



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

(Established by the State Legislature Act XII of 1956)

**Scheme and Courses of Reading for
Master of Commerce (M.Com.) (Final)**

Annual Scheme w.e.f. Session 2019-20

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.

M.Com. (Final)

In M.Com. (Final), a student will take six papers in all taking one compulsory paper and atleast one paper from each of the three optional groups.

Course Code	Course Title	Ext.	Int.	Total Marks
Compulsory Paper				
MC-601	Computer Application to Business and E-Commerce (50+30+20)			100
Optional Group I				
MC-602	Financial Management and Policy	80	20	100
MC-603	Security Analysis and Portfolio Management	80	20	100
MC-604	Higher Accounting and Accounting Theory	80	20	100
Optional Group II				
MC-605	Advertisement & Sales Management	80	20	100
MC-606	Marketing Research	80	20	100
MC-607	Services Marketing	80	20	100
Optional Group III				
MC-608	Human Resource Management	80	20	100
MC-609	Compensation Management	80	20	100
MC-610	Entrepreneurship Development	80	20	100

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

MC-601: COMPUTER APPLICATION TO BUSINESS AND E-COMMERCE

External: 80 Marks

Internal: 20 Marks

Max. Marks: 80+20 = 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 one (01) mark 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.

Theory

Max. Marks: 50

Computer System: Meaning, scope, types; Basic computer organization: Central Processing Unit, input, output, and storage devices; Introduction to software; System and softwares operating system, User interface and its types; Application softwaresword processing, spreadsheets; Introduction to database, tables, queries, reports and form generation.

Information Technology in Business: Concept of information technology; Local Area Network— media & topologies and Wide Area Networks; Electronic Data Processing; Intranet and extranet, concept and evolution; World Wide Web; Multimedia technologies; Video conferencing; Broadband networks; Planning and designing web pages using a web authoring tool.

Introduction to E-commerce: Meaning of Electronic commerce, Business applications of e-commerce; Electronic Payment System; Security issues in E-commerce; Cyber laws including Information Technology Act.

Practical

Max. Marks 30

Solving business problems using MS-Word, MS-Excel, MS-Access, SPSS, and HTML. External examiner will conduct the practical examination.

REFERENCES

- Bajaj , Kamlesh K and Debjani Nag: *E-commerce — The Cutting Edge of Business*, Tata McGraw Hill (P) Ltd., New Delhi.
- Greenstein, *Electronic Commerce*, Tata McGraw Hill, New Delhi
- Leon, Alexis: *Fundamental of Information Technology*, Vikas Publication House (P) Ltd., New Delhi Mansfield, Ron: *The Compact Guide to Microsoft Office*, BPB Publication, Delhi.
- Norton, Peter: *Introduction to Computer 4/E*, Tata McGraw Hill (P) Ltd., New Delhi
- Saxena, Sanjay: *A First Course in Computer*, Vikas Publication House (P) Ltd., New Delhi.
- Taxali, R.K.: *PC Software for Windows 98 Made Simple*. Tata McGraw Hill (P) Ltd., New Delhi.

MC-602: FINANCIAL MANAGEMENT AND POLICY

External: 80 Marks

Internal: 20 Marks

Max. Marks: 80+20 = 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.

Financial Management: Scope and goals; Finance functions; Investment decisions: nature, importance, Evaluation criteria and risk analysis.

Financing Decisions: Cost of capital; Leverage: operating, financial and combined leverages; EBIT-EPS analysis; Capital structure: Theories and determinants of capital structure, Financial Indifference Point.

Dividend Decisions: Models and determinants of dividend decisions.

Working Capital Management: Theory and determinants; Forecasting and financing of working capital; Management of cash, Marketable securities and receivables.

Credit rating agencies and factoring in India; Lease financing and Venture capital financing in India, Financial Management in sick units.

Corporate Restructuring: Need and broad areas of corporate restructuring, objectives, techniques of corporate restructuring.

Mergers & Takeover: Types & objectives, legal and procedural aspect of mergers and takeover process, valuation & financing of merger & acquisitions, post merger-problems & reorganization, taxation and financial aspects of mergers, takeover defences; An overview of mergers & takeovers in India.

REFERENCES

- Van, Horne: *Financial Management and Policy*, Prentice Hall of India, New Delhi.
- Hampton: *Financial Decision Making*, Prentice Hall of India, New Delhi.
- Prasanna, Chandra: *Financial Management*, Tata McGraw Hill, New Delhi.
- Khan, M. Y. and Jain, P.K.: *Financial Management*, Tata McGraw Hill, New Delhi.

MC-603: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

External: 80 Marks

Internal: 20 Marks

Max. Marks: 80+20 = 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.

Introduction to Investment Analysis: Nature and scope of investment analysis; Approaches to investment analysis; Security return and risk analysis.

Security Markets: Primary and secondary market; Primary market – role, functions and methods of selling securities in primary market; SEBI guidelines on public issue.

Secondary Market: Importance, trading mechanism, listing of securities in stock exchanges; Depository-role and functions; Depositories Act, 1996 (Outline only).

Valuation of securities: Bonds, debentures, preference shares and equity shares; Fundamental analysis and technical analysis; Efficient market hypothesis.

Capital Market Theory: Capital Asset Pricing Model (CAPM), Arbitrage pricing theory.

Portfolio Analysis: Markowitz Risk-return, optimization, Single Index, Sharpe's optimization solution.

Portfolio Performance Evaluation: Sharpe's, Treynor and Jensen models, Fama's decomposition of portfolio performance; Stock options and Futures.

REFERENCES

- Clark, Francis: *Investment- Analysis and Management*, TMH Publishers.
- Fisher and Jordon: *Security Analysis and Portfolio Management*, PHI, New Delhi
- Alexander, Sharpe, Bailley - *Fundamentals of Investment* - Pearson/PHI.
- Sharpe, William F., Gordon J. Alexander and J.V. Bailly: *Investments*, Prentice Hall of India, New Delhi.

MC-604: HIGHER ACCOUNTING AND ACCOUNTING THEORY

External: 80 Marks

Internal: 20 Marks

Max. Marks: 80+20 = 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.

Accounting theory: Meaning, nature and approaches to formulation; Measurement and recognition of revenue, expenses, gain and losses; Valuation of assets and liabilities.

Final accounts of company; Amalgamation, absorption and reconstruction; Voyage Accounts; Insurance claims; Lease accounting; Preparation of consolidated financial statement of holding and subsidiary company.

Accounting standard applicable to listed companies in India; Corporate reporting requirements and Current practices; Periodic reporting; Segment reporting; Social reporting; Harmonization in corporate reports.

REFERENCES

- Gupta, R.L.: *Advanced Financial Accounting*, S. Chand & Co., New Delhi.
- Maheshwari, S.N.: *Advanced Financial Accountancy*, Vol. II, Vikas Publishing House, New Delhi.
- Monga, J.R.: *Advanced Financial Accounting*, Mayoor Paperbacks, Noida.
- Shukla, M.C. and T.S. Gewal: *Advanced Accountancy*, Sultan Chand & Co., New Delhi.
- Warren, C.S. and P.E. Fess: *Principles of Financial and Managerial Accounting*, South-Western, Ohio.
- Porwal, L.S.: *Accounting Theory*, Tata McGraw Hill, New Delhi.

MC-605: ADVERTISING AND SALES MANAGEMENT

External: 80 Marks

Internal: 20 Marks

Max. Marks: 80+20 = 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.

Advertising: Definition of advertising as a component of promotion; Economic and social aspects of advertising; Advertising objectives; Advertising budget; Advertising Media: Print media, Electronic media and miscellaneous advertising media; Message design and development; Media planning and scheduling; Measuring advertising effectiveness - measurement and techniques; Managing advertising agency-client relationship; Advertising and consumer behaviour.

Sales Management: Concept, objectives and functions; Fundamentals of selling, selling process and salesmanship; Sales Planning – importance, types and process; Sales forecasting; Determining sales territories, sales quotas, and sales budget; Sales organization-formation and types; Principles of sales organization.

Sales Personnel: Recruitment, selection, training, development and induction; Motivating sales force; Compensation and promotion policies; Sales meetings and contests; Control process; Analysis of sales volume, costs and profitability; Evaluating sales force performance.

REFERENCES

- Aaker, David, *et al.*: *Advertising Management*, Prentice Hall, New Delhi.
- Anderson, Hair, Bush: *Professional Sales Management*, McGraw Hill, Singapore.
- Batra, Rajeev, John G. Myres and David A. Aaker: *Advertising Management*, Prentice Hall, New Delhi.
- Ford, Churchill, Walker: *Management of Sales Force*, McGraw Hill, Singapore.
- Gupta, Vaswar Das: *Sales Management in the Indian Perspective*, Prentice Hall, Delhi.
- Johnson, Kurtz, Schewing: *Sales Management*, McGraw Hill, Singapore.
- Krik, C.A.: *Salesmanship*, Taraporewala, Bombay.
- Norris, James S. : *Advertising*, Prentice Hall, New Delhi.
- Patrick, Forsyth: *Sales Management Handbook*, Jaico Publications, Bombay.
- Sandage C.H. and Fry Burger: *Advertising Theory and Practice*, Richard D Irwin, Illinois.
- Sengupta, Subroto: *Brand Positioning*, Tata McGraw Hill Co., New Delhi.
- Still, Richard R., Edward W. Candiff and Norman, A.P. Govoni: *Sales Management*, Prentice Hall, New Delhi.

MC-606: MARKETING RESEARCH

External: 80 Marks

Internal: 20 Marks

Max. Marks: 80+20 = 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.

Introduction to Marketing Research: Nature, scope and importance; Marketing research process.

Formulating the Problem, Research Design: Exploratory, experimental and descriptive research, Sampling design; Sources of information; Designing questionnaire; Methods of data collection; Scaling techniques; Sampling and non-sampling errors.

Techniques of analysis for qualitative research: Concept, process and methodology: Interviews, observation studies, surveys. Non-Parametric Tests: Chi-square test: goodness of fit, independence and homogeneity. Anova. Discriminant analysis. Factor analysis and cluster analysis and Advertising & media research.

REFERENCES

- Aaker, David A., V. Kumar and George S. Day: *Marketing Research*, John Wiley & Sons Inc., New York.
- Arya, P.P. and Yesh Pal (ed.): *Research Methodology in Management*, Deep and Deep Publication Pvt. Ltd., New Delhi.
- Beri, G.C.: *Marketing Research*, Tata McGraw Hill, New Delhi.
- Boyd, Westfall and Stasch: *Marketing Research*, Richard D. Irwin, Homewood, Illinois.
- Churchill, A. Gilbert Jr.: *Marketing Research - Methodological Foundations*, The Dryden Press, Orlando.

- Green and Tull: *Research for Marketing Decisions*, Prentice Hall of India (P) Ltd., New Delhi.
- Cooper R. Donald & Schindler S. Pamela: *Business Research Methods*, Tata McGraw Hill Education Private Ltd., New Delhi.
- Luck, David J., Wales, Taylor & Rubin: *Marketing Research*, Prentice Hall of India, New Delhi.
- Nargundkar, R., *Marketing Research*, Tata McGraw Hill Company Ltd., New Delhi.
- Zaltman and Burger: *Marketing Research*, Dryden Press, Orlando.

MC-607: SERVICES MARKETING

External: 80 Marks

Internal: 20 Marks

Max. Marks: 80+20 = 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.

Services Marketing: Concept, characteristics, and classification; Buying process for services; Models of service consumer behaviour; Customer expectations of services; Customer perception of services; Marketing Mix in Services.

Service Quality: Concept, Dimensions and models.

Relationship Marketing: Meaning and goals; Service market segmentation and targeting; Customer retention strategies.

Service Development: Steps in service development; Service blueprinting; Approaches to service delivery.

Communication and Promotion of Services: Main problems, objectives, Communication mix and strategies.

Pricing of Services: Characteristics, approaches and pricing strategies;
Distribution of Services: Channels, key intermediaries, strategies for effective service delivery.

Managing Service Employees: Importance and roles of contact personnel;
Managing service delivery employees.

Managing Customers and strategies for enhancing customer participation.

Applications of services marketing to insurance, banking, healthcare and tourism.

REFERENCES

- Jha, S.M.: *Services Marketing*, Himalaya Publishing House, Mumbai.
- Lovelock, C.H. *Services Marketing*, Pearsons, New Delhi
- Payne, A: *The Essence of Services Marketing*, Prentice Hall, New Delhi.
- Shankar, Ravi: *Services Marketing -The Indian Perspective*, Excel Books, New Delhi.
- Zeithaml, V.A., Bitner, M.J.: *Services Marketing*, Tata McGraw Hill, New Delhi

MC-608: HUMAN RESOURCE MANAGEMENT

External: 80 Marks

Internal: 20 Marks

Max. Marks: 80+20 = 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.

Human Resource Management (HRM): Definition, evolution, importance, objectives, scope and functions, HRM in dynamic environment; Strategic human resource management; Human resource policy; Human resource planning; Human resource information system; Recruitment and selection.

Work Force: Promotion, transfer and separation; Voluntary retirement scheme (VRS); Career planning and development; Job evaluation, performance and potential appraisal; Empowerment, quality of work life, employee stock option plans; Compensation – nature and significance; Incentives and fringe benefits.

Industrial Relations: Concept and scope, legal framework and industrial relations; Trade Unions: Definition, objectives and theories; Weaknesses of trade unions in India; Trade Union movement in India; Collective bargaining; Industrial democracy and workers participation in management; Labour welfare and social security: Machinery for prevention and settlement of industrial disputes in India under Industrial Dispute Act, 1947; The ILO and industrial relations.

REFERENCES

- Armstrong, M A: *Handbook of Human Resource Management*, Routledge, London.
- Beardwall, I and L. Holden, *Human Resources Management*, Macmillan India Ltd., New Delhi
- Cascio, W.F.: *Managing Human Resources*, Mc-Graw Hill Inc., New York
- Dwivedi, R S: *Managing Human Resources – Industrial Relations in Indian Enterprises*, Galgotia Publishing Ltd, New Delhi.
- Monappa, Arun, *Industrial Relations*, Tata McGraw Hill Publishing Company Ltd., New Delhi.
- Monappa, A: *Managing Human Resource*, McMillan India, Ltd. New Delhi.
- Saini, Debi S. and Sami A. Khan (eds.): *Human Resource Management*, Response Books, Delhi.
- Srivastva, S.C.: *Industrial Relations and Labour Laws*, Vikas Publishing House Pvt. Ltd., New Delhi.
- Rao VSP: *Human Resource Management*, Excel Publishers Pvt. Ltd., New Delhi.

MC-609: COMPENSATION MANAGEMENT

External: 80 Marks

Internal: 20 Marks

Max. Marks: 80+20 = 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.

Role of Compensation in Organization: Concepts and components of compensation, Characteristics of Rewards, Concept and components of compensation or reward system, Elements of employee compensation, Role of compensation, Concept of total rewards system, Compensation and Tax planning in organizations; Strategic Perspectives of Compensation: Aligning compensation with strategy, Different employee groups and the presence of strategy, Compensation strategy choices: Some influencing factors, Types of strategy: Organization-based and compensation-based strategies; Compensation Policy: Developing compensation policies.

Internal and External Equities in Compensation System: Internal equity and external equity; Inter and Intra-Industry Compensation Differentials: Factors contributing to wage differentials, Types of wage differentials, Importance of wage differentials; Designing pay structures and administering compensation packages: What is pay structure?, Defining features of pay structure; Factors that shape pay structure; Types of pay structure: Narrow graded structure, Career family structures, Job family structure, Spot rates, Individual job grades, Pay spines, Pay structures for Manual workers, Choice of structure; Broad Banding: Reasons for introducing broadbanding, Steps involved in developing and introducing broadbanding, Pay structure for startup organizations, Partnerships and turnarounds, Pay restructuring in mergers and acquisitions and alliances, Downsizing and Voluntary Retirement Scheme (VRS); Emerging issues in compensation management: Performance related pay or competence related pay, Compensation management and delayed

organizations, Moving towards variable pay; Future trends in compensation management; Administering the pay system.

Pay for Performance Plans: Performance-related pay (PRP), Competence-related pay, Skill-based incentive schemes, Team incentive plans, Profit sharing, gain sharing, Long term incentive plans.

Compensation on special groups: Introduction, Unit objectives, Compensation of special groups, Corporate directors, The components of an executive compensation package, Compensation of professionals and knowledge workers, R&D staff; Sales compensation plan: Factors affecting sales compensation approach, Sales compensation plans; Expatriate pay: Compensating expatriates.

Statutory provisions governing different components of reward systems: The workmen's Compensation Act, 1923, The Minimum Wages Act, 1948, The Equal Remuneration Act, 1976.

REFERENCES

- Sarma A.M.: *Understanding Wage System*, Himalaya Publishing House, Mumbai, 2009.
- Fombrun Charles, Tichy M. Noel, Devanna Mary Anne: *Strategic Human Resource Management*, Wiley, New York, 1984.
- *The World at Work Handbook of Compensation, Benefits and Total Rewards*, John Wiley and Sons, New Jersey, 2007.
- Milkovich T. George, Newman M. Jerry, *Compensation*, Tata McGraw Hill, New Delhi, 2005.
- Armstrong Michael, Murlis Helen, *Reward Management: A Handbook of Remuneration Strategy and Practice*, Kogan Page, New Delhi, 2008.
- Berger Dorothy, *The Compensation Handbook*, McGraw Hill Professional, New York, 1999.

MC-610: ENTREPRENEURSHIP DEVELOPMENT

External: 80 Marks

Internal: 20 Marks

Max. Marks: 80+20 = 100

Time: 3 Hours

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Entrepreneurship: concept, nature and scope; factors affecting entrepreneurial growth; major motives influencing an entrepreneur; stress management; entrepreneurship development programs.

Small Enterprises: Definition, Classification – Characteristics, Ownership Structures.

Market Survey and Opportunity Identification: starting a small scale industry, registration procedures, list of items reserved for small scale industry; assessment of demand and supply in potential areas of growth, understanding business opportunity, considerations in product selection, data collection for setting up small ventures.

Project Report Preparation; Managerial and Operational aspects of small business; Human relations and performance in organization; Institution supporting entrepreneurial growth.

Entrepreneurial Support System: District Industry Centres (DICs), Small Industries Service Institutes (SISIs), Small Industries Development Bank of India (SIDBI), and other relevant institutions/organizations at state level.

Legal Aspects of Small Business: Elementary knowledge of Income Tax/Direct tax code, VAT/GST; Patent Rules; Factory Act and Payment of Wages Act.

Environmental considerations: concept of ecology and environment, air, water and noise pollution standards and control.

Personal Protection Equipment (PPEs) for safety at work places.

REFERENCES

- Rathore, BS and JS Saini, *A Handbook of Entrepreneurship (Ed.)*, Aapga Publications, Panchkula (Haryana).
- Gupta, CB and P Srinivasan, *Entrepreneurship Development*, Sultan Chand and Sons, New Delhi.
- S Anil Kumar, S C Poornima, Mini K Abraham and K Jayashree, *Entrepreneurship Development*, New Age International Publisher, N Delhi.
- Dhamija, Suresh K, *Environmental Engineering and Management*, SK Kataria and Sons, New Delhi.
- Sharma, BR, *Environmental and Pollution Awareness*, Satya Prakashan New Delhi.
- Thakur Kailash, *Environmental Protection Law and policy in India*: Deep and Deep Publications, New Delhi.
- Bhandari, PM, *Handbook of Small Scale Industry*.
- Sharma, DD, *Total Quality Management*, Sultan Chand and Sons, New Delhi.