

SINGHANIA UNIVERSITY

M.COM Syllabus

M.Com (First Year)

Course Code	Course Title	Max.Marks	Passing Marks
MC101	ACCOUNTING FOR MANAGERIAL DECISIONS	100	40
MC102	MANAGEMENT CONCEPTS	100	40
MC103	BUSINESS ENVIRONMENT	100	40
MC104	MANAGERIAL ECONOMICS	100	40
MC105	STATISTICAL ANALYSIS FOR BUSINESS	100	40
MC106	COMPUTER APPLICATIONS TO BUSINESS	100	40

M.Com(Second Year)

Course Code	Course Title	Max.Marks	Passing Marks
MC201	STRATEGIC MANAGEMENT	100	40
MC202	ACCOUNTING THEORY Comprehensive Viva	100	40
MC203	E-Commerce	100	40
MC204	International Business Environment	100	40
MC205	Entrepreneurship Development	100	40
MC206	Financial Management	100	40

M.Com-I

ACCOUNTING FOR MANAGERIAL DECISIONS

Unit-1

Management Accounting - An Introduction Definition; place, Financial Accounting vs. Cost Accounting vs. Management Accounting; Functions, Techniques, Principles; Scope; Utility; Limitations; Essentials for Success. Management Accountant; Position, Role and Responsibility;

Unit-2

Budgetary Control : Managerial Control Process; Benefits; Limitations : Installation of the System; Classification of the Budgets; Preparation of different types of Budgets, Performance and Zero-Base- Budgeting. Standard Costing and Variance Analysis; Types of Standards, Standard Costing and Estimated Costing; Advantages; Limitations; Setting of standards; Analysis of different types of material, labour and over head variances and Sales variances.

Unit-3

Marginal Costing and Break even analysis : Marginal Cost; Marginal Costing; and Differential Costing, Marginal Costing and Absorption Costing; Contribution Analysis; Cost Volume- Profit Analysis; Different types of Break - even Points and Charts; Advantages and limitations of BE Charts, and Marginal Costing, Applications of BE regarding sales- Mix, Product Lines.

Unit-4

Decisions Involving Alternate Choices : Cost Concepts Associated with Decisions-making; Evaluation Process; Specific Management Decisions- Make or buy ; Expand or buy; Expand or Contract; Change vs. Status Quo; Retain or Replace; Explaining New Markets; Optimum Product Mix; Adding and Dropping a Product . Capital Budgeting and Lease Financing : Capital Budgeting-Concepts, nature, need, importance Managerial Uses; Components; Terminology used in Evaluating Capital Expenditures; Appraisal Methods- Pay Back Period; its variants. Accounting rate of return; Discounted Cash Flow Methods -NPV, IRR, Profitability Index - their Conflicts and Resolution ; Capital and Rationing; Risk Analysis and its models.

Unit-5

Lease Financing - Lease or buy or buy decision; Evaluation of Lease methods. Financial statements : analysis and interpretation -Forms and nature of financial statements ; Uses and Limitations, types and tools of analysis; Comparative Financial Statements; Common Size Statements; Trend Percentages

Unit-6

Contemporary issues in Management accounting value chain analysis; Activity Based Accounting; Quality Costing; target and life - Cycle Costing.

Unit-7

Accounting Ratios - Classification ; profitability ratios; Turnover Ratios; Solvency Ratios' Analysis of Capital Structure Ratios as Predictors of solvency; Significance Limitations and interpretation of Ratio Analysis. Funds Flow Statements - Concept; Uses; Preparation.

Unit-8

Cash Flow Statement - Objectives; sources and Application; Preparation of Statement as per Indian Accounting Standard 3. Responsibility Accounting -Principles; Definition; Types of Responsibility Centers; Pre-requisites; Utility; problems Reporting to Management - steps for Effective Reporting; requisites of Ideal Report; types of Reports; Uses.

MANAGEMENT CONCEPTS

Unit-1

Schools of Management Thoughts, Scientific process, human behaviour and social system school ; Decisions theory school ; Quantitative and systems school; Contingency theory of management; managerial skills, Managerial Functions ; Planning- concepts significance, types Organizing - concept principles, theories, types of organizations, authority responsibility, power, delegation, decentralization, Staffing; Directing; Coordinating; control nature, process and techniques.

Unit-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, Stacy Adams equity theory.

Unit-3

Leadership : concepts ; Leadership styles; Trait theory, behavioral theory, Fiedler's contingency theory, Hersey and Blanchard's situational theory; Managerial grid; Likert's four systems of leadership.

Unit-4

Interpersonal and Organisational communication : concept of two-way communication process; Barriers to effective communication, types of organisational communication, improving communication, transactional analysis in communication;

BUSINESS ENVIRONMENT

Unit-1

Theoretical Framework of Business Environment : Concepts significance and nature of business environment ; Elements of environment -internal and external; Changing dimensions of business environment. Techniques of environmental scanning and monitoring.

Unit-2

Dualism in Indian Society and problem of uneven distribution of income; Emerging rural sector in India; Social responsibilities of Business; Consumerism in India; Consumer Protection Act. Economic Systems and Business Environment ; Economic Planning in India -Types of Economic Plan; Prerequisites of successful economic planning; Latest Five Year Plan;

Unit-3

Economic Reforms in India; Industrial Policy -Policies of Pre and Post liberalization era; Industries (Development and Regulation) Act; Competition Policy and Competition Act;

Unit-4

Public Sector- Objectives, pattern of growth ; Changing role of public sector; Privatization and Disinvestments of public enterprises; Pricing policies in public enterprises.

Unit-5

Fiscal Policy; Monetary Policy; Problem of NPA in the Banking sector; SEBI functions, objectives; SEBI guidelines for fresh issue of shares, debentures and bonus shares.

Unit-6

Government Business Relationship : Roles of government in business; Economic Implications of Indian Constitution; Preamble, Directive Principles of State Policy, Fundamental Rights, Centre State relationship; Foreign Investment Policy; FEMA.

Unit-7

Small Scale Industries - Importance, Problems and Policies; Industrial Sickness- problem, magnitude and remedies.

Unit-8

Multinational Corporations and its role; EXIM Policy(Latest) : an overview of International Economic Institutions and their working - WTO, IMF, World Bank.

STATISTICAL ANALYSIS FOR BUSINESS

Unit-1

Correlation and Regression Analysis : bivariate, Partial and Multiple Correlation and Regression (Up to three variables)

Unit-2

Probability and Expected Value Probability theory : Concepts of probability ; Different approaches to probability; conditional probability; application of addition and multiplication laws; Bayes theorem and inverse probability Mathematical expectation. Probability distributions : Binomial distribution. Poisson distribution Poisson distribution and Normal distribution; Their application to business.

Unit-3

Statistical Inference - Tests of Hypothesis Testing of hypothesis : sampling tests - large and small sample tests - 'T' - test. 'Z' test

Unit-4

Association of attributes : Criterion of independence; Consistency of data (two and three attributes) , X²-Test : conditions for apply x²- test, Yates' correction, Uses of X² test, Additive property of X²., Misuse of Chi- square test and its limitations.

COMPUTER APPLICATIONS TO BUSINESS

Unit-1

Computer Hardware : Computer System as information processing system ; Computer system differences - types of computer systems; hardware options -CPU, input devices output devices, storage devices, communication devices, configuration of hardware devices and their applications.

Unit-2

Personal computers : 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.

Unit-3

Modern Information Technology : Basic idea of Local Area Networks (LAN) and Wide Area Networks (WAN) ; E-mail; Internet technologies, access devices , concepts of a World Wide Web and Internet browsing; Multimedia.

Unit-4

Introduction to Operating systems : Software needs, operating systems, application softwares, programming languages; DOS; Windows- windowexplorer, print manager, control panel, paintbrush,calculator, desktop, my computer, settings, find, run UNIX.

Unit-5

Word processing ;Introduction and working with MSWorldin MS-Office; Word basic commands;Formattingtext and documents; Sorting and tables; Working with graphics; Introduction to mail merge.

Unit-6

Spread Sheets :working with EXCEL- formatting,fucntions, chart features Working with graphics inExcel ; Using worksheets as database in accountingmarketing, finance and personnel areas.

Unit-7

Presentation with Power-Point :Power Point basics,cræeting presentations the easy way; Working withgraphics in Power-Point, show time, sound effects andanimation effects.Introduction to Lotus smart Suite for Data SheetAnalysis :structure of spreadsheet and its applicationsto accounting, finance and marketing fucntions ofbusiness; Creating a dynamics / sensitive worksheet,concept of absolute and relative cell refrence; Usingvarious built in functions mathematical, statistical,logical and finance functions; Goal seeking and back solver tools, using graphics and formation of orksheet, sharing data with other desktopapplications, strategies of creating error-freeworksheet.

Unit-8

Introduction to Accounting Packages :Preparation ofvouchers, invoice and sal ary sta tement s; Maintenance of inventory records; Maintenance ofaccounting books and final accounts; financial reportsgeneration. practical knowledge on Wings accountingand wings Trade (Softwares), Talley etc.Introduction to Statistical Packages : Usages ofstatistical packages for analysis in research Lotus and Excel, SPSS; SYSTAT.

M.COM-II

STRATEGIC MANAGEMENT

Unit-1

Strategic Management Process : Evolution of Strategic Management,Management. Concept of Strategy, Level at which Strategy operates, Issuesin Strategic decision making, Schools of thoughts of strategyformulation, process of Strategic Management, Roles of Strategistsin the Process of strategic.

Unit-2

Establishment of Strategic Intent: Hierachy of StrategicIntent vision. Mission Statements-process of envisioning,Formulation and Communication of Mission Statement; Settingof Goals and Objectives, Identification of Key Success Factors.

Unit-3

Environment and Organisational Appraisal : Concept ofEnvironment and its components, environmental Scanning andAppraisal; Organisational appraisal-its dynamics, Considerations,

Methods and Techniques. Structuring Organisational Appraisal;SWOT Analysis.

Unit-4

Strategy Formulation : Corporate level Strategies; GrandStrategies, Stability Strategies, Expansion Strategies,Retrenchment Strategies, Combination Strategies, CorporateRestructuring; Business level Strategies and Tactics.

Unit-5

Strategic Analysis and Choice: The Process of StrategicChoice, Corporate Level Strategic Analysis, Business LevelStrategic Analysis, Subjective Factors in Strategic Choice,Contingency Strategy, Strategic Plan.

Unit-6

Strategy Implementation : Inter relationship betweenformulation and Implementation, Aspects of StrategicImplementation, Project Implementation, Proceduralimplementation, Resource Allocation; Strategy and Structures;Structural Considerations, Structures for Strategies;Organisational Design and Change.

Unit-7

Behavioural Impementation : Leadership Implementation,Corporate Culture, Corporate Politics and Use of Power,Personal values and Business Ethics.**Functional Implementation :** Functional Strategies, FunctionalPlans and Policies, marketing Plans and Policies, Financial Plansand Policies, personnel Plans and Policies, Operations Plansand Policies.

Unit-8

Strategic Evaluation and Control : Overview of StrategicEvaluation and Control, Techniques of Strategic Evaluation andcontrol.

Accounting theory

Unit-1

Introduction : Meaning, nature evaluation and role ofaccounting and accounting theory; Approaches and levels ofAccounting theory. Methodology in accounting theory;Accounting as a language and as an Information System;Accounting and Economic Development; Financial Statement,Reporting and Objectives thereof.

Unit-2

Accounting : Concepts, Principles and Postulates; GenerallyAccepted Accounting Principles including selection ofAccounting Principles and measurement in accounting; IncomeMeasurement; Edwards and Bill's Concept of business income;Transactions and Activities Approaches to IncomeMeasurement; AS-5 on changes in Accounting estimates andpolicies; Revenues : Recognition criteria, measurement of revenue, AS-9 on disclosure relating to revenue recognition.Estimates of ex-ante and ex-post income.

Unit-3

Expenses : Meaning, categories, association with revenueand unexpired costs, Recognition; Gains and losses: Features,recognition-comparison of revenues, expenses, gains and losses. Depreciation Accounting and Policy: Accounting Problems inlong term assets, meaning and causes of depreciation, methods,AS-6 on depreciation, Disposals of fixed assets, Exchange ofplant assets, Amortisation.

Unit-4

Inventory : Meaning, Need Objectives of inventorymeasurement and inventory costing, valuation methods, AS-2on Inventory Valuation, ICAI's guigelines on inventory valuation,

Inventory systems, most useful method of valuation, Assets: meaning, characteristics, valuation and AS-10 on accounting for Fixed assets. Liabilities and Equity: meaning, nature, classes, types and approaches.

Unit-5

Financial Disclosures and Reporting : Objectives and Concepts, Developing a financial Reporting Framework, Need for financial reporting standards, trueblood report and the 'Corporate Report' on Disclosure reporting' FASB concept No.1 An effective corporate report. Accounting Standard-I on "Disclosure of Accounting Policies" IASC's conceptual framework for preparation and presentation of financial statements.

Unit-6

Specific reporting issues : Segment, Interim, Social Environmental reporting including AS-17 and AS-25. Related Parties Disclosures (AS-18), Financial Reporting of Interests in Joint Ventures (AS-27).

Unit-7

Accounting Standards formation : Meaning of AS, Process of Standards settings in India and by IASC, AS-2, AS_3, AS-6, AS-9, AS-10, AS-11, AS-14, AS-19, AS-20, As-26 and AS-28 in detail. Harmonisation in Accounting and Reporting (including Recommendation of RBI and SEBI).

Unit-8

Contemporary Issues in Accounting : Human Resource Accounting, Accounting for priced-Level changes, Value added Accounting and Reporting, Forensic Accounting and Reporting.

Financial Management

Unit-1

Evaluation of Finance, Objectives of the Firm-Project Max. And Wealth max; Functions of Financial Management; Organisation of the Finance Function.

Unit-2

Cost of Capital : Definition and Concepts, Measurement, the weighted average Cost of Capital; Leverage; Leverage: Operating and financial, Combined Leverage.

Unit-3

Capital Budgeting, Meaning, importance, rationale of Capital Budgeting, nature of investment Decision, the Administrative framework, methods of appraisal.

Unit-4

Capital rationing, Inflation and Capital Budgeting; Capital budgeting under Risk and Uncertainties.

Unit-5

Working Capital Management, Concept, Need, Determinants, Finance mix for working capital, Estimating working capital needs; cash management; The Cash Budget, Techniques of cash management and marketable securities; Management of receivables; Objectives, factors affecting policies for managing accounts receivables; Inventory Management: Objectives, Inventory Management techniques.

Unit-6

Financing Decisions : Capital Structure Theories, taxation and capital structure; planning the capital structure, Factors affecting capital structure, E.B.I.T. -E.P.S analysis, ROI-ROE analysis, Assessment of Debt Capacity, Capital Structure Policies in Practice.

Unit-7

Dividend Decision : Theories of Dividends-traditional position, Gordon Model, Walter model, M.M. Model, Redical Model, Factors affecting dividend policy, stock dividends and stock splits, Repurchase of stock procedural and legal aspects of dividends.

Unit-8

Sources of Working Capital Funds : Accruals, trade, credit, commercial banks advances, public deposits, Inter corporatedeposits, short term loans from financial institution, rightdebentures for working capital, commercial papers and factoring. Regulation of Bank Finance: -Recommendations of LatestCommittee.

Entrepreneurship Development

Unit-1

Entrepreneurship : Definition, Concept, Growth and role. The Entrepreneur : Types, characteristics, theories of Entrepreneurial class, Urges and importance of Entrepreneurship Stimulats; Seed-Beds of Entrepreneurship, Influencing Factors; Problems (Operational and Non-Operational) and Obstacles. Entrepreneurial Management. Role of socio-economic environment.

Unit-2

Theories of Entrepreneurship, Schumpeter's Ducker's and Walker's views on Enrepreneur; evolution of Entrepreneurs in India; Business-skills, Inventory in Entrepreneurs; Information as a strategic catalyst of Entrepreneurial Development; Managers and entrepreneurs; Similarities, Creation of Dream for Entrepreneurs.

Unit-3

Skills for a New Class of Entrepreneurs; The Ideal Entrepreneurs; The Entrepreneurship Audit; Identification of opportunities by an Entrepreneur; The steps to identify the project/ventures; Process of converting business opportunities into reality. Feasibility Report and analysis; Process of setting up a small scale industry/unit.

Unit-4

Promotion of a venture, External Environment Analysis; Economic, Social, Technological and competition; Legal Framework for establishing and fund raising Venture Capital: Sources and Documents required

Unit-5

Entrepreneurial Behaviour, Innovations and Entrepreneurs. Behavioural and Psycho Theories, social responsibility and Entrepreneurial Problems. Location Problems before Entrepreneurs.

Unit-6

Entrepreneurial Development : Meaning, Need, Programmes, Cycle and Objective. Rural area and ED, Structuring the EDPs; Inputs for and methods of Training, entrepreneurship Development programmes in India : An Evaluation.

Unit-7

Entrepreneurial Training : Why? Specialized; Institutions and Entrepreneurial Training; Designing an ETP; Objectives and courses of ETPs; Inputs for and methods of Training. Entrepreneurship Development Programmes in India : An Evaluation.

Unit-8

E-Commerce and Entrepreneurs, Exports and entrepreneurs. Balanced Regional Development and Entrepreneurs, relevant Acts for Entrepreneurs (An overview only); Foreign Exchange and Entrepreneurs. Micro and small enterprises; Recent Initiatives taken by the government to revitalize the Entrepreneurship.

E-Commerce

Unit-1

Introduction to E-commerce: Meaning and Concept of ECommerce, Business Model for E-Commerce; Sales and Marketing Cycle; Features of E-Commerce; Element of ECommerce; Benefits and Limitations of E-Commerce; Types of E-Commerce System; B2B, B2C, C2C, C2B, B2G and G2C.

Unit-2

Internet Concept and Technologies: History of Internet; Ways to connect to the Internet; Internet Accounts; Public and Private Network; Applications of Internet.

Unit-3

Electronic Payment systems : Features of an ideal electronic payment system; Types of an Electronic Payment System-Credit Cards, Debit Cards, Smart Cards, E-Money, ECheck and Electronic fund transfer (EFT). Need of security in E-Commerce; Essential security requirements for safe electronic payments; Security Schemes for an Electronic Payment Systems-Encryption, Digital Signature, Security Certificates; internet security Protocol-SSL, HTTP, SET.

Unit-4

Business to Consumer E-Commerce: Introduction of B2C E-Commerce; Products in B2C Model; Consumers shopping procedure on the Internet; Role of E-Brokers; Broker-Based

Unit-5

Business Models; Define Market Place Channel Structure; Business Models for E-Commerce, Business or Consumer Model; architectural Models of B2B E-Commerce. Concept of an Enterprise Resource Planning System (ERP); Functions of an ERP System; advantage and Disadvantage of an ERP System.

Unit-6

Concept and Definition of E-Retailing : History of ERetailing; Different Models of E-Retailing; B2B and B2C Model of E-Commerce; B2C as a Model for Web based Information System in E-retailing; Key Technologies of B2C Model in ERetailing-EPOS System, Functions of an EPOS System. Methods of payment in E-Retailing; Securing the online payments system; Technological and Non-Technological measure for securing On-line payment;

Unit-7

Information Technology: Impact of IT on Business Environment, Applications of IT. Internetworking Tools-Bridges, Routers, Gateways; Type of Threats and Sources of threats; On-Line payment and Financial Fraud; IT Act 2000. Internet Protocol-TCP/IP, OSI Model.

Unit-8

Management Information System (MIS); Concept of MIS; Elements of MIS; Computerized MIS; Characteristics of MIS; Approaches of MIS Development; Importance of MIS; MIS and Decision Support System; Difference between DPS and MIS; MIS and Information Resource Management, Executive Information & Decision Support Systems; Artificial intelligence and expert systems; Role of Multi-Media;

International Business and Environment

Unit-1

International Business and Environment : Meaning, Nature, significance, dimensions, types Level of International Business and its Environment; Business Environment and strategic decisions: Geographic, Economic, political, Demographic, Social/Cultural and Regulatory Framework.

Unit-2

International Economic Cooperation and Agreements; Regional Economic Integration (Trade Blocks); Integration, Customs-Union, European Union, Indo-EU trade, Euro, South-South Cooperation (SAARC, SAPTA, Indo-Lanka Free Trade Agreements, NAFTA). International commodity Agreements; Generalised and Global system of Trade Preferences (GSP & GSTP); International Trade and Investment Theories.

Unit-3

International Economic Institutions: IMF, WB, ADB, UNCTAD, ITO and WTO Multi-Fibre Arrangement (MFA); International Trade and Payments (Protectionism, Barriers: Tariff & Non-Tariff); State-Trading. Foreign-Trade Policy; Global Sourcing, BOPs, BOT and Indian scene.

Unit-4

Environment of International Investment : Foreign Investment; Meaning, significance, types, Growth, Dispersion of foreign investment: Cross-Borders M & As, Foreign Investment in India and By Indian Companies, MNCs: Meaning, Organisational Models, Importance and Dominance, Code of Conduct and Transfer of Technology, MNCs in India.

Unit-5

Global Competitiveness : Indicators of competitiveness; Competitive advantage of nations, Technology and Global competitiveness; Sources of Technological dynamics; Impact of Globalization and technology.

Unit-6

International Monetary System : Pre-Bretton Woods period: The Bretton Woods System; Breakdown of Bretton Woods System; emergence of managed floating; European Monetary System; European Currency Unit (ECU); and Euro, International Banking, Eurocurrency Market.

Unit-7

Foreign Exchange Market : Types of Exchange Rates, Participation in Foreign Exchange Market, types of foreign exchange market, ER Quotas. Determination of Foreign Exchange Rates; Futures, Options and Swap-Operations, Arbitrage, Convertibility of Rupee. ER-Arrangements in India.

Unit-8

International Banking: Meaning, Growth, types of International Banking Offices. Eurocurrency Market : Meaning, Scope/Features, Growth, Participants, euro-dollar Market. Currency Exchange risks and their Management. FEMA. Recent Developments in International Business.