

# Organizational Behaviour

Course Code : COM-101	Max .Marks : 100
M.Com : 1 <sup>st</sup> Semester	Term End Exam : 80
	Cont. Assessment : 20

**Course Objectives:** This course is designed to equip the students with the tools necessary to understanding the dynamics of individual and group behavior for efficient and effective utilization of human resources in the organizations. Broadly, the course intends to help the students to:

- be able to understand and analyze the individual needs, feelings, aspirations;
- develop skills needed to plan for the implementation of change in an organization;
- identify and develop effective motivational and leadership skills.

## Unit - I

Organisational Behaviour the human context of a managerial job, Contributing disciplines, Emerging trends in OB, The five anchors of OB; Perception: Process & errors, Improving perceptions; Personality development, Determinants of Personality, Personality traits relevant to OB; Learning, Theories & Principles of Learning, Contingencies & Schedules of Reinforcement.

## Unit - II

Motivation: Early theories, contemporary theories, Stress Management, Concept of stress, Sources & Effects of stress on humans, Management of Stress; Concept of Group Dynamics and Teams, Theories of Group Formation, Team Development, Communication: Concept of two-way & Open Communication, Transactional Analysis.

## Unit - III

Organisational conflict: Conflict Management, Traditional & Modern view of conflict, Constructive & Destructive conflict, Conflict Process, Strategies for encouraging constructive conflict, Strategies for resolving destructive conflict, Leadership Styles, Models and Theories of Leadership.

## Unit - IV

Elements of Organisational Structure, Traditional & Modern Organisational Design, Power & Politics: Sources & Consequences of Power, Organisational Politics, Types of Political Activity, Controlling Political Behavior, Organisational culture: Elements of Organisational Culture, Hofstede's culture typology, Management of Change, Forces responsible for change, Resistance to change, Overcoming resistance to change.

## Suggested Readings:

1. Steven McShane & Van Glinar, "Organizational Behavior", Tata McGraw Hill Publishing Co.
2. Stephen Robbins, "Organizational Behavior". Prentice Hall India Pvt. Ltd New Delhi.
3. Fred Luthans, "Organizational Behavior". McGraw Hill Book Company.
4. Kavita Sharma, "Organizational Behavior", Pearson India.
5. Ricky Griffin & Georgy Moorehead, "Organizational Behavior", Hongh Co. Boston.

## **Accounting for Managerial Decision Making**

<i>Course Code : COM-102</i>	<i>Max .Marks : 100</i>
<i>M.Com : 1<sup>st</sup> Semester</i>	<i>Term End Exam : 80</i>
	<i>Cont. Assessment : 20</i>

**Course Objectives:** *The main aim of this course is to familiarize the students with the concepts and techniques of Managerial Accounting. Specifically, the course is designed to acquaint the students:*

- *to have a good knowledge of various accounting concepts and techniques used for managerial decision Making;*
- *to understand the application of these techniques in managerial decision making;*
- *to build the capacity of the students for better decision making in the practical business-settings.*

### **Unit-I**

Role of Accounting in decision making Financial, Cost and Managerial Accounting, Cost information for Managerial decisions. Cost classification and cost management systems: treatment of overheads under Traditional vs. Activity Based Costing (ABC) systems. Implementation of the ABC System. Cost information for pricing decisions. Target costing.

### **Unit - II**

Marginal Costing and Management Decisions, Marginal vs. Absorption Costing, Tools of Marginal Costing, Cost-volume - Profit- Relationship, Break-even Analysis, Methods and Applications. Differential Costing and Management Decisions: Special Applications in Make or Buy, Change vs. Status quo, Optimum Sales Mix, Selling or further Processing, Shutdown or Continue, Exploring New Market, and Adding or Dropping a Product.

### **Unit - III**

Inflation Accounting: concept merits and limitations. Inflation Accounting techniques-Current Cost Accounting (CCA) and Current Purchasing Power (CPP), Social Responsibility Accounting: Concept and Applications (Social Cost Benefit Analysis). Human Resource Accounting: Concept and Importance; Valuation of Human Resources. Accounting for Intangible Assets: Concept and Computation.

### **Unit - IV**

Learning Curve Model: Concept, Factors Affecting Learning & Experience Curve. Application of Learning Curve Model in Decision Making. Theory of Constraints: Concept & Uses in Decision Making. Benchmarking: Uses & Applications in Business. Value Chain Analysis: Concept & Application in Decision Making.

*Note: The question paper shall contain 60% numerical & 40% theory questions.*

### **Suggested Readings:**

1. *Zemmerman Jerold, Accounting for Decision making, McGraw Hill Publishing House*
2. *Atkinson, Banker, Kaplan, and Young, Management Accounting, Pearson Education*
3. *Kaplan and Atkinson, Advanced Management Accounting, Pearson Education*
4. *Young S Mark, Readings in Mgt. Accounting, Prentice Hall*
5. *Kishore, R. M., Advanced Mgt. Accounting, Taxman publications,*
6. *Sharma & Gupta, Management Accounting, Kalyani Publications.*

## Quantitative Techniques

Course Code : COM-103	Max .Marks : 100
M.Com : I <sup>st</sup> Semester	Term End Exam : 80
	Cont. Assessment : 20

**Course Objectives:** *Quantitative techniques represents an effective approach in handling complex business decision situations. Therefore, understanding and application of QT tools becomes imperative. This course is therefore designed with the objective to:*

- *employ mathematical models in business decision making;*
- *analyze and solve business decision problems.*

### Unit - I

Quantitative Techniques, Theory of Games: Management and decision making, decision making and quantitative techniques (QT), historical development of operations research (OR), nature and characteristic features of OR, methodology of OR. Theory of games, the game model, two-person zero-sum game, when no saddle point exists, solution of  $2 \times n$  and  $m \times 2$  games using graphical method, limitations of the game theory.

### Unit - II

Linear Programming: Requirements, assumptions, formulation of linear programming problems, the maximization and minimization cases, graphic method, simplex method, duality, and post optimality analysis, Transportation problems- north-west corner rule, Vogel's approximation method, stepping stone method, the modified distribution method, unbalanced transportation problems, degeneracy, transportation problems- the maximization type. The assignment problems, Hungarian method, constrained assignment problems, unbalanced assignment problems, maximization case.

### Unit – III

PERT/CPM networks, rules of network construction, determination of ES and EF times, determination of LS and LF times, determination of float, PERT, determination of optimistic time, most likely time, pessimistic time, Time- cost trade-off. Simulation – process, Monte Carlo simulation, simulation of an inventory system, simulation of queuing system, advantages and disadvantages.

### Unit – IV

Decision theory, Sequencing: Decision theory: pay-off table, opportunity loss or regret table, decisions under uncertainty- Lapace principle, maximin principle, maximix principle, Hurvicz principle, savage principle decision under risk-maximum likelihood principle, expectation principle, expected opportunity loss, expected pay-off of perfect information, utility as a basis for decision making. Sequencing: assumptions, GANTT charts, algorithm for solving sequencing problems, processing  $-n$ -jobs through 2 machines, processing  $-n$ -jobs through 3 machines.

### ***Suggested Readings:***

1. *Richard I. Levin, David S. Rubin, Joel P. Stinson, Everett S. Garden, Jr., Quantitative Approaches to Management, Tata McGraw Hill, New Delhi.*
2. *Bierman, Bonini, Hausman, Quantitative Analysis for Business Decisions, Irvin Toppan.*
3. *N. D. Vohra, Quantitative Techniques in Management, Tata McGraw Hill, New Delhi.*



## Business Economics

Course Code: COM-104	Max .Marks : 100
M.Com : 1 <sup>st</sup> Semester	Term End Exam : 80
	Cont. Assessment : 20

**Course Objectives:** *The course provides the basic Economic; legal and regulatory framework used in the management decision making process and is specifically aimed to achieve the following objectives:*

- *to develop an in-depth understanding about the conceptual knowledge of the students in various economic concepts, laws and theories;*
- *to educate the students about the basic structure of Indian economy and change in it over the period of time.*

### **Unit - I**

Demand Analysis: Nature and scope of managerial economics, uses and limitations. Utility analysis-Indifference curves. Consumers equilibrium. Demand analysis-concept, types, measurement and application of elasticity of demand. Market demand-Concept, Linear and logarithmic demand functions. Demand forecasting-rationale and methods.

### **Unit - II**

Production Functions & Cost Analysis: Concept of production function. Law of variables proportions. Laws of returns to scale, properties of linear, Cob-Douglas and CE's production functions. Cost minimising input choice. Short run and long run cost functions-traditional and modern approaches.

### **Unit - III**

Market Structure: Concept and conditions of profit maximisation. Short run and long run optimal output and price determination under perfect competition, Monopoly and monopolistic competition at firm and industry level. Oligopoly–Cournot and swazy models. Cartels and price leadership.

### **Unit - IV**

Pricing Practices: Non-profit maximisation objectives –sales maximisation, managerial utility maximisation, Limit pricing. Price discrimination, non-marginal pricing. & multiproduct pricing, peak load pricing and transfer pricing.

### **Suggested Readings:**

1. *Gupta G: Managerial Economics, Tata McGraw Hills.*
2. *Mithani, D.M: Managerial Economics, Himalayan Publishing house.*
3. *Rehman, Habibur: Managerial Economics, Himalayan Publishing House.*
4. *Aswathapa, Business Environment, Himalayan Publishing house.*
5. *A.Koutsayanis, Micro Economics.*
6. *H. Craig Peterson & W. Cris Lewes, Business Environment, Himalayan Publishing House.*
7. *Thomas Webster: Managerial Economics, Himalayan Publishing House.*
8. *D. Salvaoor: Managerial Economics. S. Chand.*

## Database Management & E – Commerce

Course Code: COM-105	Max .Marks : 100
M.Com : 1 <sup>st</sup> Semester	Term End Exam : 40
Practical: 40	Cont. Assessment : 20

**Course Objectives:** The overriding objective of the course is to enhance the ability, comprehensive understanding and analysis of the Concept of Database Management Systems and E-Commerce. Specifically, the course aims at:

- clarifying the conceptual & theoretical framework regarding the various aspects of E-Commerce and Database.
- acquainting the students with the application of E-Commerce and Database in the field of business.

### Unit - I

Basic concept of Database and Database users, characteristics of database, database systems, concept & Architecture, DBMS Architecture & database independence. Data base language & interface, Data modeling using ER approach, Data definition language, Data manipulation language.

### Unit - II

Relational Data base systems (RDBMS), Function dependences & normalization for RDBMS, normal forms based on primary keys (1NF,2NF,3NF,4NF,5NF) entity relationship model, concept of entities & attributes, different types of relationship.

### Unit - III

Introduction to standard query language , creation of tables, inserting data & values, dropping of tables, deleting data, relations, operators, select statements, sample queries, data retrieval & ordering, join queries, union queries.

### Unit - IV

Introduction to E- Commerce, different models of E-Commerce, E-supply chain management, electronic payment system like credit card, debit card, smart card, internet banking, electronic fund transfer, digital signature. Information technology act 2000, concept of cyber laws in India & their limitations. Introduction to ERP (Enterprise Resource planning) **Supply Chain Management, Customer Relationship Management, Customer Relationship Management**, Implementation of an ERP System, Advantages and Disadvantages of ERP System, ERP Systems & Productivity, Speed and Performance.

**Note:** The practical examination of this course comprising of 40 marks shall be conducted by an external examiner to be approved by the Vice-Chancellor from the panel of examiners to be submitted by the Head of the Department for the purpose. The said practical examination shall be held in the Department of Business & Financial Studies, University of Kashmir; for all the students including the students of the affiliated colleges where M.Com. is offered and the students of Directorate of Distance Education, University of Kashmir. Moreover, the continuous Assessment comprising of 20 marks in this course shall be purely based on the practicals of the paper to be conducted by the concerned teachers in their respective places of teaching.

### Suggested Readings

1. Bipin.c.Desia; Introduction to Database Systems. Galgotia publication
2. Fundamentals of Database Systems Ramez Elmasri Pearson Publications
3. Ullman J.D; Principles of Database Systems. Galotia Publication
4. Date C.J. Introduction to Database Systems Addison Wesley publication



5. *Oracle 8 PL/SQL programming. Urman Scott. Tata McGraw Hill publication*
6. *Kolokota Introductions to E – Commerce Pearson Publications*

***The list of practical's to be performed in the subject Database Management and E-Commerce are given below:-***

1. Development of E-R Model
2. Introduction about SQL
3. Concept of different Keys
4. Creation of Table
5. Inserting values in Tables
6. viewing tables
7. Dropping tables
8. Deleting data from tables
9. Joining different Tables
10. Hierarchical Model
11. Introduction about E-Commerce
12. Online Railway reservation
13. Online Airline reservation
14. Filling of Online return of income tax
15. Filling of Online Passport Application Form
16. Use of Credit Card, Debit Card for online purchase
17. Use of E. Banking
18. Use of Electronic Fund Transfer
19. Mobile Banking.
20. Fund transfer through Cell Phones.
21. Use of IT Act 2000 (Case Studies On IT ACT 2000)

## **Business Ethics**

<i>Course Code: COM-201</i>	<i>Max .Marks : 100</i>
<i>M.Com : 2<sup>nd</sup> Semester</i>	<i>Term End Exam : 80</i>
	<i>Cont. Assessment : 20</i>

**Course Objectives:** *Business ethics is intended to provide the knowledge base for understanding & increasing the awareness of a wide range of ethical challenges that can arise in business. Therefore, the course is designed to make students to:*

- *identifying the possible ethical problems in business contexts;*
- *generating ideas for programs and practices to solve ethical problems;*
- *understanding several ethical issues facing businesses and business people; and*
- *Critically assessing ethical arguments relevant to such issues.*

### **Unit – I**

Ethics, Principles of Personal Ethics, Principles of Professional Ethics, Value & Ethics in Business, Roots of Unethical Behavior, Ethical Decision Making, Ethics and Morality, Moral versus non-moral standards, Personal and Business Ethics, Arguments for & Against Business Ethics.

### **Unit - II**

Ethical Theories in Business: Theory of Utilitarianism, Egoism, Kantian Ethics, Rights and Duties, Justice and Fairness, The Ethics of Care, Virtue Ethics. Ethics & Religion, Ethics & Law,

### **Unit – III**

Ethics & Indian Business. Corporate Social Responsibility, Management Guidance for Social Responsibility; ISO 26000; Clauses, Guidelines 2010 regarding Social Responsibility.

### **Unit - IV**

Corporate Governance: Historical Perspective of Corporate Governance, Issues, Strategies & Techniques, Basis to Sound Corporate Governance: Benefits to Society, Benefits to Corporations; Indian Model of Corporate Governance, Pioneers in Good Governance Practices, Future of Corporate Governance in India.

### **Suggested Readings:**

1. *Manvel G. Velasquez Business Ethics: Concepts and Cases, Prentice Hall of India.*
2. *A.C. Fernando, Business Ethics, Pearson.*
3. *William Shaw, Business Ethics, Wordsworth.*
4. *C.S.V. Murthy, Business Ethics, Himalaya Publisher.*
5. *Joseph Petrich and John Quinn, Management Ethics, Response Book, New Delhi.*



# Accounting for Managerial Control

Course Code: COM-202	Max .Marks : 100
M.Com : 2 <sup>nd</sup> Semester	Term End Exam : 80
	Cont. Assessment : 20

**Course Objectives:** *The basic aim of this course is to familiarize the students with various concepts, techniques and methods of Managerial Accounting which help in planning and control of organizations. The course is designed to achieve the following objectives:*

- *to have a good knowledge of various accounting concepts and techniques for planning and controlling the activities of an organization;*
- *to learn how these techniques are actually applied in real life business situations of managerial planning and control;*
- *to build the capacity of the students and prepare them as future executives to ensure better planning and control in organizations.*

## Unit - I

Strategic Planning and control: Balanced Scorecard (BSC) as an instrument of Strategic planning and control- Customer perspective, Internal Business Process perspective, Learning & Growth perspective and Financial perspective as measures of strategic performance of business. Measuring financial performance with accounting Ratios, Funds flow, Cash flow and EVA analysis. Design and implementation of BSC. Linking multiple scorecard measures into a single strategy.

## Unit - II

Tactical Planning and Control: Programming and Budgeting as instruments of tactical planning and control. Budgetary control: system and process; preparation of sales, production, material, labour, overheads, cash and master budgets. Flexible budgeting, Performance budgeting and Zero-base budgeting. Behavioural aspects of budgeting.

## Unit - III

Decentralization and Divisional Performance planning and Control: Responsibility Accounting- identifying responsibility centres; Cost, Revenue, Profit and Investment centres. Reporting under responsibility accounting. Controlling performance in a divisionalised company- Total profit, ROI, RI, and EVA as control measurements. Transfer pricing in a divisionalised company: Methods of transfer price and corporate policy.

## Unit - IV

Operational Planning and Control: Standards for operations as instruments of planning and control, standard setting for various components of cost as well as sales. Computation and analysis of variances, investigation of variances, control and disposition of variances, Revision of standards. Internal audit, operational audit and management audit as instrument of control.

*Note: The question paper shall contain 60% numerical & 40% theory questions.*

## Suggested Readings:

1. *Lynch Richard and Williamson Robert, Accounting for Managerial planning and Control, Tata McGraw Hill.*
2. *Kaplan Robert S and Atkinson Anthony, Advanced Management Accounting, Pearson Education*
3. *Horngren, Sundram and Stratton, Introduction to Management Accounting, Pearson Education*
4. *Young S Mark, Readings in Mgt. Accounting, Prentice Hall*
5. *Kishore, R. M., Advanced Mgt. Accounting, Taxman Publications,*
6. *Sharma & Gupta, Management Accounting, Kalyani Publications*
7. *Soloman, Ezra, Divisional Performance: Measurement and control, Richard D Irwin.*





**Business Statistics**

<i>Course Code: COM-203</i>	<i>Max .Marks : 100</i>
<i>M.Com : 2<sup>nd</sup> Semester</i>	<i>Term End Exam : 80</i>
	<i>Cont. Assessment : 20</i>

**Course Objectives:** *The objective of this course is to provide students with the tools and skills necessary to solve business problems by applying the basics of research. More Specifically the course aims at acquainting the students with:*

- *definitions and applications of different statistical tools & techniques;*
- *understanding the techniques through computer software's.*

**Unit – I**

Types of Research, Research Process. Causal Research Design-Concept, Conditions for causality, Experimental Design, Validity in experimentation-Internal Validity, External Validity. Experimental Designs - Statistical (Randomized Block Design, Latin Square Design, Factorial Design. Limitations of Experimentations

**Unit – II**

Sampling: Reasons for Sampling, method of sampling, sampling distributions, concept of standard error, sampling from normal population, sampling from non-normal populations, central limit theorem, relationship between sample size and standard error, questionnaire design steps. Nature & Properties of Scale Measurements. Types of Scales.

**Unit – III**

Probability & Probability Distributions: History and relevance of probability theory, basic concepts, classical probability, relative frequency approach, subjective probabilities, probability rules, probability under condition of statistical independence, probability under condition of statistical dependence, Bay's theorem, random variables, expected value of a random variable, probability distributions, types of probability distributions- binomial distribution, Poisson distribution, normal distribution.

**Unit – IV**

Hypothesis Testing: Testing hypothesis: basic concepts, interpreting significance level, selecting a significance level, type I and type II errors, two tailed and one tailed test of hypotheses, hypothesis test of means when the population standard deviation is known, hypothesis testing using the standard scale.

(Note: The students shall be taught user-friendly statistical softwares like SPSS/Minitab in this course.)

**Suggested Readings:**

1. *R Panneerselvam, Research Methodology, PHI Learning Private Limited, New Delhi*
2. *Richard I Levin and Devis S. Rubin, Statistics for Management, Prentice Hall of India.*
3. *Naresh K Malhotra, Marketing Research: An Applied Orientation, Pearson Education, India*
4. *Frederick J. Gravetter and Larry B. Wallnau, Statistics for the behavioral sciences, West Publishing Company.*

## International Business

Course Code: COM-204	Max .Marks : 100
M.Com : 2 <sup>nd</sup> Semester	Term End Exam : 80
	Cont. Assessment : 20

**Course Objectives:** *With faster communication, transportation, and financial flows, the world is rapidly shrinking thus resulting in high scope for understanding and analyzing the dynamics of business at the local as well as global levels. In view of this, the course is designed to:*

- *develop knowledge about international business concepts and practices used for managerial decisions;*
- *develop skills needed to tackle issues involved in international business, balance of payment and economic integration;*
- *develop students understanding for managing and organizing international business.*

### Unit – I

Importance and factors affecting international business. Barriers to international business: Tariff and Non-tariff barriers. Procedure for Export business: Registration of Exporters, Export quotation, Production and clearance of goods, Shipping and transportation, Insurance and negotiations of documents, instruments of payments-open account, bill of exchange, letter of credit.

### Unit II

Theoretical foundation of international business, Balance of payments. Structure of India's foreign trade: Composition and direction, EXIM bank, Current EXIM Policy of India. Regulations and promotion of foreign trade.

### Unit-III

Foreign direct investment and multinational Corporations, MNCs and LDCs, Joint Ventures. Foreign Exchange-Exchange rate, Exchange Rate Determinants. Risk Management Tools- Forwards, Futures and Options, Transfer of International Payments, Convertibility of Rupee. ADRs and GDRs, FIIs- their role in Indian capital Market. India's Double Taxation Policy.

### Unit IV

Regional Economic Integration: SAARC, ASEAN, EC and NAFTA. India and WTO-its functions and Policies, Intellectual Property Rights. International economic institutions-IMF, World Bank, IFC, IDA, ADB.

### Suggested Readings:

1. *Cherunilam Francis, Global Economy and Business Environment, Himalaya Publishing House, New Delhi.*
2. *Aswathapa, Business environment, Himalaya Publishing House, New Delhi.*
3. *Bhalla, V.K., International Business, Anmol Publications.*
4. *Pervaiz, Asheghion & Bhanan, Ebraham, International Business; Harper Collins London.*
5. *Sheldoram, A.D.& Black, J.Stewart, The International Business Environment, Text and Cases, Prentice Hall of India.*
6. *Czinkota, M.R., International Marketing, Dryden Press, Boston, USA.*
7. *Daneil Rabugh: International Business.*

## Corporate Tax Planning & Management

<i>Course Code: COM-205</i>	<i>Max .Marks : 100</i>
<i>M.Com : 2<sup>nd</sup> Semester</i>	<i>Term End Exam : 80</i>
	<i>Cont. Assessment : 20</i>

**Course Objective:** *The course is aimed at acquainting the students with various aspects of direct and indirect taxes in vogue in the country. The main objectives of the course are to acquaint the students with:*

- *understanding the provisions of direct and indirect tax laws;*
- *gaining necessary knowledge of various incentives and benefits under direct and indirect taxes available to business firms.*

### **Unit – I**

Corporate Tax Planning: Concept and Scope and methods of Tax Planning, Tax planning with regard to specific management decisions - Lease and Buy, retain or replace. Tax Planning & Financial Management Decisions: Tax planning and tax implications in developing capital structure; Dividend policy and tax as a variable for calculation of cost of capital.

### **Unit – II**

Minimum Alternative Tax (MAT) – Scheme of MAT, Concept of Zero Tax Company, Computation of Book-profit under section 115JB, Computation of tax liability under MAT provisions. Tax credit in respect of tax paid on deemed income under MAT provision. Taxation of Foreign Incomes & Investments.

### **Unit – III**

Wealth Tax Act, 1957: Meaning of assets, Deemed Assets, Exempted assets, Scope of liability to wealth tax according to citizenship and residential status of an assessee. Computation of net wealth and wealth tax liability.

### **Unit – IV**

Service Tax: Taxable services and their classification, registration procedure, records to be maintained. Valuation of taxable services and payment of service tax.

Central Excise: The central excise law, goods, excisable goods, manufacture and manufacturer, classification, valuation, related person, captive consumption, assessment, refund and exemptions.

**Note:** *This paper shall have 60% numerical and 40% theoretical questions.*

### **Suggested Readings:**

1. *Singhania V.K.: Direct Tax Planning and Management, Taxman.*
2. *Singhania V.K.: Direct Taxes : Law & Practice, Taxman.*
3. *Singhania V.K.: Students Guide to Income Tax, Taxman.*
4. *Srinivas. E.A: Corporate Tax Planning, Tata McGraw Hill.*
5. *Datey, V.S.: Indirect Taxes – Law & Practice.*
6. *Datey, V.S.: Service Tax & VAT.*

## Human Resource Management

Course Code: COM-301	Max .Marks : 100
M.Com : 3 <sup>rd</sup> Semester	Term End Exam : 80
	Cont. Assessment : 20

**Course Objectives:** This course is designed to acquaint the students with the ever increasing importance of human resources as the vital source of competitive advantage for today's organizations. Specifically the course is designed:

- to equip the students with requisite skills & tools to undertake HR & its allied functions;
- to encourage students to develop a holistic HR perspective to achieve organizational goals;
- to develop students as the change agents fraught with social and ethical concerns.

### Unit - I

Origin and Development of Human Resource Management (HRM); Roles & Responsibilities of HR Departments; Discrepancies between Academic Research & HRM Practice; HRM & Personnel Management; Financial Impact of HR activities; Employee Behaviors & HR Strategies; Strategic HRM; Trends enhancing the Importance of HRM; Global HR Practices.

### Unit – II

Job Analysis: Concept; Reasons for Conducting JA: Methods of Job Analysis; Job Description & Job Specification. Human Resource Planning: Concept & Methods of Forecasting HR Requirements; Recruitment: Concept & Sources of Recruitment; Personnel Selection: The Use of Tests & Inventories in Selection; Types of Validation Studies; Employment Interviews: Methods & Problems with interviewing. Company Induction: Initial briefing; Purpose & Types of Socialization Programmes.

### Unit - III

Employee Training: Assessing Training Needs & Designing Training Programmes; Evaluating Training Programmes. Performance Management: Concept & Purpose; Uses & Methods of Performance Appraisal; Appraisal biases & solutions; Potential Appraisal.

### Unit – IV

Developing Careers: Challenges in Career Development; Meeting the Challenges of Effective Career Development; Self-Development. Managing Compensation: Designing a Compensation System; Job Vs. Individual Pay; Compensation Tools; Pay for Performance: The Challenges; Meeting the Challenges of Pay-for-Performance Systems; Types of Pay-for-Performance Plans.

### Suggested Readings:

1. Cascio Wayne, F. (2006), *Managing Human Resources: Productivity, Quality of Life, Profits*. Tata McGrawHill, New Delhi (7<sup>th</sup> Edition).
2. Bernardin, John H. (2007), *Human Resource Management: An Experiential Approach*. The McGraw-Hill, Delhi (4<sup>th</sup> Edition).

3. Gomez-Mejia Luis, R., David B. Balkin & Robert L. Cardy. (2009), *Managing Human Resources*. PHI Learning Pvt Ltd. New Delhi (5<sup>th</sup> Edition).
4. Raymond A Noe, John R Hollenbeck, Barry G, P M Wright, (2007), *Human Resource Management: Gaining A Competitive Advantage*. The McGraw-Hill, Delhi (5<sup>th</sup> Edition).
5. Biswajeet, Pattanayak,. *Human Resource Management*. Prentice Hall India, New Delhi.

## Marketing Management

<i>Course Code: COM-302</i>	<i>Max .Marks : 100</i>
<i>M.Com : 3<sup>rd</sup> Semester</i>	<i>Term End Exam : 80</i>
	<i>Cont. Assessment : 20</i>

**Course Objectives:** *The course is designed to acquaint the students with various marketing concepts and strategies for developing marketing decision making skills in them. Specifically the course is designed to:*

- *develop knowledge of various marketing concepts and techniques used for managerial decisions;*
- *develop skills for the application of marketing decision making under various environmental constraints;*
- *develop students understanding necessary for successful marketing.*

### Unit - I

Concept, Scope and Importance of Marketing; Marketing Concept and its Evolution; Marketing Environment-Micro and Macro Components and their Impact on Marketing Decisions; Future Challenges to Marketing. Consumer Behaviour-Factors Affecting Consumer Behaviour; Consumer Decision Making Process.

### Unit - II

Market Targeting; Approaches to Market Targeting - Mass Marketing, Market Segmentation, Market Positioning; Bases for Market Segmentation. Marketing Information System-Scope and Components of Marketing Information System; Marketing Information Verses Marketing Research; Marketing Research Process.

### Unit - III

Product Decisions: Concept and Classification of Products; Major Product Decisions- Branding, Brand Equity and its Measurement, Packaging and Labelling; New Product Development Process; Product life Cycle-Strategic Implications. Pricing Decisions: Objectives, Policies and Strategies; Factors Affecting Price Determination.

### Unit - IV

Marketing Channels: Scope and Types of Distribution Channels; Channel Choice, Channel Conflict-Types, Resolution to Channel Conflict. Promotional Decisions: Promotion as Communication. Elements of Promotional Mix; Promotional Objectives and Strategies.

### Suggested Readings:

1. Kotlar p, Keller K, Koshy A, and Jha M. "Marketing Management" 12ed. Pearson/ Prentice Hall of India, New Delhi.
2. Kotlar p. and Armstrong G, " Principles of Marketing", Prentice Hall of India, New Delhi.

3. Ramaswamy V. S. and Namakumari S. "Marketing Management: Planning, Implementation and Control", Prentice Hall of India, New Delhi.
4. Stanton W. J. "Fundamentals of Marketing" McGraw Hill, New York
5. Srinivasan V. S. "Case Studies in Marketing: The Indian Context" Prentice Hall of India, New Delhi.
6. Schoell w. f. and Guiltinan J. P. "Marketing", Allyn and Bacon, New York.

## Production & Materials Management

<p><i>Course Code: COM-303</i></p>	<p><i>Max .Marks : 100</i></p>
<p><i>M.Com : 3<sup>rd</sup> Semester</i></p>	
<p><b>Course Objectives:</b> <i>The course provides a managerial framework used in the management of production functions including materials management of a manufacturing concern and is specifically aimed to achieve the following objectives:</i></p> <ul style="list-style-type: none"> <li>• <i>to develop an in-depth understanding of the students of the basic concepts of production management and materials management.</i></li> <li>• <i>To make the students understand the theories and considerations needed to take into account plant location and plant layout decisions.</i></li> <li>• <i>To develop the knowledge and skills needed to plan and control manufacturing of goods and services in an industrial setting.</i></li> </ul>	
<p><b>Unit-I</b>            Production Management: Nature and Significance of Production Management; Types in manufacturing systems: project, jobbing, batch, line, mass, continuous. Production Models, Automation and its impact Plant location; factors affecting plant location, location theories, Location Models. Gibsons model ,split location and multiplant location. Plant Layout: Meaning , definition and scope. Factors influencing facility layout. Principles of layout, Layout types and planning.</p>	
<p><b>Unit –II</b>            Inventory Management: Meaning, Definition and Objectives of Inventory management, Types of inventories and cost of inventories. Inventory management and control, process of inventory management and control, Techniques of Inventory Control, Perpetual and periodic inventory systems; Materials Requirement Planning (MRP), Just in time system Materials management: Integrated concept, material planning and budgeting. Materials Budget, management of Supply –Bayesian Analysis. Purchasing: Vendor Selection, Vendor Rating, Negotiating, Learning Curve Concept, Make or Buy Decision.</p>	
<p><b>Unit –III</b>            Production Planning &amp; Control: Need and objectives of Production Planning &amp; Control, Techniques of production control, routing, scheduling, dispatching and follow-up. objectives of quality control. Quality costs; Tools and techniques for quality improvement and control; Quality Audit, Bath Tub Curve, Total Quality Management. ZD Approach. Concept of Six Sigma and its application.</p>	
<p><b>Unit –IV</b>            Productivity: Productivity Improvement Techniques: Work Study; Method Study; Work Measurement: Time Study: Stop Watch Time Study; Motion Study Development, Work Sampling. Maintenance: Maintenance Policies for Facilities And Equipment</p>	

<p><b>Suggested Readings:</b></p> <ol style="list-style-type: none"> <li>1. Adam Jr Everetl E.R J – <i>Production and Operations Management</i> (Prentice-Hall, 1992), 2000 5th edition.</li> <li>2. Chary- <i>Production and Operation Management</i> (Tata McGraw-Hill, 1997 9th edition).</li> <li>3. Hill T- <i>Operation Management</i>(Palgrave, 2000).</li> <li>4. McGregor D – <i>Operations Management</i> (McGraw-Hill, 1960).</li> <li>5. Morton- <i>Production and Operations Management</i> (Vikas).</li> <li>6. <i>Production &amp; Operations Management.- Kanishka Bedi, (Oxford University Press).</i></li> </ol>	
<b>Financial Management</b>	
Course Code: COM-304	
M.Com : 3 <sup>rd</sup> Semester	
<p><b>Course Objectives:</b> <i>The course introduces the students to the basic concepts of financial management, mathematics of finance and to the framework used in the management of working capital. The specific objectives of this course include:</i></p> <ul style="list-style-type: none"> <li>• <i>to educate the students about the corporate financial goals and how the goal of shareowners' wealth maximization is socially compatible;</i></li> <li>• <i>to make the students understand the financial tools and techniques used in financial decision making in the “real world”;</i></li> <li>• <i>to introduce the students to the concepts of working capital and acquaint them with various aspects related to estimation of working capital, financing of working capital and in the management of individual current assets.</i></li> </ul> <p><b>Unit- I</b>  Financial Management: Meaning, Principles and Goals of Financial Management. Agency Relationship conflict. Economic value added concept. Risk and Return: meaning, methods of measuring risk: Expected Return, Standard Deviation, Co-efficient of variation, and Beta coefficient; Portfolio Risk. Measurement of standalone and Portfolio Return. Valuation of Securities: valuation concepts, valuation of Bonds, Preferred stocks, and Common stocks. Calculation of yield.</p> <p><b>Unit- II</b></p>	



Cost of Capital: Meaning, concepts and Significance of Cost of Capital. Calculation of cost of debt, Preferred stock, Common Stock and Retained earnings. Weighted average cost of capital. Time Value of Money: Meaning and significance, Computation of present value and future value. Special Applications of Time Value: Deposits to accumulate a certain Sum, Loan Amortization and Interest / Growth rates.

### **Unit – III**

**Working Capital Management: Concepts, kinds of working capital, Determinants of working capital, Estimation of working Capital, Different Financial Plans, Financing of working capital. Inventory Management : Meaning, Objectives of Inventory management, Types of inventories and cost of inventories. Techniques of Inventory Control; Selective inventory control techniques:-ABC Analysis.**

### **Unit – IV**

**Receivables Management: Meaning and objectives of Receivables management, Credit policy variables and Collection Policy, Credit Granting decision process, Control of Accounts receivables.**

**Cash Management: Meaning of Cash, Motives for Holding Cash, Methods of accelerating and Decelerating cash flows; Methods of determining optimum Cash Balance, Forms of Liquidity, Choosing the Liquidity Mix, Management of Surplus Cash.**

**Note: 1. This paper shall have 50% numerical and 50% theoretical question.**

**2. Necessary mathematical calculations will be taught to the students through Microsoft Excel as well.**

### **Suggested Readings:**

1. *Brealey Richard A. & Steward C. Myers: Corporate Finance, McGraw Hill, New York.*
2. *Block, Stanley B., Geoffrey Ahilt: Foundations of Financial Management, Richard D. Irwin, Homewood, illinois.*
3. *Chandra Prasana: Financial management, 7<sup>th</sup> edition, Tata McGraw Hill, New Delhi.*

4. Hampton Jhon: *Financial Decision Making*, Prentice Hall Delhi.
5. Pandey I. M: *Financial Management*, 10<sup>th</sup> edition, Vikas Publishing House Delhi.
6. Van Horn J.C. & J. M. Wachowicz JR. : *Fundamentals of Financial Management*, Prentice Hall Delhi.

## **Financial Risk Management**

*Course Code: COM-305*

*M.Com : 3<sup>rd</sup> Semester*

**Course Objectives:** *The course is intended to acquaint the students with necessary analytical skills in the area of management of risk in business with the following objectives:*

- *to build conceptual understanding about various financial risks;*
- *to learn measurement and management of principal financial risks;*
- *to understand risk adjusted performance measurements in business.*

### **Unit - I**

Introduction to Risk Management: Risk and Uncertainty, Financial Risk Management Concept, Objectives, Major Financial Risks, Market Risk, Credit Risk, Liquidity Risk, Solvency Risk, Operational Risk, Interest Rate Risk, Risk Management Process.

### **Unit - II**

Risk Measurement: Market Risk, Measuring Sensitivity, Volatility. Value at Risk, Analytical VaR, Historical Simulations VaR, Stress Testing Value at Risk, Credit Risk, Credit risk Drivers, Measuring Credit exposure, Loss given default, Recovery, Default Prediction, Altman' Default Prediction Model, Merton's Market Value Based Model.

### **Unit - III**

Risk Measurement: Operational Risk Factors, Types of Operational Losses, Cause-effect relationship concept, Measurement Methods, Loss Distribution Method, Economic Capital and RAROC, Components of economic capital, RAROC Methodology

## Unit - IV

Asset-Liability Management: Concept, evolution, significance, scope and objectives of ALM, Liquidity Risk, dimensions of liquidity risk, measurement of liquidity gaps, static gaps, dynamic gaps, Sources of interest rate risk, measurement of interest rate gap, The Repricing Gap Model, The Duration Model. Case Studies on financial risk management failures.

*Note: The term end examination paper in this subject shall have 50% weightage to numerical and 50% weightage to the theoretical questions.*

### Suggested Readings:

1. John C Hull, *Risk Management and Financial Institutions*, 3<sup>rd</sup> Edition, 2009, Pearson Education, India.
2. Reto Gallati, *Risk Management and Capital Adequacy*, 2003 Edition, McGraw Hill Series.
3. Karen. A Horcher, *Essentials of Financial Risk Management*, 2005 Edition, John Wiley & Sons.
4. Joel Bessis, *Risk Management in Banking*, 2<sup>nd</sup> Edition, 2002, John Wiley & Sons.
5. Andrea Resti & Andrea Sironi, *Risk Management and shareholder's value in banking*, 2007, John Wiley & Sons.
6. S. Scott McDonald & Timothy W. Koch, *Management of Banking*, Sixth Edition, Cengage Learning India.
7. Shelagh Heffernan, *Modern Banking in Theory and Practice*, 1996, John Wiley & Sons.
8. Benton E. Gup & James W. Kolari, *Commercial Banking, The Management of Risk*, 2005, John Wiley & Sons (Asia) Pte. Ltd.

### Project Report

Course Code: COM-306

M.Com : 3<sup>rd</sup> Semester

*This paper would be of 100 marks divided into two components viz,  
(a) Project Report Writing and (b) Viva-Voce.*

<p><b>Component (a)</b></p> <p><b>Preparation of Project Report: Marks 80.</b></p> <p>The student would be required to submit a project report on a topic identified by the Department. For this purpose the students would be allotted to various teachers of the Department who would guide and supervise their project work. Preparation of the report should follow the guidelines given below:</p> <ol style="list-style-type: none"> <li>(1) The topic should be related to Business/Commerce/Management.</li> <li>(2) The report should be Presented in the format as under: <ol style="list-style-type: none"> <li>(a) <i>Introduction of the problem,</i></li> <li>(b) <i>Objective &amp; Methodology,</i></li> <li>(c) <i>Results &amp; Discussions.</i></li> </ol> </li> <li>(3) The report may be based on a survey/Internship training/Library Material (Descriptive).</li> <li>(4) Minimum of 20 pages must be computerized in A4 size.</li> <li>(5) All the students of M.Com who complete the project report shall be required to submit the report in office of the Head Department of Business &amp; Financial Studies. In case of Directorate of Distance Education and other affiliated colleges of the University where M.Com. is being offered, the concerned Coordinator/Head of the Department shall receive the Project Reports of his/her students &amp; forward them to the Head, Department of Business &amp; Financial Studies, University of Kashmir for evaluation.</li> </ol> <p><b>Evaluation of Project report:</b> The project report would carry 80 marks for report writing. This shall be evaluated by an external examiner nominated by the department.</p> <p><b>Component (b)</b></p> <p><b>Viva-Voce:-Marks 20.</b></p> <p>The above Project report would be followed by a comprehensive viva-voce conducted by an external expert/examiner to be approved by the Vice-Chancellor from the panel of examiners to be submitted by the Head of the Department for the purpose. The said Comprehensive Viva Voce shall be held in the Department of Business &amp; Financial Studies, University of Kashmir, for all the students including the students of the affiliated colleges where M.Com. is offered and the students of Directorate of Distance Education, University of Kashmir.</p>	
<p><b>Industrial Relations</b></p> <p><i>Course Code: COM-401</i></p>	
<p><i>M.Com : 4<sup>th</sup> Semester</i></p>	<p><i>Term End Exam : 80</i></p>
	<p><i>Cont. Assessment : 20</i></p>

**Course Objectives:** *This course intends to develop necessary understanding among students of various labour management relation issues and policies in the Indian Context in particular. Specifically, the course aims at:*

- *making students to understand industrial relations systems;*

- *developing awareness among students of various actors of IRS (mgt, workers, union & Govt.).*

### **Unit-1**

Introduction to Industrial Relations: Industrial Relations Perspectives; Concept, Importance, Scope & Aspects of Industrial Relations, Causes & effects of Poor Industrial Relation in India ; Trade Unions: Historical Evolution of Trade Unions in India, Role & Functions of Trade union, Essentials for success of Trade Union.

### **Unit – II**

Discipline and Grievance Management: Employee discipline; Causes of indiscipline, essentials of a good disciplinary system, Hot-Stove Rule and kinds of punishment; Grievance procedure: Settlement of grievance in Indian industry; Model grievance procedure, Meaning & structure of collective bargaining; Bargaining stages and processes, Collective bargaining in India.

### **Unit – III**

Industrial Disputes & Employee Participation: Industrial Disputes in India; Causes of disputes, Methods for the settlement of industrial disputes; Definitions and aims of Workers participation, Worker participation in Management in India; The participation of workers in Management Bill, 1996.

### **Unit – IV**

Industrial Laws: Social Security Laws - Laws Relating to Workmen's Compensation, Employees' State Insurance, Provident Fund, Gratuity and Maternity Relief, The Law of Minimum Wages, Payment of Wages, Payment of Bonus.

### **Suggested Readings:**

1. *Ross, A. M. & Hartman, P.T. : Changing Patterns of Industrial Conflict, New York, John Wiley.*
2. *Arun Monappa : Industrial Relations, Tata McGraw Hill.*
3. *Pattanayak, Biswajeet: Human Resource Management, PHI, Delhi.*
4. *Mamoria, Gankar & Mamoria: Dynamics of Industrial Relations, Himalaya Publishing House.*
5. *C.P. Tripathi, Personnel Management, Sultan Chand, Delhi.*

## Services Marketing

Course Code: COM-402	Max .Marks : 100
M.Com : 4 <sup>th</sup> Semester	Term End Exam : 80
	Cont. Assessment : 20

**Course Objectives:** *The foundation of the subject is the recognition that services present special challenges that must be identified and addressed for successful marketing. The subject focuses on knowledge needed to implement service strategies and customer relationship management for competitive advantage. Specifically the course aims at:*

- *developing knowledge for services marketing concepts and practices used for managerial decisions.*
- *developing skills needed to tackle issues involved in marketing of services and customer relationship management.*
- *develop students understanding necessary for successful marketing of service.*

### Unit-I

Importance of Services Sector; Characteristics of Services; Classification of Services; Goods Verses Services Marketing. The Services Marketing Triangle. Environment for Services Marketing - Micro and Macro Environments.

### Unit-II

Consumer Behaviour in Services; Customer Expectations of Service; Customer Perceptions of Service; Service Quality, Customer Satisfaction and loyalty. GAP Model-A Conceptual Tool to Identify and Correct Service.

### Unit-III

Services Marketing Mix: Services Offer; Pricing and Revenue Management; Promotion and Distribution of Services; Management of People, Process and Physical Evidence; Matching of Demand and Capacity; Strategies for Matching Capacity and Demand.

### Unit-IV

Relationship Marketing – Scope. Need for Relationship Marketing – Firm and Customer Perspectives. Developing and Managing Relationships; Relationship Development Strategies; Role of Information Technology in Relationship Building (E-CRM). Customer Feedback and service Recovery. Customer Complaining Behaviour; Service Recovery Strategies and Service Guarantees. ISO 10,000, ISO 10,001 and ISO 10,002.

### Suggested Readings:

1. *Bateson John E. G., “Managing Services Marketing: Text and Readings” Dryden Press, Chicago.*
2. *Berry Leonard L. and Parasuraman A., “Marketing Services: Competing Through Quality”, The Free Press, New York.*
3. *Bitner Mary Jo and Valarie A Zeithaml, “Services Marketing” McGraw-Hill, New York.*
4. *Christopher, H. Lovelock, “Services Marketing”, Prentice Hall, Eaglewood Cliffs, New Jersey.*
5. *Kotlar Philip and Bloom P. N., “Marketing Professional Services”, Prentice Hall, Eaglewood Cliffs, New Jersey.*
6. *Kotler, Philip and Alan R. Andreasen., “Strategic Marketing for Nonprofit Organisations”, Prentice Hall, Upper Saddle River, NJ.*
7. *Kotler, Philip and Roberta N. Clarke, “Marketing for Health Care Organisations”, Prentice Hall, Eaglewood Cliffs, New Jersey.*

## Strategic Management

Course Code : COM-403	Max .Marks : 100
M.Com : 4 <sup>th</sup> Semester	Term End Exam : 80
	Cont. Assessment : 20

**Course Objective:** This course is designed to acquaint the students with the challenges the business establishments are confronted with and the strategies resorted to by them in meeting those challenges. Specifically, the course aims at achieving the following objectives:

- to get students fully acquainted with the conceptual and theoretical background of the strategic management;
- to develop a competitive outlook & an entrepreneurial mindset in the students;
- to improve their understanding of a rapidly changing business environment both globally & domestically.

### Unit – I

Introduction: Nature & Significance Of Strategy And Strategic Management, Strategy V/S Business Tactics And Policy, Strategic Decision Making, Its Various Modes, Strategic Managers And Their Roles; Phases Of Strategic Management, Strategic Intent & Stretch, Strategic Fit; Strategy Crafting, Contemporary Challenges to Strategic Management.

### Unit – II

Formulation Phase: Environmental Scanning: External Environment, Micro-Macro Business Environment, Michael Porter's Five Forces Competitive Model, Internal Environment: Identification Of Strategic Internal Factors; Approaches in Evaluating Strategic Internal Factors, Strategic Alternatives & Strategic Choice, Factors Influencing Strategic Choice.

### Unit – III

Formulation Phase: Forms Of Strategies: Corporate Level Strategies; Functional Level Strategies; Business Level Strategies; Global Level Strategies; Levels of Strategies- their Purpose; Porter's Generic Business Strategies; Business Port-Folio Analysis: BCG-Growth/Share Matrix; GE-Multifactor Portfolio Matrix; Factors Influencing Portfolio Strategy.

### Unit – IV

Implementation & Controlling Phase: Corporate Performance & Corporate Governance; Corporate Social Responsibility & Ethics; Designing Organizational Structure, Organizational Culture, and Organizational Leadership, Strategic Role of an organizational Leader, Strategy Linkages with Power & Politics, Designing Organizational Controls, Strategic And Operational Controls.

### Suggested Readings:

1. *Strategic Management – An Integrated Approach*, Charles W. L. Hill, Gareth R. Jones, Houghton Mifflin Co., Boston, New York. (Reference Book) Ed-2009
2. *Strategic Management & Business Policy*, Thomas L. Wheelen, J. David Hunger, Pearson Education, Singapore. 2<sup>nd</sup> Ed, RP-2003
3. *Strategic Management*, Alex Miller, Irwin McGraw Hill. Ed-1998
4. *Strategic Management – Formulation, Implementation & Control*, John A Pearce II, Richard B Robinson. Jr., Amita Mital, McGraw Hill Companies (Indian Edition), New Delhi. Ed-2008: RP-2009
5. *Strategic Management*, Azhar Kazmi, Tata McGraw Hill. 3<sup>rd</sup> Ed. (2009) (Reference Book)
6. *Strategic Management*, Francis Cherumillan, Himalaya Publishing House, Mumbai. 4<sup>th</sup> Revised Ed. 2002:RP2004



## Advanced Financial Management

<i>Course Code : COM-404</i>	<i>Max .Marks : 100</i>
<i>M.Com : 4<sup>th</sup> Semester</i>	<i>Term End Exam : 80</i>
	<i>Cont. Assessment : 20</i>

**Course Objectives:** *Advanced topics in financial decision making like; capital investment decision, capital structure decisions, dividend decisions , acquisitions, mergers and reorganization are covered in this course. The specific objectives of this course include:*

- *to develop in the students an in-depth knowledge of how capital investment projects are evaluated to assess the financial viability;*
- *to develop necessary skills and understanding among students as to how to design an appropriate capital structure in real life situations;*
- *to make the students understand the significance of dividend decision and acquaint them with different dividend policies.*

### Unit - I

Capital Budgeting Decision: Meaning, Significance and process of Capital Budgeting, Capital project classification, Estimation of Cash flows: Project Evaluation Techniques-Pay back period method, Average rate of return, Net present value, Internal rate of return, Profitability index, and Modified internal rate of return. Capital Budgeting under conditions of Risk and Uncertainty. Meaning of risk; Risk analysis techniques-Sensitivity analysis, Scenario Analysis, Simulation, Standardization of probability distribution, and risk adjusted rate of return.

### Unit - II

Leverages: Operating leverage and Financial Leverage; Degrees of Leverage, and uses of leverage. Capital Structure: Theories of capital structure. Factors affecting Capital Structure, Assessment of Capital structure Decision; EBIT-EPS Analysis, ROI-ROE analysis, Ratio analysis and cash flow analysis

### Unit - III

Dividend: Meaning of dividend, forms of Dividend, kinds of Dividend. Dividend Decision and Share Valuation: Walters model, Gordons Model, Traditional Approach, and Miller & Modigliani Model Different Dividend polices. Factors affecting divided decision. Stock Split, Buy Back of Shares and, Bonus Shares.

### Unit - IV

Merges and Acquisitions: Forms, Types and Reasons for Merges and Acquisitions. Legal Procedures for Merges and Acquisitions Forms of compensation. Anti-takeover strategies, Leveraged Buyouts, Portfolio restructuring.

**Note:** *This paper shall have 50% numerical and 50% theoretical question*

### Suggested Readings:

1. *Brealey Richard A. & Steward C. Myers: Corporate Finance, McGraw Hill, New York;*
2. *Block, Stanley B.,Geoffrey Ahilt: Foundations of Financial Management, Richard D. Irwin, Homewood, Illinois.*
3. *Chandra Prasana: Financial Management, 7<sup>th</sup> edition, Tata McGraw Hill, New Delhi.*
4. *Hampton Jhon: Financial Decision Making, Prentice Hall Delhi.*
5. *Pandey I.M: Financial Management, 10<sup>th</sup> edition, Vikas Publishing House Delhi.*
6. *Pinches George E.: Essentials of Financial Management, Harper & Row, New York*

## Security Analysis & Portfolio Management

<i>Course Code : COM-405</i>	<i>Max. Marks : 100</i>
<i>M.Com : 4<sup>th</sup> Semester</i>	<i>Term End Exam : 80</i>
	<i>Cont. Assessment : 20</i>

**Course Objectives:** *This course will provide the student the ability to understand and utilize the skills of optimizing returns. Specifically the Course is designed:*

- *to acquaint the students about various investment alternatives and how investment in financial securities is compared with other investment alternatives;*
- *to equip the students with the knowledge of techniques of fundamental & technical analysis so as to enable them to select the right type of economy, sectors and companies and timing of investment;*
- *to develop the detailed understanding of the framework involved in the management of investment portfolio.*

### **Unit-I**

Investment: meaning and Concept, Investment objectives and constraints, Investment Alternatives, Approaches to Investment Analysis, Investment Decision Making Process, Routes to Investment in Common Stocks. Mutual Funds: Organisation of Mutual Funds, functioning and regulatory aspects, Types of Mutual Fund Schemes, Measuring performance of Mutual Funds, UTI and Private sector mutual funds.

### **Unit-II**

Approaches to Security (equity) Analysis: Fundamental Analysis: Objectives and Stages of Fundamental Analysis. Economy Analysis- key variables. Industry Analysis: Life Cycle of Industry; Structure and Characteristics of an Industry, Profit Potential of industries Company Analysis: Selection of Company; Analysis of Quantitative and Qualitative factors, financial analysis of a company. Estimation of intrinsic value; Dividend Capitalization Approach and Price Earnings Multiplier Approach.

### **Unit - III**

Technical Analysis: Definition and Basic Assumption of Technical Analysis. Tools of Technical Analysis, Technical Indicators of overall market. Charting Techniques. Theories of Technical Analysis: Dow Theory; Elliot Wave Theory; Fibonacci Puzzle Theory; Oscillators, Moving Averages, Kondratev Business Cycle Theory. Efficient Market Hypothesis (EMH), basis of Efficient Market Hypothesis and its implications for security analysis and portfolio management.

### **Unit - IV**

Portfolio Management: Introduction, Portfolio Management Process:-Formulation of portfolio Strategy, Selection of securities, Portfolio Execution, Portfolio Performance Evaluation, Revision of portfolio. Portfolio Theories-Markovitz Approach and Sharpe's single index model and CAPM model.

### **Suggested Readings:**

1. *Chandra, Prasanna, Investment Analysis and Portfolio Management; 3<sup>rd</sup> edition, Tata McGraw Hill Publishing House, New Delhi.*
2. *Alexandra, Sharpe and Bailey, Fundamentals of Investment, Prentice Hall of India, Private Ltd., New Delhi.*
3. *Fisher & Jordon, Security Analysis and Portfolio Management, Prentice- Hall of India, Private Ltd., New Delhi*
4. *Samir, Verma & Raghunathan , Portfolio Management , Tata McGraw-Hill Publishing House, New Delhi.*
5. *Avadhani, V.A., Investment management, Himalaya Publishing House, New Delhi.*

## Comprehensive Viva-Voce

<i>Course Code: COM-406</i>	<i>Max .Marks : 100</i>
<i>M.Com : 4<sup>th</sup> Semester</i>	

**Course Objectives:** *The objective of this course is to test the comprehension of students in different courses.*

In this course, an individual student shall be required to present himself for viva-voce before a Board of Examiners comprising of the concerned teachers, which shall test his/her knowledge and understanding of the subjects taught to him/her in the programme.

The comprehensive viva of the students of the affiliated colleges, Directorate of Distance Education of University of Kashmir where M.Com., programme is offered shall also take place in the Department of Business & Financial Studies, University of Kashmir, Srinagar and the concerned teachers in this case shall mean the teachers teaching the concerned subject/s of the programme in the Department of Business & Financial Studies, University of Kashmir, Srinagar. The Coordinator M.Com programme Directorate of Distance Education shall however coordinate the Comprehensive Viva for the students of Distance Education.