

University Centre for Distance Learning



Syllabi & Scheme of Examination
Master of Commerce-2nd Year

Chaudhary Devi Lal University Sirsa (Haryana)

Website:- www.cdlu.ac.in



SCHEME OF EXAMINATION
M.COM. – 2ND Year
(DISTANCE EDUCATION MODE)

Paper Code	Nomenclature of the Paper	Max. Marks	Minimum Marks	Assignment	Time
MC-21	Strategic Management	80	28	20	3 Hrs.
MC-22	Accounting Theory	80	28	20	3 Hrs.
MC-23	Advanced Cost Accounting	80	28	20	3 Hrs.
MC-24	Financial Management	80	28	20	3 Hrs.
MC-25	Human Resource Management	80	28	20	3 Hrs.
MC-26	Marketing Management	80	28	20	3 Hrs.
MC-27	Comprehensive viva-voce	100			

STRATEGIC MANAGEMENT
(MC-21)

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 Strategic Management Process: Defining Strategy, Levels at which Strategy operates, Approaches to Strategic Decision making, Process of Strategic Management, Roles of Strategists in Strategic Management; Mission and purpose, Objectives and goals, Strategic Business Unit.

Unit-2 Environment and Organizational Appraisal: Concept of Environment and its components. Environmental Scanning and Appraisal; Organizational appraisal its Dynamics, Considerations, Methods and Techniques. Structuring Organizational Appraisal, SWOT Analysis.

Unit-3 Strategy Formulation: Corporate level Strategies; Grand Strategies, Stability Strategies, Expansion Strategies, Retrenchment Strategies, Combination Strategies, Corporate Restructuring; Business level Strategies and Tactics.

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

Unit-4 Strategy Implementation: Interrelationship between formulation and Implementation. Aspects of Strategic Implementation, Project Implementation, Procedural Implementation, Resource Allocation.

Strategy and Structures: Structural Considerations, Structures for Strategies; Organizational Design and Change.

Behavioural Implementation: Leadership Implementation, Corporate Culture, Corporate Politics and Use of Power, Personal values and Business Ethics.

Unit-5 Functional Implementation: Functional Strategies, Functional Plans and Policies, Marketing Plans and Policies, Financial Plans and Policies, Personnel Plans and Policies, Operations Plans and Policies.

Strategic Evaluation and Control: An Overview of Strategic Evaluation and Control, Techniques of Strategic Evaluation and Control.

ACCOUNTING THEORY

(MC-22)

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

Fundamentals: Meaning, Need; Nature, Classification, Evaluation, Role and Users of Accounting and Accounting Theory, History of Accounting Thoughts. Approach to Accounting Theory. Accounting Postulates, Concepts and Principles.

Unit-2

Income Measurement: Concepts of Income Revenues, Expenses, Gains, losses, Assets, Liabilities and Equity. Depreciation Method, Depreciation and Indian Companies Act, Inventory: Inventory Coating methods.AS-2 on valuation of Inventories.

Unit-3

Corporate Reporting: Financial Reporting: Concept and development of Financial Reporting (including True blood Report, The Corporate Report, FASB Concept No. 1, Stamp Report).Specific Issues in Corporate Reporting: Segment, Social and Interim Reporting. Harmonization of Financial Reporting (including IASCs Guidelines.)

Unit-4

Contemporary Issues in Accounting: Accounting for Changing Prices, Human Resource Accounting. Financial Engineering (A Multi-disciplinary Approach to Risk Return Management).

Unit-5

Accounting Standards: Formation, Meaning, Benefits and Management of Accounting Standards, Process of Standards setting in India, U K and USA Elementary knowledge of Indian Accounting Standards. Lease Accounting, Social Accounting.

ADVANCED COST ACCOUNTING

(MC-23)

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

Materials: Inventory system; turnover of material; stock audit; ABC analysis; Material productivity. Labour Advanced specific incentive plans; profit-sharing and labour co-partnership; treatment of profits; labour productivity, treatment of chargeable expenses. Overheads Comments on specific items of factory, office and selling and distribution overheads; distribution of inter-department service factory overheads; distribution of office overheads and distribution of selling and distribution overheads.

UNIT-2

Process Costing: Work in Progress; Inter-process profits; by products and joint products. Marginal Costing- difference with absorption and differential costing; multiple break-even-point; application of the technique for specific managerial decision.

UNIT-3

Budgetary Control: Preparation of Cash Budget; flexible budget and master budget; Cost ratios; Zero base budgeting; performance budgeting. Standard Costing-Application; Overhead and sales variance: revision variance; Control of variances; Accounting procedure.

UNIT-4

Uniform Costing and Inter Firm Comparison: Presentation of cost information – diagrammatic and graphic presentation.

Costing reports: Requisites; steps; types; review

UNIT-5

Activity Based Costing: Meaning and importance; characteristics; steps involved; ideal system; usage; problems.

Cost reduction: Meaning and special features; cost control versus cost reduction; organization; cost reduction. Programme; value analysis; cost audit—functions and scope; cost audit and management audit: advantage; techniques; Cost audit report.

FINANCIAL MANAGEMENT

(MC-24)

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

Evaluation of Finance, Objectives of the Firm-Profit Max, And Wealth Max, Functions of Financial Management, Organization of the Finance Function, Cost of Capital: Definition and Concepts, Measurement, the weighted average cost of Capital; Leverage: Operating and Financial, Combined Leverage.

UNIT-II

Capital Budgeting, Meaning, Importance, Rational of Capital Budget, Nature of Investment decision, The Administrative framework, methods of appraisal, Capital Rationing, Inflation and Capital Budgeting; Capital budgeting under risk and Uncertainties.

UNIT-III

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

UNIT-IV

Financing Decisions: Capital Structure Theories, taxation and capital structure. Planning the capital structure. Factors affecting capital structure, E.B.LT.-E.P.S. analysis, ROI-ROE analysis, Assessment of Debt Capacity, Capital Structure Policies in Practice. Dividend Decision: Theories of Dividends—traditional position, Gordon Model, Walter model, M.M. Model, Radical Model, Factors affecting dividend policy, stock dividends and stock splits, Repurchase of stock procedural and legal aspects of dividends.

UNIT-V Sources of Working Capital Funds: Accruals, trade, credit, commercial banks advances, public deposits, Inter corporate deposits, short term loans from financial institution,

right debentures for working capital, commercial papers and factoring. Regulation of Bank Finance: Recommendations of Latest Committee.

HUMAN RESOURCE MANAGEMENT

(MC-25)

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

An Introduction to Human Resource Management: Human Resource Management — An Introduction, Nature, Features, Scope, Objectives and importance of Human Resource Management, Functions of Human Resource Management— Managerial and Operative Functions; Qualification and Qualities of Human Resource Manager in an Organization; Evolution and growth of Human Resource Management in India; Reasons for the growth of Human Resource Management in India; Future of Human Resource Management.

Unit-2

Recruitment: Selection, Training and Wages; Recruitment Concept, Source, Methods and Techniques of manpower supply; Characteristics of a good recruitment policy and principles of recruitment. Selection: Concept and Procedure.

Training: Concept, Need and Importance of Training. Methods of Training —On the Job and Off the Job Training. Methods and Principles of Training.

Wages: Meaning, Objectives and Theories of Wages; Methods of Wage Payment Time Wage and Piece Wage methods; Concepts of Wage Fair, Minimum and Living Wages, Factors for determining wage structure of an organization and essentials of satisfactory wage policy. Wage Incentives; Concept, Need and importance of incentives, special incentives Profit Sharing and Co-partnership, essentials of ideal incentive system.

Unit-3

Trade Unions and Collective Bargaining: Trade Unions; Concept, Need, Functions and Objectives of trade unions, Origin, Growth and development of trade unions in India, Difficulties and Principal drawbacks of trade union movement in India.

Collective - Bargaining: Concept, Nature Scope and functions of Collective Bargaining in India. Essentials for the success of collective bargaining in India.

Unit-4 Industrial Relations and Industrial Unrest: Industrial Relations: Concept, Importance and Objectives of industrial relations, Contents of Industrial relations, Participants of industrial relations, Requirement of a good industrial relation Programme.

Industrial Unrest: Meaning, forms and Causes of industrial disputes, Impact of industrial dispute on the Economy, Preventive and curative methods and agencies for reconciliation of industrial disputes.

Unit-5 worker's participation: Morale and Productivity of employees: Worker's Participation in Management (W.P.M): Concept, Need, Objectives and Forms of W.P.M. Pre-requisites of effective participation, Evaluation of the scheme of W.P.M. Essential features, Functions and progress of Joint Management Councils in India, Causes of failure of Joint-Management Councils. Employee Morale and Productivity: Concept, Nature and significance of Morale, Determinants of morale, Measurement of morale; Concept and Significance of productivity; Measurement of productivity, Measure to improve productivity, Relationship of morale and productivity.

MARKETING MANAGEMENT

(MC-26)

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

Introduction: Concept, nature, scope and importance of marketing: Marketing concept and its evolution; Marketing mix; Strategic marketing planning — An overview.

Market Analysis and Selection: Marketing environment—Macro and Micro Components and their impact on marketing decisions. Market segmentation and positioning, Buyer behaviour, Consumer decision making process.

Unit-2

Product Decisions: Concept of a product, Classification of products; Major product decisions; Product line and product mix; Branding, Packaging and labelling, Product life-cycle-strategic implications, new product development and consumer adoption process.

Unit-3

Distribution Channels and Physical Distribution Decisions: Nature, functions and types of distribution channels; distribution channel intermediaries; Channel management decisions; Retailing and wholesaling. Decision areas in the Management of Physical Distribution.

Unit-4

Pricing Decisions: Factors affecting price determination; Pricing policies and strategies; Promotion Decisions; Communication process; Promotion mix advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion — tools and techniques.

Unit-5

Marketing Research: Meaning and scope of marketing research; Marketing research process.

Marketing Organization and Control: Organizing and controlling marketing operations. Issues and Developments in Marketing; Social, ethical and legal aspects of marketing; Marketing of services; International marketing; Green marketing; Cyber marketing; Relationship marketing and other developments in marketing.

COMPREHENSIVE VIVA-VOCE

Marks: 100