

*(Applicable to the batch of students admitted in the academic year 2024-2025 onwards)*

**M.Com. (CBCS) (CDE)**

**FACULTY OF COMMERCE, OU**

**PGRRRCDE**

**M.Com. (CBCS)**

**SYLLABUS**

***SEMESTER – I to IV***



**FACULTY OF COMMERCE  
OSMANIA UNIVERSITY  
HYDERABAD- 500 007, T.S.**

***2025***

*(Applicable to the batch of students admitted in the academic year 2024-2025 onwards)*

**M.Com. (CBCS) (CDE)**

**FACULTY OF COMMERCE, OU**

**DEPARTMENT OF COMMERCE, PGRRCDE, O.U.**

**M.Com. Course Structure (CBCS) - 2022**

**FIRST SEMESTER**

Sl. No.	Code	Title of the Paper	THPW	Credits	ESED	Marks		
						IA	End-Sem. Exam	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
1.	Paper 1 :	Indian Accounting Standards	5	5	3 Hrs	30	70	100
2.	Paper 2 :	Managerial Economics & Business Environment	5	5	3 Hrs	30	70	100
3.	Paper 3 :	Marketing Management	5	5	3 Hrs	30	70	100
4.	Paper 4 :	Financial Management	5	5	3 Hrs	30	70	100
<b>Total</b>			<b>20</b>	<b>20</b>	-	120	280	400

**SECOND SEMESTER**

Sl. No.	Code	Title of the Paper	THPW	Credits	ESED	Marks			
						IA	LPE	End-Sem. Exam	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
5.	Paper 5:	Advanced Managerial Accounting	5	5	3 Hrs	30	-	70	100
6.	Paper 6:	Organization Behavior & Human Resource Management	5	5	3 Hrs	30	-	70	100
7.	Paper 7:	E-Commerce	5	5	3 Hrs	30	50 LPE	70	150
8.	Paper 8:	Investment Management	5	5	3 Hrs	30	-	70	100
<b>Total</b>			<b>20</b>	<b>20</b>	-	120	50	280	450

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**THIRD SEMESTER**

Sl. No.	Code	Title of the Paper	THPW	Credits	ESED	Marks		
						IA	End-Sem. Exam	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
9	Paper 9:	Research Methodology & Quantitative Techniques	5	5	3 Hrs	30	70	100
10	Paper 10:	Cost Accounting and Control	5	5	3 Hrs	30	70	100
11	Paper 11:	International Financial Management	5	5	3 Hrs	30	70	100
12	Paper 12:	Security Analysis and Portfolio Management	5	5	3 Hrs	30	70	100
<b>Total</b>			<b>20</b>	<b>20</b>	<b>-</b>	<b>120</b>	<b>280</b>	<b>400</b>

\*25=15W+10PR

**FOURTH SEMESTER**

Sl. No.	Code	Title of the Paper	THPW	Credits	ESED	Marks		
						IA	End-Sem. Exam	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
13	Paper 13:	Strategic Management	5	5	3 Hrs	30	70	100
14	Paper 14:	Taxation	5	5	3 Hrs	30	70	100
15	Paper 15:	Financial Derivatives	5	5	3 Hrs	30	70	100
16	Paper 16:	Entrepreneurship Development	5	5	3 Hrs	30	70	100
<b>Total</b>			<b>20</b>	<b>20</b>	<b>-</b>	<b>120</b>	<b>280</b>	<b>400</b>
<b>GRAND TOTAL</b>			<b>80</b>	<b>80</b>	<b>-</b>	<b>480</b>	<b>1120</b>	<b>1650</b>

THWP = Teaching Hours Per Week;

ESED=End-Semester Examination Duration;

LPE=Lab Practical Examinations;



**SEMESTER-I**  
**INDIAN ACCOUNTING STANDARDS**

**PAPER CODE: 1**

**Total Marks: 70SEE+30IA=100**

**THPW: 5; Credits: 5**

**ESED: 3 HRS**

**Objective:** To familiarize the student with Indian Accounting Standards and Financial Reporting Practices.

**UNIT-I: INTRODUCTION:**

Accounting: Meaning – Evolution – Accounting as an information system – Accounting Principles - Accounting Standards: Need for Accounting Standards - Concept of Accounting Standard - IASB - ASB India: Constitution - Functions – Procedure for setting standards – Concept of IFRS – Convergence of Accounting Standards - Concept of Ind-AS – Major differences between Ind-AS (New) and AS (Old) - Applicability/Adoption of Ind-AS (Road Map).  
**(Theory only)**

**UNIT-II: INDIAN ACCOUNTING STANDARDS (IND AS):**

**Overview of Indian Accounting Standards: (Ind AS-1 to Ind AS-24):** Ind AS-1: Presentation of financial statements – Ind AS-2: Inventories – Ind AS-7: Cash flow statements - Ind AS-8: Accounting policies, changes in accounting estimates and errors – Ind AS-10: Events after the Balance Sheet Date – Ind AS-12: Income taxes – Ind AS-16: Property, Plant and Equipment – Ind AS-19: Employee benefits – Ind AS-20: Accounting for Govt. Grants and Disclosure of Govt. Assistance – Ind AS-21: The effects of changes in foreign exchange rates -Ind AS- 23: Borrowing costs – Ind AS-24: Related party disclosure – **(Theory only)**

**UNIT-III: INDIAN ACCOUNTING STANDARDS (IND AS):**

**Overview of Indian Accounting Standards: (Ind AS-27 to Ind AS-41):** Ind AS-27: Separate financial statements – Ind AS-28: Investments in associates and Joint ventures – Ind AS-29: Financial Reporting in Hyper Inflationary economies – Ind AS-33: Earnings Per Share – Ind AS-34: Interim financial reporting – Ind AS-36: Impairment of assets – Ind AS-37: Provisions, contingent liabilities and contingent assets – Ind A-38: Intangible assets – Ind AS-40: Investment property – Ind AS-41: Agriculture. **(Theory only)**

**UNIT-IV: INDIAN ACCOUNTING STANDARDS (IND AS):**

**Overview of Indian Accounting Standards: (Ind AS 101 to Ind AS 106):** Ind AS-101: First time adoption of Indian Accounting Standards – Ind AS-102: Share based payments – Ind AS-103: Business Combinations – Ind AS -104: Insurance contracts – Ind AS-105: Non-current assets held for sale and discontinued operations – Ind AS-106: Exploration for and evaluation of mineral resources. **(Theory only)**

**UNIT-V: INDIAN ACCOUNTING STANDARDS (IND AS):**

**Overview of Indian Accounting Standards: (Ind AS: 32, Ind AS:107 to Ind AS:116):** Ind AS:32, Ind AS: 107 & Ind AS: 109: Financial Instruments – Recognition, Presentation & Disclosure – Ind AS-108: Operating segments – Ind AS-109: Financial instruments – Ind AS-110: Consolidated financial statements – Ind AS-111: Joint arrangement - Ind AS – 112: Disclosure of interest in other entities – Ind AS-113: Fair Value Measurement –Ind AS-114: Regulatory Deferral Accounts – Ind AS-115: Revenue from Contracts with customers – Ind-AS-116: Leases **(Theory only).**

**SUGGESTED READINGS:**

1. Jawaharlal “Accounting Theory and Practice” Himalya Publishing Company, New Delhi.
2. Gupta R.L & Radhaswamy “Advanced Accountancy” Sultan Chand & Sons, New Delhi.
3. Porwal L.S. “Accounting Theory” Tata McGraw-Hill Publishing Company, New Delhi.
4. Rawat D.S. “Accounting Standards” Taxmann Allied Services Pvt., Ltd., New Delhi.
5. Rawat D.S. “Ind-ASs Converged IFRS” Taxmann Allied Services Pvt., Ltd., New Delhi.
6. Kamal Garg “Ind -AS & IFRS” KG Management Advisors LLP, New Delhi,
7. Kamal Garg “IFRS Concepts and Applications” Bharat Law House Pvt. Ltd, New Delhi.
8. CA. J.N.Tikku & CA. Eish Taneja “Ind-AS and their Practical Applicability” Bharat Law House Pvt. Ltd., New Delhi.
9. Ghosh T.P. “IFRSs for Finance Executives”, Taxmann Allied Services Private Limited, New Delhi.

**JOURNALS & NEWS PAPERS:**

1. Chartered Accountant, Journal, ICAI,
2. Management Accountant, Journal, ICWAI
3. Economic Times,
4. Business Line

**SEMESTER-I**

**MANAGERIAL ECONOMICS & BUSINESS ENVIRONMENT**

**PAPER CODE: 2**

**Total Marks: 70SEE+30IA=100**

**THPW: 5; Credits: 5**

**ESD: 3 HRS**

**Objective:** To impart conceptual and practical knowledge of Managerial Economics and Business Environment

**UNIT-I: NATURE AND SCOPE OF MANAGERIAL ECONOMICS:**

Managerial Economics – Meaning, Nature and Scope of Managerial Economics - Managerial Decision Making Process - Firm-Meaning-Objectives – Concept of Economic Profit vs. Accounting Profit  
Concept of Derivative - Simple rules of Derivation - Application of Derivatives to find Total Average and Marginal Cost and Revenue Functions (including problems).  
Demand Theory and Analysis – Individual Demand and Market Demand – Factors determining Demand (Demand Function) – Elasticity of Demand – Price Elasticity - Income Elasticity – Cross Elasticity – Elasticity of Demand and Decision Making (including problems).

**UNIT-II: PRODUCTION and COST ANALYSIS:**

Meaning of Production Function – Cobb Douglas Production Function – Production with One Variable Input – Optimal Employment of Factor of Production - Production with Two Variable Inputs-Production Iso-quant and Production Iso-Cost – Optimal Employment of Two Variable inputs – Expansion Path- Economies of Scope (including problems).  
Concepts of Cost – Cost Function- Short Run Cost Functions - Finding Minimum Average Variable Cost through Equations – Long Run Cost Function (including problems).

**UNIT-III: MARKET STRUCTURE:**

Market Structure and its Classification into Perfect and Imperfect Markets– Perfect Competition – Characteristics – Equilibrium Price Determination – Shut Down Decision  
Monopoly: Characteristics, Allocative Inefficiency, Income Transfer and Rent Seeking – Price Discrimination- Monopolistic Competition: Characteristics –Price and Output Determination in the Short Run and Long Run  
Oligopoly: Characteristics – Price Rigidity and Kinked Demand Model (Theory Only)

**UNIT – IV: INDIAN BUSINESS ENVIRONMENT – LPG:**

Business Environment- Concept- Economic Planning- NITI Aayog- Liberalisation- Economic Reforms (Second Generation Reforms)  
Concept of Privatisation – Forms of Privatisation- Privatisation in India (Impact & Issues)  
Globalisation-Meaning- Drivers- Modes of Entry

**UNIT V- INTERNATIONAL BUSINESS ENVIRONMENT:**

Foreign Capital- Concepts of FDI, FPI, FII- FEMA- Objectives and Provisions –WTO: Functions & Objectives- AOA-GATS- TRIPS- TRIMS - Regional Economic Integration- EU- ASEAN- NAFTA- SAARC- BRICS.

**SUGGESTED READINGS:**

1. Petersen and Lewis: Managerial Economics, 4/e, Pearson/PHI, 2002.
2. Managerial Economics, Ahuja. H.L, S. Chand, New Delhi.
3. M.L. Trivedi: Managerial Economics, Tata Mc-Graw Hill, New Delhi 2004
4. Francis Cherunilayam, Business Environment, Himalaya Publishing House, India 2001
5. S.K. Mishra & V.K.Puri : Economic Environment of Business: Himalaya
6. S.K. Mishra & V.K.Puri : Indian Economy: Himalaya
7. Dutt & Sundaram: Indian Economy
8. Aswathappa: Business Environment: Himalaya

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**SEMESTER-I**  
**MARKETING MANAGEMENT**

**PAPER CODE: 3**

**THPW: 5; Credits: 5**

**Total Marks: 70SEE+30IA=100**

**ESED: 3 HRS**

**Objective:** To render an in-depth understanding of the 4 P's of marketing and familiarize learners with the latest developments in the field of marketing.

**UNIT-I: BASICS OF MARKETING:**

Meaning and Definition of Marketing- Scope of Marketing- Marketing Management Orientations/ Concepts (Product, Production, Selling, Marketing and Holistic Marketing) - Marketing Mix.

(Note: Choose a product and draft its marketing mix).

Market Segmentation: Concept- Bases of segmenting consumer and business markets- Requirements of effective segmentation

(Note: Choose a company and identify the bases of segmenting market for its product).

Target Market-Concept-Market Targeting Strategies (Mass, segmented, niche and micro marketing)- Concept of Positioning- Bases of Positioning- Positioning Maps

(Note: Create positioning maps for 10- 15 brands in FMCG sector/automobile sector/IT sector etc).

**UNIT-II: MARKETING PLANNING & ANALYSIS AND CONSUMER BUYING BEHAVIOUR:**

Meaning of Marketing Planning & Analysis- Contents of a Marketing Plan- Marketing Implementation & Control (Organising the marketing department- marketing controls- Annual, Profitability, Efficiency and Strategic controls)

(Note: Take income statements of two competing companies and perform marketing profitability analysis for these companies).

Consumer Markets: Factors influencing consumer behavior- Models of consumer behavior (Marshallian, Maslow, Howard- Sheth model)- Steps in consumer decision process.

(Note: Apply consumer behaviour models for analyzing consumer behavior towards a consumer product)

Business Markets: Nature of buying unit- Participants in business buying- Business buying process.

(Note: Chalk out the buying process of a Paper Manufacturer / Textile Mill/ Computer Assembling Business etc).

**UNIT- III PRODUCT AND PRICE MANAGEMENT:**

Meaning of Product- Product Levels- Product Classification- Product Mix Decisions- New Product Development Process- Product Life Cycle Strategies- Branding- Packaging- Labeling

(Note: Identify a new product in the market and examine its development process).

Meaning of Price- Pricing Objectives- Pricing Methods (consumer based, competition based, cost-based) -Pricing Strategies (New product pricing, Product mix pricing, Price Adjustment strategies, Pricing across channels)

(Note: Identify top 100 brands in India and prepare a chart of their brand values over past 5 years)

Assume hypothetical figures to conduct break even & marginal analysis and determine price of product, compute mark-up price and cost plus price using hypothetical figures).

**UNIT- IV PROMOTION AND PLACE MANAGEMENT:**

Promotion Mix -Elements – Advertising: Objectives- Budget – Media- Effectiveness- Personal Selling: Steps - Sales

Promotion: Objectives, Tools - Public Relations and Publicity: Public Relations Tools- Direct Marketing & its Forms

Marketing Channels- Channel levels- Channel Types- Channel Design Decisions- Channel Management Decisions-

Channel Conflict- Conflict Resolution-Wholesaling- Types of wholesaler- Retailing: Format of retail stores.

**UNIT-V: DEVELOPMENTS IN MARKETING:**

Concept of Services Marketing – Services Marketing Mix – Consumerism (Causes and effects) - Sustainable Marketing (Principles and strategies) – Meta Marketing- - Strategic Marketing- Cross Cultural Marketing- Entrepreneurial Marketing (Types and strategies)- Affiliate Marketing

(Note: Undertake a google search engine analysis for a product).

Digital Marketing Domains- Social Media Marketing- Content Marketing- Email Marketing- Search Engine Optimisation- Mobile Marketing- Influencer Marketing.

(Note: Analyse sustainable marketing practices of Indian companies)

Marketing Analytics-Components- Marketing Analytics Tools.

(Note: Examine marketing practices of a bank / insurance company/ travel/logistics company etc).

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**SUGGESTED READINGS:**

1. Principles of Marketing: Philip Kotler, PHI.
2. Marketing Management: A South Asian Perspective – Philip Kotler and Kevin Lane Kotler, Pearson Education
3. Stanton WJ: Fundamental of Marketing,
4. Marketing concepts and cases – Michael J Etzel, Bruce J Walker, William J Stanton and Ajay Pandit, TMH 13th Edition, New Delhi
5. Marketing Management: A South Asian Perso
6. Marketing Management: Ramaswamy&Namakumari, Tata McGraw Hill
7. Marketing Planning and Strategy: Jain, Cengage learning.
8. Marketing Management: Gandhi IC, Tata McGraw Hill
9. Basic Marketing: Me Carthy EJ &. Others, Tata McGraw Hill
10. Marketing Channels: Rosenbloom, Cengage learning.
11. The Essence of Marketing: Majare, PHI
12. New Marketing Strategies: Ian Chasten, McGraw Hill
13. Marketing Management: Nazia Sultana & B. Shailaja, National Publishing Co.
14. Marketing Management: RajanSaxena, Tata McGraw Hill
15. Marketing: Sharma etal.,Cengage Learning.
16. Digital Marketing Strategy: An Integrated Approach to Online Marketing :Simon Kingsnorth, Kogan Page



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**FACULTY OF COMMERCE, OU**

**SEMESTER-I**  
**FINANCIAL MANAGEMENT**

**PAPER CODE: 4**

**Total Marks: 70SEE+30IA=100**

**THPW: 5; Credits: 5**

**ESED: 3 HRS**

**Objective:** To introduce the subject of Financial Management and to acquaint the students with financial Functions.

**UNIT-I: INTRODUCTION TO FINANCIAL MANAGEMENT:**

**(a) Financial Management:** Meaning- Evolution – Organization of Finance Function – Financial Decisions – Goals of Financial Management – Agency Problem – Changing Role of Finance Manager (Theory)

**(b) Time Value of Money:** Meaning – Rationale of Time Preference for Money – Future Value (FV) – Present Value (PV) (Including Problems)

**UNIT-II: CAPITAL BUDGETING:**

**(a) Capital Budgeting:** Meaning – Importance – Process – Kinds of Decisions – Techniques of Capital Budgeting – Traditional Techniques: Payback Period (PBP) – Accounting / Average Rate of Return (ARR) – Discounted Techniques: Discounted Payback Period (DPBP) – Net Present Value (NPV) – Internal Rate of Return (IRR) – Profitability Index (PI) – Capital Rationing - (Including Problems)

**(b) Risk Analysis in Capital Budgeting Decisions:** Sources and Perspectives of Risk – Traditional Tools – Payback Period – Risk Adjusted Discount Rate – Certainty Equivalent method - Coefficient of Variation – Decision Tree Analysis (Including Problems)

**UNIT-III: WORKING CAPITAL MANAGEMENT:**

**(a) Working Capital Estimation:** Meaning – Kinds – Determinants – Sources and Levels – Estimation of Working Capital Requirements (Including Problems)

**(b) Working Capital Management:** **(i) Cash Management:** Nature of Cash – Motives of Holding Cash – Objectives of Cash Management – Factors Determining Cash Need – Cash Cycle – Determination of Optimum Cash Balance (Including Problems) **(ii) Receivable Management:** Meaning – Objectives – Cost Benefit Analysis – Credit Standards – Credit Terms – Collection of Receivables (Including Problems) **(iii) Inventory Management:** Meaning – Components of Inventory – Motives of Holding Inventory – Objectives of Inventory Management – Tools and Techniques of Inventory Control (Including Problems)

**UNIT-IV: FINANCING DECISIONS:**

**(a) Cost of Capital:** Meaning – Significance – Classification of Costs – Computation of Specific Cost of Capital – Cost of Debt – Cost of Preference Share Capital – Cost of Equity Share Capital and Cost of Retained Earnings – Computation of Weighted Average and Marginal Cost of Capital – Specific and Weighted Average Cost of Capital (Including Problems)

**(b) Leverages and Capital Structure:** **(i) Leverages:** Meaning – Types – EBIT-EPS Analysis – Degree of Operating Leverage – Degree of Financial Leverage – Degree of Combined Leverage – Indifference Point (Including Problems) **(ii) Capital Structure:** Meaning – Determinants – Theories: Net Income Approach – Net Operating Income Approach – Traditional Approach – MM Approach (Theory)

**UNIT-V: DIVIDEND DECISIONS:**

**(a) Dividend Policy:** Meaning – Types of Dividend Policies – Factors Influencing Dividend Policy – Forms of Dividends (Theory)

**(b) Dividend Theories:** Relevance Theories – Walter's Model – Gordon's Model – Irrelevance Theory – MM Hypothesis (Including Problems)

**SUGGESTED READINGS:**

(1) Erhardt & Brigham: Corporate Finance: A Focused Approach, Thomson; (2) Eugene Brigham & Erhardt: Fundamental of Financial Management, Thomson; (3) Khan M. Y. & Jain PK: Financial Management, TMH; (4) Kulkarni PV.: Financial Management, Himalaya Publishing House; (5) Lasher: Practical Financial Management, Thomson; (6) Pandey I.M.: Financial Management, Vikas; (7) Parasuraman N. R.: Financial Management – A Step-by-Step Approach, Cengage Learning; (8) Prasanna Chandra: Financial Management, TMH; (9) Rustagi, R.P. Fundamentals of Financial Management with EXCEL Applications, Taxmann; (10) Shashi K Gupta and RK Sharma: Financial Management, Kalyani; (11) Solemen Ezra & Pringle John J: An Introduction to Financial Management, PHI; (12) Srivatsava R.M: Essential of Business Finances, Himalaya Publishing House; (13) Sudarsan Reddy G: Financial Management, Himalaya Publishing House; (14) Van Horn, James C: Financial Management, PHI



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**M.Com. (CBCS) (CDE)**

**FACULTY OF COMMERCE, OU**

**SEMESTER-II**  
**ADVANCED MANAGERIAL ACCOUNTING**

**PAPER CODE: 5**  
**THPW: 5; Credits: 5**

**Total Marks: 70SEE+30IA=100**  
**DSED: 3 HRS**

**Objectives:** To familiarize and acquaint the students with application of advanced managerial accounting techniques.

**UNIT-I: ANALYSIS OF FINANCIAL STATEMENTS:**

Financial Statements – Meaning – Objectives – Types – Uses - Limitations - Analysis of financial statements - Meaning - Techniques (Theory only) - Ratio Analysis: Meaning – Classification of Ratios: Current Ratios, Solvency Ratios, Activity Ratios and Profitability Ratios – DuPont Analysis (Including problems) - Cash Flow Analysis – Meaning - Preparation of Cash Flow Statement as per Ind-AS-7 (Including problems).

**UNIT-II: RESPONSIBILITY ACCOUNTING AND TRANSFER PRICING :**

Responsibility Accounting – Concept – Steps – Responsibility Centre – Types of Responsibility Centres: Cost Centre, Revenue Centre, Profit Centre and Investment Centre – Preparation of Responsibility accounting reports (Including problems).

Transfer Pricing - Concept – Methods: Market-based pricing – Cost-based pricing – Negotiated pricing - Dual pricing (including problems).

**UNIT-III: INFLATION ACCOUNTING AND INCOME MEASUREMENT:**

Inflation Accounting - Concept – Limitations of historical based-cost financial statements – Methods of Inflation Accounting: Current Purchasing Power Method – Current Cost Accounting Method (Including problems)

Income Concepts for financial reporting – Measurement and Reporting of Revenues, Expenses, Gains and Losses (Theory only) – Analysis of Changes in Gross Profit (Including problems)

**UNIT-IV: FINANCIAL MEASURES OF PERFORMANCE:**

Introduction – Return on Investment (ROI) – Concept – Uses and Limitations – Economic Value Added (EVA) – Concept – Significance of EVA – Measurement of EVA (Simple problems only)

Balanced Score Card (BSC) – Concept – Objectives – Perspectives of BSC - Multiple Scorecard Measures to a Single Strategy (Theory only).

**UNIT V: MANAGERIAL DECISION MAKING:**

Cost concepts for decision making – Marginal Costing and Decision Making - Pricing Decisions - Product decisions: Profit Planning - Level of Activity - Key/Limiting Factor - Dropping a Product Line - Introducing a New Product Line- Product/Sales Mix Decisions - Make or Buy decisions (Including Problems)

**SUGGESTED READINGS:**

1. Sharma RK & Shashi K. Gupta: "Management Accounting- Principles & Practice" Kalyani Publishers, New Delhi.
2. Gupta S.P. "Management Accounting" Sahitya Bhavan Publications, Agra.
3. Jawahar Lal "Advanced Management Accounting-Text, Problems and Cases", S. Chand & Company Pvt. Ltd., New Delhi.
4. Ravi M. Kishore, "Cost Management" Taxmann Allied Services Pvt. Ltd., New Delhi.
5. Khan MY & Jain PK, "Management Accounting" Tata McGraw-Hill Publishing Company Ltd., New Delhi.
6. M.A. Sahaf "Management Accounting-Principles & Practice" Vikas Publishing Company Pvt. Ltd., New Delhi.
7. Jawahar Lal "Accounting Theory & Practice" Himalya Publishing Company, New Delhi.
8. Jain S.P. & Narang K.L. "Accounting Theory & Management Accounting" Kalyani Publishers, New Delhi.
9. Robert S. Kaplan & Anthony A. Atkinson "Advanced Management Accounting" Prentice-Hall of India Pvt., Ltd., New Delhi.
10. Ronald W. Hilton, "Managerial Accounting", Tata McGraw-Hill Publishing Company, New Delhi.

**JOURNALS & NEWS PAPERS:**

1. Chartered Accountant, Journal, ICAI
2. Management Accountant, Journal, ICWAI
3. Economic Times, 4. Times of India

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**FACULTY OF COMMERCE, OU**

**SEMESTER-II**

**ORGANISATION BEHAVIOUR AND HUMAN RESOURCE MANAGEMENT**

**PAPER CODE: 6**

**Total Marks: 70SEE+30IA=100**

**THPW: 5; Credits: 5**

**ESED: 3 HRS**

**Objective:** to familiarize the students with the concepts and dimensions of Human Resource Management and Organization Behaviour.

**UNIT I: ORGANIZATION BEHAVIOUR AND INDIVIDUAL INFLUENCE:**

Organisational Behaviour: (OB) – Features – Scope – Fundamentals - Concepts of OB – Challenges and opportunities for OB, Factors affecting Organizational Effectiveness-: Individual Behaviour: Factors Influencing Individual Behavior — Learning Theories: Classical Conditioning Theory-Operant Learning Theory-Social Learning Theory- Attitudes and Behavior -The Perceptual Process – Factors influencing perception – Internal and External.

**UNIT II: MOTIVATION, MORALE, CULTURE, AND CONFLICT:**

Motivation: Theories of Motivation – Motivational Processes - Content Theories (Maslow, Herzberg,) – Process Theories (The Goal-Setting Theory, Reinforcement Theory) Morale: Factors influencing Morale Organisational Culture: – Characteristics -Sustaining a Culture – Changing a Culture -. Conflict — Functional and Dysfunctional Conflict – Process of Conflict – Managing Conflict.

**UNIT III: LEADERSHIP, COMMUNICATION, AND CHANGE:**

Leadership: Leadership and Management – Leadership Styles - Theories of Leadership – Traits – Behavioral Model (Managerial Grid) – Contingency

(Feilder) Learning Organization: Characteristics – Role of Leader in Learning Organizations. Managing Diversity – Benefits- Strategies. Work-life Balance-Significance-Steps. Stress management- factors affecting stress management -Virtual Organizations.

**UNIT-IV: HUMAN RESOURCE MANAGEMENT AND PLANNING:**

Human Resource Management (HRM): Concepts – Significance – Objectives – Scope – Functions - Changing role of Human Resource Manager HRM Policies Human Resource Development (HRD): Concept - Scope - Objectives- Job Design - Approaches - Job Analysis: Objectives - Components (Job Description and Job Specification) - Methods of Job Analysis Human Resource Planning: Concept - Objectives - Factors affecting HR planning - Process of HR Planning. Recruitment: Objectives - Sources of recruitment – Selection: Selection - Procedure – Tests and Interview - Placement - Induction - Promotion – Transfer.

**UNIT-V: DEVELOPING AND MAINTENANCE HUMAN RESOURCE:**

Training - Assessing training needs - Methods and Evaluation of Training. Concept - Performance Appraisal - Concept - Methods of Appraisal – Concepts of Potential Appraisal. Job Evaluation: Methods - Essentials of Sound Wages. Grievances: Meaning-Procedure-Benefits and Grievance Redressal System. Collective Bargaining: Types – Essential conditions for the success of Collective Bargaining. Workers' participation in management

**SUGGESTED READINGS:**

1. Robins P.Stephen & Judge: Organizational Behavior, Pearson, New Delhi.
2. Greenberg and Baron: Behaviour in Organisation.
3. Daft: Organisation Theory and Design, Thomson.
4. Fred Luthans: Organizational Behavior, McGraw Hill, New Delhi.
5. Bohlander: Human Resource Management, Thomson.
6. David A.DeCenzo and Stephen P.Robins: Personnel/ Human Resource Management, PHI.
7. Biswajeet Pattanayak: Human Resource Management, PHI.
8. Sharma: Human Resource Management sage.
9. Mathis: Human Resource Management.
10. Sadri, Jayasree, Ajgaonkar: Geometry of HR, Himalaya.
11. Subba Rao P: Personnel and Human Resource Management, Himalaya.
12. VSP Rao, Human Resource Management, Vikas, 8. Gupta CB, Human Resource Management, Sultan Chand & Son.

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**FACULTY OF COMMERCE, OU**

**SEMESTER-II**  
**E- COMMERCE**

**PAPER CODE: 7**

**THPW: 5 (4T+2P) ; Credits: 5**

**Total Marks: 70SEE+30IA+50LPE=150**

**ESED: 3 HRS**

**Objective:** to know and learn about Information Technology through its applications; and to give an overview of E-Commerce fundamentals with an objective of exposing them to the functional areas of E-Commerce.

**UNIT-I: INTRODUCTION:**

E-Commerce - E-Business - Potential Benefits of E-commerce – Driving Forces of E-Commerce – Business Process Re-Engineering –E-Commerce Applications –Regulatory Environment for E-Commerce – Competitive intelligence on the Internet – Future of E-Commerce.

**UNIT-II: ELECTRONIC DATA INTERCHANGE (EDI), E-COMMERCE & INTERNET:**

Introduction - Traditional EDI systems - Benefits and Drawbacks - Data transfer and standards. Financial EDI-EDI systems and the Internet - Legal security and private concerns - Authentication Methods – Firewalls – Factors considered in securing the firewalls - Internet trading relationships: Business to Consumers (B2C), Business (B2B), Consumer to Business (C2B), Government to Consumer (G2C), Features and benefits-Portal Vs Website - Supply Chain Management.

**UNIT-III: ELECTRONIC PAYMENT MECHANISMS AND WEB PAGE DESIGNING:**

Introduction - SET protocol - SET Vs SSL - Payment gateway - Certificate issuance - Trust chain - Cryptography methods - Encryption technology – Digital signatures - Dual signatures - SET Logo Compliance testing - Status of Software Magnetic strip cards - Smart cards - Electronic cheques -Electronic cash - Third party processors and Credit Cards - Risk and electronic system - Designing electronic payment systems.

**UNIT- IV: INTRODUCTION TO HTML:**

Introduction to HTML – Basic syntax – Basic Text Formatting – Images – Lists – Tables: Create a Basic table structure-Format tables within webpage: Borders and Margins, Width and Height, Basic alignment, Colour, Background images & captions – Format content within table cells: alignment, cell padding colours, Line breaks, spanning column, Span Rows – Hypertext links.

**UNIT-V: ADVANCED EXCEL:**

Excel Introduction: An overview of the screen, navigation and basic spread sheet concepts - Various selection techniques - Shortcut Keys - **Using Basic Functions** - Sum, Average, Max, Min, Count, Counta • Absolute, Mixed and Relative Referencing- **Financial and statistical functions** - **Formatting and Proofing:** Currency Format - Format Painter - Formatting Dates - Custom and Special Formats - Formatting Cells with Number formats, Font formats, Alignment, Borders, etc – Basic conditional formatting – Data Validation - Number, Date & Time Validation - Text and List Validation - Custom validations based on formula for a cell - Dynamic Dropdown List Creation using Data Validation – Dependency List - **Pivot Tables:** Creating Simple Pivot Tables - Basic and Advanced Value Field Setting - Classic Pivot table - Choosing Field - Filtering PivotTables -Modifying PivotTable Data - Grouping based on numbers and Dates - Calculated Field & Calculated Items

**SUGGESTED READINGS:**

1. Business Data processing System: P. Mohan, Himalaya
2. HTML Indian Edition Wendy Willard McGraw Hills Education (India) Private Ltd
3. Business Data Processing and Accounting System: V. Srinivas, Kalyani
4. Electronic commerce Greenstein feinman Tata McGraw Hills
5. Advanced Excel Computer World Publication

*(Applicable to the batch of students admitted in the academic year 2024-2025 onwards)*

**M.Com. (CBCS) (CDE)**

**FACULTY OF COMMERCE, OU**

**SEMESTER-II**  
**INVESTMENT MANAGEMENT**

**PAPER CODE: 8:**  
**THPW: 5 ; Credits: 5**

**Total Marks: 70SEE +30IA=100**  
**ESED: 3 HRS**

**Objective:** To familiarize the students with the principles and practice of Investment Management and acquaint the students with the functioning of the Indian Capital Market.

**UNIT-I: INTRODUCTION TO INVESTMENT MANAGEMENT:**

**(a) Investment:** Meaning – Characteristics – Importance – Objectives – Factors of Sound Investment – Investment Environment – Investment Media – Principles of Investment – Speculation – Gambling – Investment Process (Theory)

**(b) Financial Assets:** Meaning – Classification – Shares – Debentures – Bonds – Innovative Financial Assets- Properties of Financial Assets (Theory)

**UNIT-II: INDIAN CAPITAL MARKETS - AN OVERVIEW:**

**(a) Primary Market:** Meaning – Growth and Development – Role of NIM – Methods of Issues – Parties Involved – Allotment Process – Investor Protection – Recent Trends (Theory).

**(b) Secondary Market:** Meaning – History – Functions – Regulatory Framework – Listing and Delisting of Securities – Trading Procedure – Stock Exchanges in India – Growth of Stock Exchanges in India – SEBI – Its Functions and Role (Theory)

**(c) Security Market Index:** Meaning – Different Averages and Indices – The Construction of Indices – Maintenance Problems with Security Market Indices – Stock Market Index Revision (Including Problems)

**UNIT-III: RISK AND RETURN ANALYSIS:**

**(a) Return:** Meaning – Holding Period Return – Equivalent Annual Return – Expected Value of Return – Measuring Returns from Historical Data – Measuring Average Returns over Multiple Period – Arithmetic Average – Geometric Average – Rupee Weighted Average Return (Including Problems)

**(b) Risk:** Meaning – Sources of Risk – Market Risk – Interest Risk – Purchasing Power Risk – Business Risk – Financial Risk – Types of Risk – Systematic Risk – Unsystematic Risk – Risk Aversion and Risk Premium – Measurement of Risk – Range as a Measure of Risk – Standard Deviation as a Measure of Risk –  $\beta$  as a Measure of Risk (Including Problems)

**UNIT-IV: PORTFOLIO ANALYSIS:**

**(a) Portfolio Analysis:** Meaning – Traditional Vs Modern Portfolio Analysis – Return on Portfolio – Risk on Portfolio – Diversification of Investments – Reduction of Portfolio Risk through Diversification – Security Returns Perfectly Positively Correlated – Security Returns Perfectly Negatively Correlated – Security Returns Uncorrelated (Including Problems)

**(b) Markowitz Model:** Assumptions – Parameters – Effect of Combining Two Securities – Interactive Risk Through Covariance – Coefficient of Correlation – Change in Portfolio Proportions – Concept of Dominance – Limitations of Markowitz Model (Including Problems)

**UNIT-V: PORTFOLIO SELECTION:**

**(a) Portfolio Selection:** Meaning – Feasible Set of Portfolios – Efficient Set of Portfolios - Selection of Optimal Portfolios (Including problems)

**(b) Sharpe Single Index Model:** Measuring Security Return and Risk – Measuring Portfolio Return and Risk (Including Problems)

**SUGGESTED READINGS:**

(1) Agarwal: A Guide to Indian Capital Market, New Delhi; (2) Bhalla, V.K: Investment Management, S. Chand & Co.; (3) Fabozzi, Frank J: Investment Management, Prentice Hall; (4) Fischer, Donald, E. and Ronald, J. Jordan: Security Analysis & Portfolio Management, PHI; (5) Kevin, S: Security Analysis & Portfolio Management, PHI; (6) Mayo: Investments, Thomson; (7) Preeti Singh: Investment Management, HPH; (8) Reilly: Investment Analysis and Portfolio Management, Thomson; (9) Sharpe et al: Investments, PHI; (10) Strong: Portfolio Construction and Management, PHI.

### SEMESTER-III

#### RESEARCH METHODOLOGY AND QUANTITATIVE TECHNIQUES

PAPER CODE: 9

Total Marks: 70SEE +30IA=100

THPW: 5; Credits: 5

ESED: 3 HRS

**Objective:** To equip students with research methods and data analysis tools and techniques.

##### UNIT-I: INTRODUCTION:

**Research:** Meaning, Purpose, Characteristics and Types - Process of Research: Formulation of objectives - Research plan and its components - Methods of Research: Survey, Observation, Case study, Experimental, Empirical and Comparative Methods - Difficulties in Business Research (Theory only)

**Collection, Presentation & Analysis of data:** Sources of Data: Primary and Secondary Sources - Methods of collecting Primary Data - Measurement and Scaling -Designing Questionnaires/Schedules. Census vs. Sampling - Methods of Sampling Random and Non-Random Sampling methods - Techniques. (Theory only)

##### UNIT-II: INTERPRETATION AND REPORT WRITING:

**Interpretation:** Introduction - Essentials for Interpretation, Precautions in interpretation - Conclusions and generalization - Methods of generalization. Statistical fallacies (bias, inconsistency in definitions, inappropriate comparisons, faulty generalizations, drawing wrong inferences, misuse of statistical tools, failure to comprehend the data.

**Report Writing:** Meaning and types of reports - Stages in preparation of Report - Characteristics of a good report - Structure of the report'-Documentation: Footnotes and Bibliography - Checklist for the report.

##### UNIT-III: STATISTICAL ESTIMATION, HYPOTHESIS TESTING AND SAMPLING OF VARIABLES:

**Statistical Estimation:** Concepts of Population, Sample and Sampling Distribution - Parameters and Statistics - Central limit theorem - Concept of Standard Error - Confidential Limits - Estimation of Population Parameters - Properties of a Good Estimator - Point and Interval Estimation - -

**Hypothesis Testing:** Formulation of Hypotheses: Types of Hypotheses - Methods of testing Hypotheses - Type I and Type II errors - One tail and two tail tests (Theory only). Sampling of Attributes: Estimation and testing of Number and Proportions of Success - Difference between two proportions (including problems).

**Sampling of Variables:** Large Samples: Difference between large and small samples - Estimating population mean - Testing: Significance of Mean - Significance of the difference between means of two samples - Significance of the difference between the standard deviations of two samples. (Including problems) Small Samples: 't' test - Fixing fiducial limits to population mean - Testing: Significance of the mean - Significance of the difference between two independent means - Significance of the difference between two dependent means (including problems).

##### UNIT-IV: ANALYSIS OF VARIANCE, ASSOCIATION OF ATTRIBUTES & CHI-SQUARE TEST:

**Analysis of Variance:** F-test: Meaning and Applications - ANOVA: Assumptions - Procedure - One way and two-way analysis of variance (including Problems).

**Association of Attributes & Chi-Square Test:** Association of Attributes: Meaning - Distinction between Correlation and Association - Methods of studying Association - Interpretation of results.

**Chi Square Test:** Definition - Conditions for applying Chi square test, Yates's correction - Uses and limitations of Chi square test - Chi square test for testing the independence of Attribute - Chi square test for goodness of fit (including problems).

##### UNIT-V: STATISTICAL DECISION THEORY, GAME THEORY AND LINEAR PROGRAMMING:

**Statistical Decision Theory:** Nature of Decision - State of Nature - Pay off Tables - Expected Pay off - Expected Opportunity Loss - Value of Perfect Information - Types of Decision Situation - Choice of Decision Criteria - Decision Tree Analysis - Decision Making under Uncertainty (including simple problems).;

**Game Theory:** Characteristics of Game Theory - Two Persons Zero Sum Game - Maximum and Minimax Strategies - Saddle Point - Dominating Strategy - Mixed Strategy - Limitations of Game Theory (including simple problems with Analytical Formulae and Graphical Methods).

**Linear Programming:** Linear Programming: Meaning - Requirements for application - Assumptions - Advantages - Application of LP - Formulation of LP problems (including simple problems). Graphical Solutions of LP problems with two variables only (including simple problems).

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**FACULTY OF COMMERCE, OU**

**SUGGESTED READINGS:** 1. Levin et al: Statistics for Management., 2. Kothari: Research Methodology., 3. Zikmund: Business Research Methods., 4. Krishna Swamy: Methodology of Research in Social Sciences., 5. SC. Gupta: Fundamentals of Statistics., 6. SP. Gupta: Statistical Methods., 6. 7. Keller: Statistics for Management & Economics., 8. Sanchetty & Kapoor: Business Statistics., 9. Anderson: Statistics for Business and Economics., 10. Achalapathi KV: Reading in Research Methodology in Commerce & Business Management. 11. D.C. Sancheti & VK. Kapoor: Statistics, Sultan Chand & Sons 8. Anand Sharma: Quantitative Techniques for Decision Making Himalaya Publications 12. Shenoy GV: Quantitative Techniques for Managerial Decisions, New Age



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**M.Com. (CBCS) (CDE)**

**FACULTY OF COMMERCE, OU**

**SEMESTER-III**  
**COST ACCOUNTING AND CONTROL**

**PAPER CODE: 10**  
**THPW:5; Credits:5**

**Total Marks: 70SEE+30IA=100**  
**ESED: 3 HRS**

**Objective:** *To impart conceptual knowledge of cost accounting and to equip with skills of ascertainment and control of costs.*

**UNIT-I: INTRODUCTION:**

Cost Accounting: Nature and Scope, Need, Objectives - Cost Concepts - Installation of Costing System - Cost Accounting its relationship with Financial Accounting and Management Accounting - Cost Accounting Standards - Cost Classification - Cost Sheet - Books of Accounts – Integral and Non Integral Accounting - Reconciliation of Cost and Financial Accounts (Including Problems).

**UNIT-II: PROCESS COSTING:**

Process Costing: Meaning, Features, Applicability, Pros and Cons – Unit Costing Vs. Process Costing – Job Costing Vs. Process Costing – Normal Loss and Abnormal Loss - Process Accounts with Stocks – Inter- Process Profit – Equivalent Production – First In-First out Method (FIFO) and Average Method – Joint Products and By-products (Including problems).

**UNIT-III: MARGINAL, ABSORPTION AND DIFFERENTIAL COSTING:**

Marginal Cost: Meaning, Features - Absorption Cost: Meaning, Pros and Cons – Marginal Costing Vs Absorption Costing - Preparation of Income Statement under Marginal Costing and Absorption Costing - Differential Costing: Meaning of Differential Cost, Marginal Cost Vs. Differential Cost, Characteristics of Differential Costing, Managerial Applications of Differential Cost Analysis (including problems).

**UNIT- IV: BUDGETARY CONTROL:**

Budget: Meaning, Essentials – Budgeting - Budgetary Control: Essentials, Advantages, Limitations – Classification of Budgets: Functional Budget: Sales Budget, Production Budget, Direct Material Budget, Direct Labor Budget, Manufacturing Overheads Budget - Capital Expenditure Budget - Cash Budget – Master Budget – Flexible Budget – Performance Budget – Traditional System of Budgeting – Zero Based Budgeting (Including Problems).

**UNIT-V: STANDARD COSTING:**

Standards: Meaning, Types, Establishment - Standard Costing: Need, Pre-requisites, Pros and Cons - Standard Costing and Budgetary Control – Variance Analysis - Revision of Standards - Control and Efficiency Ratios (Including Problems).

**SUGGESTED READINGS:**

1. Jain S.P & Narang K.L., “Advanced Cost Accounting” Kalyani Publishers, New Delhi; 2. Iyengar S.P., “Cost Accounting – Principles & Practice” Sultan Chand & Sons; 4. Khan M.Y & Jain P.K., “Theory and Problems in Cost Accounting” Tata McGraw-Hill Publishers, New Delhi ; 4. Ravi M. Kishore, “Cost Management”, Taxmann Publishers New Delhi ; .5. Prashanta Athma, “Cost and Management Accounting” Himalya Publishers New Delhi; 6. Lall Nigam & Jain, “Cost Accounting – Principles and Practice” Prentice Hall; 7. Manish Dutta, “Cost Accounting – Principles & Practice”, Pearson Education Pvt. Limited; 8. Saxena VK & Vashist CD, “Advanced Cost & Management Accounting” Sultan Chand & Sons; 9. Colin Drury, “Management & Cost Accounting” Thomson Asia Pvt. Ltd, 10. Asish K. Bhattacharyya “Principles and Practice of Cost Accounting” Prentice Hall, 11. Arora M.N. “Cost Accounting –Principles & Practice” Vikas Publishing House. 12. Ravi M. Kishore “Cost & Management Accounting” Taxman’s Publications Pvt. Ltd., New Delhi.



**SEMESTER III**  
**INTERNATIONAL FINANCIAL MANAGEMENT**

**PAPER CODE: 11**

**Total Marks: 70SEE+30IA=100**

**THPW: 5; Credits: 5**

**ESED: 3 HRS**

**Objective:** To gain the conceptual knowledge and application of international financial management.

**UNIT-I: INTRODUCTION TO INTERNATIONAL FINANCIAL MANAGEMENT:**

**(a) An Overview of International Financial Management:** Meaning – Features of International Finance – Scope of International Finance – International Financial Management and Domestic Financial Management – Factors Influencing Growth of International Finance – International Monetary System (Theory only)

**(b) Balance of Payments Accounting:** Accounting Principles – Debit and Credit Entries – Balance of Payments Statement (Theory Only)

**UNIT-II: FOREIGN EXCHANGE MARKETS & EXCHANGE RATE MECHANISM:**

**(a) Foreign Exchange Market:** Features – Major Participants – Spot Market: Features, arbitrage, speculation – Forward Market: Features, Arbitrage, Hedging. Speculation, Swapping (Including Problems)

**(b) Exchange Rate Mechanism:** Exchange Rate Quotations – Nominal, Real & Effective Exchange Rates – Exchange Rate Determination in Spot Market – Exchange Rate Determination in Forward Market (Including Problems)

**UNIT-III: FOREIGN EXCHANGE EXPOSURE:**

**(a) Measurement of Foreign Exchange Exposure:** Meaning & Relevance of Foreign Exchange Exposure – Classification of Foreign Exchange Exposure: Transaction Exposure, Operating Exposure & Accounting Exposure (Including Problems)

**(b) Management of Foreign Exchange Exposure:** Need – Hedging of Transaction Exposure – Hedging of Real Operating Exposure – Management of Accounting Exposure (Including Problems)

**UNIT-IV: INTERNATIONAL INVESTMENT DECISION:**

**(a) Foreign Direct Investment:** Theories of FDI – Costs and Benefits of FDI – Strategy for FDI – Control of MNCs. (Theory Only)

**(b) International Capital Budgeting:** Evaluation Criteria: Non-discounting Methods and Discounting Methods – Computation of Cash Flow – Cost of Capital: Average Cost of Capital – Cost of Debt – Cost of Equity Shares – Cost of Retained Earnings (Including Problems)

**UNIT-V: INTERNATIONAL FINANCING DECISIONS:**

**(a) International Financial Markets:** Channels for International Flow of Funds – Changing Structure of the International Financial Market – Selection of Sources and Forms of Funds (Theory Only)

**(b) International Financial Instruments:** Euro Credits: Revolving Credit, Term Credit – Euro Bonds: Straight Bonds, Convertible Bonds, Currency Optional Bonds, FRNs – Euro Currency Deposits: Call Deposits, Term Deposits, Certificates of Deposits – Euro Notes: Commercial paper, NIF, Medium Term notes – Euro Issues: FCCB, GDR, ADR (Theory only)

**SUGGESTED READINGS:**

(1) Bharati V Pathak: Indian Financial Management, Pearson; (2) Clark: International Finance, 2e Thomson; (3) Jeevenandam: Foreign Trade Finance and Risk Management, Sultan Chand; (4) Jeff Madura: International Financial Management, Cengage; (5) Joseph Anbarasu: Global Financial Management, Ane Books Pvt. Ltd.; (6) Kevin S: Fundamentals of International Financial Management, PHI; (7) Madhu Vij: International Financial Management, Excel Books; (8) Shapiro: Multinational Financial Management PHI; (9) Sharan: International Financial Management, PHI.

**SEMESTER III**  
**SECURITIES ANALYSIS AND PORTFOLIO MANAGEMENT**

PAPER CODE: 12  
THPW: 5; Credits: 5

Total Marks: 70SEE+30IA=100  
ESED: 3 HRS

**Objective:** To familiarize with analysis of securities market, valuation of different securities for the purpose of building optimal portfolio and the students with latest concepts and trends in the securities market.

**UNIT-I: SECURITY ANALYSIS:**

**(a) Fundamental & Technical Analysis:** Meaning – Economy Analysis – Economic Forecasting – Forecasting Techniques – Industry Analysis – Concept of Industry – Industry Life Cycle – Industry Characteristics – Company Analysis – Financial Statements – Analysis of Financial Statements (Theory Only) **Technical Analysis:** Meaning – Dow Theory – Basic Principles of Technical Analysis – Trends and Trend Reversal – Eliot Wave Theory – Mathematical Indicators – Market Indicators (Theory Only)

**(b) EMH & Behavioural Analysis:** Random Walk Theory – The Efficient Market Hypothesis – Forms of Market Efficiency – Tests of Efficient Market Hypothesis (Theory Only). **Behavioural Analysis:** Concept of Behavioural Finance – Assumptions – Nature – Scope – Objectives – Applications – Behavioural Biases (Theory Only)

**UNIT -II: VALUATION OF SECURITIES:**

**(a) Share Valuation:** Concept of Present Value – Share Valuation Model – One Year Holding Period – Multiple Year Holding Period – Constant Growth Model – Multiple Growth Model – Multiplier Approach to Share Valuation (Including Problems)

**(b) Bond Valuation:** Bond Returns – Coupon Rate – Current Yield – Spot Interest Rate – Yield to Maturity – Yield to Call – Bond Prices – Bond Risks – Bond Duration (Including Problems)

**UNIT -III: CAPITAL MARKET THEORY:**

**(a) Capital Market Theory:** Assumptions - Capital Asset Pricing Model – Efficient Frontier with Riskless Lending and Borrowing – Capital Market Line – Security Market Line – SML Vs. CML – Pricing of Securities with CAPM – Limitation of CAPM (Including Problems)

**(b) Arbitrage Pricing Theory:** The Law of One Price – Assumptions – Arbitrage Pricing for one Risk Factor – Two Factor Arbitrage Pricing – Multiple Arbitrage Pricing – Limitations of APT (Including Problems)

**UNIT-IV: PORTFOLIO PERFORMANCE EVALUATION:**

**(a) Portfolio Performance Evaluation:** Need for Evaluation – Evaluation Perspective – Meaning of Portfolio Evaluation – Measuring Portfolio Return – Risk Adjusted Returns – Sharpe Ratio – Treynor Ratio – Differential Return (Including Problems)

**(b) Forecasting Portfolio Performance:** Chaotic Theory – Artificial Neural Networks – Fuzzy Theory – Behavioural Models: Prospect Theory – Heuristic Theory – Genetic Algorithms (Theory Only)

**UNIT-V: PORTFOLIO REVISION:**

**(a) Portfolio Revision:** Need for Revision – Meaning of Portfolio Revision – Constraints in Portfolio Revision – Portfolio Revision Strategies – Formula Plan – Constant Rupee Value Plan – Constant Ratio Plan – Dollar Cost Averaging (Theory Only)

**(b) International Investing:** Benefits and Risk of Global Investing – Factors Influencing International Investing – Foreign Exchange Risk (Theory Only)

**SUGGESTED READINGS:**

(1) Bhalla, V. K.: Investment Management, S. Chand & Co.; (2) Fisher Donald E & Ronald J Jordan: SAPM, PHI; (3) Jack Clark Francis & Richard W Taylor: Theory & Problems of Investment, McGraw; (4) Mayo: Investments, Thomson; (5) Punithavathy Pandyan: Securities Analysis & Portfolio Management, Vikas; (6) Reilly: Investment Analysis and Portfolio Management, Thomson; (7) Strong: Practical Investment Management, Thomson; (8) Sharp Etal.: Investments, Prentice Hall; (9) Ranganatham M & Madhumathi R: SAPM, Pearson

**SEMESTER-IV**  
**STRATEGIC MANAGEMENT**

**PAPER CODE: 13**  
**THPW:5 ; Credits :5**

**Total Marks: 70SEE+30IA=100**  
**ESED: 3 HRS**

**UNIT I: OVERVIEW OF STRATEGIC MANAGEMENT:**

Strategy – Concept –Mintzberg Models of strategy- Levels of Strategy -Strategic Management: Process-Benefits –Guidelines for effective Strategic Management. Strategy, Ethics and Social Responsibility – Need for good corporate Governance – Corporate Citizenship

**UNIT II: ENVIRONMENTAL ANALYSIS:**

**Internal Analysis:** Competitive Advantage – Competencies -SWOT Analysis –Resources, Capabilities and Core Competence- Resource Base View of a firm – Key Success Factors – Value Chain Analysis Benchmarking.

**External Analysis:** Components of External Analysis – Segments of General Environment - Industry's dominant factors- Porter's Five Forces Model –PEST Analysis – Industry Driving forces –Strategic group mapping.

**UNIT III: CRAFTING STRATEGY:**

Vision and Mission – Significance- Characteristics- Objectives – Types – Setting of Objectives - Factors affecting Strategy – Generic Strategies ( Overall Low Cost Provider, focused low cost, Broad Differentiation, focused differentiation, Best-Cost Provider) Other Strategy Choices – Strategic Alliances – Mergers and Acquisitions – Vertical Integration – Outsourcing –Offensive Strategies – first mover advantages and disadvantages-diversification –modernization – turnaround.

**UNIT IV: EXECUTING STRATEGY (IMPLEMENTATION OF STRATEGY):**

Nature – Organizational Issues (Annual Objectives, Policies, Resource Allocation. Structure, Restructuring, Reengineering, e-reengineering, performance pay, change, conflict, culture, hr issues leadership). Marketing, Finance and Accounting Issues: Segmentation, Targeting, Positioning, Marketing Mix. Finance and Accounting: financing, investment ,dividend, budgets. Performance Evaluating (ROI, EVA, and MVA)- Balanced Score Card

**UNIT V: EVALUATION OF STRATEGY:**

Strategic Evaluation – Significance – Criteria – Barriers and overcoming barriers. Strategic Control and Operation Control-Types of Strategic Controls –Process of operation Control- Evaluation techniques for strategic and operational control

**SUGGESTED READINGS:**

1. Thompson and Strickland :Crafting and Executing Strategy, Tata Mcgraw Hill
2. Fred r. David: Strategic Management, PHI
3. Hitt, Ireland and Hoskisson: Strategic Management, Southwestern
4. Vipin Gupta and Others: Business Policy and Strategic Management, PHI

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**M.Com. (CBCS) (CDE)**

**FACULTY OF COMMERCE, OU**

**SEMESTER-IV**  
**TAXATION**

**PAPER CODE: 14**  
**THPW: 5; Credits : 5**

**Total Marks: 70SEE+30IA=100**  
**ESED: 3 HRS**

Objective: to acquaint the student with the Theoretical and Practical aspects of Assessing HUF, Partnership Firms, Companies, Co-operatives and Trusts. To make the student aware of basics of GST and Customs Act.

**UNIT-I: ASSESSMENT OF HINDU UNDIVIDED FAMILIES:**

Meaning of HUF – Hindu Coparcenary different Schools of Hindu Law – Assessment of HUF – Basic Conditions – Taxable Income – Assessment in case of partition of a HUF – computation of Taxable income and tax payable (Theory and Problems).

**UNIT-II: ASSESSMENT OF PARTNERSHIP FIRMS & AOP:**

Meaning of Partnership Firm - Conditions for Assessment as a firm U/S 184 and 185 - Treatment of interest and remuneration paid to partners U/S 40(b) - Computation of Total Income - Assessment of Partners of Firm - Change in constitution of Firm Succession of one firm by another firm - Assessment of dissolved or discontinued firm - Partnership Firm Assessed as Association of Persons (AFAOP) - Computation of Total Income of PFAOP (Theory and Problems).

**UNIT-III: ASSESSMENT OF COMPANIES:**

Meaning of Company - Types of Companies - Computation Procedure - Taxable income - Deductions - Tax Liability - MAT - Carry Forward and set off of losses - Tax on Distributed Profits - Tax on income receipt from venture capital companies and funds - Companies: Computation of total income of companies - Determination of Tax Liability (Problems). Other Taxes: Security Transaction Tax - Tonnage Tax (Theory and Problems).

**UNIT-IV: ASSESSMENT OF CO-OPERATIVES AND TRUSTS:**

Cooperative Societies: Meaning - Deduction u/s 80(p) - Other deductions - Computation of Tax (Theory and problems). Trusts: Definition – Creation - Registration - Types of Trusts - Tax Exemptions - Accumulation of income - Income not exempted - Assessment of Trust (Theory and problems).

**UNIT – V: FUNDAMENTALS OF GST & CUSTOMS ACT:**

GST Introduction - Registration – Inter & Intra State Acts under GST - Distinction between goods and services - Levy and collection of GST - Exemptions from GST - Place, Time and value of supply input tax credit - Payment of GST. (Theory only)

**Customs Act:** Meaning- Classification – Types of Customs duty – Exemptions.

**SUGGESTED READINGS:**

1. Vinod K. Singhania: Taxman's Direct Tax Laws.
2. V.P. Gaur and D.B. Narang Income Tax Law and Practice- Kalyani Publications
3. Girish Ahuja and Dr. Ravi Gupta: Direct Tax Law and Practice and Tax Planning.
4. CA (Dr.) KM Bansal Taxmann's Fundamentals of GST & Customs Law
5. GST and Customs : K. Bansal, Taxmann Publications
6. VS Date Indirect Taxes: Taxmann's publications

*(Applicable to the batch of students admitted in the academic year 2024-2025 onwards)*

**M.Com. (CBCS) (CDE)**

**FACULTY OF COMMERCE, OU**

**SEMESTER IV**  
**FINANCIAL DERIVATIVES**

**PAPER CODE: 15**  
**THPW: 5 ; Credits: 5**

**Total Marks: 70SEE+30IA=100**  
**ESED: 3 HRS**

**Objective:** To make student efficient in the area of derivatives, giving them the knowledge of basics in Derivatives such as Forwards, Futures, Options and Swaps etc.

**UNIT-I: INTRODUCTION TO FINANCIAL DERIVATIVES AND MARKETS:**

**(a) Financial Derivatives:** Meaning - Definition - Features - Types - Uses - History of Derivatives Markets - Critiques – Myths (Theory Only)

**(b) Financial Derivatives Markets in India:** Need – Evolution – Recommendations of L.C. Gupta Committee – Equity Derivatives – Categories of Derivatives Traded in India – Derivatives Trading at NSE / BSE – Eligibility of Stocks – Emerging Structure of Derivatives Markets in India (Theory Only)

**UNIT- II: FORWARDS AND FUTURES CONTRACTS:**

**(a) Forwards Contracts:** Meaning – Features – Forward Contract Vs. Spot Contract – Forward Contracts Vs. Futures Contracts – Working of Forward Contracts – Classification of Forward Contracts – Advantages and Disadvantages of Forward Contracts (Theory Only)

**(b) Futures Contracts:** Meaning – Features – Types – Trading Mechanism – Theories of Futures Prices: Basic Concepts in Futures Pricing – Theories: the cost-of-carry approach – the expectation approach – the normal backwardation approach – the CAPM approach – Hedging – the perfect hedging model – the basic long and short hedges – cross hedging – basis risk and hedging – hedging effectiveness – hedge ratio (simple problems)

**UNIT- III: OPTIONS:**

**(a) Options Basics:** Meaning – Types – Options Terminology – Value of an Option: Intrinsic Value – Time Value – Option Positions – Pay-off Profiles (Simple Problems)

**(b) Options Pricing and Greeks:** Pricing: Determinants – Models: Binomial Option Pricing Model – Black-Scholes Option Pricing Model – Option Greeks: Delta – Theta – Gamma – Rho – Vega (Simple Problems)

**UNIT- IV: SWAPS:**

**(a) Swaps Basics:** Meaning – Features – Advantages – Disadvantages – The Swaps Markets – Types of Swaps – Economic Motives for Swaps (Theory Only)

**(b) Pricing and Valuing Swaps:** Interest Rate Swaps – Currency Swaps – Equity Swaps (Simple Problems)

**UNIT- V: VOLATILITY AND VALUE AT RISK:**

**(a) Volatility:** Measures of Risk – Volatility – Exponential Weighted Moving Average – Correlation and Covariance – Garch (1,1) Model – Volatility Index – Computation of India Volatility Index (Simple Problems)

**(b) Value at Risk:** Features and Concerns of the Financial Sector – Definition and Meaning of VaR – Decisions in VaR – Methods of Calculating VaR – Historical Simulation – Monte Carlo Simulation – Limitations (Simple Problems)

**SUGGESTED READINGS:**

(1) Amuthan R.: Financial Derivatives, HPH; (2) David A. Dubofsky, Thomas W Multer, TR: Derivatives Valuation and Risk Management, Oxford; (3) Don M. Chance, Robert Brooks: Derivatives and Risk Management Basics, Cengage; (4) Gupta S. L.: Financial Derivatives: Theory, Concept and Problems, PHI; (5) Jayanth Rama Varma: Derivatives and Risk Management, TMH; (6) John C Hull: Options, Futures and Other Derivatives, Pearson; (7) Prafulla Kumar Swain: Fundamentals of Financial Derivatives, HPH; (8) RjivSrivastava: Derivatives and Risk Management, Oxford Higher Education; (9) SundaramJanakiraman: Derivatives and Risk Management, Pearson.

**SEMESTER IV:  
ENTREPRENEURSHIP DEVELOPMENT**

**PAPER CODE: 16**

**Total Marks: 70SEE+30IA=100**

**THPW: 5; Credits : 5**

**ESED: 3 HRS**

***Objective:** To render learners an understanding of entrepreneurial opportunities in India and across the globe. To equip them with the knowledge on identifying and evaluating business opportunities and conduct feasibility analysis, undertake risk analysis and support systems available for nurturing entrepreneurship in India.*

**UNIT- I: INTRODUCTION TO ENTREPRENEURSHIP:**

Concept of entrepreneurship, role of entrepreneurship in economic development, entrepreneurial ecosystem and its components, Process of entrepreneurial development, entrepreneurship as a career, scope of entrepreneurship in local and global markets, Skills/ traits required to be an entrepreneur, creative and design thinking, skill gap analysis, the entrepreneurial decision process

**UNIT-II: EXPLORING AND EVALUATING BUSINESS OPPORTUNITY:**

Concept of a business idea, sources of business ideas, screening business idea- macro & micro screening, Opportunity recognition, product/service selection, mortality curve, creativity and innovation in product/service modification, process selection, Technology life cycle, forms and cost of transformation, market study procedures, prototyping, capstone project presentation.

**UNIT III: APPROACHES TO ENTREPRENEURSHIP AND COMPETENCY DEVELOPMENT:** Approaches to Entrepreneurship, Theories of entrepreneurship, Entrepreneurial Motivation, Concept of entrepreneurial competencies, Competencies of successful entrepreneurs, Assessing Entrepreneurial competencies, Entrepreneurial Competency Development (ECD), Need for Entrepreneurial competency Development, Objectives of Entrepreneurial competency Development, Development of ECD programs, Phases of ECD programs, Issues of Entrepreneurial competency Development programs in India

**UNIT-IV:FEASIBILITY ANALYSIS:**

Industry analysis, competition analysis, environment analysis, Meaning and significance of a business plan, components of a business plan, business plan preparation, viability of a business plan and evaluation criteria, Iterating the Minimum Viable Product, describing the value proposition, choosing a business model, product- market fit, cost and profitability analysis, establishing operational matrix.

**UNIT-V: RISK ANALYSIS:**

Meaning of risk, types of business risks, planning for undertaking calculated risks, critical risk contingencies of the business proposal, Initiating low-cost projects, integrated futuristic planning, identifying business verticals, lean method, identifying sources of finance, scalability and revenue models, Legal and regulatory aspects of starting an enterprise, obtaining business licenses, Business incubation centres, role and procedure, team formation and team work planning.

**SUGGESTED READINGS:**

1. Hisrich, R.D: Entrepreneurship: McGrawHill Education
2. Khanka .SS: Entrepreneurship Development: S.Chand Publishers
3. Vasant Desai, Dynamics of Entrepreneurial Development and Management: Himalaya Publishers
4. Steven Rogers and Roza Makonnen: Entrepreneurial Finance: McGrawHill Publishers
5. A.K. Singh: Entrepreneurship Development and Management: University Science Press
6. Eric Ries: The Lean Startup: Currency; Illustrated Edition
7. Mehta and Monica: The Entrepreneurial Instinct: McGrawHill Education
8. Charantimath and Poornima: Entrepreneurship Development and Small Business Development: Pearson Education
9. Anil Kumar: Entrepreneurship Development: New Age International
10. Nuzhath Khatoon: Entrepreneurial Development: Himalaya Publishers
11. T.V. Rao and Donald F. Entrepreneurship – A South Asian Perspective: Kuratko: Cengage
12. Shree Ram Malani: Entrepreneurship: A Theoretical Framework for Business Development: Notion Press
13. Harvard Business Review Entrepreneur's Handbook: HBR Press
14. Robert Hisrich Micheal Peters, Dean Shepherd and Sabyasachi Sinha: Entrepreneurship: McGraw Hill
15. Ramachandran: Entrepreneurship Development: Mc Graw Hill
16. Entrepreneurship Small Business: Katz : Mc Graw Hill
17. Byrd Megginson: Small Business Management An Entrepreneur's Guidebook : McGrawHill
18. Fayolle A: Entrepreneurship and new value creation: Cambridge, Cambridge University Press
19. Hougard S: The business idea. Berlin: Springer
20. Lowe R & S Mariott: Enterprise: Entrepreneurship & Innovation. Burlington: Butterworth Heinemann