

# **M.Com.**

## **Scheme and Syllabus**



**School of Distance Education  
Andhra University, Visakhapatnam, Andhra Pradesh**

### OBJECTIVES OF M.Com PROGRAMME

1. To equip the students with necessary conceptual and analytical skills required for handling the business operations.
2. This program aims at developing the required knowledge, skills and aptitude among learners so that they contribute significantly in the area of trade, commerce and industry.
3. To impart qualitative and value based management & commerce education to the student's in terms of knowledge, skills and attitudes of social services to enable them to have all-round development.
4. Students will be able to understand and apply the accounting principles, concepts and applications in the changing Global environment by studying Accounting and management related concepts

	<b>M.Com. (Previous)</b>
101	Advanced Business Economics
102	Advanced Management Accountancy
103	Indian and International Business Environment
104	Management and Organisational Behaviour
105	Statistics for Business Decisions
	<b>M.Com. (Final)</b>
201	Financial Management
202	Marketing Management
203	Human Resource Management
	<b>Accounting Specialisation</b>
204	Financial Accounting & Audit
205	Cost Management and Audit
	<b>Banking Specialisation</b>
204	Banking and Financial Institutions
205	Financial Markets and Services

**COURSE     101            ADVANCED BUSINESS ECONOMICS**

**Course Objective:**

1. To enable the students to understand economic concepts and theories and their application in management decision-making.
2. To make students how to apply them in real life situations.

Unit - I: Introduction: Nature and Scope of Business Economics; Objectives of the Firm – Traditional Theory, Sales and Revenue Maximizing Theories, Managerial Theories and Behavioral Theories; Profit Maximization Vs. Wealth Maximization; Demand Forecasting – Methods of forecasting demand for Existing and New Products, Criteria for Good Forecasting Method.

Unit - II: Production Analysis and Cost Analysis: Production Function – Law of Variable Proportions, Isoquant and Isocost Curves, Least Cost Combination, and Returns to Scale; Economies of Large Scale; Cobb-Douglas Production Function and C.E.S. Production Function; Cost-Output Relationships – Short and Long Run; Cost Oriented Pricing Methods – Full Cost Pricing, Marginal Cost and Differential Cost Pricing.

Unit - III: Market Analysis: Price and Output Determination Under Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly and Duopoly.

Unit - IV: Profit Analysis: Meaning of Profit, Limiting Factors of Profit, Criteria for Standard Profit: Theories of Profit; Business Forecasting – Nature and Scope of Forecasting and Different Methods of Business Forecasting and their Advantages and Disadvantages.

Unit - V: Macro Economic Concepts: National Income, Trade Cycles, Inflation, Monetary and Fiscal Policies.

**Suggested Books:**

1. Mukherjee Sampat: Business and Managerial Economics (In the Global Context), Third Edition, New Central Book Agency (P) Ltd., Kolkatta, 1996.
2. Dwivedi, D.N.: Managerial Economics, Vikas Publishing House Pvt. Ltd., 2003.
3. Dhingra, I.C., Essentials of Managerial Economics; Theory, Applications and Cases, Sultan Chand, New Delhi, 2003.
4. Mithani, D.M.: Managerial Economics; Theory and Applications, Himalaya Publishing House, 2003.
5. Mehta, P.L.: Managerial Economics, Text and Cases, S.Chand& Co., Delhi.
6. Varshney, R.L. and Maheswari, K.L.: Managerial Economics, S.Chand& Co, Delhi.
7. Dwivedi, D.N.: Macroeconomics; Theory and Policy, Tata McGraw Hill Publishing Company, 2002.
8. Gupta, G.S.: Macroeconomics; Theory and Applications, Tata McGraw Hill Publishing Company Ltd.
9. YogeshMaheswari, Managerial Economics, 2nd Edition, Prentice Hall of India.

## **COURSE 102    ADVANCED MANAGEMENT ACCOUNTING**

### **Course Objectives:**

1. To develop an insight of postulates, principles and techniques of accounting .
2. To make the students how utilization of financial and accounting information for planning, decision-making and control.

Unit – I: Management Accounting – Nature and Scope – Management Accounting Vs Financial Accounting and Cost Accounting – Role of Management Accountant in a Modern Organisation.

Unit – II: Cost Concepts for Decision Making - Cost – Volume – Profit Analysis – Behaviour of Variable Cost – Behaviour of Fixed Cost – Relationships Among Cost and Profits at Various Levels of Activity – Break-Even Point – Margin of Safety – Contribution Approach for Decision Making – Analysis of Contribution Per Unit of Critical Factor.

Unit – III: Cost Analysis for Pricing Decisions – Evaluating the cost Effects of Price – Quantity Relationships Price Elasticity of Demand and Optimal Pricing Decisions – Cost Analysis for Pricing During Recession Conditions – Flexible Cost Data for Pricing Decisions – Special Order Pricing – Impact of Special Order Pricing on Regular Sales and Overall Profits – Partial Fulfilment of Special Order Vs Outsourcing Decisions – Make or Buy Decisions.

Unit – IV: Cost Analysis for Product Decisions – Breakeven Analysis of Multi-Product Firms – Differential Costs for Product – Mix Alterations Decisions – Product Additions Decision – Adding New Products Combining Pricing Decisions with Product Addition Decision and Selecting Profitable Product-Price Strategies – Produce Deletion – Sell or Process Further Decision of Joint and By-Products.

Unit – V: Budgeting – Types of Budgets – Financial Budgets – Operating Budgets – Cash Budget – Production Budget – Flexible Budget – Concepts of Performance Budgeting and Zero Based Budgeting.

### **Suggested Books:**

1. I.M. Pandey: Management Accounting, Vikas Publishing House.
2. N.M. Singhvi, Management Accounting: Text and Cases, Prentice Hall of India.
3. T.P. Ghosh: Fundamentals of Management Accounting, Excel Publications.
4. Ravi M. Kishore, Management Accounting, Taxman Publications.
5. Chakraborty, Hrishikesh – Management Accountancy, Oxford University Press.
6. Horngren, C.T., Introduction to Management Accounting, Prentice Hall of India.
7. Khan and Jain, Management Accounting, Tata McGraw Hill, Delhi.
8. J.C. Varshney: Financial and Management Accounting, Wisdom Publication.
9. Horngren Sundem Stratton, Management Accounting, Prentice Hall of India.
10. Paresh P. Shah, Management Accounting, Wiley India, New Delhi.

### **COURSE 103 INDIAN AND INTERNATIONAL BUSINESS ENVIRONMENT**

Objective: The objective of this course is to equip the learners with the different facets of Indian and International Business Environment.

Unit - 1:

Business Environment - Concept and Significance Economic, Socio - Cultural, Political and Technological factors influencing Business environment; Structure of Indian Economy - Economic systems, Economic Planning.

Unit-II:

Government Policies - Industrial Policy - Fiscal Policy. Monetary Policy, Exim Policy, Public Enterprises - Role - Performance - Problems - Privatisation - Disinvestment - Recent trends.

Unit - III:

International Business - Significance, Trade Vs Protection, Trade Barriers and Trade Strategic; Balance of Payments, Concept-components - Disequilibrium in balance of payments - correcting mechanism - Trends in India's Balance of payments.

Unit - IV:

Foreign Exchange Markets Foreign Exchange market mechanism, exchange rate determination, convertibility of rupee and its implications; Globalisation; Role of Multinational corporations - Impact of India - Role of GDR's. Foreign Institutional Investors - Export Promotion Zones - Special Economics Zones.

Unit-V:

International Liquidity: Concept - Sources - Problems -Role of IMF and IBRD in promoting international liquidity - World Trade Organisation - Origin - Functions - Role - Performance India and WTO.

Recommended Books:

1. Sivayya, K.V. & VBM Das, Indian Industrial Economy.
2. Francis Cherunilam - Business Environment
3. Aswathappa, K - Business Environment.
4. PrabhakraRao, J.V. & Rangandhachary, A.V International Business, Kalyan Publishers.
5. Bhalla, V.K. & S. Sivaramu, International Business Environment and Business Annual Publications
6. VyuptakeshSharan, International Business, Concept, Environment and Strategy.

### **COURSE 104     MANAGEMENT AND ORGANISATIONAL BEHAVIOR**

Objective: The objective of this course is to familiarize the learners with basic concepts of management and organizational behaviors.

Unit - 1:

Concept of Management - Nature and Scope - Significance-Evolution of Management Thought - Internal and External Environment forces-Planning-Types of Plans -Significance of Planning - M.B.O.- Decisions Making under conditions of certainty - Decision Making under conditions of Risk and Uncertainty.

Unit - II:

Organizing-Nature and Purpose - Bases of Organizing -Span of Control - Centralization - Decentralization- Delegation of Authority-Line and Staff Conflict-Staffing- Executive Development.

Unit - III:

Direction-Communication-Motivation-LeadershipControl-Modern Techniques of Control/.

Unit - IV:

Nature and Scope of OrganisationalBehaviour-Social and Psychological Dimensions - Models of OB- Organizational Climate Organisational Conflict- Organisational Change

Unit V:Organisational Development Effectiveness - Organisational Culture. Organisational Effectiveness- Organisational culture.

Recommended Books:

1. James A.F. Stoner,R.Edward Freeman and Daniel R.GilbirtJr-Management, Prentice Hall of India.
2. Heinz Weihrich and Harold Koontg, Essentials of Management - Tata McGraw Hill International.
3. Stephen Robbins and Mary Coulter, Management,Prentice Hall of India.
4. Bajaj: Management Processing and Organization, Excel Publications.  
Pardhasardhy& R. SatyaRaju: Management Textand Cases, Prentice Hall of India.
6. Fred Luthans, Organizational Behaviour
7. R.K. Suri, Organizational Behaviour, Wisdom Publication.
8. Hersey, Paul, Kenneth H. Blanchard and Dewey E.Johnson, Management of OrganisationalBehaviour: Utilizing Human Resources, Prentice Hall, New Delhi.

## **COURSE 105     STATISTICS FOR BUSINESS DECISIONS**

### **Course Objective:**

The main objective of this course is to make the students familiar with the statistical and mathematical techniques and their applications in business decision making.

#### **Unit-1:**

Statistics-Definition, Scope and Limitations - Fundamentals: Data Collection and Tabulation, Frequency distributions, continuous frequency distributions - Graphical representation of data: Histogram, Frequency Polygon, Frequency curve, Bar diagram, pie diagram.

#### **Unit - II:**

Measures of Central Tendency: Mean, Median and Mode - Measures of Dispersion - Quartile deviation, mean deviation Standard Deviation - Simple Correlation and Regression Analysis - Relative measures - Coefficient of variance.

#### **Unit - III:**

Concept of Probability - Probability Rules - Baye's Theorem-Probability Distributions - Binomial, Poisson and Normal

#### **Unit - IV:**

Sampling and Sampling Distributions - Estimation - Point and Interval Estimates of Averages and Proportions of Small and Large Samples - Concepts of Testing Hypothesis - One sample Test for Testing Mean and test for a single proportion.

#### **Unit V:**

Test of Two Samples - Test of Difference Between Mean and Proportions of Small and Large Samples - Chi-square Test of Independence and Goodness of Fitness - Analysis of Variances.

#### **Recommended Books:**

1. Levin, Krehbiel and Berenson, Business Statistics: A first course, Pearson Education, Asia.
2. Nagar, Das - Basic Statistics, Oxford University Press.
3. Hooda R.P., Statistics for Business and Economics, Macmillian, New Delhi.
4. Lawrence B. Morse: Statistics for Business & Economic, Harper Collins, New York.
5. Levin, Richard I and David S. Rubin, Statistics for Management, Prentice Hall, Delhi.

## **COURSE 201      FINANCIAL MANAGEMENT**

### **Course Objective**

To develop an understanding of the Finance functions and relevant techniques of financial administration

#### **UNIT-**

Introduction: Nature, Scope and Objectives of Financial Management Finance Function Profile Goal Vs Wealth Maximisation Goal Techniques of Financial Analysis Funds Flow Analysis and Ratio Analysis Role of Financial Manager in Modern Environment

#### **UNIT-II**

INVESTMENT DECISIONS Techniques of Appraisal Process of Capital Budgeting Risk Vs. Return- Traditional and Modern Techniques (including problems)

#### **UNIT-III**

FINANCING DECISIONS: Capital Structure Determinants Leverages-Financial, Operating and Combined Cost of Capital (including problems)

#### **UNIT-IV**

DIVIDEND AND RETAINED EARNINGS: Dividend Policy Decisions; Parameters, Dividend Models Policies regarding Retained Earnings

#### **UNIT-V**

WORKING CAPITAL MANAGEMENT: Concept. Need and Determinants of Working Capital-Working Capital Cycle-Working Capital Policy

#### **Suggested Books:**

1. Brearley, Richard and Myers, Steward Principles of Corporate Finance New York, McGrawHill
2. Solomon. Ezra, Theory of Financial Management, Columbia Press
3. James C Van Home, Financial Management and Policy, Prentice Hall of India
4. Weston J. Fred and Brigham, Eugene F, Managerial Finance. Dryden Press
5. Prasanna Chandra, Financial Management, Tata McGraw Hill
6. Khan, MY and Jain, Financial Management, Tata McGraw Hill

7. Pandey, IM, Financial Management, Delhi, Vikas Publishing House 8. Ravi M. Kishore, Financial Management, Taxmann.



## **COURSE 202 MARKETING MANAGEMENT**

Objective: The objective of this course is to develop an understanding of the concepts, strategies and issues involved in marketing

### **UNIT -1:**

Introduction to Marketing Management, Marketing Concepts, Marketing Environment (Micro and Macro), Consumer Behaviour, Market Segmentation, Market Targeting and Positioning, Competition Analysis and Strategies

### **UNIT-II:**

Marketing Mix Strategy Product Mix, New Product Development, Product Life Cycle, Branding, Packaging. Pricing Objectives and Strategies

### **UNIT-III:**

Distribution Channels Channel Design, Selection of Channel Members, Channel Management, Retailing, Integrated Marketing Communications Advertising Personal Selling, Sales Promotion, Publicity and Public Relations, Direct Marketing, Events and Experiences

### **UNIT-IV:**

Marketing of Services Distinction between Goods and Services Service Characteristics and their strategic implications, Development of Basic Service Package, Internal Marketing, External Marketing, Interactive Marketing.

### **UNIT-V:**

Global Marketing Entry into Global Markets, Global Marketing Programme, Country of origin effects, Global Marketing Organisation Socially Responsible Marketing Corporate Social Responsibility. Social Marketing

### **Suggested Readings:**

1. Philip Kotler and Kevin Lane Keller, Marketing Management, Education, New Delhi Pearson
2. Ramaswamy and Namakumari, Marketing Management, McMillan India
3. Michael R. Solomon, Elnora W. Stuart, Marketing - Real People, Real Choices, Pearson Education, New Delhi
4. K. Rama Mohana Rao, Services Marketing, Pearson Education, New Delhi
5. Rajan Saxena, Marketing Management, Tata McGraw Hill, New Delhi

### **COURSE 203 HUMAN RESOURCE MANAGEMENT**

Objective: "The objective is to enable the students to familiarize with the main aspects of Human Resource Management at the organization level and apply the same in Management of Human Resources

#### **UNIT-1:**

Human Resource Management Concept, Significance and Evolution, Functions of HR Manager, Place of HR Department in Organisation

#### **UNIT-II:**

Human Resource Planning Significance - Methods and Techniques -Job Analysis -Recruitment and Selection Processes Induction-Placement - Promotion and Transfer

#### **UNIT-III:**

Training and Development Significance-Identification of Training Needs-Employee Training Methods-Executive Development Methods- Evaluation of Training and Development Programmes.

#### **UNIT-IV:**

Wage and Salary Administration: Wage Concepts, Job Evaluation -Methods and Techniques-Wage Structure and Policy-Wage Differentials -Wage Payment Methods - Incentives - Fringe Benefits - Performance Appraisal Scope and Significance-Methods of Appraisal-Limitations of Appraisal

#### **UNIT-V:**

Industrial Relations: Significance, Causes of Disputes and Settlement-Role of State in Industrial Relations-Collective Bargaining- Employee participation in Management

#### **Suggested Books:**

1. VenkatRatnam C.S., and Srivastava B.K., Personnel / Human Resource Management, Tata McGraw Hill
- 2 Cynthia fisher & Lyle F. Schoenfeldt, Human Resource Management Wiley India, New Delhi.
3. NK Singh Human Resources Management, Excel Publications 4 Jyothi-Human Resource Management, Oxford University Press
- 5 Gary Dessler Human Resource Management
6. Edwin B Flippo, Personnel Management
- 7.Decenzo/Robbins Personnel/Human Resource Management, 3E John Wiley & Sons Pvt. Ltd
8. P. SubbaRao, Human Resource Management, Himalaya Publishers Mumbai
- 9 Ghosh, HRD and Management, Vikas
- 10 IanBadwel, Len Holden Human Resource Management Contemporary Perspective, Macmillan India Ltd

**ACCOUNTING SPECILISATION**  
**COURSE 204 FINANCIAL ACCOUNTING & AUDIT (FAA)**

Objective: The objective of this course is to familiarize the learners with the techniques of Financial Accounting and Audit

**UNIT-1:**

Financial Accounting-Objectives-Role-Financial Statement Analysis-Ratio Analysis-Funds Flow and Cash Flow Analysis (Problems-International Dimensions of Accounting Profession

**UNIT-II:**

Indian Accounting Standards - Concept and Scope-A comparative analysis of Indian Accounting Standards and International Accounting Standards-Valuation of Goodwill and Shares-need-methods of Valuation (Problems)

**UNIT-III:**

Holding and Subsidiary Companies - Legal Definition and Requirements-Preparation of Consolidated Balance sheet and Profit and Loss Account (Problems)

**UNIT-IV:**

Financial Reporting-Types of Reporting-Contents and Financial Reports-Limitations of Financial Reporting practices in India-Recent changes in published Financial Statements -International dimensions Financial Reporting

**UNIT-V:**

Financial Audit - Meaning Scope – Classification Responsibilities and Appointment of an Auditor-Preparation of Audit Report -Types -Basic Features of Audit Report - Basic Audit Work

**Books Recommended:**

1. Advanced Accounting - Volume-2 RL Gupta &RadhaswamiS. Chand& Co. Delhi
2. Corporate Accounting-S N. Maheswari& S.K Maheswari, Vikas Publishing House, New Delhi
- 3 Advanced Accounts-Volume 2, MC Shukla, T.S. Grewal, S.C. Gupta, S. Chand & Co. Delhi
- 4 Advanced Accounting-Corporate Accounting Volume-2-Ashok Sehgal& Deepak Sehgal,Taxmann Allied Services Pvt. Ltd., New Delhi.●5. Advanced Accounts-Chakravarthy-Oxford Publishers
6. Modern Accountancy - Volume 2-A Mukherjee and M.Hanieff-Tata McGraw Hill Publishing Company, New Delhi.
7. Financial Accounting-A Managerial Perspective-R. Narayana Swami-Prentice Hall of India, New Delhi 8. Auditing-Shekhar&Shekhar - Vikas Publishing House Pvt. Ltd.,NewDelhi

## **COURSE 205    COST MANAGEMENT AND AUDIT**

Objective: The objective of this course is to enable the learners to understand the components of Cost Management and Audit

### **UNIT-1:**

Cost Management-Nature and Scope-Management of value chain-tools of cost management-Product Costing Systems - Job and Process Order costing systems

### **UNIT-II:**

Activity Based costing system-meaning and scope-limitations of traditional costing allocation methods - Application of ABC system- Target Costing-Benchmark costing

### **UNIT-III:**

Quality cost systems-meaning and application-conflict between Quality and Cost-Trade-off between Quality and Price - Value analysis-Life Cycle costing-Learning Curve Analysis - JIT and Cost reduction

### **UNIT-IV:**

Cost Estimation Methods - Costing Engineering - Using Regression Analysis - Evaluating Performance- Cost Variance Analysis-Kaizen costing

### **UNIT-V:**

Cost Audit-Definition-Purpose-Scope-Aspects of Cost Audit -Cost Audit Programme -Advantages Limitations Cost audit Vs Financial Audit-Cost Audit in India.

### **Books Recommended:**

- 1 Cost Management - Strategies for business Decisions HILTON, MAKER AND SELT, Tata McGraw Hills
2. Principles of Quality Costs Principles, Implementation and Use. Jack Campanella, Prentice Hall of India Pvt. Ltd
3. Cost Accounting-Jain and Narang.
- 4 Cost Accounting-A Managerial Emphasis, Charles T. Horngren
5. Cost Accounting -B. Benerjee, World Press, Calcutta

**BANKING SPECILIASATION**  
**COURSE 204    BANKING AND FINANCIAL INSTITUTIONS**

Objective "The objective of this course is to enable the learners to acquaint themselves with the role and functions of Banking and Financial Institutions in India

UNIT-1:

Classification of Banking and financial Institutions - Evolution - Need-Scope-Role

UNIT-II:

Structure of Banks in India - Major Developments during Post Independence, Post Nationalisation and Post Reform Period - Rationale of reforms-Recommendations of Narasimham Committee - I & II-Impact of reforms-Diversification of products and services.

UNIT-III:

Regulation and Supervision of Banks in India - Evolution and Evaluation of Regulatory banking mechanism in India - Role of RBI - Regulatory and Supervisory policy initiatives

UNIT-IV

Financial Institutions Structure-Policies and performance Mergers and Restructuring of financial institutions Supervision of financial institutions-Challenges and Prospects Products and Services Diversification-Report of the Khan Committee on Development Banks and Sadasivan Committee on Development Financial institutions.

UNIT-V

Universal Banking-Back drop-concept-Indian experience Universal Banking-Regulatory challenges Recent ends

Recommended Books:

1. Srivatsava, RM & Nigam Divya, Management of Indian Financial Institutions, Himalaya Publishing House Mumba

2 Bhole LM Financial Institutions and Marcats-Structure Growth and Innovation. Tata McGraw Hill Publishing Co Ltd New Delhi.

3. Machiraju HR Indian Financial System Vikas Publishing House P.S Ltd New Delhi

4. Khan M. Y. Indian Financial Systems, Tata McGraw Hill Publishing Company, New Delhi.

## **COURSE 205 FINANCIAL MARKETS AND SERVICES**

Objective: The objective of this course is to acquaint the learners with basic theoretical and practical concepts of Financial Markets and Services

### **UNIT-I:**

Structure of Financial System - Role of Financial System in Economic Development-Financial Markets and Financial instruments Capital Markets-Money Markets-Primary Market Operations-Role of SEBI-Secondary Market Operations-Regulations-Functions of Stock Exchanges-Listing-Formalities-Financial Services Sector-Problems and Reforms

### **UNIT-II**

Financial Services Concept Nature and Scope of Financial Services-Regulatory Frame Work of Financial Services-Growth of Financial Services in India - Merchant Banking - Meaning -Types-Responsibilities of Merchant Bankers-Role of Merchant Bankers in issue Management-Regulation of Merchant Banking in India

### **UNIT-III:**

Venture Capital - Growth of Venture Capital in India - Financing Pattern Under Venture Capital - Legal Aspects and Guidelines for Venture Capital - Leasing - Types of Leases - Evaluation of Leasing Option Vs.Borrowing.

### **UNIT-IV:**

Credit Rating Meaning, Functions Debt Rating System of CRISIL, ICRA and CARE Factoring, Forfaiting and Bill Discounting-Types of Factoring Arrangements-Factoring in the Indian Context

### **UNIT-V:**

Mutual Funds-Concept and Objectives, Functions and Portfolio Classification, Organisation and Management, Guidelines for Mutual Funds, Working of Public and Private Mutual Funds in India Debt Securitization-Concept and Application-De-mat Services - need and Operations - Role of NSDL and CSDL  
Suggested Books:

1. LM. Bhole, Financial Institutions and Markets, Tata McGraw Hill
2. V.A. Avadhani, Marketing of Financial Services, Himalayas Publishers,Mumbai.
3. Vasant Desai, Indian Financial System, Himalaya Publishers.
4. Benton EG, Financial Intermediaries - An Introduction
5. Edminister R.D., Financial Institutions, Markets and Management
6. Verma J.CA manual of Merchant Banking
- 7 West Lake, M. Factoring
- 8 N Vinaykan, A Profile of Indian Capital Market