

# University Centre for Distance Learning



Syllabi & Scheme of Examination  
Master of Commerce-1<sup>st</sup> Year

## Chaudhary Devi Lal University Sirsa (Haryana)

Website:- [www.cdlu.ac.in](http://www.cdlu.ac.in)



**SCHEME OF EXAMINATION**  
**M.COM. - 1<sup>ST</sup> Year**  
**(DISTANCE EDUCATION MODE)**

<b>Paper Code</b>	<b>Nomenclature of the Paper</b>	<b>Max. Marks</b>	<b>Minimum Marks</b>	<b>Assignment</b>	<b>Time</b>
MC-11	Accounting for managerial decisions	80	28	20	3 Hrs.
MC-12	Management concepts and organizational Behaviour	80	28	20	3 Hrs.
MC-13	Business Environment	80	28	20	3 Hrs.
MC-14	Managerial economics	80	28	20	3 Hrs.
MC-15	Business Statistics	80	28	20	3 Hrs.
MC-16	Computer applications in Business	100	Theory-60 Practical-40		3 Hrs.

**MASTER OF COMMERCE (PREVIOUS)**  
**ACCOUNTING FOR MANAGERIAL DECISIONS**  
**(MC-11)**

**Max. Marks: 100**  
**Internal Marks: 20**  
**External Marks: 80**  
**Time -3 Hrs.**

**Note:** Examiner will be required to set nine questions in all. Question No. 1 will be compulsory which consists of 8 short-answer type questions each of 2 marks covering the entire syllabus. In addition to Q. No. 1, candidate will be required to attempt four more questions from the remaining eight questions each carrying 16 marks.

**Unit I: Management Accounting-An Introduction:** Definition; place, Financial Accounting vs Cost Accounting vs. Management Accounting; Functions, Techniques, Principles; Scope; Utility: Limitations; Essentials for Success. Budgetary Control; Managerial Control Process; Benefits; Limitations; Installation of the System; Classification of the Budgets; Preparation of different types of Budgets. Standard Costing and Variance Analysis: Types of Standards, Standard Cost, Estimated Costing; Advantages; Limitations; Setting of Standards; Analysis of different types of material, labour and overhead variances.

**Unit-II: Marginal Costing and Break-even Analysis:** Marginal Cost; Marginal Costing and Differential Costing, Marginal Costing and Absorption Costing; Contribution Analysis; Cost-Volume-Profit Analysis; Different types of Breakeven Points and Charts; Advantages and limitations of BE Charts, and Marginal Costing. Decisions Involving Alternate Choices: Cost Concepts Associated with Decision-making; Evaluation Process; Specific Management Decisions-Make or buy; Expand or buy; Expand or Contract; Change vs. Status Quo: Retain or Replace; Explaining New Markets: Optimum Product Mix; Adding and Dropping a Product.

**Unit-III: Capital budgeting and Lease Financing:** Capital Budgeting-Concept; nature, need, importance, Managerial Uses; Components, Terminology used in Evaluating; Capital Expenditures; Appraisal Methods-Pay Back Period; its variants. Accounting rate of return; Discounted Cash Flow Methods—NPV, IRR, Profitability Index—their Conflicts and Resolution; Capital Rationing; Risk Analysis and its models. Lease Financing Lease or buy decision; Evaluation of Lease methods; Financial Statements: Analysis and interpretation, Forms and nature of financial statements; Uses and Limitations; types and tools of analysis; Comparative Financial Statements: common-Size statements: Trend Percentages.

**Unit-IV: Accounting Ratio:** Profitability ratios; Turnover Ratios; Solvency Ratios; Analysis of Capital Structure; Ratios as Predictors of insolvency; Significance Funds Flow Statement—Concepts; Uses; Preparation.

**Unit-V: Cash Flow Statement:** Objectives; Sources and Application; Preparation of Statement as per Indian Accounting Standard 3. Responsibilities Accounting—Principles; Definition; Types of Responsibility Centres; Pre-requisites; Utility; Problems. Reporting to Management—Steps for Effective Reporting; Requisites of Ideal Report; Types of Reports, Uses.

### **MANAGEMENT CONCEPTS AND ORGANISATIONAL BEHAVIOUR (MC-12)**

**Max. Marks: 100**

**Internal Marks: 20**

**External Marks: 80**

**Time - 3 Hrs.**

**Note:** Examiner will be required to set nine questions in all. Question No. 1 will be compulsory which consists of 8 short-answer type questions each of 2 marks covering the entire syllabus. In addition to Q. No. 1, candidate will be required to attempt four more questions from the remaining eight questions each carrying 16 marks.

**Unit-1: Schools of Management Thought:** Scientific Process, Human Behavior and Social System School, Decisions Theory School, Quantitative and System School, Contingency Theory of Management, Managerial Skills, Managerial Functions, Planning Concept Significance, Types; Organizing Concept, Principles, Theories, Types of Organizations, Authority, Responsibility, Power, Delegation, Decentralization, Staffing, Directing, Coordinating, Control Nature, Process and Techniques.

**Unit-2: Organizational Behaviour:** Organizational Behaviour Concept and Significance, Relationship between Management and Organizational Behaviour, Emergence and Ethical Perspective, Attitudes, Perception, Learning Personality, Transactional Analysis.<sup>3</sup>

**Unit-3: Motivation:** Process of Motivation, Theories of motivation-need Hierarchy Theory, Theory X and Theory Y, Two Factor Theory, Alderfer's ERG Theory, MaClelland's Learned need Theory, Victor Vroom's Expectancy Theory, Stacy Adams Equity Theory.

**Group Dynamics and Team Development:** Group Dynamics—Definition and Importance, Types of Groups, Group Formation, Group Composition, Group Performance Factors, Principle- centered Approach to Team Development.

**Unit-4: Leadership:** Leadership Styles; Theories—Trait Theory, Behavioral Theory, Fiedler's Contingency Theory, Harsey and Blanchard's Situational Theory; Managerial Grid; Likert's Four System of Leadership.

**Organizational Conflict:** Dynamics and Management, Sources, Patterns, Levels and Types of Conflict, Traditional and Modern Approaches to Conflict, Functional and Dysfunctional Organizational Conflicts, Resolution of Conflict.

**Unit-5: Interpersonal and Organizational Communication:** Concept of Two-way Communication, Communication Process, Barriers to Effective Communication, Types of Organizational Communication, Improving Communication, Transactional Analysis in Communication, Organizational Development, Concept: Need for Change, Resistance to Change; Theories of Planned Change, Organizational Diagnosis, OD intervention.

## **BUSINESS ENVIRONMENT**

**(MC-13)**

**Max. Marks: 100**

**Internal Marks: 20**

**External Marks: 80**

**Time -3 Hrs.**

**Note:** Examiner will be required to set nine questions in all. Question No. 1 will be compulsory which consists of 8 short-answer type questions each of 2 marks covering the entire syllabus. In addition to Q. No. 1, candidate will be required to attempt four more questions from the remaining eight questions each carrying 16 marks.

### **UNIT-I**

Theoretical Framework of Business Environment Concept, Significance and nature of business environment; Elements of environments internal and external; Changing dimensions of business environment, Techniques of environmental scanning and monitoring. Dualism in Indian Society and problem of uneven distribution of income; Emerging rural sector in India; Social responsibilities of Business; Consumerism in India; Consumer Protection Act.

### **UNIT-II**

Economic System and Business Environment, Economic Planning in India—Types of Economic Plan; Prerequisites of Successful economic planning; Latest Five Year Plan; Economic Reforms in India; Industrial Policy-policy of pre and post liberalization era; Industries (Development and Regulation) Act; Competition Policy and Competition Acts.

### **UNIT-III**

**Public Sector:** Objectives, pattern of growth; Changing role of public sector, Privatization and Disinvestments of public enterprises; Pricing policies in public enterprises; Fiscal policy, Monetary policy, Problem of NPA in the Banking sector; SEBI-functions, objectives; SEBI guidelines for fresh issue of shares, debentures and bonus shares.

#### **UNIT-IV**

**Government Business Relationship:** Roles of government in business, Economic Implications of Indian Constitution- Preamble, Directive Principles of State Policy, Fundamental Rights, Centre-state relationship; Small Scale Industries—Importance, Problems and Policies; Industrial Sickness—problem, magnitude and remedies.

#### **UNIT-V**

Foreign Investment Policy; FEMA; Multinational Corporations and its role; EXIM Policy (Latest): An overview of International Economic Institutions and their working—WTO, IMF, World Bank.

### **MANAGERIAL ECONOMICS (MC-14)**

**Max. Marks: 100**  
**Internal Marks: 20**  
**External Marks: 80**  
**Time -3 Hrs.**

**Time: 3Hrs**

**Note:** Examiner will be required to set nine questions in all. Question No. 1 will be compulsory which consists of 8 short-answer type questions each of 2 marks covering the entire syllabus. In addition to Q. No. 1, candidate will be required to attempt four more questions from the remaining eight questions each carrying 16 marks.

**Unit 1: Nature and Scope of Managerial Economics:** Objectives of a firm; Economic theory and managerial theory; Managerial economists role and responsibilities; Fundamental economic concepts—incremental principle, opportunity cost principle, discounting principle, equi marginal principle.

**Unit 2: Demand Analysis:** Individual and market demand functions, Law of demand, determinants of demand, Elasticity of demand: its meaning and importance, elasticity, income elasticity and cross elasticity; Using elasticity in managerial decision .Theory of consumer choice, cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.

**Unit 3: Production Theory:** Production function, production with one and two variable inputs, Stages of production, Economic value analysis: short and long run cost functions, their nature, shape and inter-relationship, Law of variable proportions; Law of returns of scale.

**Unit 4: Price Determination under Different Market Conditions:** Characteristics of different market structures, Price determination and firms equilibrium in short run and long run 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, transfers pricing.

**Unit 5: Business Cycle:** 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.

## **BUSINESS STATISTICS**

**(MC-15)**

**Max. Marks: 100**

**Internal Marks: 20**

**External Marks: 80**

**Time - 3 Hrs.**

**Note:** Examiner will be required to set nine questions in all. Question No. 1 will be compulsory which consists of 8 short-answer type questions each of 2 marks covering the entire syllabus. In addition to Q. No. 1, candidate will be required to attempt four more questions from the remaining eight questions each carrying 16 marks.

### **Unit-1 : Probability and Expected Value**

**Probability theory:** Concepts of Probability; Different Approaches to Probability; Conditional Probability; Application of Addition and Multiplication Laws; Bayes Theorem and Inverse Probability; Mathematical Expectation.

### **Unit-2: Probability Distributions**

**Probability Distributions:** Binomial Distribution; Poisson distribution and Normal Distribution; Their Application to Business.

### **Unit-3: Statistical Inference-Tests of Hypothesis**

**Testing of Hypothesis:** Sampling Tests, Tests for Attributes; Chi-Square Test and Large Sample Tests. Sampling tests for small samples – ‘T’-test, ‘Z’-test, and ‘F’-test.

### **Unit-4: Time Series Analysis and Statistical Quality Control**

**Time Series Analysis:** The Concept of Time-series, Components of Time-series; Measurement of Trend (Linear and nonlinear), Measurement of Seasonal Variations, Statistical Quality Control; Process Control, Control charts for Variables and Control Chart for Attributes; Product Control and Risk in Quality Control.

### **Unit-5: Regression Analysis and Association of Attributes**

**Regression Analysis:** Bivariate; Partial and Multiple Correlation and Regression (up to three variables)

**Association of Attributes:** Criterion of Independence; Consistency of Data (two and three attributes).

## **COMPUTER APPLICATIONS TO BUSINESS**

**(MC-16)**

**Max. Marks: 100**

**Theory : 60**

**Practical: 40**

**Time - 3 Hrs.**

### **Unit-1**

Computer Hardware: computer system as information processing system; Computer system differences—types of computer systems, hardware options-CPU, input devices, output devices, storage devices, communication devices, configuration of hardware devices and their applications. Personal computers: PC and its main components, hardware configuration, CPU and clock speed, RAM and secondary storage devices, other peripherals used with PC; factors influencing PC performance; PC as a virtual office.

### **Unit-2**

Modern Information Technology: Basic idea of Local Area Networks (LAN) and Wide Area Networks (WAN); E-mail; Internet technologies, access devices, concept of a World Wide Web and Internet browsing; Multimedia. Introduction to Operating systems: Software needs, operating systems, application software, programming languages; DOS; Windows— window explorer, print manager control panel, paintbrush, calculator, desk top, my computer, settings, find, run; UNIX.

### **Unit-3**

Word processing: Introduction and working with MS-Word in MS-Office; Word basic commands; Formatting-text and documents; Sorting and tables; Working with graphics; Introduction to mail merge. Spread Sheets: Working with EXCEL formatting, functions, chart features; Working with graphics in Excel; Using worksheets as database in accounting, marketing, finance and personnel areas.



#### **Unit-4**

Presentation with Power-Point: Power-point basics, creating presentations the easy way; Working with graphics in Power- Point; show time, sound effects and animation effects. Introduction to Lotus smart Suite for Data Sheet Analysis: Structure of spread sheet and its applications to accounting, finance and marketing functions of business; Creating a dynamic/sensitive worksheet, concept of absolute and relative cell reference; Using various built-in functions—mathematical, statistical, logical and finance functions; Goal seeking and back solver tools, using graphics and formation of worksheet, sharing data with other desktop applications, strategies of creating error-free worksheet.

#### **Unit-5**

Introduction to Accounting Packages: Preparation of vouchers, invoice and salary statements; Maintenance of inventory records; Maintenance of accounting books and final accounts; financial reports generation. Practical knowledge on Wings accounting and wings Trade (Software), Talley, etc. Introduction to Statistical Packages: Usage of statistical packages for analyses in research Lotus and Excel, SPSS; SYSTAT.

#### **Practical Examination**

**Marks:40**

The following areas are to be covered: Internet Technology – Applications of DOS, Windows, MS Word, Excel, Power Point, and its Basic Commands. Accounting Packages, Tally, etc., SPSS and SYSTAT Software Packages their application.