



**DIRECTORATE OF DISTANCE EDUCATION  
KURUKSHETRA UNIVERSITY  
KURUKSHETRA - 136 119**

(Established by the State Legislature Act XII of 1956)

**M.Com. (Previous)**

**2018-19**

**Scheme and Courses of Reading for  
Master of Commerce (M.Com.) (Previous)  
Annual Scheme w.e.f. Session 2018-19**

**COURSE STRUCTURE**

**Note:** There will be eight (8) questions in all. The first question is compulsory and consists of ten (10) short-questions having four (4) marks each. Answer to these questions should not exceed half page. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries ten (10) marks each.

| Course Code | Course Title                                     | Internal Assessment | Theory Marks | Total Marks | Time   |
|-------------|--|---------------------|--------------|-------------|--------|
| MC-501      | Management Concepts and Organisational Behaviour | 20                  | 80           | 100         | 3 Hrs. |
| MC-502      | Business Environment                             | 20                  | 80           | 100         | 3 Hrs. |
| MC-503      | Managerial Economics                             | 20                  | 80           | 100         | 3 Hrs. |
| MC-504      | Advanced Statistics                              | 20                  | 80           | 100         | 3 Hrs. |
| MC-505      | Marketing Management                             | 20                  | 80           | 100         | 3 Hrs. |
| MC-506      | Accounting for Managerial Decisions              | 20                  | 80           | 100         | 3 Hrs. |

**Note:** The duration of each paper will be 3 hours.

## MC 501: MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR

**External : 80**

**Internal: 20**

**Max. Marks: 100 (80+20)**

**Time : 3 Hours**

**Note:** There will be eight (8) questions in all. The first question is compulsory and consists of ten (10) short-questions having four (4) marks each. Answer to these questions should not exceed half page. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries ten (10) marks each.

Schools of Management Thought: Classical management perspective, behavioural management perspective, quantitative management perspective, integrative management perspective; Managerial Functions: Planning, organizing, staffing, directing and controlling.

Group Dynamics and Team Development: Definition and importance, types of groups, group formation and group development.

Organisational Behaviour: Concept and significance; Relationship between management and organizational behaviour; Attitudes; perception; Learning; Personality; Transactional analysis.

Motivation: Process of motivation; Theories of motivation need hierarchy theory, theory x and theory y, two factor theory, Alderfer's Erg theory, McClelland's theory of needs, Victor Vroom's expectancy theory and Stacy Adams equity theory.

Leadership: Concept; Leadership styles; Theories – trait theory, behavioural theory, Fielder's contingency theory; Harsey an Blunchard's situational theory; managerial grid.

Organisational Conflict: Dynamics and management; Sources and types of conflicts; Traditional and modern approaches to conflicts, Functional and dysfunctional organizational conflicts; Resolution of conflicts.

Interpersonal and Organisational Communication: Concept of two-way communication; Communication process, Barriers to effective communication; Types of organizational communication, Improving communication, Transactional analysis in communication.

Organisational Development: Concept, need of change, resistance to change and organizational development interventions.

### REFERENCES

- Griffin, Ricky W.: *Organisational Behaviour*. Houghton Mifflin Co., Boston.
- Hellreigel, Don, John W. Slocum, Jr., and Richard W. Woodman: *Organizational Behaviour*, South Western College Publishing, Ohio.
- Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson: *Management of Organisational Behaviour*, Utilising Human Resources, Prentice Hall, New Delhi.

Ivancevich, John and Micheel T. Matheson: *Organisational Behaviour and Management*, Business Publication Inc. Texas.

Koontz, Harold, Cyril O Donnell, and Heinz Weihrich: *Essentials of Management*, Tata McGraw Hill, New Delhi.

Luthans, Fred: *Organizational Behaviour*, McGraw Hill, New York.

Nwstrom, John W. and Keith Davis: *Organizational Behaviour: Human Behaviour at Work*, Tata McGraw Hill, New Delhi.

Robbins, Stephen P. and Mary Coulter, *Management*, Prentice Hall, New Delhi.

Robbins, Stephen P.: *Organizational Behaviour*, Prentice Hall, New Delhi.

Steers, Richard M. and J. Stewart Black: *Organizational Behaviour*, Haper Collins College Publis New York.

Sukla, Madhukar: *Understanding Organisations: Organisation Theory and Practice in India*.

### **MC 502: BUSINESS ENVIRONMENT**

**External : 80**

**Internal: 20**

**Max. Marks: 100 (80+20)**

**Time : 3 Hours**

**Note:** There will be eight (8) questions in all. The first question is compulsory and consists of ten (10) short-questions having four (4) marks each. Answer to these questions should not exceed half page. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries ten (10) marks each.

Nature of business environment; Internal and external environment; Interaction matrix of different environment factors: Environmental scanning; Economic systems; Economic planning in India; Objectives, strategies and problems; Public, private and joint sector in India: Fiscal and monetary policies; Disinvestment in PSUs; Business ethics; Corporate governance; Social responsibility of business.

Industrial policy and licensing; Impact of regulatory framework on industrial structure and performance; Industrial sickness; Development and protection of small scale industry; The Environment (Protection) Act; Consumer Protection Act; Foreign. Exchange Management Act; Right to Information Act.

Multinational corporations; Foreign investment in India; EXIM policy; Incentives to Non-resident Indians for investment in India; International economic Institutions; An overview of WTO, World Bank and IMF; Patent laws.

### **REFERENCES**

Arya, P P and Tandon, B. B.: *Economic Reforms in India*, Deep and Deep Publishers, New Delhi.

Aswathappa, K: *Essentials of Business Environment*, Himalaya Publishing House, New Delhi.  
Cherunilam Francis: *Business Environment*, Himalaya Publishing House, New Delhi.  
*Economic Survey – Various Issues*, Govt. of India, Ministry of Finance.  
Justin Paul: *Business Environment*, Tata McGraw Hill, New Delhi.  
Mishra and Puri: *Economic Environment of Business*, Himalaya Publishing House, New Delhi.  
Rosy Joshi and Sangam Kapoor: *Business Environment*, Kalyani Publishers, New Delhi.  
Saleem Saikh: *Business Environment*, Himalaya Publishing House, New Delhi.  
Sengupta, N.K: *Government and Business in India*, Vikas Publication, New Delhi.

### **MC 503: MANAGERIAL ECONOMICS**

**External : 80**

**Internal: 20**

**Max. Marks: 100 (80+20)**

**Time : 3 Hours**

**Note:** There will be eight (8) questions in all. The first question is compulsory and consists of ten (10) short-questions having four (4) marks each. Answer to these questions should not exceed half page. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries ten (10) marks each.

Managerial Economics: Nature and scope; Objectives of a firm; Economic theory and managerial theory; managerial economist's role and responsibilities.

Demand Analysis: Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand – Meaning; Price elasticity, income elasticity and cross elasticity, Using elasticity in managerial decisions. Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.

Theory of consumer choice: Cardinal utility approach, Indifference approach, Revealed preference and Theory of consumer choice under risk.

Production Theory: Production function – Production with one and two variable inputs; Law of variable proportions; Law of returns to scale; Stages of production; Economics of scale; Estimation of production function; Cost theory: Short and long run cost functions – their nature, shape and inter-relationship; Economic value analysis.

Price Determination Under Different Market Conditions: Character of different market structures; Price determination and firm's equilibrium under perfect competition, monopolistic competition, oligopoly and monopoly.

Pricing Practices: Methods of price determination in practice; Pricing of multiple products; Price discrimination, International price discrimination and dumping; Transfer pricing.

Business Cycles: Nature and phases of a business cycle; Theories of business cycles- psychological, profit, monetary, innovation, Cobweb, Samuelson and Hicks theories, Inflation; Definition, characteristics and types; Inflation in terms of demand-pull and cost-push factors; Effects of inflation.

## REFERENCES

- Adhikary M.: *Business Economics*, Excel Books, New Delhi.
- Banmool. William J.: *Economic Theory and Operations Analysis*, Prentice Hall, London.
- Baya, Michael R.: *Managerial Economics and Business Strategy*, McGraw Hill Inc., New York.
- Chopra, O.P.: *Managerial Economics*, Tata McGraw Hill, Delhi.
- Dean, Joel: *Managerial Economics*, Prentice Hall, Delhi.
- Dholakia, R.H. and A.L. Oza: *Micro Economics for Management Students*. Oxford University Press, New Delhi.
- Dwivedi D.N.: *Managerial Economics*, Vikas Publishing House, New Delhi.
- Eaton, B. Curtis and Diane Faton: *Micro Economics*, Prentice Hall, New Jersey.
- Gough, J. and S. Hills: *Fundamentals of Managerial Economics*, MacMillan, London.
- Haynes, W.W., V.L. Mote and S. Paul: *Managerial Economics*, Prentice Hall India, Delhi.
- Petersen H. Craig and W. Cris Lewis: *Managerial Economic Analysis and Cases*, Prentice Hall India, Delhi.

## MC 504: ADVANCED STATISTICS

**External : 80**

**Internal: 20**

**Max. Marks: 100 (80+20)**

**Time : 3 Hours**

**Note:** There will be eight (8) questions in all. The first question is compulsory and consists of ten (10) short-questions having four (4) marks each. Answer to these questions should not exceed half page. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries ten (10) marks each.

Univariate Analysis: Measure of central tendency; Moments, Skewness and Kurtosis; Correlation and regression analysis-partial and multiple.

Probability Theory: Concept of probability, classical probability, relative frequency probability, and subjective probability; Addition and multiplication rules of probability; Bay's theorem.

Probability Distributions: Binomial, Poisson and normal distribution and their application to business.

Statistical Decision Theory: Decision environment; Expected profit under certainty, risk and uncertainty; Utility theory.

Sampling: Probability and non-Probability methods; Sampling and non-sampling errors, precision and accuracy; Efficiency of sampling methods; Law of large numbers, central limit theorem and sampling distributions.

Estimation and Hypothesis Testing: Point and interval estimation; Large and small sampling tests-z-test, t-test and F-test.

Non-parametric Tests: Chi-square tests – goodness of fit, independence, homogeneity and equality of population; Other non-parametric tests – sign test, sign test for paired observations, Wilcoxin signed-rank tests, Wald-Wolfowitz test, Kruskal Wallis H-test.

### REFERENCES

Chou-ya-Lun: *Statistical Analysis*, Holt, Richart and Winston.

Hooda, R.P.: *Statistics for Business and Economics*, McMillan India Ltd., New Delhi.

Heinz, Kohler: *Statistics for Business & Economics*, Harper Collins.

Hien, L.W.: *Quantitative Approach to Managerial Decisions*, Prentice Hall, New Jersey, India, Delhi.

Lawrence B. Morse: *Statistics for Business & Economics*, Harper Collins.

Lavin, Richard I. and David S. Rubin: *Statistics for Management*, Prentice Hall of India, Delhi.

### MC 505: MARKETING MANAGEMENT

**Max. Marks: 100**

**Time : 3 Hours**

**Note:** There will be eight (8) questions in all. The first question is compulsory and consists of ten (10) short-questions having four (4) marks each. Answer to these questions should not exceed half page. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries ten (10) marks each.

Marketing: Meaning, scope and importance; Evolution and philosophies of marketing; Marketing management; Marketing environment; Strategic marketing planning; Market segmentation; Buyer behaviour; Consumer versus organizational buyers; Consumer decision-making process; Market measurement and forecasting; Information system and marketing research.

Product: Concept and classification; New product development; Product-mix and product line strategies; Product life cycle; Branding, packaging and labeling; Price determination; Pricing policies and strategies.

Distribution Channels: Nature and types; Physical distribution management; Promotion programme – advertising, personal selling, sales promotion and publicity.

Marketing Organization: Implementation and control.

Introduction to international marketing, service marketing, relationship marketing and green marketing.

### REFERENCES

- Bellur, Venkatakrishna V. and Berkam, Barold W.E., *Readings in Marketing Management*; Himalaya Publication House, Bombay.
- Clavens, D.W., Bills, G.E. and Woodruff, R.B.: *Marketing Management*, ATTBS, Delhi, 1994.
- Cundiff, Still and Govani: *Fundamentals of Marketing Management*, Prentice Hall of India, New Delhi.
- Kotler, Philip and Armstrong: *Marketing Management*, Prentice Hall of India.
- Luck, David J. and Ferrell, O.C.: *Marketing Strategy and Plans-Systematic Marketing Management*; Prentice Hall of India Private Limited, New Delhi.
- Ramaswami, V.S. and Namakumari, S.: *Marketing Management Planning, Implementation and Control the Indian Context*. MacMillan India Ltd., Madras.
- Fundamentals of Marketing*, McGraw Hill, New Delhi.

### MC 506: ACCOUNTING FOR MANAGERIAL DECISIONS

**External : 80**

**• Internal: 20**

**Max. Marks: 100 (80+20)**

**Time : 3 Hours**

**Note:** There will be eight (8) questions in all. The first question is compulsory and consists of ten (10) short-questions having four (4) marks each. Answer to these questions should not exceed half page. The candidate will be required to attempt any four questions out of remaining seven (7) questions and each question carries ten (10) marks each.

Management Accounting: Meaning, objectives, nature, tools& techniques of management accounting; Installation of management accounting system; Role of management accountant. Management Information System and Reporting: Objectives, types and methods of reporting, reporting needs at different levels of management; Designing and installation of a reporting system.

Responsibility Accounting and Divisional Performance Measurement: Meaning, significance and fundamental aspects of responsibility accounting; Responsibility centers; Divisional performance evaluation: Measures of performance - Return on Investment vs. residual Income; Methods and Problem of transfer pricing.



Budgeting: Essentials of budgeting; Kinds of budgets; Fixed vs. flexible budgets; Budgetary control; Zero-base budgeting, Performance budgeting.

Analysing Financial Statements: Ratio analysis; Cash flow analysis.

Standard Costing and Variance Analysis: Types of standards, Setting of standards and their revision; Variance analysis – Material, labour and overheads, control of variances.

Marginal Costing and Break-even Analysis: Concept, Marginal costing versus absorption costing, Preparation of income statements, Break-even analysis & Cost-Profit- volume analysis; Composite break-even-point, managerial applications of marginal costing.

Contemporary Issues in Management Accounting: Price level adjustment accounting; Value chain analysis; Activity-based costing; Quality costing; Target and life cycle costing.

### REFERENCES

- Anthony, Robert: *Management Accounting*, Tarapore-wala, Mumbai.
- Barfield, Jessie, Ceily A. Raiborn and Michael R. Kenney: *Cost Accounting: Traditions and Innovations*, South -Western College Publishing, Cincinnati. Ohio.
- Sharma, D.C. and Gupta, K.G.: S.J. Publications, Meerut.
- Decoster, Don T. and Elden L. Schafer: *Management Accounting: A Decision Emphasis*, John Wiley and Sons Inc., New York.
- Garrison, Ray H. and Eric W. Noreen: *Management Accounting*, Richard D. Irwin, Chicago.
- Hansen, Don R. and Maryanne M. Moreen: *Management Accounting*, South-Western College Publishing, Cincinnati. Ohio.
- Horngran, C.T., Gary L. Sundem and William O. Stratton: *Introduction to Management Accounting*, Prentice Hall, Delhi.
- Horngren, Charles T., George Foster and Srikant M. Daliar: *Cost Accounting: A Managerial Emphasis*, Prentice Hall, Delhi.
- Jawahar Lal: *Managerial Accounting*, Himalaya Publishing House, Delhi.
- Lall, B.M. & I.C Jain: *Cost Accounting: Principles and Practice*, Prentice Hall, Delhi.
- Maher, Michael W., Cyld P. Stikney and Ronal L. Weil: *Managerial Accounting: An Introduction to Concepts, Methods and uses*, Forth-Worth Harcourt Brace College Publishers.
- Pandey, I.M: *Management Accounting*, Vani Publication, Delhi.