts of Liability Insurance: a) Basic concepts -Specific and all risk insurance; Valuation of risk; Indemnity contracts and specific value contracts; Average and contribution; Excess and short insurance careers, b) Liability insurance - Procedure for obtaining liability insurance; Legal position of insurance agent; Construction and issue of policy; Records of liability insurance; Policy conditions.	12	14 + 06 =20
Unit-3	Types of Liability Insurance Policy: Dwelling property losses; Business interruption and related losses; Theft insurance contracts; Budgetary covers; Auto insurance; Medical benefit insurance; Dishonesty, disappearance, and destruction insurance; Personal and residential insurance; Boiler machinery insurance; Commercial enterprises and industrial property insurance.	12	14 + 06 =20
Unit-4	Insurance Problems of Institutions: Insurance problems of educational and religious institutions -hospitals, clubs, and associations; Professional package contracts; Errors and omissions insurance; Professional liability insurance; Accounts liability insurance; Limits on amount of insurance. Marketing and underwriting of liability insurance; Finance of liability insurance.	12	14 + 06 =20
Unit-5	Adjustment of Losses and Claims Compensation: Nature of losses and their adjustment; Procedure of adjustment; Functions of adjuster; Responsibilities of adjusters; Survey of losses; Procedure for preparing claims statements; Documents in use in claim settlement; Requirements of the insured in the event of loss; Apportionment and loss valuation; Statutory control over liability insurance in India; Liability policies issued by the insurers.	12	14 + 06 =20

Internal Evaluation:

Assignment 10 Marks
Presentation / Seminar 10 Marks
Test 10 Marks
Total: 30 Marks

Reference / Text- Books/ Additional Reading:

- Mishra, M.N.: Insurance - Principles & Practice, S. Chand & Co. Ltd., New Delhi. The General Insurance Business (Nationalisation) Act, 1972.
- Vinayakam, N., M. Radhasamy and S.V. Vasudevan: Insurance -Principles and Practice, S.Chand & Co. Ltd., New Delhi.