

M.Com [Previous]**Session 2004-05 and onward****Note :****Compulsory Papers :**

- Paper 1 Statistical Analysis
- Paper 2 Theory and Practice of Management
- Paper 3 Managerial Economics

Optional Paper : (Any Two paper to be selected from the following)

- Paper 4 Marketing Management
- Paper 5 Business Environment
- Paper 6 Human Resource Management
- Paper 7 Corporate Financial Accounting
- Paper 8 Advanced Auditing
- Paper 9 Corporate Tax Planning and Management
- Paper 10 Strategic Management
- Paper 11 Security Analysis and Portfolio Management
- Paper 12 Industrial Economics
- Paper 13 Advertising and Sales Management
- Paper 14 Project Planning and Control

Price : ~~₹.00~~

July 2005

प्रकाशक :

कुल सचिव

डॉ० राम मनोहर लोहिया विश्वविद्यालय

फैजाबाद

मुद्रक : शान्ति पेपर्स, फैजाबाद

**PAPER 1 STATISTICAL ANALYSIS****1. INTERPOLATION AND EXTRAPOLATION :** Definition, Limitations Methods of Interpolation and Extrapolation-Parabolic Curve Method Binomial Method, Newton's and Lagrange's Methods.**2. REGRESSION ANALYSIS :** Meaning, difference between Correlation and Regression analysis, Regression Equations, Regression Coefficients Regression analysis of two variables.**3. ASSOCIATION OF ATTRIBUTES :** Association of two attributes consistency of data in three attributes Coefficient of Association of attribute and contingency, Chi-Square Test in attributes.**4. ELEMENTARY THEORY IN PROBABILITY :** Concept of Probability simple, Compound and Mutually Exclusive events, Addition and Multiplication Theorems Conditional and Marginal probabilities.**5. THEORETICAL FREQUENCY DISTRIBUTION :** Characteristics of Binomial, Poisson and Normal Distribution. Pascal's Tangle, Calculation of expected frequencies through Binomial, Poisson, and Normal Distribution Methods,

4. comparison of expected and observed frequency and Chi-Square Test.
6. **SAMPLING THEORY** : Large and small samples analysis, Standard Error. Test of Significance, Student's 't' test, 'F' Test. Testing the Significance of Proportions.
7. **ANALYSIS OF VARIANCE** : Analysis of Variance in one-way and two-way Classifications and construction of ANOVA table. Statistical Quality Control.
- 8.

Books Recommended :-

D N Elhance	:	Fundamental of Statistics
S P Gupta	:	Fundamental of Statistics
B N Gupta	:	Fundamental of Statistics
S P Singh	:	Fundamental of Statistics
K N Nagar	:	Fundamental of Statistics

PAPER 2 THEORY AND PRACTICE OF MANAGEMENT

1. The modern concept of Management, nature and scope of Management function s. Evolution of Modern Management theory, Contribution of henery Fayol & F. W. Taylor.
2. Concept of Authority, Responsibility and Accountability, The process of delegation and obstacles to delegation of Authority.
3. The process of decision-making, Individual and group decision, Centralized and decentralized decision-making, Implementation of Decisions.
4. The Planning function-Concept, Principles, Process and Techniques of Planning, The problem of flexibility in planning.
5. The organising Function-Concept & process; Types of Organization Structure; Conflict between line and Staff relationships, Organizational arrangement for reducing the workload on the chief executive.
6. The staffing procedure, training, performance appraisal, Job evolution and wage determination.
7. The Directing Function- Techniques of direction, the role of leadership, Theories of leadership styles, Theories and problems of motivation.
8. The Controlling Functions-Process and techniques, The process of Communication, Media channels and direction of communication, Problems and obstacles to communication.
9. Co-ordination- The Central task of Management.

BOOKS RECOMMENDED

Breach: The Principles and Practice of Management

Koontz & 'O' Donnel : Principles of Management
Hayeney's & Massio : Management Analysis, Concept and Cases.
Newman William H. : The Process of Management.

PAPER 3 MANAGERIAL ECONOMICS

1. **Nature and scope of Managerial Economics** : Objective of firm; Economic theory and managerial theory; Managerial economist's role and responsibilities; Fundamental economic concepts incremental principle, opportunity cost principle, discounting principle, equi-marginal principle.
2. **Demand Analysis** : Individual and market demand function; Law of demand, determinants of demand; Elasticity of demand - its meaning and importance; Price elasticity, income elasticity and cross elasticity; Using elasticity in managerial decisions.
3. **Theory of Consumer Choice** : Cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.
4. **Production Theory** : Production function production with one and two variable inputs; stages of production; Economies of scale; Estimation of production function; Cost theory and estimation; Economic value analysis; Short and long run cost functions - their nature, shape and inter - relationship; Law of variable proportions; Law of returns of scale.
5. **Prinice Determination under Different Market Conditions** : Characteristics of different market structures; prinice determination and firm's equilibrium in short-run and long run under perfect competition, monopolistic competition, oligopoly and monopoly.
6. **Pricing Practices** : Methods of price determination in practice; Pricing of multiple products; Price discrimination; International price discrimination and dumping, Transfer Pricing.
7. **Business Cycles** : Nature and phases of a business cycle; Theories of business cycles - psychological, profit, monetary, innovation, cobweb, Samuelson and Hicks Theories.
8. **Inflation** : Definition, Characteristics and types; Inflation in terms of demand-pull and cost-push factors; Effects of inflation.

References

1. Baumol, William J : Economic Theory and Operations Analysis, Prentice Hall, London.
2. Baya, Micheal R : Managerial Economics and Business Strategy, McGraw Hill Inc. New York.
3. Chopra, O.P. : Managerial Economics, Tata McGraw Hill, Delhi.
4. Dean, Joel : Managerial Economics, Prentice Hall, Delhi.
5. Dholakia, R.H. and A.L. oza : Micro Economics for Management Students, Oxford University Press, New Delhi.
6. Eaton, B. Curtis and Diane Faton : Micro Economics, Prentice Hall, New Jersey.
7. Gough, J. and Hills : Fundamentals of Managerial Economics, McMillan London.
8. Haynes, W.W., W.L. Mote and S. Paul : Managerial Economics Analysis and Cases, Prentice Hall India, Delhi.
9. Petersen, H. : Craig and W. Cris Lewis : Managerial Economics, Prentice Hall, Delhi.
10. Salvatore, Dominick : Managerial Economics in a Global Economy, McGraw Hill, New York.

PAPER 4 MARKETING MANAGEMENT

1. **Introduction** : Concept, nature, scope and importance of marketing, marketing Concept and its evolution; Marketing mix; Strategic marketing planning - an overview.
2. **Market Analysis and Selection** : Marketing environment - macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behavior, Consumer versus organizational buyers; Consumer decision-making process.
3. **Product Decisions** : Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle - strategic implications; New product development and consumer adoption process.
4. **Pricing Decisions** : Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.
5. **Distribution channels and physical Distribution Decisions** : Nature, functions, and types of distributions channels; Distribution channel intermediaries; Channel management decisions; retailing and wholesaling.

6. **Promotion Decisions** : Communication Process; promotion mix advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion - tools and techniques.
7. **Marketing Research** : Meaning and scope of marketing research; Marketing research process.
8. **Marketing Organization and Control** : Organizing and controlling marketing operations.
9. **Issues and Development in Marketing** : Social, ethical and legal aspects of marketing; Marketing of services; International Marketing; Green marketing; Cyber marketing; Relationship marketing and other developments in marketing.

Reference

1. Kotler, Phillip and Gary Armstrong: principles of Marketing, Prentice Hall, New Delhi
2. Kotler, Phillip; Marketing Management - Analysis, Planning, Implementation and Control, Prentice Hall, New Delhi.
3. Majumdar, Ramanj : Product Management in India, Prentice Hall, New Delhi.
4. Mc Carthy, E, Jenome and William D., Perreault Jr : Basic Marketing; Managerial Approach, Richard D. Irwin, Homewood, Illinois.
5. Ramaswamy, V.S. and Narmakumari, S : Marketing Management, McMillan India, New Delhi.
6. Srinivasan, R : Case Studies in Marketing; The Indian Context, Prentice Hall, New Delhi.
7. Stanton, William J., and Charles Futrell : Fundamentals of Marketing; McGraw Hill Publishing Co., New York.
8. Still, Richard R, Edward W. Cundiff and Norman A.P. Govoni : Sales Management; Decisions and Cases Prentice Hall, New Delhi.

PAPER 5 BUSINESS ENVIRONMENT

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.
2. **Economic Environment of Business** : Significance and elements of economic environment; Economic systems and

business environment; Economic planning in India; Government policies industrial policy, fiscal policy, monetary policy, EXIM policy; Public sector and economic development; Development banks and relevance to Indian business; Economic reforms, liberalization and structural adjustment programmes.

3. **Political and Legal Environment of Business** : Critical Elements of political environment; Government and business; Changing dimensions of legal environment in India : MTP Act, FEMA and Licensing policy, Consumer Protection Act.
4. **Socio-Cultural Environment** : Critical elements of socio-cultural environment; Social institutions and systems; Social Values and attitudes; Social groups; Middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India; Indian business system; Social responsibility of business; consumerism in India.
5. **International and Technological Environment** : Multinational corporations; Foreign collaborations and Indian Business; Non-resident Indians and corporate sector; International economic institutions - WTO, World Bank, IMF and their importance to India; Foreign trade policies; Impact of Rupee devaluation; Technological environment in India; Policy on research and development; Patent laws; Technology transfer.

References

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, New 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. Govt. Of India : Economic Survey, various issues.
8. Raj Agarwal and Parag Diwan, business Environment; Excel Books, New Delhi.
9. Ramaswamy, V.S. and Nama Kumari : Strategic Planning for Corporate Success, McMillan, New Delhi.

PAPER 6 HUMAN RESOURCE MANAGEMENT

1. **Human Resource Management (HRM)** - Basic Concepts, scope, objectives, importance and functions of human Resources Management.
2. **Personnel Policies** - Meaning, definition, objectives, needs of personnel policy, Basic Principles of personnel policies, characteristics of an ideal personnel policy, formation of personnel policies.
3. **Man - Power Planning** - Meaning, definition, need and importance of man- power planning, process of manpower planning.
4. **Recruitment** - Need of recruitment, recruitment policy, sources of recruitment, methods of recruitment. Selection- Basic principles of selection, Selection process, Placement, Induction.
5. **Promotion** - Causes of promotion, principles of promotion, promotion policy, Demotion - Causes of demotion, demotion policy, Transfer- causes of transfer, transfer policy, Dismissal- discharge, suspension.
6. **Training** - Objectives, need of training, methods of training, principles of training. Executive development- Objectives, importance of executive development, planning of executive development programme, methods of executive development.
7. **Job-Analysis** - Meaning, objectives of job-analysis, aspects of job-analysis- Job description & Job- specification. Performance Appraisal- Objectives, process & methods of performance appraisal, utility of performance appraisal. Job Evaluation.
8. **Special problems** - Labour turnover, labour absenteeism; discipline; accident; fatigue & monotony.
9. **Grievance** - Meaning, causes of grievance, grievance handling procedure, principles of grievance handling. Incentives & fringe benefits.
10. **Motivation** - Elements, importance, principles & types of motivation. Communication- objectives, elements of an effective communication, importance, types, principles, process & barriers of communication.

BOOKS RECOMMEND

C.B. Mamoria	:	Personnel Management
E.B. Filippo	:	Personnel Management
Dale S. Beach	:	Personnel Management
Monappa	:	Personnel Management

PAPER 7 CORPORATE FINANCIAL ACCOUNTING

1. Accounting for issue and redemption of shares and debentures.
2. Final accounts and financial statements of companies.
3. Valuation of goodwill and shares
4. Accounting issues relative to amalgamation, absorption and reconstruction of companies.
5. Accounting for holding and subsidiary companies.
6. Accounts relating to liquidation of companies
7. Royalty accounts, voyage accounts and investment accounts.

References

1. Beams. F.A. : Advanced Accounting, Prentice Hall, New Jersey.
2. Dearden. J. and S.K. Bahtacharrya : 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. Keiso D.E. and J.J.Weygant : Intermediate Accounting, John Wiley and Sons, NY.
7. Maheshwari, S.N. : Advanced Accountancy - Vol. II, Vikas Publishing House, New Delhi
8. Monga, J.R. : Advanced Financial Accounting :A Managerial Perspective, Prentice Hall of India. Delhi.
9. Neigs, R.F. : Financial Accounting, Tata McGraw Hill, New Delhi.
10. Shukla, M.C. and T.S. Grewal : Advanced Accountancy, Sultan Chand & Co. New Delhi.
11. Warren, C.S. and P.E. Fess. : Principles of Financial and Managerial Accounting, South - Western, Ohio.

PAPER 8 ADVANCED AUDITING

1. Company audit-salient features of Audit of company Account. Divisible profit. Dividends and reserves. Selected provisions of the company Act relating to the Appointment, removal and remuneration of company auditors, rights, duties and liabilities of company auditors.

2. Concept of true and Fair Audit Report destination between report and Certificate. Contents of the Audit Report, Types of the Auditor's report.
3. **INVESTIGATION** : Meaning, purpose, investigation to Detect Frauds. Misappropriations and Defalcations : Investigations under Companies Act; Investigations in connection with purchase of a business Appraisal by Bank and Financial Institutions.
4. **SPECIAL AUDITS** : Banks, Insurance Companies : Cooperative societies, Government companies.
5. **MANAGEMENT AUDIT** : It's Meaning, Need and procedure, Future Trends in Auditing : Price level Adjusted Statements and their Audit. Audit committees, Social Audit.
6. **COST-AUDIT** : Concept, Need, Procedure, Cost Audit Report.

PAPER 9 CORPORATE TAX PLANNING AND MANAGEMENT

1. **Introduction to Tax Management** : Concept of tax planning : Tax avoidance and tax evasions; corporate taxation and dividend tax.
2. **Tax Planning for new Business** : Tax planning with reference to location, nature and form of organization of new business.
3. **Tax Planning and Financial Management** : Tax Planning relating to capital structure decision, dividend policy, Inter-corporate dividend and bonus shares.
4. **Tax Planning and Managerial Decisions** : Tax Planning respect at own or lease, sale of assets used for scientific research, make or by decisions. Repair replace, renewal or renovation, and shutdown or continue decisions.
5. **Special Tax Provisions** : Tax Provisions relating to free trade zones, infrastructure sector and backward areas; Tax incentives for exporters.
6. **Tax Issues Relating to Amalgamation** : Tax Planning with reference to amalgamation of companies.
7. **Tax Payment** : Tax deductions and collection source Advance payment of tax.

References

1. Ahuja G.K. and Ravi Gupta : Systematic Approach to income tax are Central Sales Tax Bharat Law House, New Delhi.
2. Circular issued by C.B.D.T.
3. Income Tax Act, 1961
4. Income Tax Rules 1962

5. Lakhota, R.N. : Corporate Tax Planning Vision Publications, Delhi.
6. Singrania, V.K. : Direct Taxes : Law and Practice, Taxman's Publication, Delhi.
7. Singrania, Vinod K : Direct Tax Planning and Management, Taxman's Publication Delhi.

PAPER 10 STRATEGIC MANAGEMENT

1. **Concept of Strategy** : Defining strategy, levels at which strategy operates; Approaches to strategic decision making and purpose, objectives and goals; Strategic business unit (SBU); Functional level strategies.
2. **Environmental Analysis and Diagnosis** : concept of environment and its components; Environment scanning and appraisal; Organisational appraisal; Strategic advantage analysis and diagnosis; SWOT analysis.
3. **Strategy Formulation and choice of Alternative** : Strategies modernizations, diversification, integration. Merger, take-over and joint strategies; turnaround, divestment and liquidation strategies; Process of strategic choice-industry, competitor and SWOT analysis; Factors Affecting strategic choice; generic competitive strategies cost leadership, differentiation focus, value chain analysis, bench marking, service blue printing.
4. **Functional Strategies** : Marketing, Production/ operations and R & D plans and policies.
5. **Functional Strategies** : Personnel and financial plans and policies.
6. **Strategy Implementation** : Inter-relationship between formulation and implementation; issues in strategy implementation; Resource allocation.
7. **Strategy and Structure** : Structural considerations, structures for strategies; organisational design and change.
8. **Strategy Evaluation** : Overview of strategic evaluation; Strategic control; Techniques of strategic evolution and control.
9. Global issues in strategic Management.

References

1. Bhattachary, S.K. and N. Venkataramain : Managing Business Enterprises; Strategies, Structures and Systems, Vikas Publishing House, New Delhi.

2. Budhraja, S.B. and M.B. Athreya : Cases in Strategic Management, Tata McGraw Hill, New Delhi.

PAPER 11 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

1. **Investments** : Nature and scope of investment analysis, elements of investment, avenues of investment, approaches to investment analysis; Concept of return and risk; Security return and risk and analysis, measurement of return and risk.
2. **Financial Assets** : Types and their characteristics, sources of financial information.
3. **Security Markets** : Primary and Secondary market; Primary market role, functions and methods of selling securities in primary market; Allotment procedure; New financial instruments.
4. **Public Issue** : SEBI guidelines on public issue, size of issue, pricing of issue, promoters' contribution, appointment of merchant bankers, underwriters, broker, registrar and managers, bankers and allotment of shares.
5. **Secondary Market** : Role, importance, type of brokers, trading mechanism, listing of securities in stock exchanges, screen based trading; Depository role and need; Depositories Act 1996
6. **Valuation of securities** : Bonds, debentures, preference shares, equity shares.
7. **Fundamental Analysis** : Economic analysis, Industry analysis and Company analysis.
8. **Technical Analysis** : Trends, indicators, indices and moving averages applied in technical analysis.
9. **Efficient market Hypothesis** : Weak, Semi-strong and strong market and its testing techniques.
10. **Portfolio Analysis** : Estimating rate of return and standard deviation of portfolio. Effect of combining the securities; Markowitz Risk-return optimization; Single index model or Market Model; Portfolio total risk. Portfolio market and unique risk, Simple Sharpe's optimisation solution.
11. **Capital Market Theory** : Capital market line, security market line, risk free lending and borrowing; Factor models; Arbitrage pricing theory, two factor and multi factor models; Principle of arbitrage, atrirage portfolios.
12. **Portfolio Performance Evaluation** : Measure of return, risk-adjusted measures of return, market timing, evaluation criteria and procedures.

References

1. Aniling : Fundamentals of Investment Analysis, Prentice Hall, And International Editor. Bhalla : Investment Analysis S. Chand & Co. Delhi.
2. Chandratre, K.R. : Capital Issue SEBI & Listing, Bharat Publishing House, New Delhi.
3. Clark James Fransis, Investment-Analysis and Management, McGraw Hill, International Edition.
4. Donal. E. Fisher and Ronald Jordan : Security Analysis and Portfolio Management, Prentice Hall, New Delhi.
5. Fabozzi. Frank J : Investment Management, Prentice Hall, International Edition.
6. Gupta, L.C. : Stock Exchange Ending in India : Society for Capital Market Research and Development, Delhi.
7. Machi Raju, H.R. : Merchant Banking : Wiley Eastern Ltd., New Delhi.
8. Machi Raju, H.R.: Working of stock Exchanges in India. Wiley Eastern Ltd., New Delhi.
9. Sharpe, William F, Gordon J Alexander and J.V. Bally investments, Prentice Hall of India, New Delhi.
10. Sharpe, William F : Portfolio Theory and Capital Markets; McGraw Hill, New York.
11. Francies J. Clard : Management at Investments; McGraw Hill, New York.

PAPER 12 INDUSTRIAL ECONOMICS

1. **Industrialization** - Meaning of industry, meaning & definition of industrialization, patterns of industrialization, process and stages of industrialization; determinants of industrial growth. Impact of industrialization.
2. **Under-development & industrialization** - Meaning & characteristics of an under developed economy; problems of industrialization in the under developed countries; measures to promote industrialization.
3. **Industrial localization** - Meaning and causes of industrial localization, theories of industrial location, decentralization of industries.
4. **Size of Industrial Units** - Meaning of industrial units, factors determining the size of industrial units, measures of the size of industrial unit; Optimum size of industrial unit, factors determining optimum size.

5. **Industrial Productivity** - Meaning & measures of productivity, factors affecting productivity, significance of productivity measurement, productivity movement in India, Causes of low-productivity & suggestions for improvement.
6. **Industrial Finance** - Sources of industrial finance; current industrial policy; control & regulation of industries in India.
7. **Industrial Sickness** - Definition, symptoms & causes of industrial sickness, suggestions for improvement; industrial planning & industrial development.
8. **A Study of the Following Industries with reference to their progress during the five year plans, Present position, problems & suggestions for improvement** - Iron & Steel, Sugar, Cotton Textile, Jute.
9. **Liberalization, Privatization & Globalization.**

BOOKS RECOMMENDED

- E.A.J. Robinson : Structure of competitive industry.
 M.M. Mehta : Organization
 S.C. Kuchhal : The Industrial Economy of India.
 Sivaya : Industrial Economy of India.
 C.B. Marmoria : Organization and Financing of Industries in India.
 T.R. Sharma : Working of State Enterprises in India.
 Dass N. : Industrial Enterprises in India
 T.R. Sharma : Location of Industries in India.

PAPER 13 ADVERTISING AND SALES MANAGEMENT

1. **Advertising** : defined, advertising as a tool of marketing; Advertising effects economic and social, Advertising and consumer behavior, and Advertising scene in India.
2. Advertising Objectives and Advertising Budgets.
3. **Advertising Media** : Print Media. Broadcasting media; Non-media advertising; Media planning and scheduling; Advertising on Internet; Media selection decisions.
4. **Message Design and Development** : copy development, types of appeal, copy testing.
5. **Measuring Advertising Effectiveness** : Managing advertising agency client relationship; promotional scene in India; Techniques for testing advertising effectiveness.
6. **Selling** : Concept, objectives and functions of sales management; Fundamentals of selling; Selling process; Salesmanship; Product and customer knowledge.

7. **Sales Planning** : Importance and types of sales planning, sales planning process; Sales forecasting; Determining sales territories, sales quotas, and sales budget.
8. **Sales Organisation** : Setting up a sales organisation; planning process; Principles of determining sales organisation.
9. **Sales Force Management** : Estimating manpower requirements for sales department; Planning for manpower recruitment and selection, training and development, placement and induction; Motivating sales force; Leading the sales force; Compensation and promotion policies; Sales meeting and contests.
10. **Control Process** : Analysis of sales volume, costs and profitability; managing expenses of sales personnel; evaluating sales force performance.

PAPER 14 PROJECT PLANNING AND CONTROL

1. **Identification of Investment Opportunities** : Project ideas, screening of ideas; Environment scanning and opportunity analysis; Government regulatory framework.
2. **Market and Demand Analysis** : Information required for market and demand analysis; Sources of information; primary and secondary; Demand forecasting.
3. **Technical Analysis** : Materials and inputs; Production technology; Product mix; Plant location and layout; Selection of plant and equipment.
4. **Cost of Project and Means of Financing** : Major cost components; Means of financing; Planning capital structure; Various financing schemes of financial institutions.
5. **Profitability, Financial Projections and Tax Considerations** : Cost of production; Break even analysis; Projected balance sheet, profit and loss account and cash flow statement; Provisions and considerations for computing taxable income.
6. **Appraisal Criteria and Appraisal Process** : Methods of appraisal under certainty and risk and uncertainty; Investment appraisal in practice; Process followed by financial institutions; Projection appraisal techniques.
7. **Social Cost Benefit Analysis** : Rationale for social cost benefit analysis; Methodology of SCBA; L&M approach and UNIDO approach; Measurement of the impact on distribution; SCBA in India.
8. **Network Techniques for Project Implementation, Monitoring and Control** : PERT and CPM techniques;

Critical path, even stacks and activity floats; Scheduling to match availability of manpower; Measure of variability and probability of completion by a specified date; Project implementation practices in India.

References

1. Bryce, M.C. : Industrial Development, McGraw Hill (Int. Ed), New York.
2. Chandra, Prasanna : Project, Appraisal and Implementation, Tata McGraw Hill, Delhi.
3. I.D.B.I. : Manual of Industrial Project Analysis in Developing Countries.

M. Com (Final)

Session 2005-06 and onward

Compulsory Papers :

- Paper 1. Accounting for Managerial Decisions
 Paper 2. Financial Management
 Paper 3. Organizational Behavior

Optional Papers [any two papers are be selected from the following]

- Paper 4. Industrial Relations
 Paper 5. Production Management
 Paper 6. Business Taxation
 Paper 7. Marketing Research
 Paper 8. Research Methodology
 Paper 9. International Marketing
 Paper 10. International Business Environment
 Paper 11. Financial Institutions and Market
 Paper 12. Corporate Legal Framework
 Paper 13. Computer Application in Business
 Paper 14. E-Commerce

VIVA-VOCE [Compulsory]

Each paper will consist of 100 Marks.

Viva-Voce examination will be held at the end of M-Com (Final) Examination which will be of 100 Marks.

Paper - 1 Accounting for Managerial Decisions

1. **Introduction to Accounting :** Management accountings as a area of accounting; objectives, nature and scope of financial accounting; Management accounting and managerial decisions; Management accounting's position, role and responsibilities.
2. **Accounting plan and Responsibility centers :** Meaning and significance of responsibility accounting; Responsibility Centers - Cost Centers, profit Centers and Investment center; objectives and determinates of responsibility centers.
3. **Analysing Financial Statements :** Ratio Analysis; Classification of ratios - profitability ratios, turnover ratios, Solvency ratios, Advantage of ratio analysis; Limitations of accounting ratios.
4. **Standard Costing and variance analysis :** Standard Costing as a contract technique; Setting of Standards and their revision; variance analysis meaning and importance, kinds

of variances and - their users-material, labour and overhead variances.

5. **Funds flow Analysis :** Funds flow Statement - meaning, users and its preparation; Cash flow Statement - meaning, users and preparation.

6. **Cost-volume-Profit Analysis :** Preach- Each analysis; Assumptions and practical applications of break - even analysis; Marginal Gusting Concept of marginal cost; marginal costing and absorption gusting.

7. **Budgeting :** Definition of Budget; Essentials of budgeting; Type of budgets - Fundamental, master etc.; Fixed and flexible budget; Budgetary Control; Zero base budgeting; Performance budgeting;

8. **Reporting to Management :** objectives of reporting, reporting needs of different managerial levers; Types of reports, reporting at deferent levels of management.

9. **Contemporary issues in Management Accounting :** value chain analysis; Activity based Costing; Quality Costing; Target and life cycle costing.

Books Recommended-

Management Accounting	-	Robert Anthony
"	"	I.M. Pandey
"	"	Mammohan & S.N. Goyal
"	"	S.N. Maheshwari

Paper 2 Financial Management

1. **Financial Management :** Meaning, nature and scope of finance; Financial goal - profiteers wealth maximization; Finance functions - investment financing and dividend decision.

2. **Capital Budgeting :** Nature of investment decisions investment evaluation criteria - net present value, internal rate of return, profitability index payback period, accounting rate of retune; NPV and IRR comparison; capital rationing; risk analysis in capital budgeting.

3. **Cost of Capital :** Meaning and significance of cost of capital; Calculation of cost of debt preference capital, equity capital and retained earning; Combined cost of capital (weighed); Cost of equity and CAPM.

4. **Operating and Financial leverage :** Measurement of lever ages; Effects of operating and financial leverage on profit;

- Analyzing alternate financial plans; Combined financial and operating leverage.
5. **Capital Structure Theories** : Traditional and M.M. hypotheses - without taxes and with taxes; Determining capital structure in practice.
 6. **Dividend Policies** : Issues in dividend decisions, Water's model, Garden model, M-M hypothesis, dividend and uncertainty, relevance of dividend; Dividend policy in practice; Forms of dividends; Stability in dividend policy; Corporate dividend behavior.
 7. **Management of Working Capital** : Meaning, significance and type 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.
 8. Management of cash, receivables and inventory.

References :

1. Bhattacharya, hrishikas Working Capital Management; Strategies and Scrounges, Prentice Hall, New Delhi.
2. Brealey Richard and Steward C. Myers : Corporate Finance, McGraw Hill Int. New York.
3. Chandra Prasanna : Financial Management, Tata McGraw Hill, Delhi.
4. Hampton, John : Financial Decision Making, Prentice Hall, Delhi.
5. Pandey, I.M. : Financial Management, Vikas publishing Houses, Delhi.
6. Van Harn, J.C. and J.M. Wachowicz Jr : Fundamental of financial Management, Prentice- Hal, 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 M.Y. 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.

Paper - 3 ORGANISATIONAL BEHAVIOR

1. **Organizational Behavior** : Organisational behavior - concept and significance; Relationship between management and organisational behavior, Emergence and ethical perspective; Attitudes; Perception; Learning; Personality; Transactional analysis.
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, Stancy Adams equity theory.
3. **Group Dynamics and Team Development** : Group dynamics-definition and importance, types of group, group formation, group development, group composition, group performance factors; Principle centered approach to team development.
4. **Leadership** : Concept; Leadership styles; Theories - trait theory, behavioral theory, Fielder's contingency theory Horsey and Blanchard's situational theory, Managerial grid; Likert's four system of leadership.
5. **Organizational Conflict** : Dynamic and Management; Sources, patterns, levels and type of conflict; Traditional and modern approaches to conflict; Function and dysfunctional organisational conflicts; Resolution of conflict.
6. **Interpersonal and Organizational communication** : Concept of two-way communication; communication process; Barriers to effective communication; Type of organizational communication; Improving communication; Transactional analysis in communication.
7. **Organizational Development** : Concept; Need for change, resistance to change; Theories of planned change; Organizational diagnosis; OD intervention.

References

1. Griffin, Ricky W : Organizational Behavior, Houghton Mifflin Co. Boston.
2. Hellregel, Don, John W. Sclocum, Jr., and Richard W. Woodman Organizational Behavior, South Western College Publishing, Ohio.
3. Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson : Management of Organization Behavior; Utilizing Human resources, Prentice Hall, New Delhi.

4. Ivancivich : John and Micheal T. Matheson : Organizational Behavior and Management, Business Publication Inc. Texas.
5. Koontz, Harold, Cyril O'Donnel, and Heinz Wehrich : Essentials of Management, Tata McGraw Hill, New Delhi.
6. Luthans, Fred : Organizational Behavior, McGraw-Hill, New York.
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, Harper College Publishers, New York.
10. Steers, richard M. and J. Steward Black : organizational Behavior, Harper Collins College Publishers, New York,
11. Sukla, Madhukar; Understanding Organization Theory and Practice in India, Prentice Hall, New Delhi.

Paper - 4 INDUSTRIAL RELATIONS

1. **Industrial Relations** : Concept, Objectives, Scope, Principle and Importance of Industrial Relations.
2. **Trade Unions** : Meaning, Objectives, Functions and Importance of Trade Unions, Social Responsibilities of Trade Unions, Causes of slow progress of Trade Unions movement in India and Suggestion for Improvement, Outside Leadership, **Industrial Deputies** : Meaning, Characteristics, Causes, types- Strikes and Lock-outs, Effects.
3. **Prevention and Settlement of Industrial Deputies** : Machinery for prevention of Industrial Disputes, Machinery for Settlement of Industrial Disputes.
5. **Collective Bargaining** : Meaning, Pre-requisites, Scope, Importance, process, Types of Collective bargaining Collective bargaining in India.
6. **Human Relation** : Objectives, Scope, Elements, Assumptions of Human Relations, Principles of Human relations, Suggestion for the improvement of Human relations.
7. **Industrial Democracy** : Concept, Principles, Essential elements of Industrial democracy; Workers Participation in Management - Objectives, Different forms, various methods, of workers participation in management, Causes for the failure of the participation Scheme in India, Suggestion for the success of the participation Scheme.

8. **Labour Welfare** : Meaning, Objectives, Constituents of Labour Welfare, Activities, Need and Scope of Labour welfare Activities.
9. **Social Security** : Meaning, Scope, Importance of Social Security, present Provisions of Social Security in India.

Book Recommended :

- | | | |
|-----------------|---|------------------------------------|
| C.B. Mamoria | : | Dynamic of Industrial Relations |
| T.N. Bhagoliwal | : | Labour Economics |
| V.V. Giri | : | Labour Problems in Indian Industry |
| S.N. Mehrotra | : | Labour Problems in India. |

Paper - 5 PRODUCTION MANAGEMENT

1. **Introduction** : Meaning definition and functions of Production Management, responsibilities of Production Manager.
2. **Production Planning** : Meaning and objectives of production planning, levels of production planning, aspects of production planning - outing, scheduling & loading; production General-meaning, objectives and techniques of production control; difference between production planning and production Control; Plant layout.
3. **Production order** : Meaning, objectives and techniques of Production order; Work Study; method Study; Charts for Man and Machines; Job Sequence.
4. **Inventory Control** : Meaning of Inventory; Meaning and Objectives of inventory Control, inventory control System; Analysis of investment of inventory, Economic Order Quantity, Recorder problems, Minimum and Maximum inventory, Safety stock.
5. **Quality Control and Inspection** : Control Chart for variables-x and R-Chart; Control Chart for attributes -P, np and C-Chart.
6. **Economy Studies** : Meaning, Scope and Importance of Capital Budgeting, Capital Expenditure decision making, oppressing project profitability-pay back method, accounting rate of return method, Present value method, time adjusted rate of return, Ranking the projects.
7. **Demand for casting** : Objectives, Importance, Steps and techniques of demand forecasting.
8. **Linear Programming** : Concept of linear programming, graphic and algebraic methods the simplex techniques-maximization, minimisation problems.

BOOKS RECOMMENDED

Raymond Mayer :	Production Management
Gupta & Goyal :	Production Management
Buffa Elwood :	Modern Production Management
Shone :	Operation Management
Elion Samuel :	Elements of production planning and Control

Paper - 6 BUSINESS TAXATION

- Unit 1.** Income Tax- An Introduction and historical background, Important definitions, Residence & Tax Liability, Deductions in Computing Total Income, computation of Total Income.
- Unit 3.** Assessment of Individuals, Assessment of Hindu Undivided family.
- Unit 4.** Assessment procedure, Appeals and Penalties, Recovery and refund of tax, Compulsory Deposits, income Tax authorities.
- Unit 5.** Other Direct taxes-An elementary Knowledge of the working of wealth tax and gifts tax Procedure.

BOOKS RECOMMENDED

Mehrotra H.C. :	Income Tax Account
Bhagwati Prasad :	Income Tax
Ahuja & Gupta :	Direct Taxes.

Paper - 7 Marketing Research

- 1. Introduction to Marketing Research :** Importance, nature and scope of marketing research; Marketing information system and research; Marketing research process and organizations.
- 2. Problem Indemnification and Research Design :** problem identification and definition; developing a research proposal; detaining research type- exploratory, descriptive and conclusive research; Experimental designs.
- 3. Date Resources :** Secondary data sources and usage; Online data source; Prima data collection methods - questioning techniques, online surveys, observation method; Questionnaire Preparation.
- 4.** Aptitude measurement and scaling techniques - elementary introduction to measurement scales.
- 5. Sampling Plan :** universe, sample frame and sapling unit; sampling techniques; Sample size determination.

- 6. Data Collection :** Organization of field work and survey errors- Sampling and non-sampling errors.
- 7. Data Analysis :** Univariate, bivariate and multivariate data analysis; Report preparation and presentation.
- 8. Market Research Application :** product research; Advertising research; Sales and market research; International marketing research; Marketing research in India.

Reference

1. C.B. Mamoria : Dynamic of Industrial Relations
2. Beri, G.C. : Marketing Research, Tata McGraw, New Delhi.
3. Boyd, H.W., Ralph Westfall and S.F. Sarsh : Marketing Research : Text and Cases, Richard D. Irwin, Boston.
4. Chisall, Peter M : The essence of marketing Research, prentice Hill, New Delhi.
5. Churchill, Gilbert : Basic marketing Research, Dryden press. Boston. Davis J.J. : Advertising Research, Practice Hall, New Delhi.

Paper - 8 RESEARCH METHODOLOGY

- 1. Introduction :** Research : Meaning Objectives, type of research approaches, Research and scientific method- criterions of scientific methods.
How research in done, criteria of good research, defining the research problem selecting the problem, research methods- CASF study, features, how to do a case study : application of case study method.
- 2. Research design :** Purpose, Features, different types of research designs formularize research design, descriptive research design, Procedure and steps, Ex-post tactto research design.
- 3. Collection of Data :** Sampling design, census and sample survey, steps in sampling design a good sampling design, type of sample design Random sampling stratified random sampling cluster sampling multi stage sampling non-probability sampling measurement and scaling techniques, classification and tabulation.
- 4. Questionnaire :** Meaning, types and application, construction of questionnaire Interview method, objectives, types of interviews, structured and unstructured interviews, interview approaches, a good interviewer, observation method.
Processing and Analysis of data : Processing operations;

types of analysis; statistics in research measures of asymmetry (skewness); simple regression analysis, correlation; theory of attributes and associations; time series analysis; canonical analysis, factor analysis, cluster analysis; testing of Hypothesis-parametric non-parametric tests.

5. **Interpretation and report writing** : Interpretation : Meaning techniques and precautions, report writing; steps involved lay-out of research report, types of reports, oral presentation, mechanics of report writing, precautions for writing research report. How to give reference.

Graphs & Diagrams : Dioramic and graphic representation.

Reference Book :

1. C.R. Kothari - Research Methodology, Methods & techniques-wishwa Prakashan, New Delhi.
2. Devendra Thakur - Research Methodology in Social Sciences, Deep and publications, Delhi.
3. Ram Chandra P - Training in Research Methodology in Social Science in India, Tata Institute of Social Sciences, Bombay.
4. Santosh Gupta - Research Methodology and statistical Techniques - deep and deep publications, New Delhi.
5. Webster Dictionary.

Paper - 9 INTERNATIONAL MARKETING

UNIT I

International Marketing : Nature, definition, and scope of international marketing; Domestic marketing vs. international marketing; International marketing environment external and internal.

UNIT II

Identifying and Selecting Foreign Market : Foreign market entry mode decisions.

UNIT III

Product Planning for International Market : Product designing; Standardization vs adaptation, Branding, and packaging; Labeling and quality issues; After sales service.

UNIT IV

International Pricing : Factor influencing international price; Pricing process, process and methods; International price quotation and payments terms.

UNIT V

Promotion of Product/Services Abroad : Methods of international promotion; Direct mail and sales literature, Advertising; Personnel selling; trade fairs and exhibitions.

UNIT VI

International Distribution : Distribution channels and logistics decisions; Selection and appointment of foreign sales agents.

UNIT VII

Export Policy and Practices in India : Exam policy - an overview; Trends in India's foreign trade; Steps in starting an export business; Product selection; Market selection; Export pricing; Export finance; Documentation; Export procedures; Export assistance and incentives.

Suggested Readings

1. Bhattacharya R.L. and Varshney B : International Marketing Management; Sultan Chand, New Delhi.
2. Bhattacharya B : Export Marketing Strategies for Success; Global Press, New Delhi.
3. Deegan W.J. : Multinational Marketing Management; Prentice Hall, New Delhi.
4. Kriplani V : International Marketing Prentice Hall, New Delhi.
5. Taggart J.H. and Moder Mott. M.C. : The essence of International Business; Prentice Hall New Delhi.
6. Kotler Philip : Principle of Marketing; Prentice Hall New Delhi.
7. Fayer Weather John : International Marketing; Prentice Hall, N.J.
8. Caterora P.M. and Keaveney S.M. : Marketing an International Perspective; Enwin Homewood, Illinois.
9. Paliwala, Staley J : The Essence of International Marketing; Prentice Hall, New Delhi.

Paper - 10 International Business Environment

1. **International Business** : Nature importance and scope : Framework for analysing international business environment - geographical, economic, socio-cultural, political and legal environment.

2. **International Economic Environment** : World economic and trading situation, International.

3. **Economic institutions and agreements** : WTO, UNCTAD, IMF, World Bank; Generalized system of preference, GSTP; international commodity agreements.

4. **Regional Economic Co-operation** : Types and rationale of regional economic groups; theory of customs union, EU, NAFTA, ASEAN, SAFTA and other groupings.

5. **Multinational Corporations** : Conceptual framework of MNCs; minces and host and home country relations; technology transfers - importance and type.

6. **Foreign Exchange Markets** : Determining Exchange rates; Fixed and flexible exchange rate system; Participants in the

foreign exchange markets; foreign market cash and spot exchange market; Exchange rate quotes; LERMS; Factors affecting exchange rates - spot rates, forward exchange rates, forward exchange contracts; Foreign exchange and currency futures; exchange rate arrangement in India; Overview of FEMA; exchange dealings and currency possession; Information and communication.

7. **Foreign Exchange Risk** : Transaction exposure, translation exposure and economic exposure; Management of exposures - internal techniques, netting marketing, leading and lagging, pricing policy, asset and liability management, and external techniques
8. **Management of Risk in Foreign exchange Markets** : Force derivatives - swaps, futures, options and forward contracts.

9. **Foreign Investment** : Coastal flows- types and theories of foreign investment flows and contracts.

10. **Recent Developments in International Business** : Ecological issues social aspects IT and international business.

Reference

1. Adhikary, Manab; Global Business Management, MacMillan, New Delhi.
2. Bhattacharya. B : going international : Response strategies for India sector, wheeler publishing New Delhi.
3. Black and sundaram : International Business environment, prentice Hall of India, New Delhi.
4. Buckley, Ardin : The essence of international money, prentice Hall of India, New Delhi.
5. Gosh, Biswanth, economic Environment of Business, South Asia book New Delhi.
6. Leitch. John M : International Economics policies and theoretical foundations, Academic press New Delhi.
7. Sodersten, B.O : International Economics, MacMillan, London.
8. Tayeb, Monis H : The Global business Environment - An Introduction, Sage Publication, New Delhi.
9. Parvez Asheghian and bahman ebrahim international business; Harper Collins, London.
10. Peter H Lindert : Internal economics Richard D. Irwin. Illinois.

Paper - 11 Financial Institutions and Market

1. **Introduction** : Nature and role of financial system; Financial system and financial markets; Financial system and economic development; India financial system - an overview.
2. **Financial Markets** : Money and capital markets; Money market- meaning, constituents functions of money; money market instruments - call money, treasury bills, certificates of deposits, commercial bills trade bills etc; Recent trends in India money market; Capital market- primary and secondary markets; depository system; Government securities market; Role of SEBI- an overview; Recent development.
3. **Reserve bank of India** : Organization, Management and functions, Credit creation and credit control; Monetary Policy.
4. **Commercial Banks** : Meaning functions, management and investment policies of commercial banks; present structure; E-banking and e-trading; recent development in commercial banking.

5. **Development Banks** : Concept, objective and functions of development banks; Operation and promotional activities of development banks; IFCI, ICICI, IDBI, IRBI, SIDBI; State development banks, State financial corporations.

6. **Insurance Sector** : Objective, role, Investment practices of LIC and GIC; Insurance Regulatory and development Authority - role and functions.

7. **Unit Trust of India** : Objective, functions and various schemes of UTI; Role of UTI in industrial finance.

8. **Non-Banking Financial Institutions** : Concept and role of non-banking financial institutions; Sources of finance; functions of non-banking financial; investment policies of non-banking financial institutions in India.

9. **Mutua Funds** : Concept, performance appraisal, and regulation of mutual funds (with special reference to SEBI guidelines); Designing and marketing of mutual funds schemes; latest mutual fund schemes in India- an overview.
10. **Merchant Banking** : Concept, functions and growth, Government policy on merchant banking services; SEBI guidelines; future of merchant banking in India.

11. **Interest Rate Structure** : Determinants of interest rate structure; Differential interest rate; Recent changes in interest rate structure.

12. **Foreign Investment** : Types, trends and implications; Regulatory framework for foreign investments in India.

Reference

1. Avadhani : Investment and Securities Markets in India, Himalaya Publications, Delhi.
2. Bhole : L.M. Financial Markets and Instructions, Tata McGraw Hill, Delhi.
3. Ghosh, D : Banking policy in India, Allied publications, Delhi.
4. Gidy, I.H. Global Financial Markets, A.I.T.B.S. Delhi.
5. Khan, M.Y. : Indian Financial System, Tata McGraw Hill, Delhi.
6. Reserve Bank of India, Various Reports RBI Publication, Mumbai.
7. Varshney, P.N. Indian financial System, Sultan Chand & Sons, New Delhi.
8. Averbach, Robert : Money, Banking and financial markets. MacMillan, London.
9. Srivastava R.M. Management of India Financial Institution; Himalaya Publishing House, Mumbai.
10. Verma JC : Guide to mutual funds and Investment portfolio, Bharat Publishing House, New Delhi.

Paper - 12 Corporate Legal Framework

1. **The Companies Act, 1996 (Relevant Provisions) :** Definition, Types of companies; Memorandum of association; Articles of association; Prospectus; Share Capital and membership; Meetings and resolutions; Company management; Managerial remuneration Winding up and dissolution of companies.
2. **The Negotiable Instruments Act, 1881 :** Definition, Type of negotiable instruments; Negotiation; Holder and holder in due course; payment in due course; Endorsement and crossing of cheque; presentation of negotiable instruments.
3. **Legal Environment for Security Markets :** SEBI Act, 1992 organization and objectives of SEBI; powers under Securities Contract Regulation Act 1956 Transferred to SEBI; Role of SEBI in controlling the security markets.
4. **Restrictive and unfair Trade Practice, Consumer protection Act :** MRTP Act 1969 - monopolistic trade practices; Restrictive trade practices; Unfair trade practices. The Consumer protection Act, 1996 - Slitert Features; Definition of consumer, rights of consumer; Grievance redressed machinery.
5. **Regulatory Environment for International Business :** FEMA Act 1999, WTO - Regulatory framework of WTO, basic

principles and its charter; WTO provisions relating to preferential treatment to developing countries; Regional groupings, technical standards, anti-dumping duties and other NTBs; Custom valuation and dispute settlement; TRIP and TRIMS.

Reference

1. Amarchand, D : Government and business, Tata McGraw Hill, New Delhi.
2. Avadhani V.A. SEBI Guidelines and listing of Companies Himalaya Publishing House, Delhi.
3. Indian Contract Act, 1872
4. Ramaiya, A : Guide to companies Act, Wadhwa Co. 1996
5. SEBI Act 1992 Nabhi publication, Delhi.
6. Securities (Contract and Regulation) Act, 1956.
7. Singh, Avtar. Law Relation to monopolies, Restrictive and Unfair Trade Practices, Eastern book co. Lucknow.
8. Taxman's Company Act, 1998 New Delhi.
9. Taxman's Masters Guide to companies Act, 1998.
10. Taxman's Mercantile Law, 1997
11. The companies Act, 1956.
12. The Negotiable instruments Act. 1881

Paper - 13 Computer Application in business

1. **Computer Hardware :** Computer system as information processing system; Computer system difference - types, computer systems, hardware options - CPU, input devices, output devices, storage device, communication devices, configuration of hardware devices and their applications.
2. **Personal Computer :** 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.
3. **Modern Information Technology :** Basic idea of local Area Networks (LAN) and wide area networks (WAN); E-mail Internet technologies. Access device, concept of a World wide web and internet browsing; Multimedia.
4. **Introduction to Operation System :** Software needs, Operating systems, Application software, programming languages; DOS; Windows - window explorer, print manager, control panel paintbrush, calculator, desk top my computer, settings, find, run; UNIX.

5. **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.

6. **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.

7. **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.

8. **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 graphing and formatting of worksheet, sharing date with other desktop applications, strategies of creating error free worksheet.

1. **Introduction to accounting packages** : preparation of vouchers, invoice and salary statement; Maintenance of inventory records; Maintenance of accounting books and final accounts; Financial reports generation. Practical Knowledge on wings Accounting and wings trade (Software), Tally etc.
10. **Introduction to statistical packages** : Usage of statistical packages for analyses in research - Lotus and Excel, SPSS, SYSTAT.

Reference

1. Data, C.J. : An Interdiction to database systems, Addison Wesley Massachusetts.
2. Dienes, Sheila S : Microsoft office, professional for windows 95; Reference BPB Publication, Delhi.
3. Mansfield, Ron : the compact Guide to Microsoft office; BPB Publication, Delhi.
4. Norton, peter : working with IBM-PC, BPB Publication, Delhi.
5. O' Brian, J.A : Management information system, tata McGraw Hill, New Delhi.
6. Ullman, J.O. Principles of database, system, Galgotia publication. New Delhi.

Paper 14 E-Commerce

1. **Internet and Commerce** : Business operations; E-commerce practices vs traditional business practices; concepts b2b, b2c, c2c, b2g, g2a; benefits of e-commerce to organization consumers and society; Limitation of E-Commerce; Management issues relating to e-commerce.

2. **Operations of E-commerce** : Credit card transaction; secure Hypertext transfer protocol (SHTP); Electronic Payment systems; Secure electronic transaction (SET); SET's Encryption; Process; Cybercash; Smart cards; Indian Payment models.

3. **Applications in B2c** : Consumers' shopping procedure on the internet; Impact on dis-intermediation and re-intermediation; Global market; strategy of traditional department stores; Products in b2c model; Success factors of e-brokers; broker - based services online; travel tourism services; Benefits and impact of e-commerce on travel industry; Real estate; market; Online stock trading and its benefits; Online banking and its benefits; Online financial services and their future; E- auctions - benefits, implementations, and impact.

4. **Applications in B2B** : Applications of b2b, Key technologies for b2b; Architectural models of b2b; Characteristics of the supplier - oriented marketplace, buyer-oriented marketplace, and intermediary- oriented marketplace; benefits of b2b on procurement reengineering; Just In time delivery in b2b; Internet - based EDI from Traditional EDI; Integrating EC with back-end information systems; Marketing issues in b2b.

5. **Applications in Governance** : EDI in governance; E-Government; E-Governance - applications of the internet; Concept of government and citizen to government; E-Government models; private sector interface in e-governance.
6. **Emerging Business Models** : Retail model; media model; advisory model m Made - to order manufacturing model; Do-it yourself model; Information service model; Emerging hybrid models; Emerging model in India.

Suggested Readings.

1. Agarwala Kamlesh N. and Agarwala Deeksha: Bridge to online storefront; MacMillan India, New Delhi.

2. Agarwala Kamlesh. N. and Agarwala Deeksha : Business on the net- Introduction to the E- Commerce; MacMillan India New Delhi.
3. Agarwala Kamlesh. N. and Agarwala deeksha; Bulls, Bears and the mouse : An Introduction to online stock Market trading; MacMillan India New Delhi.
4. Tiwri Dr. Murli D. : Education and E-government MacMillan India New Delhi.
5. Minoli daniel, Minoli Emma : Web Commerce technology Handbook; tata McGraw Hill, New Delhi.
6. Minoli Daniel, Internet & Interant Engineering. Tata McGraw Hill, 1999.
7. Bhadrager Subhash and Communication Technology in development; Sage Publications India New Delhi.
8. Amor, Daniel : E- business @ evaluation, The : Living and Working in an Interconnected world; Prentice Hall, US.