

**SYLLABUS**  
**M.COM. PART-II (SEMESTER III & IV)**  
**SESSION 2016-17 & 2017-2018**

**SEMESTER-III**

**CORE SUBJECT**

		Theory	Internal Assessment	Credit
MC 301	Strategic Cost Management	70	30	5
MC 302	Corporate Legal Framework	70	30	5
MC 303	Direct Tax Laws	70	30	5
MC 304	Marketing Management	70	30	5

**ELECTIVE PAPER(ANY ONE GROUP)**

**GROUP-I : ACCOUNTING & MANAGEMENT**

MC 305(i)	Project Management	70	30	5
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**GROUP-II : FINANCE**

MC 305(ii)	Management of Financial Services	70	30	5
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**SEMESTER-IV**

**CORE SUBJECT**

		Theory	Internal Assessment	Credit
MC 401	Human Resource Management	70	30	5
MC 402	Fundamentals of Investment	70	30	5
MC 403	Banking and Insurance Services	70	30	5
MC 404	Corporate Tax Planning	70	30	5
MC 405	Comprehensive Viva-voce		50	2

**ELECTIVE PAPER(ANY ONE GROUP)**

**GROUP-I : ACCOUNTING & MANAGEMENT**

MC 406(i)	Corporate Governance	70	30	5
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**GROUP-II : FINANCE**

MC 406(ii)	International Finance	70	30	5
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**(2016-2017 & 2017-2018)**  
**Syllabus of M.Com.-II (3rd Semester)**

**PAPER: MC 301 : STRATEGIC COST MANAGEMENT**

Lectures Delivered : 60  
Time Allowed: 3 Hrs.

Internal Assessment: 30 Marks  
External Assessment: 70 Marks  
Credit : 5

**Instructions for Paper Setter/Examiners**

The question paper will consist of three sections. Section A and B (Consist of unit I and II of the syllabus, respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section A and B. Each question in section A and B shall carry 10 marks. Section C will consist of 12 short answer type questions covering entire syllabus and the candidates are required to attempt any ten questions. Each question in section C will carry 3 marks.

**UNIT-I**

Traditional Costing System: Cost Management System; Concept, Factors Affecting Cost Management, Cost Assignment; Direct Tracing, Driver Tracing, Allocation, Cost Behaviour; Basics; Resources, Activities and Cost Behaviour.

Strategic Cost Management (SCM): Concept and Philosophy, Key elements in SCM, Value Chain Analysis, Strategic Positioning and Cost Driver Analysis.

Contemporary Cost Management: Activity Based Costing; Concept, rationale, issues, limitations. Design and Implementation of Activity Based Costing.

**UNIT-II**

Activity Based Management and Activity Based Budgeting: Target Costing, Life Cycle Costing, Kaizen Costing, Back Flush Costing.

Cost Management and Performance Evaluation, Evaluation criterion; Return on Cash Systems; The Balanced Scorecard; Strategic Based Control; concept, process, implementation of Balanced Scorecard, Challenges in implementation of Balanced Scorecard. Transfer Pricing and Divisional Performance. Transfer Pricing in International Business.

## **PAPER: MC 302 : CORPORATE LEGAL FRAMEWORK**

Lectures Delivered : 60  
Time Allowed: 3 Hrs.

Internal Assessment: 30 Marks  
External Assessment: 70 Marks  
Credit : 5

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### **UNIT-I**

Concept of Corporation & Legal Entity, Formation of a Company: Memorandum and Articles of Association and their alteration, Doctrine of Ultra Vires, Doctrine of Indoor Management, Prospectus, Shares and Share Capital, Transfer and Transmission of shares.

Borrowing Powers of the company, Fixed and Floating charge, Management of companies, Directors, Meeting of directors and share holders; Winding up and dissolution.

### **UNIT-II**

The Negotiable Instruments Act, 1881; Definition, types of negotiable instruments; negotiation; negotiation; Holder and holder in due course; Payment in due course; Endorsement and Crossing of Cheque; Presentation of negotiable instrument.

The Competition Act 2002: Establishment, composition, duties, functions and powers of Competition-Commission of-India, Provisions relating to anti-competitive agreements.

**(2016-2017 & 2017-2018)**

### **Syllabus of M.Com.-II (3rd Semester)**

## **PAPER: MC 303 : DIRECT TAX LAWS**

Lectures Delivered : 60  
Time Allowed: 3 Hrs.

Internal Assessment: 30 Marks  
External Assessment: 70 Marks  
Credit : 5

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## **. UNIT-I**

Introduction to Direct Tax Laws, Definitions, Basis of Charge-Determination of Residential Status under Income Tax Act 1961, Computation of Income under various Heads ( Salaries, House Property, Profits and Gains from Business and Profession , Capital Gains, Income from Other Sources).

## **UNIT-II**

Set Off and Carry Forward Losses, Income of other persons to be included in Assessee's Total Income. Deduction out of Gross Total Income, Computation of Income: in case of individuals, HUF, Partnership Firms, Companies.

**(2016-2017 & 2017-2018)**

**Syllabus of M.Com.-II (3rd Semester)**

### **PAPER: MC 304 : MARKETING MANAGEMENT**

Lectures Delivered : 60  
Time Allowed: 3 Hrs.

Internal Assessment: 30 Marks  
External Assessment: 70 Marks  
Credit : 5

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The question paper will consist of three sections. Section A and B (Consist of unit I and II of the syllabus, respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section A and B. Each question in section A and B shall carry 10 marks. Section C will consist of 12 short answer type questions covering entire syllabus and the candidates are required to attempt any ten questions. Each question in section C will carry 3 marks.

## **UNIT-I**

Marketing : Meaning, importance, scope and various concepts, Tasks of Marketing Manager under different demand situations, Marketing environment. Identifying market segments and selecting target markets.

Product Decisions : Concept of a product, classification of products, major products decisions, product line and product mix; Branding ; Packaging and labeling; Product life cycle-strategic implications; New product development and consumer adoption process.

Pricing Decisions : Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.

## **UNIT-II**

Physical Distribution Decisions: Nature, functions and types of distribution channels, Channel management decisions, retailing and wholesaling.

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: Promotion tools and

techniques; various steps in selling; Training, Supervising, Motivating the salesforce. Managing Direct and Online Marketing.

Marketing Organisation and Control. Marketing of services : Concept, characteristics and problems; Green marketing. Marketing Research: Meaning, importance, scope and process.

**(2016-2017 & 2017-2018)**  
**Syllabus of M.Com.-II (3rd Semester)**

**ELECTIVE PAPER**

**GROUP-I: ACCOUNTING & MANAGEMENT**

**PAPER: MC 305(i) : PROJECT MANAGEMENT**

Lectures Delivered : 60  
Time Allowed: 3 Hrs.

Internal Assessment: 30 Marks  
External Assessment: 70 Marks  
Credit : 5

**Instructions for Paper Setter/Examiners**

The question paper will consist of three sections. Section A and B (Consist of unit I and II of the syllabus, respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section A and B. Each question in section A and B shall carry 10 marks. Section C will consist of 12 short answer type questions covering entire syllabus and the candidates are required to attempt any ten questions. Each question in section C will carry 3 marks.

**UNIT-I**

**Project Management Concepts:** Define the characteristics of a project, Explain the need for project management, Compare and contrast the roles of project managers in organizational environments, Describe the systems development cycle, Explain the roles of systems analysis and systems management in the life cycle of a project.

**Project Organizational Structures:** Describe the ways groups are organized into projects, Explain the roles and responsibilities of project team members, Explain the relationship between project managers and line managers, especially in terms of the division of responsibility and authority.

**Project Panning:** Produce a statement of work (SOW) and decompose overall project goals, Develop a work breakdown structure (WBS), using established tools and techniques, to achieve stated project objectives, Produce a task-flow network, using established tools and techniques, and analyze the contingencies, interrelationships, and critical path(s) of the work elements, Produce a Gantt chart, using established tools and techniques, to schedule the completion of all work elements.

**UNIT-II**

**Project Performance Measurement and Control:** Define the concept of earned value performance measurement, Describe how project management information system (PMIS) are used to monitor, evaluate, and control planned cost and schedule performance.

**Project Evaluation and Termination:** Describe the procedure for conducting periodic project performance evaluation audits, Identify causes associated with project success and failure, Specify ways in which a project can be terminated upon completion.

### **Suggested Reading**

1. Project Management- for 21st Century-Beenet P Lientz, Kathyn Prea-Academic Press, 1995.
2. Project Management- Denislok
3. Project Management- David I Cleland- McGraw Hill International Edition, 1999
4. Project Management-Harry-Maylor-Peason Publication UNIDO: Guidelines for project Evaluation, United Nations, 1972
5. IMD Little and J.A. Mirrlees : Project Appraisal
6. Prasanna Chandra : Projects; Preparation, Appraisal Budgeting and Control.
7. D. W. Pearce & C A Nash: Social Appraisal of Projects.

**(2016-2017 & 2017-2018)**  
**Syllabus of M.Com.-II (3rd Semester)**

### **ELECTIVE PAPER**

#### **GROUP-II: FINANCE**

#### **PAPER: MC 305(ii): MANAGEMENT OF FINANCIAL SERVICES**

Lectures Delivered : 60

Time Allowed: 3 Hrs.

Internal Assessment: 30 Marks

External Assessment: 70 Marks

Credit : 5

#### **Instructions for Paper Setter/Examiners**

The question paper will consist of three sections. Section A and B (Consist of unit I and II of the syllabus, respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section A and B. Each question in section A and B shall carry 10 marks. Section C will consist of 12 short answer type questions covering entire syllabus and the candidates are required to attempt any ten questions. Each question in section C will carry 3 marks.

#### **UNIT-I**

Financial Services: Nature and types; Merchant Banking: Role, Services provided by merchant bankers, Structure of Merchant Banking in India, SEBI regulations, recent developments; Venture Capital: Characteristics, SEBI guidelines, venture capital funds in India; Leasing: Characteristics and types, Leasing and Hire-Purchase. Underwriting: concept, SEBI regulations.

#### **UNIT-II**

Mutual Funds: Meaning, types, measuring return of mutual funds, SEBI guidelines, Performance of Mutual Funds in India, current developments; Credit Rating: Meaning, significance, types; SEBI regulations for credit rating, Credit Rating Agencies; Factoring: characteristics and forms, Factoring in India; Forfeiting. Plastic Money: Concept, various forms of plastic money. Growth and Present Scenario of Plastic Money in India.

**(2016-2017 & 2017-2018)**  
**Syllabus of M.Com.-II (4th Semester)**

## **PAPER: MC 401 : HUMAN RESOURCE MANAGEMENT**

Lectures Delivered : 60  
Time Allowed: 3 Hrs.

Internal Assessment: 30 Marks  
External Assessment: 70 Marks  
Credit : 5

### **Instructions for Paper Setter/Examiners**

The question paper will consist of three sections. Section A and B (Consist of unit I and II of the syllabus, respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section A and B. Each question in section A and B shall carry 10 marks. Section C will consist of 12 short answer type questions covering entire syllabus and the candidates are required to attempt any ten questions. Each question in section C will carry 3 marks.

### **UNIT-I**

Human Resource Management : Meaning, Definition, Scope of HRM, Objectives and functions of HRM, Role and qualities of HRM Manager, HRM Policies and Principles, HRM Model.

Evolution of HRM, Organisation of HRM Department.

Environment of HRM, Role of Government and other external and internal forces which effect HRM functions.

Human Resource Planning and Development of Human Resource Information System (HRIS), Job analysis, Job Description and Job specification.

Human Resource (Procurement) : Recruitment Process and its effectiveness, Selection Process & its effectiveness, Orientation & Placement. Human Resource Training and Development & its effectiveness.

### **UNIT- II**

Human Resource Potential Appraisal System, Performance Appraisal (Meaning, Definition, Appraisal Process, Past Oriented Methods, New approaches like 360 degree, Assessment Centres, MBO).

Compensation Management: Employee Remuneration Incentive Payments (individual as well as group incentive plans), Employee Benefits and Executive Remuneration. Employee Welfare, Safety and Health, Internal Mobility (Promotion Transfer).

Work Redesigning, Job enlargement, Job relation, Job evaluation, job satisfaction-importance and measurement, Work Life Balance.

**(2016-2017 & 2017-2018)**

**Syllabus of M.Com.-II (4th Semester)**

## **PAPER: MC 402 : FUNDAMENTALS OF INVESTMENT**

Lectures Delivered : 60

Internal Assessment: 30 Marks

Time Allowed: 3 Hrs.

External Assessment: 70 Marks  
Credit : 5

### **Instructions for Paper Setter/Examiners**

The question paper will consist of three sections. Section A and B (Consist of unit I and II of the syllabus, respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section A and B. Each question in section A and B shall carry 10 marks. Section C will consist of 12 short answer type questions covering entire syllabus and the candidates are required to attempt any ten questions. Each question in section C will carry 3 marks.

### **UNIT-I**

Investment : Concept, Investment and speculation, Nature and scope of investment analysis; objectives of investment; Risk : Concept, types, measurement of risk ; Return : Meaning and measurement.

Investment alternatives for individuals : Bank deposits, Post office schemes, PF, Public Deposits, Mutual Funds, Shares, Debentures, Government Securities, Derivatives : Options and Futures, Valuation models of equity shares and debentures.

### **UNIT-II**

Investment Analysis: Fundamental analysis covering economic, industry and company analysis.

Technical Analysis and Chartist techniques; Dow Theory, Types of charts used, Technical indicators : Advance-Dcline Line, Support and Resistance Levels, Moving Averages.

Efficient Market Theory : Forms and Tests, Random Walk Hypothesis, Portfolio Management; Concept, objectives and significance.

**(2016-2017 & 2017-2018)**

**Syllabus of M.Com.-II (4th Semester)**

### **PAPER: MC 403 : BANKING AND INSURANCE SERVICES**

Lectures Delivered : 60  
Time Allowed: 3 Hrs.

Internal Assessment: 30 Marks  
External Assessment: 70 Marks  
Credit : 5

### **Instructions for Paper Setter/Examiners**

The question paper will consist of three sections. Section A and B (Consist of unit I and II of the syllabus, respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section A and B. Each question in section A and B shall carry 10 marks. Section C will consist of 12 short answer type



questions covering entire syllabus and the candidates are required to attempt any ten questions. Each question in section C will carry 3 marks.

### **UNIT-I**

Banking in India : Functions of Commercial Banks; Deposits : Different deposits products offered by banks, Deposit mobilization by banks : volume and trends, know your customer guidelines.

Credit-Principles of Lending, various credit products/facilities offered by banks, volume and trends, credit appraisal techniques: approach to lending, credit Management, credit monitoring, NPA management, priority sector lending, financial inclusion, securitization. Management of Funds in Commercial Banks : Liquidity Management, Management of Capital funds, Assets Liabilities Management, Risk Management.

Emerging Trends in Banking : Retail Banking, Banking Technology, E-Banking : Distribution Channels : Teller Machines, cash dispensers, ATM, Home Banking, online Banking, E-Payment systems, E-funds transfer system.

### **UNIT-II**

Insurance: Introduction to Insurance : Purpose, need and types, organizational structure of Insurance Business in India, Legislative framework : Main provisions of IRDA, Entry of Private Sector in Insurance business : progress and problems, Major life and non-life insurance players in India, Risk Management Practices in Insurance sector.

**(2016-2017 & 2017-2018)**

**Syllabus of M.Com.-II (4th Semester)**

### **PAPER: MC 404 : CORPORATE TAX PLANNING**

Lectures Delivered : 60

Time Allowed: 3 Hrs.

Internal Assessment: 30 Marks

External Assessment: 70 Marks

Credit : 5

#### **Instructions for Paper Setter/Examiners**

The question paper will consist of three sections. Section A and B (Consist of unit I and II of the syllabus, respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section A and B. Each question in section A and B shall carry 10 marks. Section C will consist of 12 short answer type questions covering entire syllabus and the candidates are required to attempt any ten questions. Each question in section C will carry 3 marks.

### **UNIT-I**

Introduction to Tax Management: Concept of tax planning ; Tax avoidance and tax evasions; Methods of tax planning; justification of tax.

Tax Planning for New Business : Tax planning with reference to location, nature and form of organization of new business.

Special Tax Provisions : Tax provisions relating to free trade zones, infrastructure sector and backward areas; Tax incentives for exporters.

Tax issues Relating to Amalgamation: Tax Planning with reference to amalgamation and demerger of companies.

## **UNIT-II**

Tax Planning and Financial Management Decisions : Tax planning relating to capital structure decision, dividend policy, interoperate dividends and bonus shares.

Tax Planning and Managerial Decisions : Tax planning in respect of own or lease, sale of assets used for scientific research, make or buy decisions; Repair, Replace, renewal or renovation and shutdown or continue decisions.

Tax Planning and Compensations Package; Double taxation avoidance agreements; Tax Planning and non-residents; Tax-payment : Tax deductions and collection at source, Advance Payment of Tax.

**(2016-2017 & 2017-2018)**  
**Syllabus of M.Com.-II (4th Semester)**

## **ELECTIVE PAPER**

### **GROUP-I**

#### **PAPER MC 406(i) : CORPORATE GOVERNANCE**

Lectures Delivered : 60  
Time Allowed: 3 Hrs.

Internal Assessment: 30 Marks  
External Assessment: 70 Marks  
Credit : 5

#### **Instructions for Paper Setter/Examiners**

The question paper will consist of three sections. Section A and B (Consist of unit I and II of the syllabus, respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section A and B. Each question in section A and B shall carry 10 marks. Section C will consist of 12 short answer type questions covering entire syllabus and the candidates are required to attempt any ten questions. Each question in section C will carry 3 marks.

### **UNIT-I**

Meaning, Role and Importance of Corporate Governance, Relationship between Corporate Governance and Corporate Strategy; Corporate Governance and Investors Relationship Management; Factors influencing quality of Governance; Principles of Corporate Governance.

Corporate Governance and Financial performance, Quality of financial disclosures, Reporting and Transparency; Audit Committee; Blue Ribbon Committee on improving the effectiveness of corporate audit.

## **UNIT-II**

Corporate Governance: A global perspective, Committees on Corporate Governance: Cadbury Committee on financial aspects of Corporate Governance, Greenbury Committee on Director's Remuneration, OECD Principles of Corporate Governance.

Corporate Governance in India: The Companies (Amendment) Act, 1999; Securities Laws (Amendment) Act, 1999; Clause 49 of Listing Agreement; Committees on Corporate Governance: CII Code-Desirable Corporate Governance (1998), Kumar Mangalam Birla Committee on Corporate Governance (2001), Companies (Appointment of Small Shareholders' Director) Rules (2001), Naresh Chandra Committee (2002), Narayan Murthy Committee (2002).

**(2016-2017 & 2017-2018)**

**Syllabus of M.Com.-II (4th Semester)**

## **ELECTIVE PAPER**

### **GROUP-II : FINANCE**

#### **PAPER: MC 406(ii) : INTERNATIONAL FINANCE**

Lectures Delivered : 60

Time Allowed: 3 Hrs.

Internal Assessment: 30 Marks

External Assessment: 70 Marks

Credit : 5

#### **Instructions for Paper Setter/Examiners**

The question paper will consist of three sections. Section A and B (Consist of unit I and II of the syllabus, respectively) will have four questions each from respective units and candidates are required to attempt two questions each from section A and B. Each question in section A and B shall carry 10 marks. Section C will consist of 12 short answer type questions covering entire syllabus and the candidates are required to attempt any ten questions. Each question in section C will carry 3 marks.

## **UNIT-I**

Foundations of International Finance : Concept, Goals of International Finance; and role of International Finance Manager in an MNC; Globalisation of World Economy; Recent trends. Evolution of International Monetary System: Classical gold standard, Bretton woods system, Current Exchange Rate arrangements. European Monetary System. Balance of Payments (BOP) Accounting, the Current Account, the Capital Account, Official Reserve Account.

Foreign Direct Investment (FDI) and Multinational Corporations, Regional Economic Integration; SAARC, ASEAN, EC, NAFTA.

## **UNIT-II**

Foreign Exchange Market: Function and structure; Spot Market, Forward Market, International Parity Relationship and Forecasting Foreign Exchange Rates, Interest Rate Parity, Purchasing Power Parity, Fisher Effects.

Foreign Investment Institutions: Instruments; ADRs, GDRs, FIIs-their role in Indian Capital Market.

Foreign Exchange Exposure and Management; Types of exposure, Transaction Exposure Translation Exposure, Economic Exposure and Operating Exposure. Measurement Exposure and Exposure Management Techniques.

Multinational Working Capital Management, Centralised Vs. Decentralized Capital Management, Managing International Receivable Management.