

M.COM. Part-I, Examination

SEMESTER-I

M.Com.101

MANAGERIAL ECONOMICS

Time:3Hours Marks:80

UNIT-I : Nature & scope of Managerial Economics : Concepts of Managerial Economics. Economic theory & Managerial theory. Role & responsibilities of Managerial Economists. Fundamental Principles- Opportunity cost principle, Equi marginal principle.

UNIT-II : Demand Analysis : Individual & market, Law of demand. Elasticity of demand its meaning and importance. Price elasticity, Income elasticity & Cross elasticity Using elasticity in Managerial decisions. Theory of consumer choice: Indifference approach-theory of consumer choice under risk. Demand estimation & forecasting.

UNIT-III : Production Theory : Production function. Production with one and two variable inputs. Economics and dis-economics of scale. Short & Long run cost functions. Law of variable proportions. Law of supply, supply, cost and managerial decisions.

UNIT-IV : Price determination & pricing practices. Characteristics of different market structures, Objectives of firm. Price determination in short-run and long run under perfect competition. Monopolistic competition, oligopoly and monopoly. Price-discrimination.

UNIT-V : Business cycles: Nature and phases of business cycle. Theories of business cycles. Monetary innovation. Samuelson and Hicks theories. Inflation: Characteristics and types. inflation in terms of demand pull and cost push factors. Effects of Inflation.

REFERENCE BOOKS :

1. Chopra O.P : Managerial Economics: Tata McGraw Hill, Delhi.
2. Petersen, H. Craig and W. Cris Lewis: Managerial Economics, Prentice Hall, Delhi.
3. Varshney R.L. and Maheshwari K.L: Managerial Economics Sultan Chand and Sons, New Delhi. 15 16
4. Dwivedi D.N : Managerial Economics, Vikas Publishing House, New Delhi.
5. Adhikary M : Managerial Economics, Excel Books, New Delhi.
6. Mehta P.C : Managerial Economics, Sultan Chand and Sons, New Delhi.
7. Baumol W.J.: Economic Theory and operations Analysis, Prentice hall of India Pvt.Ltd. New Delhi

M.COM. 102
SERVICES MARKETING AND CUSTOMER RELATIONSHIP
MANAGEMENT

Time : 3 Hours Marks : 80

Objective: To acquaint students with basic issues in services marketing and customer relationship management.

Unit I : SERVICES MARKETING

- 1.1 Nature and type of services.
- 1.2 Difference between services and goods marketing.
- 1.3 Services marketing triangle.
- 1.4 Micro and macro environment for services marketing.
- 1.5 Customer's expectations and perception.

Unit II: SERVICES MARKETING PROCESS.

- 2.1 Service market segmentation, Targeting and positioning.
- 2.2 Services marketing mix-Need, Pricing of services.
- 2.3 Promotion and Distribution of services.
- 2.4 Matching of demand for supply of services.

Unit III: SERVICE MARKETING APPLICATIONS.

- 3.1 Marketing of financial services.
- 3.2 Marketing of hospital.
- 3.3 Marketing of tourism.
- 3.4 Marketing of educational services.

Unit IV: CUSTOMER RELATIONSHIP MANAGEMENT

- 4.1 Relationship marketing- Meaning, nature and scope.
- 4.2 Types of relational exchanges.
- 4.3 Attributes and determinants of relational exchange.
- 4.4 Reasons for relationship marketing.

Unit V : DEVELOPING AND MANAGING RELATIONSHIP

- 5.1 Customer selection.
- 5.2 Relationship strategies.
- 5.3 Implementing customer relationship management.

Reference Books:

- * The Essence of Services Marketing, by Payne and Adrian. Prentice Hall.
- * Services Marketing, by Zeithaml. McGraw Hill, Inc, New York.
- * Services Marketing by S.M. Jha. Himalaya Publishing House.
- * Customer Relationship Management, by Jagdish Seth et. al. Tata McGraw Hill New Delhi
- * Customer Relationship Management Essentials, by John W. Gosney. Prentice Hall
- * Services Marketing and Customer Relationship Management, By Dr. L.K. Karangale & Dr. P.N. Ladhe; Payal Prakashan Nagpure.

M.COM. 103
ADVANCED FINANCIAL AND COST ACCOUNTING

Time: 3 Hours Marks: 80

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

Unit-I : 1) Accounting Books and Final Accounts. Journal entries related to final Accounts closing entries, Transfer entries, Adjustment entries and Rectification entries and effect of rectification on result and position of business.

2) Valuation of Goodwill and shares.

3) Accounting standard (Indian & International)

Unit-II: Final Accounts of companies (an overview)

1) Final Accounts and financial statements of companies.

2) Amalgamation & absorption of companies.

Unit-III: 1) Cost Accounting: Meaning, importance and scope of Cost Accounting. Essential for efficient costing system. Costing as a guide to Business Policy.

2) Typical problems on ascertainment of total cost, Net profit and selling price.

Unit-IV: On Cost Ascertainment and classification.

Allocation of on-cost, Special Revenue items. Machine-Hour- Rate. Operating costing.

Unit-V : 1) Process Costing :-

Normal spoilage or wastage, Abnormal spoilage or wastage. Joint and By-products preparation of process Accounts.

2) Job & Contract Accounting.

3) Cost Audit :

Concept and definition, Scope, Kinds of Audit, Distinction between financial and cost Audit. Cost Audit procedure, Programme and Report, Advantages of Cost Audit.

BOOKS RECOMMENDED :

1. Advanced Accounting: By- M.C.Shukla and T.S. Grewal.

2. Advanced Financial Accounting: By- R.L.Gupta.

3. Financial Accounting ' A Managerial Perspective' By R.Narayanswamy.

4. Advanced Cost Accounting: By B.M.Lall Nigam & G.L.Sharma.

5. Cost Accounting : By R.K.Gupta.

6. Cost Accounting : By Bigg.

7. Cost Accounting and Costing Methods: By Wheldon.

8. Cost Accounting : B.M.Lall, P.H.I. New Delhi.

9. Theory & Problems in Cost Accounting: Khan & Jain, Tata Magrohil.

M.Com.104
BANKING AND INSURANCE SERVICES

Time: 3 Hours Marks : 80

Unit-I : COMMERCIAL BANKS :

Functions, Credit creation, Nationalization of commercial banks, Priority sectors, Mobilization of resources, Current trends in giving loans. N.P.A., Computerization of banks, E Banking, ATM and their impact on performance.

Unit-II : R.B.I, S.B.I and Co-operative Banks :

R.B.I: Functions, Instruments of credit control, Monetary Policy, Role in Economic development of the country.

S.B.I: Functions and working.

Regional, Rural and Co-operative Banks :

Functions, Resources, Operational system, Progress and performance, Role in rural development.

Unit-III: NATURE AND SCOPE OF INSURANCE: Need and

importance of Insurance General principles of Insurance, Insurance as a Social and Business security tool, Procedure regarding formation of Insurance policy and settlement of policy claims, Progress and performance, Privatization of Insurance and its effects.

Unit-IV : KINDS OF INSURANCE :

Life Insurance, Fire Insurance, Marine Insurance, Crop Insurance, Livestock Insurance.

Other forms of Insurance cover: Motor, Personal, Accident, Sickness and other liability cover.

Unit-V : LEGISLATION OF LIFE AND GENERAL INSURANCE IN INDIA :

Contribution to Economic Development of LIC & General Insurance Development, Working and functions of IRDA, IDBI,IFCI,ICICI,IBRD.

REFERENCE BOOKS :

1. Banking systems : Beck Hart : Times of India, Mumbai.
2. Indian Banks, Their portfolios, Profits and policy: Donald D.Hester,University of Mumbai.
3. Monetary policy and Reserve Bank of India : K.N.Raj.
4. Public sector Banking : K.N.Kabra and R.R.Suresh, People PublishingHouse.
5. Corporation finance : Principles and problems, S.C.Kuchhal.
6. The Reserve Bank of India, functions and working : Reserve Bank ofIndia Publication.
7. Theory and practice of development Banking: S.K.Basu, AsiaPublication.
8. Comparative Banking systems : Backhart.
9. Insurance in India : R.M.Roy
10. Insurance,Principles and practice : R.S.Sharma.
11. Marine Insurance : Keats.
12. Principles and practice of fire Insurance : Godwin.
- 13 Life Insurance Corporation Act,1956.

SEMESTER-II
M.Com.201
ACCOUNTING FOR MANAGERIAL DECISIONS

Time: 3 Hours Marks: 80

Unit-I : INTRODUCTION TO ACCOUNTING:

Management Accounting as a area of accounting; Objectives, Nature and Scope of financial accounting, Cost accounting and management accounting. Management Accounting and managerial decisions, Management Accountant's position, Role and responsibilities.

Accounting Plan and Responsibility Centres :-

Meaning and Significance of responsibility accounting, Responsibility centres : Cost centre, Profit centre & Investment centre.

Analysis and Interpretation of Financial Statement :-

RATIO ANALYSIS :

Definition, Objects, importance, necessity, Limitation, Classification and interpretation of ratio. Computation of various ratios, Capital gearing.

Unit-II : Analysing Financial Statements

(a) FUNDS FLOW STATEMENT:

What is fund, What is flow of fund. Transactions not resulting in the flow of fund and Transactions resulting in the flow of fund, Rules of fund flow statement. Schedule of changes in working capital, Statement of sources and Application of fund.

(b) CASH FLOW STATEMENT :

Definition, object and utility of cash flow statements, preparation of cash flow statement.

Unit-III: Standard costing :

Standard costing as a control technique, Methods of cost control; objects of standard costing method. Relationship between standard costing and Budgetary control; Setting of standard and their revision. Advantages and Limitations of standard costing method.

ANALYSIS OF VARIANCE :

Meaning, importance, kinds of variances and their uses; Material, Labour and overhead variances, Disposal of variances; Relevance of variance analysis to budgeting and standard costing.

Unit-IV : Marginal Costing and Break-Even-Analysis :

Concept of Marginal costing and absorption costing, Marginal Costing versus direct costing, Cost- Volume-profit analysis, Break-Even analysis, Assumptions and practical applications of Break Even analysis. Decision regarding sales mix, make or Buy decisions and discontinuation of a product line etc.

Unit-V : BUDGETING :

Definition of Budget; Essential of budgeting; Types of Budgets; Functional, master etc; Fixed and Flexible budget; Problems on cash Budget & Flexible Budget; Budgetary control; Zero base budgeting, performance budgeting.

REPORTING TO MANAGEMENT :

Definition; Objectives of reporting; Reporting needs at different managerial levels. Types of reports. Modes of reporting, reporting at different levels of management.

BOOKS RECOMMENDED :

1. Management Accounting : By- Anthony, Robert.
(Publisher- Tarapore-wala, Mumbai)
2. Introduction to Management Accounting : By- Homgran, C.T.Gary, L.Sundem and William O.Stration.(Publisher-Prentice Hall,Delhi)
3. Cost Accounting : A Managerial Emphasis: By- Homgran,Charies.T., George foster and Shikant M.Dallar,(Publisher-Prentice Hall,Delhi)
4. Management Accounting : By - Pandey I.M. (Publisher- Vani Publication,Delhi)
5. Principles of Management Accounting: By- Man Mohan, S.N.Goyal.
6. Management Accounting : By-Hingorani.
7. Fundamentals of Management Accounting: By-R.K.Ghosh and G.S.Gupta.
8. Outline of Management Accounting: By-R.L.Gupta.
9. Management Accounting : Khan & Jain, Tata Magrohil.
10. Management Accounting : Career Publications, Nashik.

STRATEGIC MANAGEMENT

Time :3 Hours Marks : 80

Objective: - To enhance decision making abilities of students in situation of uncertainty in dynamic business environment.

Unit I : CONCEPT OF STRATEGY

- 1.1 Definition of strategy, objective and goals
- 1.2 Approaches to strategic decision-making.
- 1.3 Mission and purpose
- 1.4 Functional levels strategies.

Unit II: ENVIRONMENTAL ANALYSIS AND DIAGNOSIS.

- 2.1 Concepts of environment and components of environment
- 2.2 Environment scanning and appraisal
- 2.3 Organizational appraisals
- 2.4 Strategic advantage analysis and diagnosis.
- 2.5 SWOT analysis.

Unit III: STRATEGY FORMULATION AND CHOICE.

- 3.1 Modernization and diversification.
- 3.2 Integration, merger, and take over.
- 3.3 Disinvestments and Liquidation.
- 3.4 Factor affecting strategic choice.

Unit IV: FUNCTIONAL STRATEGIES

- 4.1 Marketing policies.
- 4.2 Production policies.
- 4.3 Personal policies.
- 4.4 Financial policies.

Unit V: IMPLEMENTATION OF EVALUATION OF STRATEGIES

- 5.1 Issues in strategy implementation.
- 5.2 Interrelationship between strategy formulation and implementation.
- 5.3 Strategic control- Techniques of strategic evaluation of control.

M.COM.203

MANAGEMENT CONCEPT AND ORGANIZATIONAL BEHAVIOUR

Time: 3 Hours Marks :80

Objective :- To help student understand the conceptual framework of management and organizational behaviour.

Unit 1: SCHOOL OF MANAGEMENT THOUGHT:

- 1.1 Scientific, process, human behaviour & social system school.
- 1.2 Decision theory school
- 1.3 Quantitative and system school.
- 1.4 Contingency theory of management.
- 1.5 Functions of a manager.

Unit II: MANAGERIAL FUNCTION.

- 2.1 Planning - concept, significance and types
- 2.2 Organizing - concept, principle, theory, authority, responsibility, power, delegation and decentralization.
- 2.3 Staffing
- 2.4 Directing and co-ordinating
- 2.5 Control- nature, process and techniques

Unit III: INDIVIDUAL BEHAVIOUR

- 3.1 Attitudes - meaning and formation
- 3.2 Perception-concept, process.
- 3.3 Learning - meaning and theories.
- 3.4 Personality - meaning and traits
- 3.5 Transactional analysis - concept, types of transactions
- 3.6 Motivation - meaning and Maslow and Herzberg theories.

Unit IV: GROUP BEHAVIOUR

- 4.1 Group dynamics - meaning and importance.
- 4.2 Types of groups and group formation
- 4.3 Meaning and styles.
- 4.4 Principle centered approach to team development

Unit V : ORGANIZATIONAL BEHAVIOUR

- 5.1 Organizational communication - process, types and barriers
- 5.2 Organizational conflict -meaning , sources and types.
- 5.3 Resolution of conflict - measures.
- 5.4 Organizational change - concept, need, and resistance to change
- 5.5 Organizational diagnosis - concept and technique.

Reference Books :

- * Organizational Behaviour By S.S.Khanka.S.Chand & Company.
- * Organizational Behaviour, by Newstrom and Davis. Tata McGraw Hill.

COMPUTER APPLICATIONS IN BUSINESS

Theory : 60 Marks Practical : 40 Marks

Objective : The objective of this course is to provide an understanding to computers, computer operating system, and application of relevant softwares in managerial decision making.

Unit-I : 1.1 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.

1.2 Introduction to Operating Systems : Software needs, operating systems, application softwares, programming languages; DOS; Windows- window explorer, print manager, control panel, paintbrush, calculator, desk top, my computer, settings, find, run, UNIX.

Unit-II: 2.1 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.

2.2 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. 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 formatting of worksheet, sharing data with other desktop applications, strategies of creating error-free worksheet.

2.3 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.

Unit-III : 3.1 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 Tally etc.

Unit-IV : Introduction to Statistical Packages: Usage of statistical packages for analysis in research- Excel, SPSS.

Unit-V : Introduction to C- Language:

History of C-Language, overview of "C" constants, variables & rules of variables, data types, operators & Expression, meaning of input & output operators. Decisions making & Branching :- IF if, ELSE, Nested IF. SWITCH, ? , : Operator, GOTO statement. Decision making & Looping :- WHILE, DO WHILE, FOR statements. Simple programmes on above mentioned.

BOOKS RECOMMENDED :

- * Date C.J.: An Introduction to Database Systems, Addison Wesley,Massachusetts.
- * Dienes, Sheila S: Microsoft office, Professional for Windows 95;Instant Reference, BPB Publication, Delhi.
- * Norton, Peter: Working with IBM-PC, BPB Publication, Delhi.
- * O'Brian, J.A.: Management information systems, Tata McGraw Hill,New Delhi.
- * Ullman, J.O.: Principles of Database Systems, Galgotia Publications,New Delhi.
- * Moseley / Boodey: BPB- MS- Office 2000
- * Courter : BPB MS-Office 2000
- * E Balagurusamy: Programming in TURBO C, Tata McGraw Hill Publishing.
- * Byron Crottried : Programming with C, Tata McGraw Hill Publishing.
- * Mans field Ron :The Compact Guide to Microsoft Office, BPB Publication, Delhi.
- * Programming in ANSI "C" - E. Balagurusamy, Yashwant Kanetkar
- * Information Technology & its applications in Business- By P.Mohan, Himalaya Publishing House, Mumbai.

Division of Marks for Practicals

Record preparation 10 Practical Performance 15 Viva-Voce 05 Description 10

Practicals Total 40 Marks (Use Answer book for practicals provided by University)