

**DIRECTORATE OF DISTANCE EDUCATION  
UNIVERSITY OF JAMMu**

**SCHEME OF COURSES UNDER NON CBCS FOR M. COM**

**M. COM. FIRST SEMESTER**

<b>S.No</b>	<b>Course</b>	<b>Course No</b>	<b>UGC Classification</b>	<b>Credit</b>	<b>Total Credit</b>
<b>1</b>	Financial Reporting	M.COM-C111	Core	4	12
<b>2</b>	Taxation of Financial Services	M.COM-C112		4	
<b>3</b>	Seminar	M.COM-C113		4	
<b>4</b>	Organisational Behaviour	M.COM-E114	Elective	4	12
<b>5</b>	Business Statistics	M.COM-E115		4	
<b>6</b>	Entrepreneurship and New Ventures	M.COM-E116		4	
<b>7</b>	Foreign Trade and Policy	M.COM-E117		4	

**DIRECTORATE OF DISTANCE EDUCATION  
UNIVERSITY OF JAMMU  
M.COM. FIRST SEMESTER (NCBCS)  
FINANCIAL REPORTING  
(Core Course)**

**Course: M.COM-C111**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2019, 2020, 2021)**

**OBJECTIVE:** To familiarise students with recent developments in the area of financial reporting and facilitate them to analyse the financial statements of various types of entities with the ability to solve financial reporting cases.

**UNIT -I INTRODUCTION**

Meaning, importance and objectives of financial reporting; Types of financial reporting; Users of financial reporting; Process of financial reporting; Limitations of financial reporting; Difference between financial reporting and management reporting; Issues and challenges in financial reporting with special reference to published financial statements; Financial reporting for management and levels of management.

**UNIT-II FINANCIAL REPORTING STANDARDS**

Accounting Standards - meaning and procedures for setting Indian and International accounting standards; Overview of international financial reporting standards (IFRS); Significant difference vis-a-vis Indian accounting standards; International financial reporting standards issued by the IASB; Structure of IFRS; Process of IFRS; Problems in understanding and application of IFRS; IFRS adoption or convergence in India.

**UNIT-III CORPORATE REPORTING**

International financial reporting qualities; True-blood report and Stamp report objectives; Reporting by diversified companies - Segment reporting and Interim reporting- meaning, objectives and problems, suggestions to improve interim reporting; Harmonisation in reporting- meaning, need, benefits and obstacles in convergence and harmonisation, suggestions for increased convergence and harmonisation.

**UNIT-IV DEVELOPMENT IN FINANCIAL REPORTING**

Creative accounting - meaning, definitions, methods, types and importance; Forensic accounting - meaning and essentials of forensic accounting; Functional areas of forensic accounting, forensic accounting in India; Environment accounting- meaning and definitions of environmental accounting; Need of environmental accounting; Scope of environmental accounting; Forms of environmental accounting; Elements of environmental accounting; Advantages of environmental accounting; Mechanism of environmental accounting; Social accounting-meaning, features, needs and benefits.

**BOOKS RECOMMENDED**

1. Accounting Theory – L.S Porwal, Tata McGraw Hill Publications.
2. Accounting Theory – Jawahar Lal, Himalaya Publications House.
3. Corporate Financial Reporting – Theory and Practices, Jawahar Lal Taxmann.
4. Accounting theory - I.S. Hendriksen, Richard Irwin Press.
5. Corporate Financial Reporting, Text and Cases – David F Hawkins Irwin Publications
6. Wiley IFRS 2010 - Interpretation and Application of International Financial Reporting.
7. Standards - Barry J. Epstein, Eva K. Jermakowicz , John Wiley Publications, 2010
8. Wiley IFRS for SMEs: Practical Implementation Guide and Workbook - Barry J. Epstein, Eva K. Jermakowicz, Sylwia Gornik-Tomaszewski, John Wiley Publications, 2010.

9. Financial Accounting - IFRS Edition, 1st Edition - Jerry J. Weygandt, Paul D. Kimmel, Donald E. Kieso, John Wiley Publications, 2010.
10. The Vest Pocket IFRS - Steven M. Bragg by John Wiley Publications, 2010.

### **NOTE FOR PAPER SETTING**

The paper consists of two sections. Each section will cover the whole of the syllabus without repeating the question in the entire paper.

**Section A:** It will consist of eight short answer questions, selecting two from each unit. A candidate has to attempt any six and answer to each question shall be within 200 words. Each question carries four marks and total weightage to this section shall be 24 marks.

**Section B:** It will consist of six essay type questions with answer to each question within 800 words. One question will be set atleast from each unit and the candidate has to attempt four. Each question will carry 14 marks and total weightage shall be 56 marks

**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. FIRST SEMESTER (NCBCS)**  
**TAXATION OF FINANCIAL SERVICES**  
**(Core Course)**

**Course: M.COM-C112**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2019, 2020, 2021)**

**OBJECTIVE:** To impart knowledge about tax provisions related to financial services and international taxation to students.

**UNIT – I FINANCIAL SERVICES**

Financial services - Concept, evolution, importance, types, recent trends; Lease financing - Kinds of lease, tax considerations related to own or lease decision; Dividend policy - Tax considerations related to dividend decisions; Tax considerations in respect of amalgamation- for amalgamating company, amalgamated company, shareholders of amalgamating company, amalgamation of banking company; Tax considerations related to debt and equity.

**UNIT – II TRANSFER PRICING AND INTERNATIONAL TAXATION**

International transactions; Conditions for applicability of arm's length price (ALP) in international transactions; Computation of the arm's length price- Method of computing arm's length price, comparability of transaction, most appropriate method, determination of ALP by Assessing Officer in certain cases; Reference to Transfer Pricing Officer; Maintenance of books of account - Report from accountant, specified domestic transactions, advance pricing agreements, secondary adjustment in certain international transactions; Double taxation relief - Relief for double taxation, ADT agreements, unilateral relief; Tax considerations in respect of foreign collaboration agreements.

**UNIT – III TAX DEDUCTION AT SOURCE**

Deduction of tax at source from- interest on securities, dividends, interest other than interest on securities; Insurance commission, payment of life insurance policy, national savings scheme, mutual funds or UTI; Commission or brokerage, rent, professional or technical services, infrastructure debt fund; Units of business trust, units of investment fund, investment in securitisation fund, bonds/government securities; Deduction from gross total income-deduction under section 80C, 80CCD, 80CCG, 80D, 80DD, 80DDB, 80E, 80EE, 80G, 80GG, 80LA, 80TTA, 80U; Advance payment of tax - Liability to pay advance tax, due dates of payment of advance tax, payment of advance tax under different situations, interest.

**UNIT – IV GST ON FINANCIAL SERVICES**

GST-Concept, need, relevant definitions, advantages; GST on loan transactions; GST on securitization transactions; GST on factoring transactions; GST on stock-broking business; Impact of GST on housing finance; Impact of GST on transactions in securities; Impact of GST on Banks and Banking services; Impact of GST on Mutual funds; GST implication on sale of repossessed assets; GST implication with respect to Guarantees; GST implications on alternative investment funds; Lease transactions under GST.

**BOOKS RECOMMENDED**

1. Financial Services - M.Y. Khan, Tata McGraw Hill Education.
2. Direct Taxes Law & Practice – Dr. Vinod K. Singhania and Dr. Kapil Singhania, Taxmann's Publishing.
3. Corporate Tax Planning & Business Tax Procedures- Dr. Vinod K. Singhania and Dr. Monica Singhania, Taxmann's Publishing.
4. GST on Financial Services- Vinod Kothari, Taxmann's Publishing.
5. GST Base Act.

6. Basics of GST- Nitya Tax Associates, Taxmann's Publishing.

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**DIRECTORATE OF DISTANCE EDUCATION  
UNIVERSITY OF JAMMU  
M.COM. FIRST SEMESTER (NCBCS)  
SEMINAR  
(Core Course)**

**Course: M.COM-C113  
Credit: 4**

**Max Marks: 100 Marks**

**(Syllabus for the examinations to be held in Dec 2019, 2020, 2021)**

Each candidate shall make preferably power point presentation on any topic of course/s studies at M.Com. 1<sup>st</sup> Semester. The said presentation would be evaluated by an expert not below the rank of professor.

Each candidate shall make such presentation before a group of about 30 students and assessment will be made on the following parameters

- |                                |          |
|--------------------------------|----------|
| 1. Contents of presentation :  | 20 Marks |
| 2. Current knowledge :         | 20 Marks |
| 3. Communication skill :       | 20 Marks |
| 4. Quality of answers raised : | 20 Marks |
| 5. Quality of answers given :  | 20 Marks |

During the presentation no candidate can leave the seminar room till the presentation of all the group candidates is complete. Moreover, HOD of concerned college or University Campus or DDE would also ensure that no candidate would repeat the same presentation already made by somebody else in the seminar.

**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. FIRST SEMESTER (NCBCS)**  
**ORGANISATIONAL BEHAVIOUR**  
**(Elective Course)**

**Course: M.COM-E114**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2019, 2020, 2021)**

**OBJECTIVE:** The objective of the course is to help the students to understand conceptual framework of organisational behaviour and expose them to the contemporary issues and development facing organisation.

**UNIT-I CONCEPT, APPROACHES AND MODELS OF OB**

Concept of organisational behaviour (OB); Disciplines contributing to OB; Role and application of OB knowledge to management practices; Foundations of OB - Hawthorne experiments & human behaviour approach; Individual dimensions of organisational behavior; Individual differences, Models of man.

**UNIT –II PERCEPTION, LEARNING, PERSONALITY & ATTITUDE**

Perception - Concept & meaning, perception & sensation, perception & attribution, perceptual process, perceptual selectivity, distortion in person's perception, managerial implications of perception and developing perceptual skills; Learning - Meaning and components of learning process, learning theories, reinforcement principle, OB modification; Personality - Meaning, theories of personality, determinants of personality, personality & behaviour; Attitudes - Concept & meaning, theories of attitude formation, factors in attitude formation, attitude change, attitudes and values; Stress - Meaning, causes, effects and coping strategies for stress.

**UNIT-III INTERPERSONAL & GROUP BEHAVIOUR**

Interpersonal behaviour - Meaning. Transactional Analysis (TA) - Meaning, levels of self awareness, ego states, life script, life positions, stroking, psychological games, benefits and uses of TA; Group behaviour - Meaning, types, informal group/organisation group norms; Group cohesiveness, group decision making, techniques for improving group decision making, positive & negative aspects of group decision making; Organisational committees, task force, quality circle, teams in organisation; Inter group behaviour.

**UNIT –IV ORGANISATIONAL CONFLICT, EFFECTIVENESS AND CHANGE**

Organisational conflicts - Concept and meaning, individual level conflict, inter-personal conflict, organisational level conflict and conflict management; Organisational climate and developing a sound organisational climate; Organisational effectiveness - Concept , goal approach, functional approach, system resource approach, maximising or optimising effectiveness, organizational effectiveness Vs managerial effectiveness, factors in organizational effectiveness; Integration of individual-organisational goals, effectiveness through adaptive-coping cycle; Organisational change & development - Reasons for organisational change, objectives & process in planned change, human reaction & resistance to change, change agents, organisational failure to change, organisational growth and change; Organisational design - Determinants of organisational design, parameters of organisational design; Types of organisational structures; Power and conflicts in organisations.

**BOOKS RECOMMENDED**

1. Organizational Behavior - Steven McShane Van Glinar, Tata McGraw Hill Publishing Co.
2. Organizational Behaviour - Stephen Robbins, Prentice Hall India Pvt. Ltd., New Delhi.
3. Organizational Behaviour - Fred Luthans, McGraw Hill Book Company.
4. Organizational Behavior - Kavita Sharma, Pearson India.

5. Organizational Behavior - Ricky Griffin & Georgy Moorehead, Houghton Co. Boston.
6. Organisational Behaviour - Griffin, Ricky W, Houghton Mifflin Co; Boston.
7. Organizational Behaviour - Hellreigel, Don, Jon W Slocum, Jr. and Richard W. Woodman, South Western College Publishing, Ohio.
8. Management of Organisational Behaviour: Utilising Human Resources - Hersey, Paul, Kenneth H. Blanchard and Dewey E. Jonson, Prentice Hall, New Delhi.

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**DIRECTORATE OF DISTANCE EDUCATION  
UNIVERSITY OF JAMMU  
M.COM. FIRST SEMESTER (NCBCS)  
BUSINESS STATISTICS  
(Elective Course)**

**Course: M.COM-E115**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2019, 2020, 2021)**

**Objective:** To acquaint the students about the various concepts and techniques of business statistics along with their application to the problems associated with the field of trade and business.

**UNIT – I DATA COLLECTION & SAMPLING METHODS**

Concept and role of business statistics. Sources of data - Secondary sources, primary data collection methods - Questionnaire, interview, observation; Types of scales - Nominal, ordinal, interval and ratio scales. Sampling – Concept and essentials; Non- probability sampling methods - Convenience, judgment, quota and snowball sampling; Probability sampling – Simple random, systematic, stratified and cluster sampling; Sampling and non sampling errors; Basics of data feeding and analysis software - SPSS.

**UNIT- II ASSOCIATION OF ATTRIBUTES**

Concept of association of attributes; Consistency of data; Association and disassociation; Methods of attributes - Comparison method, proportion method, Yule's coefficient of association, coefficient of colligation, coefficient of contingency; Partial and multiple correlation and regression analysis.

**UNIT - III PROBABILITY AND ANALYSIS OF VARIANCE**

Concept of probability, basic terms in probability, addition theorem, multiplication theorem; Theoretical frequency distributions: Elementary knowledge of normal, binomial and poisson distributions and their application to business problems; Analysis of variance: Concept, assumptions, one way and two way classifications.

**UNIT- IV RELIABILITY, VALIDITY AND HYPOTHESIS TESTING**

Reliability: Concept, types; Validity: Concept, types; Hypothesis: Concept and types of hypothesis - Null and alternative hypothesis, Type I and type II errors, critical region, level of significance, p value; Large sample tests for population mean and population proportion; Parametric tests - F- test, Z- test, t- test; Non-parametric tests- Chi square, Mann Whitney and Kruskal Wallis test.

**BOOKS RECOMMENDED**

1. Statistics for Management - Levin, Richard and David S Rubin, Prentice Hall, Delhi.
2. Business Statistics - Levin and Brevson, Pearson Education, New Delhi.
3. Statistics for Business and Economics - Anderson, Sweeney and Williams, Thompson, New Delhi.
4. Statistics for Business and Economics - Hooda, R.P., Macmillan, New Delhi.
5. Statistics for Business & Economics - Heinz, Kohler, Harper Collins.
6. Quantitative approach to Managerial decisions - Hien, L.W, Prentice Hall, New Jersey. India, Delhi.
7. Statistics for Business & Economics - Lawrence B. Morse, Harper Collins.
8. Statistics for Business and Economics - Mc Clave, Benson and Sincich, Eleventh Edition, Prentice Hall Publication.

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**DIRECTORATE OF DISTANCE EDUCATION  
UNIVERSITY OF JAMMU  
M.COM. FIRST SEMESTER (NCBCS)  
ENTREPRENEURSHIP AND NEW VENTURES  
(Elective Course)**

**Course: M.COM-E116**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2019, 2020, 2021)**

**OBJECTIVE:** The academic goal is to develop the skills necessary for evaluating and creating a new venture, with the ability to communicate the endeavor effectively through written and verbal presentation. At the end of this course, students will be able to evaluate business opportunities as both an entrepreneur and an investor, within start-ups and established companies.

**UNIT- I THE FOUNDATIONS OF ENTREPRENEURSHIP**

Entrepreneurship - Introduction to entrepreneurship, benefits and drawbacks of entrepreneurship, drivers of entrepreneurship, cultural diversity of entrepreneurship; Managing the pitfalls of entrepreneurship, models of entrepreneurship; Creativity - Creative thinking, barriers to creativity, creativity and innovation, process of innovation; Corporate entrepreneurship - Concept and approaches; Role of small business in economic development; Entrepreneurial environment.

**UNIT- II BUILDING THE BUSINESS PLAN**

The concept of business planning, need for developing business plan, what lenders and investors look for in a business plan; Growth model for new ventures; Fundamentals of good feasibility plan; Major components of a feasibility plan; The product development process; Legal requirements for setting up a venture; Product protection: Patents, trademarks & copyrights; Exit strategies; Ethical issues in setting new ventures.

**UNIT- III ENTREPRENEURIAL DEVELOPMENT PROGRAMMES (EDPS)**

Objectives, relevance and phases of EDPs; Misconceptions about EDPs; Factors affecting success of EDPs; Role of EDP: Stimulatory role, supportive role, sustaining role & socio-economic role; Operational difficulties of EDPs; Strategies to overcome the problems; Entrepreneurial training; Models for entrepreneurial development programmes; Institutional arrangements for development of new ventures: NIESBUD, EDI, TCOs, MSME; Schemes for women entrepreneurship; Rural entrepreneurship - Concept, constraints and schemes for rural entrepreneurship.

**UNIT- IV MANAGING GROWTH AND TRANSITION**

Organisational life cycle from entrepreneurial perspective; Entrepreneurship beyond startup; Changing entrepreneurial roles; Managing growth and changing culture; Management succession; Strategic alliance: Merger, acquisition and initial public offering (IPO); Global opportunities for new ventures - Export, import, joint ventures, foreign licensing, franchising, countertrading, outsourcing; Strategies for going global; Barriers to international business; International trade agreements.

**BOOKS RECOMMENDED**

1. Essentials of Entrepreneurship and Small Business Management - Thomas W. Zimmerer, Norman N. Scarborough and Doug Wilson, PHI Learning Pvt. Ltd., New Delhi.
2. Entrepreneurship New Venture Creation - David H. Holt, PHI Learning Pvt. Ltd., New Delhi.

3. New Venture Creation: Entrepreneurship for the 21st Century - Jeffrey A. Timmons and Stephen Spinelli, McGraw-Hill/Irwin.
4. Entrepreneurship and Small Business - Michael Schaper and Thierry Volery, John Wiley and Sons Australia Ltd.

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**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. FIRST SEMESTER (NCBCS)**  
**FOREIGN TRADE AND POLICY**  
**(Elective Course)**

**Course: M.COM-E117**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2019, 2020, 2021)**

**OBJECTIVE:** The purpose of this course is to acquaint the students with concepts, structure and operations of international business and familiarise them with trends and developments in India's foreign trade and investments and policy framework.

**UNIT-I INTRODUCTION TO FOREIGN TRADE**

Meaning, importance and scope of foreign trade; International Trade - Theories of international trade - Absolute and comparative advantage theories, modern theory of trade, Hacksher-Ohlin theory; Foreign trade environment - Social, cultural, geographical, technological, legal, economic and political environment; Modes of foreign business - Exporting, licensing, franchising, mergers, acquisitions, joint ventures; India's foreign trade - Value, composition and direction; India balance of payment analysis, current account and capital account components, measures to correct balance of payments.

**UNIT-II INTERNATIONAL ORGANISATION AND AGREEMENT**

Integration between countries, levels of integration, impact of integration, major regional trading groups, European union, European free trade association, north American free trade agreement (NAFTA), association of south east Asian nations (ASEAN), Asia-pacific economic cooperation (APEC), SAARC, SAPTA, SAFTA; International institutions and agreement - An Overview: WTO, WTO and India , most favoured nation (MFN), trade related intellectual property rights (TRIPS), trade related investment measures (TRIMS), general agreement on trade in services (GATS), BRICS, GAAT, SAARC, ASEAN, OPEC, intellectual property rights, barriers to trade.

**UNIT-III FOREIGN DIRECT INVESTMENT AND ORGANISATIONS**

Foreign direct investment - Forms, policy, FDI in retail trade - Problems and consequences, FEMA - Multinational corporation's role and recent trends; Problems and consequences; Role of government in India's foreign trade, EOU, EPZ, SEZ in India; International cooperation - International bank for reconstruction and development (IBRD), International monetary fund (IMF), International development association (IDA), International finance corporation (IFC) and Asian development bank (ADB), Regional economic cooperation, United Nations conference on trade and development (UNCTAD).

**UNIT-IV IMPORT AND EXPORT POLICY**

India's foreign trade policy (Recent); Import policy and export policy; EXIM bank – Objectives and functions of EXIM bank; Export financing programmes, range of financing programmes, operations under programmes of funded and non-funded assistance; Export trade procedures - Offer and receipt of orders, export licensing, producing the goods, shipment, banking procedure; Export documentation, exporter's declaration, shipping bills, bills of lading, certificate of origin, consular invoice, letter of credit.

## **BOOKS RECOMMENDED**

1. Indian economy - Mishra and Puri, Himalaya publishing house.
2. International Business - K. Aswathappa, McGraw Hill.
3. International Trade and Export Management - Francis Cherrunilam, Himalaya Publishing House.
4. International Business Environment - Francies Cherunilam, Himalaya publishing house.
5. International Finance – V. A. Avadhani, Himalaya publishing house.
6. International Business - P. Subba Rao, Himalaya publishing house.
7. International Economics - Mithani D.M, Himalaya Publishing House.
8. Money, Banking and International Trade - M.L. Seth, Lakshmi Narain Agarwal.
9. Export-Import Policy - Ministry of Commerce, Govt. of India.

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**DIRECTORATE OF DISTANCE EDUCATION  
UNIVERSITY OF JAMMU**

**SCHEME OF COURSES UNDER NON CBCS FOR M. COM**

**M. COM. SECOND SEMESTER**

<b>S.No</b>	<b>Course</b>	<b>Course No</b>	<b>UGC Classification</b>	<b>Credit</b>	<b>Total Credit</b>
<b>1</b>	Advanced Accounting	M.COM-C211	Core	4	12
<b>2</b>	Strategic Financial Management	M.COM-C212		4	
<b>3</b>	Viva-Voce	M.COM-C213		4	
<b>4</b>	Strategic Management	M.COM-E214	Elective	4	12
<b>5</b>	Human Resource Management	M.COM-E215		4	
<b>6</b>	Marketing Management	M.COM-E216		4	
<b>7</b>	General Business and Management Consultancy	M.COM-E217		4	

**DIRECTORATE OF DISTANCE EDUCATION  
UNIVERSITY OF JAMMU  
M.COM. SECOND SEMESTER (NCBCS)  
ADVANCED ACCOUNTING  
(Core Course)**

**Course: M.COM-C211**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2020, 2021, 2022)**

**OBJECTIVE:** To provide students with an insight into accounting for human resource, consolidation of financial statements, accounting for changes in financial position and reasons for mergers and acquisitions.

**UNIT-I FINANCING FOR EXPANSION (MERGERS AND ACQUISITIONS)**

Meaning and forms of expansion; Forms of combination; Economics/ Reasons of merger; Types of mergers; Legal and procedural aspects of mergers; Valuation of firms; Forms of financing a merger; Capital structure after merger and consolidations; Financial problems of merger and consolidations; Mergers in India; Accounting for amalgamations AS-14; SEBI (Substantial acquisition of shares and takeovers) Regulations, 1997; Computation of share exchange ratio, Pre-merger EPS and Post-merger EPS.

**UNIT- II ACCOUNTS OF GOVERNMENT COMPANIES AND STATUTORY CORPORATIONS**

Accounts of government companies; Preparation and presentation of the final accounts; Forms and contents of statement of profit and loss account; Forms and contents of statement of balance sheet; Accounts of statutory corporations; Specimen of directions issued by the Comptroller and Auditor-General-System of accounts and book-keeping, internal control, manufacturing and production accounts, statement of profit and loss account and balance sheet.

**UNIT- III CONSOLIDATED FINANCIAL STATEMENTS**

Meaning, objectives, merits and demerits of Holding Companies; Rationale for Holding Companies; Advanced treatment of dividends, bonus shares, fictitious assets, unrealized profit, contingent liabilities and revaluation of assets; Treatment of goodwill already appearing in the books of Subsidiary Companies; Elimination of common transactions; Holding Companies having more than one subsidiary; Sale and purchase of shares in subsidiary company; Preparation of consolidated balance sheet.

**UNIT- IV VALUATION OF RATE OF RETURNS ON CAPITAL EMPLOYED AND LEASE EVALUATION**

Meaning of return on capital employed; Valuation of return on capital employed by net assets approach and liabilities approach method; Computation of profit for return on capital employed; Precautions to be taken while using return on capital employed; Significance of return on capital employed; Limitations of return on capital employed; Lease evaluation-meaning of leasing and types of leasing arrangements; Difference between financial lease and operating lease; Financial evaluation of lease from the point of view lessee and lessor.

**BOOKS RECOMMENDED**

1. D.S. Rawat: Accounting Standards (IV Edition), Taxmann Publication.
2. S.N. Maheshwari and SK Maheshwari ,Corporate Accounting (4<sup>th</sup> edition): Vikas Publishing House.



3. S.P. Jain & K.L. Narang: Higher Accounting, Kalayani Publishers.
4. Ashok Sehgal and Deepak Sehgal: Advanced Accounting, Taxmann Publications.
5. R.L. Gupta, Advanced Accounts: Sultan Chand & Sons, New Delhi.
6. Shukla, Grewal & Gupta: Advanced Accounts, S. Chand Publishers.
7. Horngren, Sundens: Introduction to Financial Accounting Elliot, Pearson Education Publishers.
8. PC Tulsian: Financial Accounting, Tata McGraw Hill Publications.
9. Welsch and Anthony: Fundamentals of Financial Accounting, Richard D Irwin Inc.

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**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. SECOND SEMESTER (NCBCS)**  
**STRATEGIC FINANCIAL MANAGEMENT**  
**(Core Course)**

**Course: M.COM-C212**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2020, 2021, 2022)**

**OBJECTIVE:** To develop an understanding of the concept, scope, functions and relevant techniques of financial analysis with respect to strategic orientation for success in the globalised era.

**UNIT-I      BASICS OF FINANCIAL MANAGEMENT**

Concept; Nature; Scope; Objectives of financial management; Functions of finance manager; Interface of financial management with other functional areas; Challenges faced by finance managers in globalisation era, Critical appraisal of different securities as sources of finance; Financial planning and forecasting; Concept, types and techniques of financial analysis; Financial policy and corporate strategy.

**UNIT—II    CAPITAL BUDGETING & COST OF CAPITAL**

Concept, Nature, process of capital budgeting; Techniques of evaluating capital budgeting- Payback period, accounting rate of return, net present value method, internal rate of return and profitability index method; Cost of capital- Concept, Importance; Specific cost of capital- computations of cost of equity, preference, debt and retained earnings; Composite cost of capital.

**UNIT –III   LEVERAGES & CAPITAL STRUCTURE**

Leverages- Concept, Types of Leverage: Operating leverage, financial leverage and Combined leverage; Capital structure- Concept, assumptions; Approaches: Net income approach; net operating income approach; traditional approach; MM approach; Factors influencing capital structure.

**UNIT–IV    WORKING CAPITAL MANAGEMENT**

Concept; Need for working capital; Factors influencing the composition of working capital; Interdependence among components of working capital; Operating cycle approach to working capital; Cash management: Concept and techniques of cash management; Inventory management: Concept; Types of inventory; Costs of inventory; Techniques of inventory management; Receivables management- Concept; Credit standards; Credit analysis; Credit terms; Critical appraisal of short term sources of finance; Management of earnings.

**BOOKS RECOMMENDED**

1. Van Horne J.: Financial Management & Policy, Pearson Education, Delhi.
2. Brealey and Myers: Principles of Corporate Finance, Tata McGraw Hill, New Delhi.
3. Prasanna Chandra: Financial Management Theory and Practice, Tata McGraw Hill, New Delhi.
4. Khan, M. Y. & Jain, P. K.: Financial Management, Tata McGraw Hill, New Delhi.
5. Pandey, I.M.: Financial Management, Vikas publishers.
6. John J.: Financial Decision Making: Concept, Problem & Cases, Prentice Hall.

**NOTE FOR PAPER SETTING**

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**Section A:** It will consist of eight short answer questions, selecting two from each unit. A candidate has to attempt any six and answer to each question shall be within 200 words. Each question carries four marks and total weightage to this section shall be 24 marks.

**Section B:** It will consist of six essay type questions with answer to each question within 800 words. One question will be set atleast from each unit and the candidate has to attempt four. Each question will carry 14 marks and total weightage shall be 56 marks

**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. SECOND SEMESTER (NCBCS)**  
**VIVA-VOCE**  
**(Core Course)**

**Course: M.COM-C213**  
**Credit: 4**

**Max Marks: 100 Marks**

**(Syllabus for the examinations to be held in May 2020, 2021, 2022)**

**OBJECTIVES:** To enable the students to express their knowledge and communicate ability with logic and confidence.

Each M.Com IInd semester student shall have to appear in viva voce which will be conducted by a faculty not below the rank of professor.

Viva voce will be comprehensive in nature on the topics of current relevance to Commerce studied in the M. Com. Course during II semesters. Students will have to answer queries in the subjects they have studied and have to express their views, exhibit their communication skills and knowledge in the subjects.

The experts will evaluate the performance of a candidate during viva-voce for atleast 10 minutes for 100 marks. Invariably the performance will be seen in contents presented by the candidate, his/her confidence, communication skill, arguments with logic and evidence, and over all knowledge etc.

**DIRECTORATE OF DISTANCE EDUCATION  
UNIVERSITY OF JAMMU  
M.COM. SECOND SEMESTER (NCBCS)  
STRATEGIC MANAGEMENT  
(Elective Course)**

**Course: M.COM-E214  
Credit: 4  
Time: 3.00 Hrs**

**Max Marks: 100 Marks  
External: 80 Marks  
Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2020, 2021, 2022)**

**OBJECTIVE:** To enhance the decision making abilities of students in situations of uncertainty in the context of dynamic environment.

**UNIT- I FUNDAMENTALS OF BUSINESS POLICY AND STRATEGIC MANAGEMENT**

Strategy-Meaning, kinds & importance of strategy, shift from the term business policy to strategic management; Strategic management process; Mission, objective & goals; Schools of thought in Strategic Management; Mckinsey 7s framework; Corporate planning-Meaning, process, benefits approaches, why corporate planning fails and pre-requisites for its success.

**UNIT- II STRATEGY FORMULATION**

Environmental analysis-Concept, components, environment scanning and appraising; Organisational appraisal-Dynamics for internal environment, organisational capability factors, techniques used for organisational appraisal; Strategic alternatives-Modernisation, diversification, integration, mergers, takeover, joint ventures, turnaround, disinvestment, liquidation, combination, strategic alliance; Strategic choice process; Corporate portfolio analysis-Industry, competition, SWOT analysis, subjective factors in strategic choice, contingency strategies and strategic plan.

**UNIT- III STRATEGIC IMPLEMENTATION**

Strategy implementation-Issues, project implementation, procedural implementation, resource allocation, structural implementation & structure for strategies; Organisational design and change; Organisational system; Functional plans and policies-Marketing, operations, personnel, financial integration of functional plans and policies; Behavioural implementation-Leadership implementation, corporate culture, business ethics, social responsibilities.

**UNIT- IV STRATEGIC EVALUATION**

An overview of strategic evaluation and control; Types of control-Strategic & operational control; Techniques of strategic evaluation and control; Role of organisational systems and control; Global issues in strategic management; Recent advances & core competence as the root of competitive advantage.

**BOOKS RECOMMENDED**

1. Bhattachary, S.K. and N. Venkataramin, Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House, New Delhi.
2. Budhiraja, S.B. and M.B. Athreya: Cases in Strategic Management, Tata McGraw Hill, New Delhi.
3. Hamermesh Michael E. Porter: Business Policy Text and Cases, Irwin, Inc., Homewood Illinois.
4. Coulter, Mary K.,:Strategic Management in Action, Prentice Hall, New Jersey.

5. Kazmi, Azhar: Business Policy, Tata McGraw Hill, Delhi.
6. Acharaya & Grover: Business Policy and Strategic Management, Himalayan Publication, Delhi
7. Lawarance R. Jaunch and William F. Fluock: Business Policy & Strategic Management, Tata McGraw Hill, Delhi.

#### **NOTE FOR PAPER SETTING**

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**DIRECTORATE OF DISTANCE EDUCATION  
UNIVERSITY OF JAMMU  
M.COM. SECOND SEMESTER (NCBCS)  
HUMAN RESOURCE MANAGEMENT  
(Elective Course)**

**Course: M.COM-E215**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2020, 2021, 2022)**

**OBJECTIVE:** To acquaint the students with fundamental of managing human resources. It will provide students the knowledge about the techniques, procedures and various aspects of human resource management.

**UNIT- I INTRODUCTION TO HUMAN RESOURCE MANAGEMENT (HRM)**  
HRM- Concept, Features, functions, principles and challenges; General Evolution of HRM, evolution of HRM in India; HRM models- Harvard model, Guest Model, Michigan Model and Warwick Model; H R Policy-Specific and over all HR policies; Qualifications of HR professionals; Jobs in HRM; code of ethics of society for HRM; Personnel management V/S HRM;

**UNIT-II PROCUREMENT, TRAINING & APPRAISAL**  
Human resource planning- Features, process and factors affecting human resource planning; Job analysis- Concept, process; Job description & Job specification; Recruitment- Process and sources of recruitment; Selection-Process and Tests; Placement-Principles and process; Orientation-Concept, and types; Promotion-Principles, types of promotions; Transfers, Separation; Absenteeism; Labour turnover; Employee training; Performance appraisal – Concept, evaluation process, ethics of appraisal.

**UNIT-III COMPENSATION & GRIEVANCE REDRESSAL MECHANISM**  
Job evaluation- Concept, need, process and techniques; Wage & Salary administration- Wage concepts, theories, wage determination process, factors affecting wage & salary structure, principles of wage administration; Broad Banding-Concept and process; Incentives – Monetary and non-monetary incentives; Group incentives; Grievance Redressal – Causes, need, machinery & guiding principles.

**UNIT-IV INDUSTRIAL RELATIONS & LABOUR WELFARE**  
Concept & approaches of industrial relations; Industrial disputes – Concept and causes; Machinery for settlement of industrial disputes- Conciliation, arbitration, adjudication; Conflict resolution-Collective bargaining, workers' participation in management, workers' empowerment & quality circles; Labour welfare – Features, objectives, need, types & approaches; Labour welfare officer – Qualification, functions & duties.

**BOOKS RECOMMENDED**

1. Wanye F. Cascio and Ranjeet Nambudiri: Managing Human Resources, Tata McGraw Hill Education Pvt. Ltd., New Delhi
2. Garry Dessler: Human Resource Management, Prentice Hall, India
3. P Suba Rao: Human Resource Management, Himalaya Publishing House
4. C.B. Memoria, Satish Memoria & SV Gankar: Dynamics of Industrial Relations, Himalaya Publishing House
5. [Michael Armstrong](#): Armstrong's Handbook of Human Resource Management Practice Paperback, Kogan Page Publishers

## **NOTE FOR PAPER SETTING**

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**DIRECTORATE OF DISTANCE EDUCATION  
UNIVERSITY OF JAMMU  
M.COM. SECOND SEMESTER (NCBCS)  
MARKETING MANAGEMENT  
(Elective Course)**

**Course: M.COM-E216**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2020, 2021, 2022)**

**OBJECTIVE:** To acquaint the students with the basics of marketing and equip them with marketing skills for decision making in an organisation.

**UNIT- I      MARKETING & MARKETING ENVIRONMENT**

Introduction to marketing- Concept, scope and importance of marketing; Key customer markets; Concepts/Philosophies of marketing; Marketing tasks; Marketing mix; Marketing environment: Techniques of environmental scanning; Marketing information systems; Marketing strategy and organisation for Indian markets; Connecting with customers – Creating customer value, satisfaction and loyalty.

**UNIT- II      CONSUMERS, MARKETS & MARKET POSITIONING**

Analyzing markets- Factors influencing consumer behaviour; Buying decision process; Post- purchase behaviour; Analysing Business Markets- Organisational buying, buying situations, systems buying & selling, participants in the business buying process; Purchasing/procurement process, stages in the buying process; Market segmentation- Levels of market segmentation, segmenting consumer markets, segmenting business markets; Michael Porter's Five Forces Model; Analyzing competitors; Strategies for market leaders; Targeting and positioning.

**UNIT-III      PRODUCT & PRICE- MIX DECISIONS**

Product decisions- Product characteristics, classifications, differentiation, packaging & labelling; Product Life Cycle-; New product development – Market testing, commercialisation, challenges in new product development; Pricing strategies- Understanding pricing, setting the price, initiating and responding to price changes, reactions and responding to competitor's price changes; Contemporary topics:- Green marketing; Blue marketing; Event marketing; Network marketing; Direct marketing.

**UNIT-IV      PLACE & PROMOTION MIX DECISIONS**

Marketing channels- Channel development, value networks, types of marketing channels, role of marketing channels, identifying major channel alternatives, channel decisions; Retailing- Types of retailers, trends in retailing; Wholesaling- The growth and types of wholesaling, wholesaler marketing decisions, trends in wholesaling; Marketing communication- The role of marketing communications, communications mix; Advertising; Sales promotion; Public Relations and Publicity; Events and Experiences; Personal selling; Contemporary topics- Global marketing; Niche marketing; Social marketing; Viral marketing.

**BOOKS RECOMMENDED**

1. P. Kotler and K.J. Keller, Marketing Management: A South Asian Perspective, Prentice Hall India.

2. V.S. Ramaswamy, & S. Namakumari: Marketing Management, Planning, Implementation and Control, Macmillan.
3. Britt and Boyd (ed): Marketing Management and Administrative Action, Tata McGraw Hill.
4. T.K. Panda: Marketing Management: Text and Cases, Excel Books.
5. P. Kotler and Armstrong: Principles of Marketing, Prentice Hall India
6. Douglas, K. Hoffman, et al: Marketing, Best Practices, Thomson South-Western
7. R. Saxena, Marketing Management, Tata McGraw Hill.

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**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. SECOND SEMESTER (NCBCS)**  
**GENERAL BUSINESS AND MANAGEMENT CONSULTANCY**  
**(Elective Course)**

**Course: M.COM-E217**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2020, 2021, 2022)**

**OBJECTIVE:** The aim of this course is to provide the participants with a good understanding of consultancy management and the underlying tools and techniques for business process analysis and strategic change management.

**UNIT- I      INTRODUCTION TO MANAGEMENT CONSULTANCY**

Concept, nature, functional scope; history of management consultancy; Structure of the industry, suppliers from outside the industry; Consultancy markets and suppliers; Consulting industry – the current consulting scenario; Range of services provided-Generalist and specialist services, types of consultancy organisations, management consultancy and other professions; Management consultancy, training and research. Consultants - Concept, types, role and skills.

**UNIT-II      PROFESSIONALISM AND ETHICS IN CONSULTANCY**

Consultancy as a profession or an industry?, Managing consultancy, consultancy marketing strategies; Professionalism; Professional associations and codes of conduct, certification and licensing, legal liability and professional responsibility, management consultancy, ethical norms, ethical guidelines; Professionalism and ethics in consultancy; Consultant-client relationship; Consulting internationally, role of internal consultant.

**UNIT-III      CONSULTANCY PROCESS AND MANAGEMENT**

Consultancy process- Entry stage, diagnosis stage, action planning, implementation, termination. Managing a consulting firm-fundamentals of management in the consulting profession, consulting firm strategy, marketing of consulting services, costs and fees, assignment management, quality management in consulting, operational and financial control, knowledge management in consulting firms, structuring a consulting firm; Techniques, consulting methods and models; Impact of Information technology on consultancy practice; Guiding principles in consultancy services; Future of Consultancy; SWOT analysis of the consultancy industry.

**UNIT-IV      CONSULTANCY IN VARIOUS AREAS OF MANAGEMENT**

Consultancy in various areas of management – General and strategic management, information technology, financial management, marketing and distribution management, e-business, human resource management, operations management, knowledge management, total quality management, consultancy on productivity and performance improvement, consultancy on social role and responsibility of business, consulting for informal sector, consulting for the public sector and small business management and development, consultancy in company transformation.

### **BOOKS RECOMMENDED**

1. Milan Kubr, Management Consulting: A Guide to the Profession (Fourth edition), International Labor Office Geneva.
2. Philip Sadler: Management Consultancy- A handbook for best Practice, Kogan Page Limited, London.
3. S M Jha: Service Marketing – Himalaya Publishing House.
4. Joe O'Mahoney and Calvert Markham: Management Consultancy (second edition ), Oxford university press.U K.
5. Srivastava and Pramila Srivastava: Management Consulting in India: Practice and Experiences for Business Excellence, Sage.
6. Alan Weiss, The Consulting Bible: Everything You Need to Know to Create and Expand a Seven-Figure Consulting Practice, John wiley & sons,Inc., Hoboken, New Jersey.

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**DIRECTORATE OF DISTANCE EDUCATION**

**UNIVERSITY OF JAMMU**

**SCHEME OF COURSES UNDER NON CBCS FOR M. COM**

<b>S.No</b>	<b>Course</b>	<b>Course No</b>	<b>UGC Classification</b>	<b>Credit</b>	<b>Total Credit</b>
<b>1</b>	International Marketing	M.COM-MC311	Core	4	12
<b>2</b>	Service Marketing	M.COM-MC312		4	
<b>3</b>	Presentation of Business Performance	M.COM-MC313		4	
<b>4</b>	Industrial Marketing	M.COM-ME314	Elective	4	12
<b>5</b>	Retail Management	M.COM-ME315		4	
<b>6</b>	Integrated Marketing Communication	M.COM-ME316		4	
<b>7</b>	Sustenance Marketing	M.COM-ME317		4	

**M. COM. THIRD SEMESTER**

**MARKETING GROUP**



**DIRECTORATE OF DISTANCE EDUCATION**

**UNIVERSITY OF JAMMU**

**M.COM. THIRD SEMESTER (NCBCS)**

**MARKETING GROUP**

**INTERNATIONAL MARKETING**

**(Core Course)**

**Course: M.COM-MC311**

**Max Marks: 100 Marks**

**Credit: 4**

**External: 80 Marks**

**Time: 3.00 Hrs**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2020, 2021, 2022)**

**OBJECTIVE:** The objective of this course is to develop a conceptual framework of international marketing & its management.

**UNIT I: INTERNATIONAL MARKETING AND ITS ENVIRONMENT**

Introduction to international marketing; Nature and significance; Transition from domestic to transnational marketing; International market entry strategies; International marketing environment: Internal environment; External environment: Geographical, demographic, economic, socio-cultural, political and legal environment.

**UNIT II: PRODUCT & PRICING DECISIONS**

Product planning for global markets; International market segmentation; Standardization Vs. product adaptation; Management of international packaging and labeling; International product marketing; Marketing of services; Price and non-price factors; Methods of pricing; Dumping and price distortion; Counter trade.

**UNIT III: PROMOTION & CHANNEL DECISIONS**

International promotional strategies: Introduction, communications process, principles of communication, status of promotion, promotion appeals, media selection; Personal selling, public relations and publicity; Sales promotion, advertising, e-marketing; International distribution and logistics planning: Introduction, international logistics planning; Distribution: Definition and importance, direct and indirect channels, factors involved in distribution systems; Modes of transportation; International packaging.

**UNIT IV: INTERNATIONAL FINANCING & CONTEMPORARY ISSUES**

International financial institutions: Introduction, IMF, World Bank, IBRD, International Finance Corporation, Organisation for Economic Cooperation and Development (OECD); Legal and ethical issues in international marketing: Introduction, nature of international business disputes and

proposed action; International dispute settlement machinery; Ethical consideration in international marketing; Objectives of WTO; Implication of WTO on international marketing; India's role in international trade.

### **BOOKS RECOMMENDED**

1. International Marketing, Cateora, Graham, Tata McGraw Hill.
2. International Marketing, Varshney, Bhattacharya, S Chand.
3. Global Marketing Management, Warren Keegan, Pearson.
4. Global Marketing, Johny K. Johannson, Tata McGraw Hill.
5. International Marketing, Dana – Nicoleta, Lascu, Biztantra.
6. International Marketing, Francis Cherunillam, Himalaya Publishing House.
7. Global Marketing Strategies, 6/e, Jean-Pierre Jeannet, Biztantra

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**DIRECTORATE OF DISTANCE EDUCATION**

**UNIVERSITY OF JAMMU**

**M.COM. THIRD SEMESTER (NCBCS)**

**MARKETING GROUP**

**SERVICES MARKETING**

**(Core Course)**

**Course: M.COM-MC312**

**Max Marks: 100 Marks**

**Credit: 4**

**External: 80 Marks**

**Time: 3.00 Hrs**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2020, 2021, 2022)**

**OBJECTIVE:** This course aims to enable students to understand and to apply marketing concepts and principles to the unique challenges and opportunities of services industry to create customer value.

**UNIT I: FUNDAMENTALS OF SERVICE MARKETING**

Conceptual framework: Service characteristics, classification of services; Growth and importance of services marketing; Service marketing mix; Differentiating goods from services; Goods/services marketing continuum; Service quality and service performance models; Customer defined standards & servicescape.

**UNIT II: UNDERSTANDING CUSTOMERS**

Customer behaviour in services; Customer expectations of services: Meaning and types of services expectations, customers' zone of tolerance, factors influencing customer expectations of services; Customer perceptions of services; Customer satisfaction and service quality; E-service quality dimensions for influencing customer perceptions.

**UNIT III: SERVICE RECOVERY AND CUSTOMER RELATIONSHIP**

Services design and development; Service recovery: concept, service switching behavior, complaint types and action, service recovery strategies; Customer relationship: relationship marketing, strategies and challenges, relationship value of customer.

**UNIT IV: SERVICE DELIVERY AND PERFORMANCE**

Customers' role in service delivery; Importance of customers' in service delivery; Strategies for enhancing customers' participation; Employees' role in service delivery; Services marketing triangle; Pricing approaches; Financial and economic impact of services.

## **BOOKS RECOMMENDED**

1. Zeithaml, V.A., Bitner, Mary Jo, and Pandit, A. Services Marketing. Tata McGraw Hill, New Delhi.
2. Lovelock, Christopher, Wirtz, Jochen, and Chatterjee, G. Services Marketing: People, Technology, Strategy. Pearson Education, New Delhi.
3. Payne, Adrian, The Essence of Services Marketing, Prentice Hall of India, New Delhi.
4. Nargundhar, Rajendra. Services Marketing. Tata McGraw Hill, New Delhi.
5. Goncalves, Karen P. Services Marketing-A Strategic Approach. Prentice Hall International, New Jersey.
6. Jauhari, Vinnie, Dutta. Services- Marketing, Operations Management. Oxford University Press, New Delhi.
7. Srinivasan, R. Services Marketing- The Indian Context. Prentice Hall of India, New Delhi.

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**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. THIRD SEMESTER (NCBCS)**  
**MARKETING GROUP**  
**PRESENTATION OF BUSINESS PERFORMANCE**  
**(Core Course)**

**Course: M.COM-MC313**

**Max Marks: 100 Marks**

**Credit: 4**

**(Syllabus for the examinations to be held in Dec 2020, 2021, 2022)**

Each candidate shall make preferably power point presentation on business performance of any company of his/her choice out of top 500 companies. The said presentation would be evaluated by a faculty not below the rank of a professor.

Each candidate shall make presentation before a group of about 30 students and assessment will be made by Board members on the following parameters:

1. Content of presentation: 20 Marks
2. Current knowledge: 20 Marks
3. Communication skill: 20 Marks
4. Quality of questions raised: 20 Marks
5. Quality of answers given: 20 Marks

During the presentation no candidate can leave the seminar room till the presentation of all the candidates is over. Moreover, HOD of concerned college or University Campus or DDE would also ensure that no candidate would repeat the same presentation already made by somebody else in the seminar.



**DIRECTORATE OF DISTANCE EDUCATION**

**UNIVERSITY OF JAMMU**

**M.COM. THIRD SEMESTER (NCBCS)**

**MARKETING GROUP**

**INDUSTRIAL MARKETING**

**(Elective Course)**

**Course: M.COM-ME314**

**Max Marks: 100 Marks**

**Credit: 4**

**External: 80 Marks**

**Time: 3.00 Hrs**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2020, 2021, 2022)**

**OBJECTIVES:** To acquaint the students with the understanding of industrial marketing, industrial product and pricing, marketing channels and communications.

**UNIT – I: INTRODUCTION**

Industrial marketing: concept, definitions, significance, customer value in industrial marketing, difference between industrial and consumer marketing, industrial demand; Types of industrial customers; Classification of Industrial products and services; Marketing implications for different customers and product types; Industrial customers' purchasing orientations; Purchasing practices of industrial customers; Environmental analysis in industrial marketing; Organisational buying behaviour: purchasing objectives, organisational buying process, types of buying situations, the buygrid framework, multiple buying influences, models of organisational buying behaviour.

**UNIT – II: INDUSTRIAL PRODUCT AND PRICING**

Product and Brand Strategy: definition of an industrial product, changes in product strategy, industrial product life-cycle and strategies, developing product strategies for existing brands, branding in industrial markets, new product development, high-tech marketing, impact of technology adoption life-cycle, product and service quality; Pricing in Industrial marketing: meaning of price, factors influencing pricing decision, pricing methods, pricing strategies, pricing policies, commercial terms and conditions in industrial markets, role of leasing.

**UNIT – III: INDUSTRIAL MARKETING CHANNELS AND NETWORKS**

Distinctive nature of industrial marketing channels; Participants in industrial marketing channels; Channel design; Managing channel members; Physical distribution management; Logistics; Major cost centres of market logistics; E-commerce: changing business environment, forms of e-commerce, models, electronic data interchange, electronic fund transfer, marketing strategy for electronic market place, outlook into the future; International industrial marketing: nature of international markets, choosing the market, culture and risks involved international business; Pricing and payment terms in international trade.

## **UNIT – IV: INDUSTRIAL MARKETING COMMUNICATIONS**

The hierarchy of effects; Developing the business communication programme; Role of advertising in industrial marketing; Role of sales promotion; Public relations, Publicity and direct marketing in industrial marketing; Personal selling: role of personal selling, trends in personal selling in industrial markets, distinctive characteristics of industrial salesperson, organisational buying behaviour and personal selling, selling process, sales force organisation and management, management of sales force, deployment of sales force; Key account management; Ethical issues in personal selling function.

### **BOOKS RECOMMENDED**

1. Krishna K Havaladar, Industrial Marketing, Tata McGraw Hill.
2. Chris Fill and Karen E. Fill, Business to Business Marketing, PHI.
3. Ray Wright, Business-to-Business Marketing, PHI.
4. John M. Coe, The Fundamental of Business-to-Business Sales & Marketing Tata McGraw Hill.

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**DIRECTORATE OF DISTANCE EDUCATION**

**UNIVERSITY OF JAMMU**

**M.COM. THIRD SEMESTER (NCBCS)**

**MARKETING GROUP**

**RETAIL MANAGEMENT**

**(Elective Course)**

**Course: M.COM-ME315**

**Max Marks: 100 Marks**

**Credit: 4**

**External: 80 Marks**

**Time: 3.00 Hrs**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2020, 2021, 2022)**

**OBJECTIVE:** To acquaint students with the conceptual framework of retail management and its application in the present corporate world.

**UNIT I: BASICS OF RETAILING**

Concept of retailing; Evolution of retailing; Functions of retailing; Importance of retailing; Types of retail outlets; Retailing channels; Retail industry in India; Retail consumer behaviour; Factors influencing the retail consumer behaviour; Customer decision making process; Market research for understanding retail consumer; Market Segmentation: Concept, Benefits; Strategy for effective market segmentation; Strategies for penetration in new markets; Retailing environment.

**UNIT II: RETAIL MERCHANDISING, PRICING & PROMOTION**

Concept of merchandising; Factors influencing merchandising; Functions of merchandising manager; Merchandise planning; Merchandise buying; Analysing merchandise performance; Retail pricing: Concept, factors influencing retail prices; Pricing policies and strategies; Retail promotion: Concept, importance, components; Retail communication mix.

**UNIT III: RETAIL LOCATION & SPACE MANAGEMENT**

Concept and importance of retail locations; Types of retail locations; Factors determining the location decision; Steps involved in choosing a retail location; Measurement of success of retail location; Concept of space management; Store layout and design; Store administration, Inventory management; Store management; Customer service.

**UNIT IV: CONTEMPORARY AREAS OF RETAILING**

Retailing and CRM; Retailing ethics and social responsibility; Buyer supplier relationship; Changing nature of retailing; Organised retailing; Modern retail formats; E-tailing; FDI in Retail sector; Challenges faced by the retail managers; Emerging trends in retail sector; Information system in retailing.

### **BOOKS RECOMMENDED**

1. Bajaj, Cretan; Rajneesh Tulip and Niche V. Srivastava, 'Retail Management', Seventh Edition, Oxford University Press, New Delhi.
2. Berman, Berry and Joel R. Evans, 'Retail Management', Tenth Edition, Prentice Hall of India Pvt. Ltd, New Delhi.
3. Cox, Roger and Paul Brittain, 'Retailing', Fifth Edition, Pearson Education, New Delhi.
4. Pradhan, Swapna, 'Retailing Management', Second Edition, Tata McGraw Hill, New Delhi.
5. Vedamani, Gibson G., 'Retail Management', Third Edition, Jaico Publishing House, Mumbai.

### **NOTE FOR PAPER SETTING**

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**Section A:** It will consist of eight short answer questions, selecting two from each unit. A candidate has to attempt any six and answer to each question shall be within 200 words. Each question carries four marks and total weightage to this section shall be 24 marks.

**Section B:** It will consist of six essay type questions with answer to each question within 800 words. One question will be set atleast from each unit and the candidate has to attempt four. Each question will carry 14 marks and total weightage shall be 56 marks



**DIRECTORATE OF DISTANCE EDUCATION**

**UNIVERSITY OF JAMMU**

**M.COM. THIRD SEMESTER (NCBCS)**

**MARKETING GROUP**

**INTEGRATED MARKETING COMMUNICATION**

**(Elective Course)**

**Course: M.COM-ME316**

**Max Marks: 100 Marks**

**Credit: 4**

**External: 80 Marks**

**Time: 3.00 Hrs**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2020, 2021, 2022)**

**OBJECTIVE:** The objective of this course is to acquaint the students with the concept of integrated marketing communications, its processes and strategy.

**UNIT I: INTEGRATED MARKETING COMMUNICATION (IMC)**

Role of IMC in marketing process; IMC planning model: marketing, promotion and process model; Communication process; Steps involved in developing IMC programme; Effectiveness of marketing communications; Evolution and importance of IMC; Economic and creative justification of marketing communications; Behavioural aspects of marketing communications; Consumer response to persuasive communications - Different models like Response Hierarchy Models, FCB planning Model, Cognitive Processing Models; Influence of source message and channel factors on communication.

**UNIT II: PLANNING AND ORGANISING IMC PROCESSES**

Concepts of STP; Identification of the target audience; Establishment of marketing communications objectives; Setting marketing communication budget; Organising for marketing communications: Role of Ad agencies and other marketing communication organizations; Client agency relationship media issues: Print media, Broadcast media, Display media, Internet and Interactive media, Support media; Media planning and strategy-media plan, media objectives; Developing, implementing and evaluating media strategies.

**UNIT III: MESSAGE STRATEGY**

Creativity: The creative process; Creative strategy development: Copy platform, The big idea; Creative strategy implementation and evaluation; Other elements in marketing communications strategy: Below -the -line communications, Sales promotion, Public relation, Event management, Publicity, Corporate Advertising, Direct marketing, and Personal selling.

**UNIT IV: MONITORING, EVALUATION AND CONTROL OF IMC STRATEGY**

To measure or not to measure; Measurement process for Advertising; Measuring the effectiveness of other marketing communication elements; International marketing communication: Role of international marketing communication in international marketing; Cultural and other differences; Global Vs. localized marketing communications; Organizing for international marketing communication; Wider issues in IMC: Regulation of advertising and promotion, self and state regulation; Social, ethical and economic aspects of marketing communication.

### **BOOKS RECOMMENDED**

1. Kenneth Blown & Donald Bach, Integrated Marketing Communications, PHI.
2. Rajeev Batra, John G. Myers & David A Aaker, Advertising Management, PHI.
3. Tom Duncan, Principles of Advertising & Integrated Marketing Communication– 2005e, Tata McGraw Hill.
4. G E Belch and M A Belch, Advertising & Promotion: An Integrated Marketing Communication Perspective, Tata McGraw Hill.
5. David A Aaker, et al., Advertising Management, 5<sup>th</sup> Edition, Prentice -Hall, India.
6. J R Rossiter & Larry Percy, Advertising Communications and Promotion Management, Tata McGraw Hill
7. J R Rossiter & Larry Percy, Advertising and Promotion Management, 2<sup>nd</sup> Edition, McGraw Hill.
8. Paul Smith et al., Strategic Marketing Communications: New Ways to Build and Integrate Communications, Kogan Page, UK.

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**DIRECTORATE OF DISTANCE EDUCATION**

**UNIVERSITY OF JAMMU**

**M.COM. THIRD SEMESTER (NCBCS)**

**MARKETING GROUP**

**SUSTENENCE MARKETING**

**(Elective Course)**

**Course: M.COM-ME317**

**Max Marks: 100 Marks**

**Credit: 4**

**External: 80 Marks**

**Time: 3.00 Hrs**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2020, 2021, 2022)**

**OBJECTIVE: To acquaint the students with sustenance marketing and its environment.**

**UNIT - I: SUSTAINABILITY AND MARKETING**

Challenges for the 21<sup>st</sup> century; Sustainable development: Towards transformation, the evolution of marketing thought, the marketing of the future; Framing sustainability marketing - Evolution of marketing, emergence of sustainability marketing, elements of sustainability marketing; Corporate social responsibility (CSR); Socio-ecological problems– Socio-ecological problems on a macro level and micro level, the role of media; Ethical dimensions of sustainable marketing; Sustainable consumer behaviour - Sustainability and consumption, the consumption process, understanding sustainable consumer behaviour, sustainable consumption in context, key consumption contexts, consumer behaviour for sustainability, harnessing consumer behaviour for sustainability.

**UNIT-II: SUSTAINABILITY MARKETING STANDARDS AND STRATEGIES**

Sustainability marketing: Basic assumptions and values, sustainability marketing values, sustainability marketing objectives; Sustainability marketing strategies: Marketing strategy and sustainability-understanding the marketing environment, sustainability marketing strategy, sustainability innovations, sustainable strategic relationships, identifying critical issues for sustainability strategies; Market segmentation, targeting and positioning for sustainability; Global problems and global opportunities; Sustainable products and services; Sustainable branding and packing; Marketing channels - Sustainability in the value chain, sustainable pricing, sustainable marketing communication, sustainability in the promotion mix - methods, media and customer relationships; Digital media and sustainable marketing.

**UNIT – III: DEVELOPING THE SUSTAINABILITY MARKETING MIX**

Customer Solutions-Marketing myopia, customer pre-purchase solutions, customer use solutions, customer post-use solutions, holistic systems approaches to providing customer solutions, sustainability branding; Communications - The ambivalence of communication, sustainability marketing communication in context, sustainability product communication, sustainability marketing messages, communication throughout the consumption process, the credibility of sustainable product

claims, sustainability corporate communications, the consumer as communicator; Customer cost-Total customer cost: The consumer perspective and the marketer perspective, the nature of price systems; Convenience - Consumption and convenience, convenience in purchase, delivering sustainability and convenience in purchase, convenience in use, convenience in post-use, online convenience.

#### **UNIT-IV: DEVELOPING THE FUTURE OF SUSTAINABILITY MARKETING**

Sustainability marketing transformations - The outside-in perspective, sustainability marketing; Transformation - the inside perspective, sustainability marketing transformations- the inside-out perspective; Reframing sustainability marketing - Thinking again about sustainability marketing, social marketing and sustainability; Towards a more sustainable economy; From sustainability micromarketing to sustainability macro marketing; Towards a 'one planet' economy.

#### **BOOKS RECOMMENDED**

1. Frank-Martin Belz & Ken Peattie, Sustainability Marketing: A Global Perspective, Wiley, John & Sons, Inc.
2. Diane Martin & John Schouten, Sustainable Marketing, Pearson Education limited.
3. Mikael Ottosson, Anders Parment, Sustainable Marketing, Studentlitteratur AB, Sweden.

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**DIRECTORATE OF DISTANCE EDUCATION**

**UNIVERSITY OF JAMMU**

**SCHEME OF COURSES UNDER NON CBCS FOR M. COM**

**M. COM. THIRD SEMESTER**

<b>S.No</b>	<b>Course</b>	<b>Course No</b>	<b>UGC Classification</b>	<b>Credit</b>	<b>Total Credit</b>
<b>1</b>	Strategic Human Resource Management	M.COM-HC311	Core	4	12
<b>2</b>	HRD System	M.COM-HC312		4	
<b>3</b>	Presentation of Business Performance	M.COM-HC313		4	
<b>4</b>	Economic and Accounting Aspects of Human Capital	M.COM-HE314	Elective	4	12
<b>5</b>	Legal and Social Security Framework	M.COM-HE315		4	
<b>6</b>	Management of Transformation	M.COM-HE316		4	
<b>7</b>	Knowledge and Talent	M.COM-HE317		4	

**HRM GROUP**

	Management				
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**DIRECTORATE OF DISTANCE EDUCATION**

**UNIVERSITY OF JAMMU**

**M.COM. THIRD SEMESTER (NCBCS)**

**HRM GROUP**

**STRATEGIC HUMAN RESOURCE MANAGEMENT (SHRM)**

**(Core Course)**

**Course: M.COM-HC311**

**Max Marks: 100 Marks**

**Credit: 4**

**External: 80 Marks**

**Time: 3.00 Hrs**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2020, 2021, 2022)**

**OBJECTIVES:** To acquaint the students with the concept and components of strategic HRM and metrics to evaluate various HR initiatives, practices and programmes

**UNIT - I: INTRODUCTION**

SHRM: Concept, role, barriers; Models of SHRM: Best fit model, resource based model, business partner model, integrative model; HR Strategies: Concept, types of HR strategies, steps in developing HR strategies, criteria for an effective HR strategy; Strategic HR framework; Aligning HR strategies with business strategies.

**UNIT - II: STRATEGIC HUMAN RESOURCE PLANNING (SHRP)**

SHRP: Concept, factors affecting SHRP, problems of SHRP; Evolution of strategy and HRP integration, benefits of integrating HRP with strategy planning; Process of SHRP; Strategic staffing: Strategic selection, reliability and validity measures; Employee surplus-Redeployment and retraining, downsizing, terminating strategies.

**UNIT - III: STRATEGIC HR DEVELOPMENT**

Performance management: Concept, purpose, scope, Process; Knowledge management: Concept, importance, approaches, process; Talent management: Concept, competence mapping, talent identification, succession planning, talent development and talent retention; Retention strategies: Executive education; Flexi-timing; Telecommuting; QWL; Work-life balance; Virtual HRM; Autonomous work terms; Employee empowerment; Performance based compensation.

**UNIT - IV: HR COSTS AND EVALUATION TECHNIQUES**

HR Costs: Direct and indirect costs, controllable and uncontrollable costs, absenteeism cost, turnover cost, behavioural costing; HR evaluation: Approaches of HR evaluation, balanced scorecard, HR scorecard, benchmarking, types of benchmarking, HR benchmarking, HR accounting; Economic value added (EVA); HR surveys.

**BOOKS RECOMMENDED**

6. SHRM: Jeffery Mello; Thompson Publication, New Delhi
7. SHRM: Charles Greer; Pearson Education, Asia, New Delhi

8. SHRM: Aggarwal, Oxford University Press, New Delhi.
9. HRM: Garry Dessler, PHI, New Delhi
10. SHRM: S.K. Bhatia, Deep & Deep Publication, New Delhi
11. SHRM & OD: R.K. Patra, Himalaya Publishing House

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**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. THIRD SEMESTER (NCBCS)**  
**HRM GROUP**  
**HUMAN RESOURCE DEVELOPMENT SYSTEMS**  
**(Core Course)**

**Course: M.COM-HC312**

**Max Marks: 100 Marks**

**Credit: 4**

**External: 80 Marks**

**Time: 3.00 Hrs**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2020, 2021, 2022)**

**OBJECTIVE:** To acquaint the students with the importance of HRD in revitalizing the personnel function and to understand the major shift in emphasis on employees as organisational assets for economic survival and progression of enterprises.

**UNIT - I: INTRODUCTION**

Evolution of HRD; Conceptual framework of HRD: Nature, objectives & goals of HRD Relationship between HRM and HRD; HRD functions; Learning & performance wheel; Strategic management and HRD; Roles and competencies of an HRD professional; Approaches to HRD: Strategic HR, integrative framework, human capital appraisal, HRD scorecard, people capital maturity model (PCMM); HRD Model: Dovetail alignment model, HRD organisational alignment model.

**UNIT-II: HRD SYSTEM**

HRD Mechanism: HRD Philosophies, HRD sub-systems, HRD processes, HRD outcomes; HRD Matrix; HRD climate; Framework for HRD: Levels of need analysis, strategic/organisational analysis, task analysis, person analysis; Designing effective HRD programs: Objective of HRD intervention, the make versus buy decisions, selecting the trainer, train the trainer programs.

**UNIT-III: HRD MECHANISMS**

Employee socialisation: Concepts & contents of socialisation, stage models of socialisation; Potential appraisal; Coaching & performance management: Coaching to improve poor performance; maintaining effective performance and encouraging superior performance; Employee counseling: Employee counseling programs, employee assistance programs, stress management interventions; Organisational Development and Change: Model of planned change, types of interventions.

**UNIT- IV: CAREER MANAGEMENT**

Career Planning: Components of career planning, need for career planning, process of career planning; Career Development: Stages of life and career development (Levinson's eras approach to adult development); Models of career development: Traditional model, contemporary views, individual oriented career management model, organisationally oriented career management model; Issues in career development; Management/Executive Development: Management roles and competencies, techniques of executive/management development; Designing effective management development programme.

**BOOKS RECOMMENDED**

1. Udai Pareek. & T.V. Rao. Designing and Managing Human Resource System, Oxford and IBH Publishing W. Pvt. Ltd. Delhi.
2. Jon M. Werner and Randy L. DeSimone. HRD, Thomson, South Western
3. Topomoy Deb. HRD Theory and Practice, Ane Books, India
4. P.C. Tripathi, Human Resource Development, Sultan Chand & Sons

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**DIRECTORATE OF DISTANCE EDUCATION**

**UNIVERSITY OF JAMMU**

**M.COM. THIRD SEMESTER (NCBCS)**

**HRM GROUP**

**PRESENTATION OF BUSINESS PERFORMANCE**

**(Core Course)**

**Course: M.COM-HC313**

**Max Marks: 100 Marks**

**Credit: 4**

**(Syllabus for the examinations to be held in Dec 2020, 2021, 2022)**

Each candidate shall make preferably power point presentation on business performance of any company of his/her choice out of top 500 companies. The said presentation would be evaluated by a faculty not below the rank of a professor.

Each candidate shall make presentation before a group of about 30 students and assessment will be made by Board members on the following parameters:

1. Content of presentation: 20 Marks
2. Current knowledge: 20 Marks
3. Communication skill: 20 Marks
4. Quality of questions raised: 20 Marks
5. Quality of answers given: 20 Marks

During the presentation no candidate can leave the seminar room till the presentation of all the candidates is over. Moreover, HOD of concerned college or University Campus or DDE would also ensure that no candidate would repeat the same presentation already made by somebody else in the seminar.



# **DIRECTORATE OF DISTANCE EDUCATION**

**UNIVERSITY OF JAMMU**

**M.COM. THIRD SEMESTER (NCBCS)**

**HRM GROUP**

**ECONOMIC AND ACCOUNTING ASPECTS OF HUMAN CAPITAL**

**(Elective Course)**

**Course: M.COM-HE314**

**Max Marks: 100 Marks**

**Credit: 4**

**External: 80 Marks**

**Time: 3.00 Hrs**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2020, 2021, 2022)**

**OBJECTIVE:** The course provides detailed framework of all aspects on the economics of labour and the accounting aspects of human capital. It will also provide relevant understanding to the students to solve specific labour economics problems.

## **UNIT - I: ECONOMIC THEORIES OF HUMAN CAPITAL**

Concept of Human Capital: Nature and role of human capital; The human capital Model; Predictions of human capital approach; Socio-economic relevance of labour problems in changing scenario; Evolution of organised labour; Industrialisation and development of labour economy; Growth of labour market in India in the globalised setting.

## **UNIT -II: THEORIES OF WAGE DETERMINATION**

Theory of individual and household labour supply; Life-cycle approach to labour supply; Market forces of demand and supply of labour; Nature and extent of labour exploitation; Wage structure and wage analysis; Pattern and behaviour of wage differentials; Objectives of wage policy in developing economy; Impact of industrial policy on wage policy; Economic impact of labour legislation in India.

## **UNIT - III: ACCOUNTING ASPECTS OF HUMAN CAPITAL**

Meaning, need and significance of HRA, advantages and limitation of HRA; Monetary and non-monetary models; Cost Based Models: Acquisition cost method, replacement cost model, opportunity cost method, standard cost method, current purchasing power method (C.P.P.M.); Value based models: Hermanson's un-purchased goodwill Method, Hermanson's adjusted discount future wages model, Lev and Schwartz present value of future earnings Model, Flamholtz's Stochastic rewards valuation model; Recent developments in the field of human asset/capital accounting.

## **UNIT -IV: WTO AND INTELLECTUAL CAPITAL**

Role of WTO in resolving issues of human capital; Concept of intellectual capital; Emergence of WTO and patenting regime; Trade Related Intellectual Property Rights (TRIPS) and implications for India; Recent developments in India and other selected countries with regard to TRIPS both at the macro and micro level; Progress in the WTO Doha Round and Trans Pacific Partnership (TPP) trade negotiations; Effectiveness of WTO Rounds in implementation of policy changes.

## **BOOKS RECOMMENDED**

1. I.L.O., Social & Labour aspects of Economic Development, Geneva.
2. Patterson & Schol, Economic Problems of Modern Life. Mc Graw Hill Book Company.

3. Walter Hageabuch, Social Economics, Cambridge University Press.
4. Millis and Montgonery, Labours Progress and some Basic Labour Problems. Mc -Graw Hill Book Company.
5. Flamholtz, Eric, Human Resource Accounting, Dickenson Publishing Co., Califf.
6. Flamholtz, Eric G., Human Resource Accounting: Advances in Concepts, Methods and Applications, Jossey Eass Publishers, San Francisco, London.
7. Likert, Rensis, The Human Organisation: Its Management and Value, McGraw Hill Book Co., New York, N.Y.
8. Ganguli, Prabuddha, Intellectual Property Rights: Unleashing the Knowledge Economy, Tata McGraw-Hill Publishing Co. Ltd., New Delhi.
9. Chakraborty, S.K., Human Asset Accounting: The Indian Context in Topics in Accounting and Finance, Oxford University Press.

#### **NOTE FOR PAPER SETTING**

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**DIRECTORATE OF DISTANCE EDUCATION**

**UNIVERSITY OF JAMMU**

**M.COM. THIRD SEMESTER (NCBCS)**

**HRM GROUP**

**LEGAL AND SOCIAL SECURITY**

**(Elective Course)**

**Course: M.COM-HE315**

**Max Marks: 100 Marks**

**Credit: 4**

**External: 80 Marks**

**Time: 3.00 Hrs**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2020, 2021, 2022)**

**OBJECTIVES:** The aim of this course is to provide students with knowledge of labour laws. It delves upon information concerning employment and labour relations and social security. After completion of the subject the student obtain basic knowledge on labour law and social security law and their application in practice.

**UNIT-I: INTRODUCTION TO INDUSTRIAL RELATIONS AND SOCIAL SECURITY**

Social Security: Meaning and significance of social security; Social security in welfare state; Social security and labour welfare in India; Constitutional perspectives - Modality: social prescription, social assistance and social insurance; International norms on social security for labour: the ILO Conventions and Recommendations on social security, Comparison of minimum standards of ILO and standards envisaged in Indian Legislation; Industrial relations: Introduction & approaches; Dunlop Model; Causes & effects of poor industrial relation in India.

**UNIT-II: SOCIAL SECURITY LEGISLATION IN INDIA-I**

The Factories Act, 1948: Scope, latest amendments, general duties of the occupier, and the inspecting staff, special provisions regarding health, safety & welfare of workers, penalties and procedures; Minimum Wages Act, 1948: Meaning of 'wage' under the Act, procedure for fixing minimum wage, authorities under the Act; Payment of Gratuity Act 1972: Scope of the Act, meaning of employee, employer, continuous service, Recovery of gratuity, computation of gratuity, Role of Inspector and his powers and functions; Payment of Bonus Act, 1965: Scope of the Act, definitions of wage, allocable Surplus; Eligibility for bonus, minimum and maximum bonus.

**UNIT-III: SOCIAL SECURITY LEGISLATION IN INDIA-II**

Employee's Compensation Act, 1923: Objectives, injuries compensated under the act: death, permanent total disablement, permanent partial disablement, temporary disablement (Total & Partial), contracted & occupational diseases, special powers of commissioner in respect of lump sum and half monthly payment, procedure for computing compensation for death or disablement; Employees Provident Funds and Miscellaneous Provisions Act, 1952: Object and scope, provident fund schemes, role and functions of executive committees.

**UNIT-IV: SOCIAL SECURITY LEGISLATION IN INDIA-III**

Employees State Insurance Act, 1948: Object and scope, meaning of factory, principle employer, employee, dependent, insured person, employment injury, benefits under the Act: Sickness benefit, maternity benefit, disablement benefit, dependent's benefit, medical benefit; Employee's State

Insurance Corporation - Dispute and claim settlement under the Act; Maternity Benefit Act, 1961: Nature and scope of the Act, restrictions on employment of women, maternity benefit and its payment, entitlement and forfeiture of maternity benefit; Child Labour (Prohibition & Regulation) Act, 1986: health and safety provisions, prohibition of employment of children in certain occupation and process; Sexual harassment at workplace- A legal perspective

### **BOOKS RECOMMENDED**

1. Piyali Ghosh & Shifali Nandan, Industrial Relations & Labour Laws, Tata McGraw Hill
2. Anil Kumar, Social Security and Labour Welfare, Deep & Deep Publications, 2003
3. SN Mishra, Labour and Industrial Laws, 25th Edn.2009, Central Law Publications, Allahabad.
4. K M Pillai, Labour and Industrial Law, 10th Edn- 2005, Allahabad Law Agency, Allahabad.
5. Dr. V G Goswami, Labour Industrial Laws, 8th Edn. – 2004, Central Law Agency, Allahabad.
6. S M Chaturvedi and Dr. Indarjeet Singh, Labour and Industrial Laws, 13th Edn. 2006, Central Law Agency, Allahabad.
7. Reports: Law Commission of India 62nd Report on Workmen's Compensation Act, 1923
8. R.N.Choudhry, Commentary on the Workmen's Compensation Act 1923 (2000), Orient S.C. Srivastava, Social Security and Labour Laws (1985).

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**DIRECTORATE OF DISTANCE EDUCATION**

**UNIVERSITY OF JAMMU**

**M.COM. THIRD SEMESTER (NCBCS)**

**HRM GROUP**

**MANAGEMENT OF TRANSFORMATION**

**(Elective Course)**

**Course: M.COM-HE316**

**Max Marks: 100 Marks**

**Credit: 4**

**External: 80 Marks**

**Time: 3.00 Hrs**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2020, 2021, 2022)**

**OBJECTIVES:** To make the students develop the art or unlearning for thinking afresh to provide new solutions to the problems which can act as benchmarks for others to follow.

**UNIT-I: CHANGE AND LEADERSHIP FROM WITHIN**

Change: Concept, nature and process of planned change, resistance to change; Models of organisational change: Process-based change models, content-based change models, individual change models, integration of change models; Emerging horizons of management in changing environment; Concepts of transformation vs. change; Transformational leadership, charismatic vs. non charismatic leadership; Leadership from within: Concept, need, characteristics and importance of developing leadership from within; Distinction between leadership from without and leadership from within; Steps for developing leadership from within.

**UNIT-II: SICKNESS AND TURNAROUND MANAGEMENT**

Sickness: Meaning, definition, causes and symptoms of sickness; Prediction of sickness; Industrial sickness: Meaning, overview of industrial sickness in India, factors responsible for industrial sickness, measures to tackle industrial sickness; Revival of sick units: Role of BIFR, SICA, financial institutions; Turnaround: Definition, meaning, reasons that lead to turnaround, effects of competition, turnaround packages; Behavioural, economic and technical issues in turnaround management; Organisation and management concepts: Survival and growth strategies, business world in transition, 21<sup>st</sup> century organisation, business strategies for 21<sup>st</sup> century.

**UNIT-III: BUSINESS PROCESS REENGINEERING**

Business Process Reengineering (BPR): Introduction to business process, Concept of business process re-engineering; core business process, need for process redesign, underlying premises of BPR, Re-design of business processes to be redesigned, context and considerations for process redesign, the central thrust of BPR, a critical appraisal of BPR; BPR as a tool of managing transformation; Implementation of BPR: Requirements of BPR implementation, principles of reengineering, use of consultants in BPR, reengineering team, activity mapping for BPR, benchmarking for BPR; The re-engineering imperative in USA; The re-engineering scenario in Europe; The re-engineering

imperative in India; Instances of re-engineering in Indian organisations; Problems, issues, scope and trends in BPR.

#### **UNIT-IV: MANAGEMENT OF TRANSFORMATION THROUGH NEW TECHNOLOGY AND INNOVATIONS**

The dynamic interaction between technological innovation and market competition; Effects of new technology on people and work systems; Technological revolution: Adoption and adaptation of technology, problems of technology transfer; Innovation as a core business process; Building the innovative organisations for management of transformation; Developing and innovation strategy; Sources of innovation; Innovation networks; Understanding the technological, human, economic, organisational, social and other dimensions of innovation; Exploiting open innovation and collaboration for management of transformation; Innovative technology: autonomous vs. induced inventions; Management of new technology in relation to organisational productivity; Role of innovation and technical change in enterprise and national level economic performance.

#### **BOOKS RECOMMENDED**

1. Sawhney, Mohan and Jeff Zabin, The Seven Steps to NIRVANA: Strategic Insights into e-Business Transformation, Tata McGraw Hill, New Delhi.
2. Bender, Peter Urs, Leadership from Within, Macmillan India Ltd., Delhi.
3. Hammer, M. and J. Champy, Reengineering the Corporation, Harper Business.
4. Khandwalla Pradip, Turnaround excellence: In sights from 120 cases, Response Book (A Division of Sage Publication, New Delhi.
5. Noori, H. and Radford, Readings and Cases in Management of New Technology, Prentice Hall, New York.
6. Whittaker, D.H., Managing Innovations, Cambridge University Press, Cambridge.

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**DIRECTORATE OF DISTANCE EDUCATION**

**UNIVERSITY OF JAMMU**

**M.COM. THIRD SEMESTER (NCBCS)**

**HRM GROUP**

**KNOWLEDGE AND TALENT MANAGEMENT**

**(Elective Course)**

**Course: M.COM-HE317**

**Max Marks: 100 Marks**

**Credit: 4**

**External: 80 Marks**

**Time: 3.00 Hrs**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2020, 2021, 2022)**

**OBJECTIVES:** The objective of the course is to provide the basics of the emerging area of knowledge management and talent management to students. This course throws light on few important concepts in knowledge management and talent management in different areas of business.

**UNIT- I: INTRODUCTION TO KNOWLEDGE MANAGEMENT (KM)**

**Concept and scope, significance, aims, philosophy and structure, techniques of knowledge management, difficulties in knowledge management; Road map for knowledge management; Knowledge management system life cycle; Implementation of knowledge management; Knowledge transfer and knowledge sharing: The role of culture and structure; Types of knowledge management; Principles of knowledge management; Knowledge dynamics: Pillars of knowledge management, seven layers of a knowledge management; RICE model; Role of HR in knowledge management; Aligning knowledge management and business strategy.**

**UNIT-II: KNOWLEDGE MANAGEMENT WITH DIFFERENT AREAS**

**Knowledge codification and system development: Codification, system testing and deployment, Knowledge management system: Analysis design and development of KM system; Evaluation of KM effectiveness Technology and knowledge management; E-commerce and knowledge management; Relationship of total quality management and knowledge management; Benchmarking and knowledge management; Knowledge management in finance, marketing, call center consultancy firms, future of knowledge management and industry perspective; Companies on the road to knowledge management; Knowledge management in manufacturing and service industry; Challenges and future of knowledge management.**

**UNIT-III: OVERVIEW OF TALENT MANAGEMENT**

**Talent management: Meaning & objectives; Role of talent management in building sustainable competitive advantage to a firm; Key processes of talent management; Recruitment, selection, human resource planning, retention, source of talent management; Talent vs. knowledge people; Consequences of failure in managing talent: Some suggestive tools for managing talent; Talent acquisition: Job analysis, method of collecting information, developing questionnaires, interviews, developing job description & job specification; Developing HR planning process (using MS-Excel and quantitative tools); Evaluation of factors affecting HRP; Strategic view of recruitment and**

selection; Building the talent pipeline; Strategic trends in talent acquisition; Talent acquisition management solutions.

#### **UNIT –IV: EMPLOYEE ENGAGEMENT AND RETENTION**

Preparing recruitment plan; E-recruitment (using various job portals); Searching & downloading applicant profile by using job portals; Selecting recruitment source; Preparing recruitment budget; Employer branding; Formulating a recruitment strategy (specifically for Managerial/Executive jobs); Selection process: use of assessment centers, selection errors & minimizing selection errors; Employee retention: Comprehensive approach to retaining employees; Managing voluntary turnover; Dealing with job withdrawal; Strategic compensation plan for talent engagement; Defining the elements of total rewards; Integrated rewards philosophy; Designing Integrated rewards; Sustainable talent management and reward model; Talent management issues and challenges.

#### **BOOKS RECOMMENDED**

1. Dr. B. Rathan Reddy, Knowledge Management (Tool for Business Development), Himalaya Publishing House.
2. Donald Hislop, Knowledge Management in Organization, Oxford University Press
3. Shermom Ganesh, Knowledge HRM, Himalaya Publishing House
4. Donald Hislop, Knowledge Management in Organizations: A critical introduction, Oxford University Press, New Delhi.
5. Tapan K Panda, Knowledge Management, Excel Books.
6. Fernando, Knowledge Management, Pearson.
7. Warier, Knowledge Management, Vikas Publishing House

#### **NOTE FOR PAPER SETTING**

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**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**

**SCHEME OF COURSES UNDER NON CBCS FOR M. COM**

**M. COM. THIRD SEMESTER**

<b>S.No</b>	<b>Course</b>	<b>Course No</b>	<b>UGC Classification</b>	<b>Credit</b>	<b>Total Credit</b>
<b>1</b>	Investment Management	M.COM-FC311	Core	4	12
<b>2</b>	Capital Market Analysis	M.COM-FC312		4	
<b>3</b>	Presentation of Business Performance	M.COM-FC313		4	
<b>4</b>	Financial Markets and Institutions	M.COM-FE314	Elective	4	12
<b>5</b>	Financial Policies and Practices	M.COM-FE315		4	
<b>6</b>	Behavioural Finance	M.COM-FE316		4	
<b>7</b>	Financial	M.COM-FE317		4	

**FINANCE GROUP**

	Econometrics				
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**DIRECTORATE OF DISTANCE EDUCATION**

**UNIVERSITY OF JAMMU**

**M.COM. THIRD SEMESTER (NCBCS)**

**FINANCE GROUP**

**INVESTMENT MANAGEMENT**

**(Core Course)**

**Course: M.COM-FC311**

**Max Marks: 100 Marks**

**Credit: 4**

**External: 80 Marks**

**Time: 3.00 Hrs**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2020, 2021, 2022)**

**OBJECTIVES:** To make the students familiar with the conceptual framework of securities markets and the instruments traded therein.

**UNIT 1: INTRODUCTION**

Meaning and definitions of investment; Objectives of investments; Classifications of investments; Modes of investment; Scope of investment management; Factors affecting investment decisions; Process of investment decisions; Difference between investment & speculation and investment & gambling; Real and financial assets-meaning, types and features of an ideal investment programme.

**UNIT-II VALUATION OF SECURITIES**

Meaning and types of securities- equity based and debt based; Valuation of securities- bond and equity valuation; Legal framework of security markets in India; Organized stock exchanges; Trading and operational mechanism of stock exchanges in India; Listing of Securities; Online trading; Dematerialization, depositories and depository participants; WAP enabled trading.

**UNIT- III: MUTUAL FUNDS AND SECURITY MARKET ANALYSIS**

Mutual funds-concept and origin of the mutual funds; Types of mutual funds; Importance of mutual funds; Estimation of net asset value of mutual funds; Mutual funds in India; Security market analysis – fundamental analysis; Economic, industry and company analyses; Technical analysis – methods of technical analysis; Dow theory and Random Walk Hypothesis.

**UNIT- IV: INVESTMENT AND TAXATION**

Investment management –Portfolio management-meaning of portfolio management; Principles of portfolio management; Ingredients of portfolio management; Selection of portfolio–Markowitz Diversification; Investment and taxation; Long-term and short-term capital gains; Taxation of capital gains; Dividend taxation; Interest taxation; Tax saving ideas; Tax free bonds.

### **BOOKS RECOMMENDED**

1. Donald E. Fisher and Ronald J. Jordan, Securities Analysis and Portfolio Management, Prentice Hall, New Delhi.
2. Sourain, Harry. , Investment Management, Prentice Hall of India.
3. Francis and Archer, Portfolio Management, Prentice Hall of India.
4. Gupta L.C., Stock Exchange Trading in India: Prentice Hall of India.

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**DIRECTORATE OF DISTANCE EDUCATION**

**UNIVERSITY OF JAMMU**

**M.COM. THIRD SEMESTER (NCBCS)**

**FINANCE GROUP**

**CAPITAL MARKET ANALYSIS**

**(Core Course)**

**Course: M.COM-FC312**

**Max Marks: 100 Marks**

**Credit: 4**

**External: 80 Marks**

**Time: 3.00 Hrs**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2020, 2021, 2022)**

**OBJECTIVE:** To provide knowledge about economic and legal framework of capital market.

**UNIT – I: ECONOMIC FRAMEWORK OF CAPITAL MARKET**

Introduction; Constituents of the financial system; financial assets; Financial intermediaries; Capital market: concept, functions of capital market, role of capital market in resource allocation, capital formation, stages of capital formation, role of capital market in capital formation; Capital market investment institutions: National and State level institutions, qualified institutional buyers, anchor investors, private equity, venture capital, angel fund, pension fund, foreign portfolio investors, mutual fund, exchange traded funds, fund of funds, alternate investment fund, hedge funds; Resource mobilisation in International capital market.

**UNIT – II: PRIMARY MARKET**

Introduction; types of issue; Offer for sale: meaning, process, difference between offer for sale process and IPOs/FPOs, SEBI guidelines on offer for sale, filing of offer document, pre-issue management, post-issue management, co-ordination with intermediaries, underwriting, due diligence, basis of allotment, book building, green shoe option facility, rights issue, bonus issue, preferential issue, qualified institutions placement, placement document, pricing, institutional placement programme, appointment of merchant banker, offer document, listing agreement, event based and time based compliance under listing agreement.

**UNIT – III: SECONDARY MARKET**

History of stock exchanges; Continuing compliance obligations and disclosures: Post-listing activities, Corporate Actions; Requirements for Continuing Listing; Corporate Governance Norms; Disclosures as per Listing Agreement: Price Sensitive Information, Material Changes, Quarterly results; Functioning of an Exchange: Margining, Trading, Clearing and Settlement, Trade Guarantee Fund, Trading Software, Arbitration Mechanism; Market instruments; Stock market indices: importance of indices, computation of stock index, differences between indices, SENSEX, BSE sectoral indices.

**UNIT – IV: LEGAL FRAMEWORK**

Introduction; Issue and listing of securities; Regulatory framework relating to securities market intermediaries; Ministry of finance- capital market division; Ministry of Corporate Affairs; Companies Act 2013; SEBI Act, 1992; Securities Contracts (Regulation) Act, 1956; Depositories Act, 1996; SEBI regulations and Guidelines: overview, SEBI (Prohibition of Insider Trading) regulations, 1992, SEBI( Substantial Acquisitions of Shares and Takeovers) regulations, 2011; Prevention of Money Laundering Act, 2002; Grievance Redressal Mechanism: Stock Exchange Investor Protection Fund), SEBI (SAT); Enforcement: economics offences wing, financial intelligence unit, central Bureau of investigation; Financial Action Task Force Securities Contract(Regulation)( Stock Exchanges and Clearing Corporations) Regulations, 2012.

### **BOOKS RECOMMENDED**

1. Indian Financial Systems- By M.Y. Khan, Tata McGraw Hill Education
2. Capital Markets- By Dr. S. Gurusamy, Tata McGraw Hill Education
- 3. Financial Institutions and Markets- By Shashi K Gupta, Neeti Gupta, Nishja Aggarwal, Kalyani Publishers**
- 4. Guide to Indian Capital Market- By Sanjeev Aggarwal, Bharat Law House**
- 5. SEBI- Law, Practice & Procedure- By S. Suryanarayanan & V. Varadarajan, Commercial Law Publishers Pvt. Ltd.**

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**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. THIRD SEMESTER (NCBCS)**  
**FINANCE GROUP**  
**PRESENTATION OF BUSINESS PERFORMANCE**  
**(Core Course)**

**Course: M.COM-FC313**

**Max Marks: 100 Marks**

**Credit: 4**

**(Syllabus for the examinations to be held in Dec 2020, 2021, 2022)**

Each candidate shall make preferably power point presentation on business performance of any company of his/her choice out of top 500 companies. The said presentation would be evaluated by a faculty not below the rank of a professor.

Each candidate shall make presentation before a group of about 30 students and assessment will be made by Board members on the following parameters:

1. Content of presentation: 20 Marks
2. Current knowledge: 20 Marks
3. Communication skill: 20 Marks
4. Quality of questions raised: 20 Marks
5. Quality of answers given: 20 Marks

During the presentation no candidate can leave the seminar room till the presentation of all the candidates is over. Moreover, HOD of concerned college or University Campus or DDE would also ensure that no candidate would repeat the same presentation already made by somebody else in the seminar.



**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. THIRD SEMESTER (NCBCS)**  
**FINANCE GROUP**  
**FINANCIAL MARKETS AND INSTITUTIONS**  
**(Elective Course)**

**Course: M.COM-FE314**

**Max Marks: 100 Marks**

**Credit: 4**

**External: 80 Marks**

**Time: 3.00 Hrs**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2020, 2021, 2022)**

**OBJECTIVE:** To acquaint the students with various types of financial markets and institutions and their contribution towards growth and development of Indian economy.

**UNIT- I NATURE OF FINANCIAL SYSTEM AND MARKETS**

Structure of Financial System: Financial institutions, financial markets, financial instruments and services; Development of financial system in India; Financial system and economic development; Financial markets in India: Indian money markets: Meaning, need, call money market, treasury bill market, commercial bill market, markets for commercial paper & certificate of deposits; Capital markets: Features of capital market instruments, recent developments in Indian capital markets; Money market vs. capital markets; Markets for derivatives: General features of forwards, futures, forwards vs. futures, options, swaps, types of swaps.

**UNIT- II EXCHANGE RATES & CURRENCY MARKETS**

Concept of exchange rates; Determinants of exchange rates; Devaluation; Depreciation; Devaluation vs. depreciation; International financial flows; Types of risks; Risk hedging and futures; Risk and financial assets; Criteria to evaluate assets; Return on assets; Theories of the level of interest rates: Classical theory, loanable funds theory, Keynesian theory, Relationship between long term & short term rates; Appropriate interest rates policy.

**UNIT- III FINANCIAL INSTITUTIONS AND CREDIT POLICIES**

Meaning, functions, role of financial institutions; Impact of credit crisis on financial institutions; Reserve Bank of India: Functions, role, organisation & management; Aims and objectives of the monetary policy of RBI, effectiveness of monetary policy; Credit creation and its control; Profitability and efficiency of banks; Commercial banks: Nature, types, functions, banking innovation; Regional rural banks: Functions, purpose.

**UNIT- IV: DEVELOPMENT AND INVESTMENT BANKING**

Development banks: Role, functions; Development financial institutions: IFCI, IDBI, IDFC, EXIM bank, NABARD, ICICI; Lending operation of World Bank and its affiliates: Working of IDA, IFC & ADB, Non-banking financial institutions: Types, features, role and growth of investment companies, hire-purchase companies, lease finance, housing finance, merchant banks, venture capital funds.

**BOOKS RECOMMENDED**

1. Bhole, L. M., Financial Institutions and Markets, Tata McGraw Hill Company Ltd., New Delhi.
2. Bhole, L. M. Indian Financial System, Chugh Publications, Allahabad.
3. Edminster, R.O., Financial Institutions, Markets and Management, McGraw Hill, New York.
4. Goldsmith, R. W., Financial Structure and Development, Yale, London.
5. Hanson, J. A. and S. Kathuria (Eds.), India, A Financial Sector for The 21<sup>st</sup> Century.
6. Century, Oxford University Press, New Delhi.
7. Johnson, H. J. Financial Institutions and Markets, McGraw Hill, New York.
8. Khan, M. Y. Indian Financial System, Tata McGraw Hill, New Delhi.

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**DIRECTORATE OF DISTANCE EDUCATION**

**UNIVERSITY OF JAMMU**

**M.COM. THIRD SEMESTER (NCBCS)**

**FINANCE GROUP**

**FINANCIAL POLICIES AND PRACTICES**

**(Elective Course)**

**Course: M.COM-FE315**

**Max Marks: 100 Marks**

**Credit: 4**

**External: 80 Marks**

**Time: 3.00 Hrs**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2020, 2021, 2022)**

**OBJECTIVE:** To enable the students to acquire the sound knowledge of concepts, nature, structure, policies and practices followed in business finance.

**UNIT-I: FINANCING PLANNING & CAPITALISATION**

Concept of investment, financing and dividend policy decisions; Concept and objectives of financial planning; Essentials of financial planning; Steps in financial planning; Estimating financial requirements; Limitations of financial planning; Over-capitalisation- causes, effects and remedies; Under-capitalisation- causes, effects and remedies; Over-capitalisations versus under-capitalisation.

**UNIT-II: LONG TERM SOURCES OF FINANCE**

Concept of equity shares; Characteristics of equity shares; Advantage and disadvantages of equity shares; Concept of preference shares; Characteristics of preference shares; Types of preference shares; Advantages and disadvantages of preference shares; Concept of debentures; Characteristics of debentures; Classification of debentures; Procedure of issuing debentures; Concept of venture capital; Concept of leasing; Types of leasing; Buy or leasing decisions.

**UNIT-III: SHORT TERM FINANCE & WORKING CAPITAL**

Concept and characteristics of short term financing; Advantages and disadvantages of short term financing; Sources of short term financing; Concept of trade credit; Bank financing; Account receivables; Concept and functions of Factoring; Concept of working capital management; Working capital cycle; Approaches of working capital financing; Different components of working capital management; Inventory management; Cash management; Receivable management; Credit policies, Credit terms; Collection policies.

**UNIT IV: MANAGEMENT OF SURPLUS AND DIVIDEND POLICIES**

Concept of retained earnings; Advantages and disadvantages of retained earnings; Concept of dividend; Fixed dividend policy, Payout ratio; Models of dividend- Walter model; Gordon model and

MM hypothesis of irrelevance of dividend; Factors influencing dividend policy; Dividend policy in practice.

### **BOOKS RECOMMENDED**

1. Bhattacharya, Hrishikas, Working Capital Management, Strategies and Techniques, Prentice Hall, New Delhi.
2. Chandra, Prasanna, Financial Decision Making, Prentice Hall, New Delhi.
3. Hampton, John, Financial Decision Making, Prentice Hall, New Delhi.
4. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi.
5. Van Horne, J.C. and J.M. Wachowicz Jr, Fundamentals of financial Management, Prentice-Hall, New Delhi.
6. Van Horne, James C, Financial Management and Policy, Prentice Hall New Delhi.

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**DIRECTORATE OF DISTANCE EDUCATION**

**UNIVERSITY OF JAMMU**

**M.COM. THIRD SEMESTER (NCBCS)**

**FINANCE GROUP**

**BEHAVIOURAL FINANCE**

**(Elective Course)**

**Course: M.COM-FE316**

**Max Marks: 100 Marks**

**Credit: 4**

**External: 80 Marks**

**Time: 3.00 Hrs**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2020, 2021, 2022)**

**OBJECTIVE:** The purpose of this course is to introduce the student to the new field of behavioural finance. Students will deal with major implications of human psychology for financial decision-makers and for financial markets. Upon completion of this course, students will be able to have a good understanding of the major concepts and topics of behavioural finance.

**UNIT-I: RATIONAL MARKETS HYPOTHESIS AND THE CHALLENGE OF BEHAVIOURALISTS**

Introduction to behavioural finance; Intellectual underpinnings; The rise of the rational markets hypothesis; Impact on wall street and the corporate; The challenges of behaviouralists; Synthesis and future horizons.

**UNIT-II: FOUNDATION OF RATIONAL FINANCE**

Expected utility theory; Modern portfolio theory; Capital asset pricing model (CAPM); Efficient markets hypothesis; Agency theory; The influence of psychology.

**UNIT-III: FOUNDATIONS OF BEHAVIOURAL FINANCE (Heuristics and Biases)**

How the human mind works-the two systems; Familiarity and related heuristics; Representativeness and related biases; Anchoring; Irrationality and adaptation; Hyperbolic discounting.

**UNIT-IV: PROSPECT THEORY AND MENTAL ACCOUNTING**

Error in Bernoulli's theory; Prospect theory; SP/ A theory; Framing; Mental Accounting; Emotional factors and social forces-substance of emotion, theories of emotion, evolutionary perspective on emotions, types and dimensions of emotions, emotional style, emotions and investing, social influence, social influence on investment and consumption.

### **BOOKS RECOMMENDED**

1. Chandra, P. (2017). Behavioural Finance, Tata Mc Graw Hill Education, Chennai (India).
2. Ackert, Lucy, Richard Deaves (2010), Behavioral Finance: Psychology, Decision Making and Markets, Cengage Learning.
3. Forbes, William (2009), Behavioural Finance, Wiley.
4. Kahneman, D. and Tversky, A. (2000). Choices, values and frames. New York: Cambridge Univ. Press.
5. Shefrin, H. (2002). Beyond Greed and Fear: Understanding Behavioral Finance and Psychology of investing. New York: Oxford University Press.
6. Shleifer, A. (2000). Inefficient markets: An introduction to Behavioral Finance. Oxford Univ. Press.
7. Thaler, R. (1993). Advances in Behavioral Finance. Vol. I. New York: Russell Sage Foundation.
8. Thaler, R. (2005). Advances in Behavioral Finance. Vol. II. New York: Princeton University Press.

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# **DIRECTORATE OF DISTANCE EDUCATION**

## **UNIVERSITY OF JAMMU**

### **M.COM. THIRD SEMESTER (NCBCS)**

#### **FINANCE GROUP**

##### **FINANCIAL ECONOMETRICS**

**(Elective Course)**

**Course: M.COM-FE317**

**Max Marks: 100 Marks**

**Credit: 4**

**External: 80 Marks**

**Time: 3.00 Hrs**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in Dec 2020, 2021, 2022)**

**OBJECTIVE:** The course aims at familiarizing students with the basic concepts of econometrics. Emphasis is on understanding and interpreting relations among economic variables which have a direct impact on the way business is conducted in the world market. The course would address the problems typically encountered in conducting empirical econometric research, in evaluating results and testing hypotheses in making predictions.

#### **UNIT-I INTRODUCTION**

Concept of econometrics; Methodology of econometrics; Types of econometrics; Difference between financial econometrics and economic econometrics; Concept of auto-correlation, random walk, correlogram, stationarity and multicollinearity; Different types of data – cross section, time series and panel data.

#### **UNIT-II REGRESSION AND TIME SERIES ANALYSIS**

Meaning and definitions of regression; Uses of regression analysis; Regression lines; Regression equations; Standard error of estimate; Limitations of regression analysis; Time series analysis-meaning and definitions of time series; Utility of time series; Components of time series- secular trend, seasonal variations, cyclical variations, irregular variations, preliminary adjustments before analysing time series; Lag and lead correlation.

#### **UNIT-III TIME SERIES ECONOMETRICS**

Time series econometrics-Stochastic processes; Stationary stochastic processes; Non stationary stochastic processes; Random walk models; Co-integration; Deterministic and stochastic trends; Unit root tests.

#### **UNIT-IV- TIMES SERIES ECONOMETRICS: FORECASTING**

Approaches to economic forecasting, AR, MA and ARIMA modeling of time series data; Multivariate Times Series Analysis, Vector Autoregression Model (VAR):- Estimation and Identification, Causality applying Granger Causality Tests and VAR model, Forecasting using a VAR model.

### **BOOKS RECOMMENDED**

1. Neil de Marchi and Christopher Gilbert (1989). History and methodology of econometrics, Oxford University Press, New York.
2. Mary S. Morgan (1990). The history of econometric ideas, Cambridge University Press, New York.
3. David Colander and Reuvan Brenner (1992). Educating economists, University of Michigan Press.
4. Damodar N Gujrati, Dawn C Porter and Sangeetha Gunasekar (2015). Basic econometrics, Tata Mc Graw-Hill

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**DIRECTORATE OF DISTANCE EDUCATION  
UNIVERSITY OF JAMMU**

**SCHEME OF COURSES UNDER NON CBCS FOR M. COM**

**M. COM. FOURTH SEMESTER**

**MARKETING GROUP**

<b>S.No</b>	<b>Course</b>	<b>Course No</b>	<b>UGC Classification</b>	<b>Credit</b>	<b>Total Credit</b>
<b>1</b>	Consumer Behaviour	M.COM-MC411	Core	4	12
<b>2</b>	Brand Management	M.COM-MC412		4	
<b>3</b>	Comprehensive Viva -Voce	M.COM-MC413		4	
<b>4</b>	Marketing Analytics	M.COM-ME414	Elective	4	12
<b>5</b>	Strategic Marketing	M.COM-ME415		4	
<b>6</b>	Logistic Management	M.COM-ME416		4	
<b>7</b>	Relationship Marketing	M.COM-ME417		4	

**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. FOURTH SEMESTER (NCBCS)**  
**MARKETING GROUP**  
**CONSUMER BEHAVIOUR**  
**(Core Course)**

**Course: M.COM-MC411**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2021, 2022, 2023)**

**OBJECTIVE:** To understand the concepts, process, models and factors influencing the buying decisions of consumers.

**UNIT-I: BUYING DECISION PROCESS**

Concept of consumer behaviour; Nature of consumer behaviour; Applications of consumer behaviour in marketing; Consumer decision making processes; Marketing strategies involved in each stage of buying process; Consumer behaviour models- Economic model; Psychological model; Psychoanalytic model, Sociological model, Howard Sheth model; Recent developments in modelling consumer behaviour; Consumer behaviour and marketing strategy.

**UNIT-II: INTERNAL INFLUENCES ON CONSUMER BEHAVIOUR**

Consumer perception- Concept; Elements of perception; Perceived product; Perceived risk; Motivation- Nature; Types of motives, Process of motivation; Personality- Concept; Theories; product personality; Self concept; Consumer learning- Concept; Elements; Behavioural and cognitive learning theories; Consumer attitude- Concept; Sources; Functions; Models of attitude formation; attitude change strategies.

**UNIT-III: SOCIO-CULTURAL INFLUENCES ON CONSUMER BEHAVIOUR**

Concept and social stratification of consumers; Influence of social class on consumer behaviour; Concept of culture; Characteristics of culture; Culture and consumer behaviour; Concept of sub-culture; Sub-culture and consumer behaviour; Cross-cultural influences on consumer behaviour.

**UNIT IV: GROUP INFLUENCES ON CONSUMER BEHAVIOUR**

Meaning of group; Sources of group influences; Reference groups and group dynamics; Family- Concept; Types of family; Functions of family; Family life cycle; Family decision making; Family buying influences and buying roles; Diffusion of innovations; Consumer research process; Consumer behaviour and social marketing; Consumer ethics and values.

**BOOKS RECOMMENDED**

1. David L. Loudon, Albert J. Della Bitta, Consumer Behaviour, McGraw Hill, New Delhi.
2. Frank Kardes, Consumer Behaviour and Managerial Decision Making, Prentice Hall of India.
3. John C. Mower & Michael Minor, Consumer Behaviour, Prentice Hall, New Delhi.
4. Leon G. Schiffman, Leslie Lazar Kanuk, Consumer Behaviour, Pearson Education, New Delhi.
5. Michael R. Solomon, Consumer Behaviour: Buying, Having and Being, Pearson Education, New Delhi.
6. Roger D. Black Well, Paul W. Miniard, James F. Engel, Consumer Behaviour, Thomson South Western.

## **NOTE FOR PAPER SETTING**

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**Section A:** It will consist of eight short answer questions, selecting two from each unit. A candidate has to attempt any six and answer to each question shall be within 200 words. Each question carries four marks and total weightage to this section shall be 24 marks.

**Section B:** It will consist of six essay type questions with answer to each question within 800 words. One question will be set atleast from each unit and the candidate has to attempt four. Each question will carry 14 marks and total weightage shall be 56 marks.

**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. FOURTH SEMESTER (NCBCS)**  
**MARKETING GROUP**  
**BRAND MANAGEMENT**  
**(Core Course)**

**Course: M.COM-MC412**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2021, 2022, 2023)**

**OBJECTIVE :**The objective of this course is to develop an understanding of the brand concept and to equip students with the competitive knowledge on brand creation, development and management.

**UNIT I: BRAND FUNDAMENTALS**

Brands and brand management: meaning, importance of brands; Branding challenges and opportunities and types; Brand names, symbols and slogans; Brand elements – memo ability, meaningfulness, likeability, transferability, adaptability, protect ability; Brand personality; Brand management process.

**UNIT II : BRAND EQUITY MODELS**

Brand equity concept and Models; Loyalty: Maintaining and enhancing brand loyalty; Brand awareness: Meaning and role of brand awareness in building brand equity; Perceived quality: Meaning, role of perceived quality in generating brand equity; Brand association: Role of brand associations in creating brand equity; Types of brand associations: Product attributes, intangibles, customer benefits, relative price, use/application, user/customer, company, country of origin. Building a strong brand: Brand salience, brand performance, brand imagery, brand judgments, brand feelings and brand resonance.

**UNIT III: BRAND POSITIONING& BRAND LEVERAGE**

Brand positioning: identifying and establishing brand positioning; Positioning guidelines– choosing points of parity and points of differentiation; Establishing points of parity and points of differentiation; Brand hierarchy: concept & guidelines, secondary association-company co-branding, change of co - branding ingredient raids, elementary endorsement events.

**UNIT IV: INTEGRATED MARKETING COMMUNICATION & BRAND STRATEGIES AND PERFORMANCE**

Integrating marketing communications to build brand equity; marketing communication options; Developing integrated marketing communication programs; branding strategies: brand architecture; brand hierarchy; designing a branding strategy; brand extension – advantages and disadvantages; Brand valuations: financial brand valuation; Comparative and holistic methods; Qualitative research techniques and quantitative research techniques.

**BOOKS RECOMMENDED**

1. K.L. Keller, M.G. Parameswaram and I Jaccob: Strategic Brand Management Pearson
2. Aaker, David A., Managing Brand Equity: The Free Press.
3. Jean-Noel, Kapferer, The New Strategic Brand Management, Kogan Page
4. Ramesh Kumar Managing Indian Brands, Vikas Publishing House,

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**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. FOURTH SEMESTER (NCBCS)**  
**MARKETING GROUP**  
**COMPREHENSIVE VIVA-VOCE**  
**(Core Course)**

**Course: M.COM-MC413**  
**Credit: 4**

**Max Marks: 100 Marks**

**(Syllabus for the examinations to be held in May 2021, 2022, 2023)**

**OBJECTIVE:** To enable the students to express their knowledge and communication ability with logic and confidence

Each M.Com IV Semester student shall have to appear in viva-voce which will be conducted by a faculty not below the rank of professor.

Viva-voce will be comprehensive in nature on the topics of current relevance to Commerce studied at M.Com I, II & III Semesters. Students will have to answer queries in the subjects they have studied and have to express their views, exhibit their communication skills and knowledge in the subject.

The expert will evaluate the performance of a candidate during viva-voce for at least 10 minutes for 100 marks. Invariably the performance will be seen in contents presented by the candidate, his/her confidence, communication skill, arguments with logic and overall knowledge etc.

**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. FOURTH SEMESTER (NCBCS)**  
**MARKETING GROUP**  
**MARKETING ANALYTICS**  
**(Elective Course)**

**Course: M.COM-ME414**  
**Credit: 4**  
**Time: 3.00 Hrs**

**Max Marks: 100 Marks**  
**External: 80 Marks**  
**Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2021, 2022, 2023)**

**OBJECTIVE:** The purpose of this course is to enable the students to understand the concept of marketing research and to apprise them with various marketing techniques and softwares.

**UNIT I: MARKETING RESEARCH**

Introduction to marketing research: Importance, nature, scope and process of marketing research; Marketing information system; Data reliability and value issues; Data resources: Secondary data sources and usage; Online data sources; Primary data collection methods: Questioning techniques, online surveys, observation methods and experimental designs; Questionnaire preparation.

**UNIT II: BASIC MARKETING ANALYTICS**

Customer value analysis; Customer lifetime value; Promotion analytics; Measuring the effectiveness of advertising; Market basket analysis and lift; RFM analysis and optimizing direct mail campaigns; Allocating retail space and sales resources; Slicing and dicing marketing data with pivot tables; Excel charts to summarize marketing data; Excel functions to summarize marketing data; Introduction to Excel and 'R' Softwares.

**UNIT III: ADVANCED DATA ANALYSIS - I**

Multiple correlation and regression: Objectives, assumptions, conducting partial and multiple correlation, conducting bivariate and multiple regression; Exploratory factor analysis: Objectives, statistics associated with EFA, conducting EFA; Cluster analysis: Objectives, conducting cluster analysis, application of non-hierarchical and two-step clustering; Discriminant analysis: Objectives, relationship with ANOVA and regression, conducting multiple discriminant analysis, step-wise discriminant analysis; Conjoint analysis Objectives, conducting conjoint analysis, assumptions and limitations of conjoint analysis; Introduction to SPSS and PLS.

**UNIT IV: ADVANCED DATA ANALYSIS - II**

Introduction to Correspondence analysis and Multi dimensional scaling: objectives, conducting correspondence analysis, conducting MDS, assumptions and limitations of correspondence and multi-dimensional scaling; Confirmatory factor analysis objectives, conducting CFA, reliability and validity issues; Structural Equation Modelling: Objectives, conducting SEM, specify measurement and structural model, path analysis, model-fit analysis; Introduction to AMOS and ADANCO.

**BOOKS RECOMMENDED**

1. Naresh Malhotra, Marketing Research: Applied Orientation, Pearson Education.
2. Boyd, Westfall & Stasch, Marketing Research, AITBS.
3. Luck & Rubin, Marketing Research, Prentice Hall of India.
4. Hair et al., Multivariate Data Analysis, Pearson Education.

## **NOTE FOR PAPER SETTING**

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**Section A:** It will consist of eight short answer questions, selecting two from each unit. A candidate has to attempt any six and answer to each question shall be within 200 words. Each question carries four marks and total weightage to this section shall be 24 marks.

**Section B:** It will consist of six essay type questions with answer to each question within 800 words. One question will be set atleast from each unit and the candidate has to attempt four. Each question will carry 14 marks and total weightage shall be 56 marks.



**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. FOURTH SEMESTER (NCBCS)**  
**MARKETING GROUP**  
**STRATEGIC MARKETING**  
**(Elective Course)**

**Course: M.COM-ME415**  
**Credit: 4**  
**Time: 3.00 Hrs**

**Max Marks: 100 Marks**  
**External: 80 Marks**  
**Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2021, 2022, 2023)**

**OBJECTIVES:** To educate marketing students about latest and emerging concepts of marketing strategies. Students shall be equipped with the strategic directions in the domain of marketing.

**UNIT I: MARKETING STRATEGY AND ITS DIMENSIONS**

Concept of marketing strategy; Strategy content and process perspective; Marketing strategy: Performance relationship; Sustainable competitive advantage; Competitive marketing behaviour; Comparative advantage theory of competition; Emerging markets strategies; Rural marketing as a strategy; Concept of bottom of the pyramid marketing; Cause-related marketing; Green marketing strategy.

**UNIT II: STRATEGIC CAPABILITIES AND ANALYSIS**

Strategy selection; Portfolio analysis; Strategic positioning; Development and selection of a strategic position; Market entry strategy; Product strategies; Pricing strategies; Distribution strategies; Promotion strategies; Measuring strategic performance; Strategic analysis: Analysis of customers, competitors, market and environment; Corporate appraisal: SWOT and TOWS analysis.

**UNIT III: MARKETING CAPABILITIES AND INVESTMENT**

Marketing analytics and Marketing capabilities; Market driven organizations; Market orientation: Concept and its linkages with performance, Different schools of thought; Internal market orientation; First mover advantage: Merits and demerits; Customer relationship strategy: Role of trust, commitment and loyalty; Metrics for customer relationship marketing (for e.g., Net promoter score); Return on marketing investment; Brand marketing; Customer equity and brand equity; Customer engagement; Customer lifetime value (CLV); Customer referral value (CRV); Customer profitability analysis.

**UNIT IV: EMERGING ISSUES IN STRATEGIC MARKETING**

Service dominant logic of marketing; Co-creation of value; Co-opting customer competence; Concept of service innovation; Convergence marketing; Viral marketing; Social media marketing; Interactive marketing; Service-profit chain: External and Internal service-profit chain; Customer engagement and employee engagement; Marketing strategies for internet, mobile, telephone, debit/ credit card services.

**BOOKS RECOMMENDED**

1. Philip Kotler, Marketing Management: Analysis, Planning & Control, PHI.
2. Azar Kazmi, Business Policy & Strategic Management, McGraw Hill.
3. David W. Cravens and Nigel F. Piercy, Strategic Marketing, McGraw Hill.
4. Walker, Boyd, Mullins and Larreche, Marketing Strategy, McGraw Hill

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**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. FOURTH SEMESTER (NCBCS)**  
**MARKETING GROUP**  
**LOGISTIC MANAGEMENT**  
**(Elective Course)**

**Course: M.COM-ME416**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2021, 2022, 2023)**

**OBJECTIVE:** To make the students aware about the concepts of logistic management for the new solutions to the problems in business.

**UNIT- I: INTRODUCTION TO LOGISTICS**

Concept of logistics; Objectives of logistics; Importance of logistics; Types of logistics; Concept of logistics management; Evolution of logistics, Role of logistics in an economy; Logistics relationships; Difference between logistics and supply chain management; Logistics and competitive advantage; Logistics mix; Logistics in organised retail in India.

**UNIT- II: INTEGRATED LOGISTICS**

Integrated logistics –Introduction; Objectives; Concept of integrated logistics, Inventory flow; Information flow; Operational objectives of integrated logistics, Barriers to integration; Organisation structure; Measurement system; Inventory ownership; Information technology; Knowledge transfer capability; Logistical performance cycle; Logistics performance cycle; Manufacturing support performance cycle; Procurement performance cycle; Logistics activities–Functions; Objectives; Solution, Customer service; Warehousing and material storage; Material handling; Order processing; Information handling and procurement transportation and packaging; Third party and fourth party logistics; Reverse logistics; Global logistics.

**UNIT – III: INVENTORY MANAGEMENT**

Inventory Management: Introduction; Objectives; Concept of inventory; Types of inventory; concept of inventory management; Importance of inventory management; Objectives of inventory management; Different types of inventory costs; Inventory performance measures; Inventory turnover ratio (ITR); Framework of performance indicators; Inventory planning measures; Economic order quantity (EOQ); Reorder point, Safety stock; Supplier-managed inventory.

**UNIT – IV: LOGISTICS OUTSOURCING**

Logistics outsourcing – Introduction; Objectives; Concept of logistics outsourcing; Catalyst for logistics outsourcing; Benefits of logistics outsourcing; Issues in logistics outsourcing; Third-party logistics; Fourth-party logistics; Selection of logistics service provider; Logistics service contract; Logistics information system: Introduction; Objectives; Concept of logistics information system (LIS), Importance of LIS; Principles of designing LIS; Logistics information architecture; Application of information technology in logistics management; E-Commerce logistics; Need of logistics in e-commerce; E-logistics: Structure and operation; Logistic resource management (LRM).

**BOOKS RECOMMENDED**

1. Bowersox, Logistical Management, Mc-Graw Hill, New Delhi.
2. Sahay B. S., Supply Chain Management for Global Competitiveness, Macmillan India Ltd., New Delhi.

3. Reguram G, Rangaraj N, Logistics and Supply Chain Management Cases and Concepts, Macmillan India Ltd., New Delhi.
4. Coyle, Bradi & Longby, The Management of Business Logistics, 3rd Ed., West Publishing Co.

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**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. FOURTH SEMESTER (NCBCS)**  
**MARKETING GROUP**  
**RELATIONSHIP MARKETING**  
**(Elective Course)**

**Course: M.COM-ME417**  
**Credit: 4**  
**Time: 3.00 Hrs**

**Max Marks: 100 Marks**  
**External: 80 Marks**  
**Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2021, 2022, 2023)**

**OBJECTIVES:** To provide students with understanding of relationship marketing as business strategy.

**UNIT – I: INTRODUCTION**

The relationship concept; Origin of relationship marketing; Relationship marketing values; Relational basis of marketing: neo-classical economic theory, transaction cost theory, relational contracting theory, social exchange theory, equity theory, political economy theory, resource dependence theory, resource-advantage theory, institutional theory; Relationship portfolio: from customer service to customer relationship management; Challenge of new conditions for marketing; Reverse marketing; Exchange relationships: characteristics of strong relationships, complementary forms of relationship; types of interpersonal bonds; Outcomes of trading relationships; brand relationship; Buyer-seller relations

**UNIT – II: CREATING VALUE THROUGH RELATIONSHIPS**

Value creation process; Customer value; Profitability and market segments: customer profitability matrix, customer profitability flowchart; Customer loyalty and business economics; Ladder of loyalty; Role of advocacy; Customer acquisition and its economics; Customer retention: impact of retention on profitability, improving customer retention, ACURA model; Framework for segmented service strategy; Role of multiple stakeholders; Customer market; Relationships with final consumers; Referral market: customer referrals; Supplier and alliance market; Influence market; Recruitment market; Internal market-segmentation of internal market

**UNIT – III: MANAGING RELATIONSHIPS IN NETWORKS**

Rise of network organisation; Network competition; Partnerships; Prerequisites for successful partnering; Benefits of partnerships; Creating collaborative advantage; Knowledge management and relationship marketing; Communication in participation process; Relationship types; Special market relationships; Interface structures; Quality and customer service: role of customer service, role of quality; Delivering customer value; Customer value chain; Cross-functional work flows; Service support systems; Service quality management; Monitoring and measuring service quality; Benchmarking; Managing service variability; Relationship marketing plan and audit; Return on relationships; Relationship marketing in online retailing

**UNIT – IV: DEVELOPING AND IMPLEMENTING RELATIONSHIP STRATEGY**

strategic actions in customer relationships; Customer attractiveness in supplier relationships: concept, drivers, supplier perception, model for managing customer attractiveness; Portfolio planning in relationships: concept, levels of analysis relationships as source of value; Framework for relationship value management; Service profit chain model; Choice of relationship strategy; Strategies for innovation in networks- incremental vs. radical innovations, Strategic situation analysis; Planning for the six markets; Relationship

management chain; Opportunities within relationship marketing: approaches for working with opportunities, VRIO framework, comparison of approaches; Relationship marketing and operant resources; Internationalisation and relationship marketing

### **BOOKS RECOMMENDED**

1. Adrian Payne, Martin Christopher, Moira Clark and Helen Peck, Relationship marketing for competitive advantage, Butterworth Heinemann.
2. Martin Christopher, Adrian Payne, David Ballantyne, Relationship Marketing, Butterworth Heinemann.
- 3. Richard J Varey, Relationship Marketing, John Wiley & Sons Ltd.**
4. Evert Gummesson, Total Relationship Marketing, Butterworth Heinemann.

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**DIRECTORATE OF DISTANCE EDUCATION  
UNIVERSITY OF JAMMU**

**SCHEME OF COURSES UNDER NON CBCS FOR M. COM**

**M. COM. FOURTH SEMESTER**

**HRM GROUP**

<b>S.No</b>	<b>Course</b>	<b>Course No</b>	<b>UGC Classification</b>	<b>Credit</b>	<b>Total Credit</b>
<b>1</b>	International Human Resource Management	<b>M.COM-HC411</b>	Core	4	12
<b>2</b>	Performance Management & Reward System	<b>M.COM-HC412</b>		4	
<b>3</b>	Comprehensive Viva - Voce	<b>M.COM-HC413</b>		4	
<b>4</b>	Human Resource Auditing	<b>M.COM-HE414</b>	Elective	4	12
<b>5</b>	HR Analytics	<b>M.COM-HE415</b>		4	
<b>6</b>	Contemporary Human Resource Management	<b>M.COM-HE416</b>		4	
<b>7</b>	E-HRM	<b>M.COM-HE417</b>		4	

**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. FOURTH SEMESTER (NCBCS)**  
**HRM GROUP**  
**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**  
**(Core Course)**

**Course: M.COM-HC411**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2021, 2022, 2023)**

**OBJECTIVE:** To provide students with an understanding of the theory and practice of IHRM.

**UNIT – I: INTERNATIONAL HUMAN RESOURCE MANAGEMENT**

Meaning and definitions of IHRM; Internationalisation of business; International orientation; Internationalisation of human resource management- forms of international human resource management; Development of international human resource management; Difference between international and domestic human resource management; Strategic international human resource management; Evolving international human resource function; International human resource services to support the multinational enterprise; Future of IHRM.

**UNIT –II: STRATEGY AND STRUCTURE OF INTERNATIONAL ORGANISATION**

Global organizational structure; Choice of method for entry into international business; Organizational structure and design; International human resource management and global organizational design; Global learning organization; International human resource management and culture - nature and importance of culture; Major models of national culture; Country culture versus company culture; Cultural convergence and/or divergence; Equivalence problems in cross-cultural research; Impact of culture on international human resource management.

**UNIT–III: POLICIES AND PRACTICES IN THE MULTINATIONAL ENTERPRISE**

Global talent management and staffing - Global workforce planning and forecasting, staffing the multinational enterprise, staffing with international assignees, host country nationals, third country nationals; Training and development - Training in the multinational enterprise, issues related to global training and development, virtual and global teams, global leadership development, development of a global mind-set, cross-cultural preparation for international assignees, knowledge management in the multinational enterprise; Emerging trends in training for competitive advantage.

**UNIT – IV: COMPENSATION AND PERFORMANCE MANAGEMENT**

Meaning and objectives of compensation management; Compensation philosophy; Theories of compensation; Compensation strategy; Components of compensation; Variables influencing compensation; Compensation packages; Compensation administration; Issues in international compensation; Performance management - concept of performance management, steps in global performance management system; Issues in managing performance in the global context; Assessing subsidiary performance; Well-being of the global workforce.

**BOOKS RECOMMENDED**

1. Peer J. Dowling, Denise E. Welch and Randall S. Schuler, International Human Resource Management Managing People in a Multinational Context, South Western College Publishing.



2. Dennis R. Briscoe, Randall S. Schuler and Lisbeth Claus, International Human Resource Management: Policies and Practices for Multinational Enterprises, Routledge: Taylor and Francis Group.

**3. R. Lucas, B. Lupton, and H. Mathieson, Human Resource Management in an International Context. CIPD.**

**4. Aswathappa K. and Dash Sadhna, International Human Resource Management, Tata McGraw Hill Education.**

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**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. FOURTH SEMESTER (NCBCS)**  
**HRM GROUP**  
**PERFORMANCE MANAGEMENT AND REWARD SYSTEM**  
**(Core Course)**

**Course: M.COM-HC412**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2021, 2022, 2023)**

**OBJECTIVE:** It will enable the students to secure knowledge and understanding of the concepts, techniques and practices for effective performance management. It will also give the students an insight into the practical issues in designing and delivering effective reward system.

**UNIT-I MANAGING PERFORMANCE**

Performance management: Concept, objectives and importance; GROW & OUTCOME models of performance management; Process of performance management; Understanding linkages between Strategy, organizational structure and performance management systems; Individual & managerial responsibilities for performance management; Emerging trends in performance management; Performance planning: Key performance areas, performance expectations, performance standards and goals.

**UNIT-II PERFORMANCE APPRAISAL**

Concept, key components; Approaches to performance appraisal; Modern appraisal systems: MBO, assessment centres, Human asset accounting, 360 & 720 degree feedback, self appraisal and upward appraisal, behaviourally anchored rating scale; Issues in delegating responsibility and evaluation of performance; Auditing a performance appraisal system; Management of poor performance: Coaching, counselling and mentoring.

**UNIT-III MANAGING REWARDS AND COMPENSATION**

Concept, objectives and components of compensation; steps in designing compensation system; Methods of wage fixation; Wage differentials; Pay structure approaches: Traditional, broad banding, career banding and market pricing; Employee Benefits: Benefits determination process, legally required benefits (Dearness allowance), employee stock option plans, retirement benefit plans, flexible benefit plans.

**UNIT IV STRATEGIC AND LEGAL PERSPECTIVE OF REWARD AND COMPENSATION SYSTEM**

Aligning compensation strategy with business strategy; Strategic pay decisions; Performance based compensation (PBC)- importance, types and effects of PBC system; Competency based compensation: Need, steps for introducing competency based pay, prerequisites and problems of competency based pay; Legal framework: Payment of Wages Act 1936, Payment of Bonus Act 1965, Minimum Wage Act 1948, The Employee's Provident Fund Act, 1952, Equal Remuneration Act, 1972.

**BOOKS RECOMMENDED**

1. John Whitmore: Coaching for Performance: Growing People, Performance and Purpose, Nicholas Brealey Publishing
2. Micheal, Armstrong and H. Murlis: Reward Management, Kogan Page/IPM London.
3. Richard, Henderson: Compensation Management, Prentice Hall of India, New Delhi.

4. C.B. Memoria, Satish Memoria & SV Gankar: Dynamics of Industrial Relations, Himalaya Publishing House.
5. A.M. Sharma and N. Sambasiva Rao: Compensation and Performance Management, Himalaya Publishing House.
6. Piyali Ghosh and Shefali nandan: Industrial Relations and Labour laws, McGraw Hill Education Pvt. Ltd.

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**DIRECTORATE OF DISTANCE EDUCATION  
UNIVERSITY OF JAMMU  
M.COM. FOURTH SEMESTER (NCBCS)  
HRM GROUP  
COMPREHENSIVE VIVA-VOCE  
(Core Course)**

**Course: M.COM-HC413**

**Max Marks: 100 Marks**

**Credit: 4**

**(Syllabus for the examinations to be held in May 2021, 2022, 2023)**

**OBJECTIVE:** To enable the students to express their knowledge and communication ability with logic and confidence

Each M.Com IV Semester student shall have to appear in viva-voce which will be conducted by a faculty not below the rank of professor.

Viva-voce will be comprehensive in nature on the topics of current relevance to Commerce studied at M.Com I, II & III Semesters. Students will have to answer queries in the subjects they have studied and have to express their views, exhibit their communication skills and knowledge in the subject.

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**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. FOURTH SEMESTER (NCBCS)**  
**HRM GROUP**  
**HUMAN RESOURCE AUDITING**  
**(Elective Course)**

**Course: M.COM-HE414**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2021, 2022, 2023)**

**OBJECTIVE:** To acquaint students with the advancement of audit in human resource functions and learning to prepare HR audit report.

**UNIT- I: INTRODUCTION**

Conceptualising HR audit- need, features and scope; Components of human resource audit; Identifying human resource audit goal; Defining the audit team; Approaches to human resource audit; Benefits of human resource audit; Things to know before conducting HR audit; Developing internal auditors and audit capabilities.

**UNIT – II: HR AUDIT STRUCTURE AND HR AUDIT PROCESS**

Introduction - Maintaining HR audit structure through recruiting, staffing, employee orientation programmes, employee and supervisory training, benefit administration; Audit of human resource functions; Planning questions; Collecting Data; Analysing the audit data; Interpretation; Assessing the ability for change; Post audit steps.

**UNIT – III: AREAS OF HR AUDIT**

Audit of HR planning; Audit of HRD; Audit of training; Audit of industrial relations; Audit of managerial compliance; Audit HR climate; Audit of corporate strategies; HR audit and workforce issues - workforce communication & employee relations, performance management, compensation system, teambuilding system; HR audit as tool of HR valuation.

**UNIT-IV: HR SCORECARD AND HR AUDIT REPORT**

HR Scorecard: Constituents of HR Scorecard; HR Scorecard as an instrument in HR Audit; HR Audit Report: Purpose of the report; Report Design: Preparation of report, constituents of report; Issues in preparation of HR audit report; Use of HR Audit report for business improvement; Recent advances in HR auditing; Effectiveness of HR audit as an intervention; HR audit and business linkages; Prevalence of HR Audit in Indian organisations.

**BOOKS RECOMMENDED**

1. Rao, T.V. Human Resource Development Audit: Evaluating the Human Resource Function for Business Improvement, Sage, New Delhi.
2. Subha Rao, P. Personnel and Human Resource Management, Himalaya Publishing House, New Delhi.
3. Rao, V.S.P., Human Resource Management, Excel Books.
4. Biles G.E. & Schuler, R.S. Audit Handbook of Human Resource Practices, Alexandria, VA:American Society For Personnel Administration.

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**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. FOURTH SEMESTER (NCBCS)**  
**HRM GROUP**  
**HUMAN RESOURCE ANALYTICS**  
**(Elective Course)**

Course: M.COM-HE415  
Credit: 4  
Time: 3.00 Hrs

Max Marks: 100 Marks  
External: 80 Marks  
Internal: 20 Marks

(Syllabus for the examinations to be held in May 2021, 2022, 2023)

**OBJECTIVE:** This course focuses on the statistical techniques and data analysis methods appropriate for quantitative human resource management research projects

**UNIT- I: BASICS OF HR ANALYTICS AND HR RESEARCH**

Concept and evolution of HR analytics, importance of HR analytics, role of analytics in HR, future of human resource analytics, HR's value proposition; HCM: 21Model; Use of workforce analytics to improve decision making, analytics and prediction; Defining HR research and quantitative HRM ; Significance and relevance of HR research; Types of HR research; Advantages of measuring HRM; Consequences of not measuring HRM; Common problems with metrics; Using statistical tests in HR research; Sampling.

**UNIT-II: TOOLS, TECHNIQUES AND NON-PARAMETRIC TESTS IN HR**

Introduction to HR Metrics and predictive analytics; Types of quantitative research; Data types and preparation for analysis - Hypotheses formulation, common and uncommon data collection methods; Non-parametric tests for related and independent samples - Multivariate data analysis and meta analysis; Recruitment - concept, importance and expectations, recruiting tools and practices - a quick audit, how and when to measure the quality of hiring, measuring the quality of applicants, measuring the costs of hiring; Attrition metrics - Techniques used to calculate attrition, manpower planning metrics - push model (markov) and pull model (renewal models), quantitative tools for forecasting manpower requirements.

**UNIT-III: DEVELOPMENT METRICS**

Training ROI; Measuring employee satisfaction; Attitude measurement and survey; Training evaluation models; Tracking the value of career management; Measurement; Performance metrics - performance matrix - Shingo prize model; EFQM and Baldrige criteria for calculating 6sigma; Assessing the training organization; Customer focused metrics; BSC, HR Scorecard and performance measurement using ranking and rating systems, scales for evaluation of performance; HR's role in value chain; HR Accounting.

**UNIT-IV: COMPENSATION METRICS AND TRENDS IN QUANTITATIVE HRM**

Calculating various wage/salary related measures - Variable pay systems, types of executive compensation; Quantitative application in compensation - Percentiles, cost benefit analysis and comparators; Mistakes in compensation designing; Employee benefits; Calculation of incentives, measuring the impact of weak incentives; Development of HR dashboard; HR index - Internal improvement monitors and smoke detectors; Using factor analysis in HR research - Problems, HR Audit research and Organization Health survey.

**BOOKS RECOMMENDED**

1. Fitz-enz, J, & Phillips, Predictive Analytics For Human Resources, Wiley.
2. Phillips, J, & Phillips, P, P, Developing Human Capital Analytics Work: Measuring The ROI Of Human Capital Processes And Outcomes, McGraw hill.

3. Hoffman, C,, Lesser, E, & Ringo, T, Calculating Success: How The New Workplace Analytics Will Revitalise Your Organisation, Massachusetts: Harvard Business Review Press,
4. Fitz-enz, J, (2010), The New HR Analytics: Predicting the Economic Value of Your Company's Human Capital Investment, Newyork: Amacom,
5. Fitz-enz, Jac & John R, Mattox, Predictive Analysis for Human Resources, Wiley.
6. Smith, Tracey, HR Analytics: The What, Why And How, Createspace Independent Pub.
7. Soundararajan, R, & Singh, K, Winning on HR Analytics: Leveraging Data For Competitive Advantage, Sage publications India Pvt,ltd,

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**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. FOURTH SEMESTER (NCBCS)**  
**HRM GROUP**  
**CONTEMPORARY HUMAN RESOURCE MANAGEMENT**  
**(Elective Course)**

**Course: M.COM-HE416**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2021, 2022, 2023)**

**OBJECTIVE:** The purpose of this course is to acquaint the students with emerging and latest concepts in the field of contemporary human resource management and to familiarize them with trends and developments in HRM.

**UNIT- I: EMPLOYEE ENGAGEMENT AND EMPLOYEE COMMUNICATIONS**

Employee engagement - Meaning, theories of engagement, components of employee engagement, drivers of employee engagement, outcomes of engagement, enhancing employee engagement, enhancing job engagement, enhancing organizational engagement, burnout, measuring engagement; Employee communications - Meaning, importance of employee communications, approaches to communication, communication methods, employee communication strategy.

**UNIT -II: DIVERSITY MANAGEMENT AND EMPLOYEE VOICE**

Diversity management - Meaning, types of diversity, diversity in the workplace, reasons for the emergence of diversity, developing the multicultural organization, individual approaches to managing diversity, organizational approaches to managing diversity; Employee voice - Meaning and elements of employee voice, categorization of employee voice, expression of employee voice, levels of employee voice, stages of employee voice, effectiveness of employee voice, planning for voice; Employee empowerment.

**UNIT- III: HUMAN RESOURCE DEVELOPMENT AND PEOPLE**

Quality of work life (QWL) - Meaning, concept, development and various approaches of QWL, techniques for improving QWL; Quality circles - Concept, structure, role of management, quality circle in India; Employee compensation - Concept, factors affecting employee compensation, components of employee compensation; Knowledge management and organization design, knowledge management and culture, strategy and HRM; HRD Accounting and Audit; HRA -Introduction, need and objectives, methods and valuation models, benefits of HRA; HRD Audit - Meaning, methodology, issues, audit instruments; HRD Scorecard; Report.

**UNIT –IV: GLOBAL HUMAN RESOURCE**

HR in international context - Issues that change the context, differences between HRM Domestic and international perspectives, linking HR to international expansion, international recruitment at different levels, issues in staff selection and retention; Performance Management – Criteria used, factors associated, evaluation systems; Training and development; Expatriate training, Developing international teams, managing virtual teams; Compensation management – Concept, objectives and approaches, repatriation process; Labor relations – Key issues.

### **BOOKS RECOMMENDED**

1. Mamoria, C.B. and Gankar, S.V., Personnel Management - Text and Cases, Himalaya Publications.
2. Clive Morton, Andrew Newall, Jon Sparkes, Delivering Competitive Advantages, Jaico Publishing House.
3. Dowling, Welch, International HRM - Managing People in International Context, Thompson Learning, South Western Publications.
4. Rao, V.S.P., Human Resource Management, Excel Books.
5. Memoria, C.B., Personal Management, Himalaya Publications.
6. Flippo, Edwin B., Personnel Management, Tata Mc Graw Hill.
7. Aswathappa, K., Human Resource Management, Tata McGrawHill.
8. Bohlander, Snell & Vohra, Human Resource Management, Cengage Learning.
9. Gomez-Mejia, Managing Human Resources, Pearson Education .

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**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. FOURTH SEMESTER (NCBCS)**  
**HRM GROUP**  
**E-HRM**  
**(Elective Course)**

**Course: M.COM-HE417**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2021, 2022, 2023)**

**OBJECTIVE:** The purpose of this course is to acquaint the students with concepts, structure and operations of electronic human resource management and its use in the business world.

**UNIT -I: INTRODUCTION TO E-HRM**

**Meaning, types and role of E-HRM; Factors influencing utility; Effectiveness of E-HRM; Determinants of attitude towards E-HRM; Clarity of E-HRM goals; User satisfaction with E-HRM; Perceived usefulness and perceived ease of use, user support, social influence, facilitating conditions; E-HRM in Indian context; E-HRM challenges and opportunities; Assessing the use of internet in the recruiting process; Efficiency of electronic recruiting methods; E-recruitment in emerging economies; Improving employee selection with online testing; Addressing global labor needs using e-training, concepts, technology, and applications in e-mentoring; Electronic employee performance management (EPM) systems; Electronic monitoring in the workplace; Concepts and challenges of e-leadership; E-communication in the information society and the impact of new technologies on employee.**

**UNIT- II: HUMAN RESOURCE INFORMATION SYSTEM**

Human resource information system (HRIS): concept, nature, technological innovation; Benefits of HRIS framework; HRIS trends - Types, features, role, reasons for introducing an HRIS; Functions of an HRIS; Importance of human resource information system; HR function; Data and information needs for HR Manager; Sources of data; ITES in human resource management; IT for HR managers; Concept, structure, and mechanics of Human Resource Information Systems (HRIS); Software packages for human resource information systems including ERP software such as SAP, oracle financials.

**UNIT- III: HUMAN RESOURCE INFORMATION SYSTEM PHASES**

HRIS life cycle - HR responsibility in each phase of HRIS development, pre implementation stage of HRIS, HRIS planning, HRIS expectation, productivity through HRIS, HRIS cost-benefit value analysis, getting management support for HRIS, limitations of computerization of HRIS, implementation of HRIS; Tools in HRIS development; Human resources information systems in large and small organizations: Packaged human resources information systems / business process; Re-engineering HR – Functions and processes, implementing re-engineering changes, enterprise resource planning systems; Emerging trends in HRIS, networking, internet, intranet, technology implications etc.

**UNIT- IV: TRAINING AND DEVELOPMENT**

Learning management system - Criteria for method selection, skills of an effective trainer, use of audio-visual aids in training; Computer aided instructions- Distance learning, open, learning, e- learning; Technologies convergence and multimedia environment; Emerging Trends in training and development - Gamification, team training and six sigma training; Electronic enabled training systems (EETS) – Concept, types, benefits and challenges in

using EETS; Concerns in implementation of EETS – Availability, incorporation, extension, and learning renewals for EETS; Use of EETS and its up scalability, follow up activities.

### **BOOKS RECOMMENDED**

1. Aswathappa, K , Human Resource Management-Text and Cases, Tata McGraw Hill.
2. Vincent R. Ceriello, Christine Freeman, Human Resource Management Systems strategy, tactics and techniques, Jossey-Bass ,Wiley.
3. Raymond A. Noe, Amitabh Deo Kodwani, Employee training and development, Tata McGraw Hill Education pvt ltd.
4. Charles R. Greer, Strategic Human Resource Management, Pearson Custom Publishing.
5. Alfred J Walker, Handbook of Human Resource Information Systems: Reshaping the Human Resource Function with Technology, Mcgraw-Hill.
6. Lyle Spencer (Jr), Re-engineering of Human Resources, John Wiley and Sons.
7. Craig, Robert L, Training and Development Handbook , McGraw Hill.
8. Noe, Raymond A., and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill.
9. Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd.

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**DIRECTORATE OF DISTANCE EDUCATION  
UNIVERSITY OF JAMMU**

**SCHEME OF COURSES UNDER NON CBCS FOR M. COM**

**M. COM. FOURTH SEMESTER**

**FINANCE GROUP**

<b>S.No</b>	<b>Course</b>	<b>Course No</b>	<b>UGC Classification</b>	<b>Credit</b>	<b>Total Credit</b>
<b>1</b>	Financial Decision Analysis	M.COM-FC411	Core	4	12
<b>2</b>	International Finance	M.COM-FC412		4	
<b>3</b>	Comprehensive Viva - Voce	M.COM-FC413		4	
<b>4</b>	Advanced Financial Management	M.COM-FE414	Elective	4	12
<b>5</b>	Working of Stock Exchanges	M.COM-FE415		4	
<b>6</b>	Strategic Cost Management	M.COM-FE416		4	
<b>7</b>	Management of Financial Services	M.COM-FE417		4	

**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. FOURTH SEMESTER (NCBCS)**  
**FINANCE GROUP**  
**FINANCIAL DECISION ANALYSIS**  
**(Core Course)**

**Course: M.COM-FC411**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2021, 2022, 2023)**

**OBJECTIVES:** The objective of this course is to give the students an intensive knowledge of the finance function in specified decision areas.

**UNIT – I: NATURE OF FINANCIAL DECISION ANALYSIS**

Meaning and concept of financial analysis; Objectives and importance of financial analysis; Parties interested in financial analysis; Types of financial analysis; Major financial decision areas; Ratio analysis and performance: management's point of view, owners' point of view, lender's point of view; Basic factors influencing financial decisions; Projection of financial requirements: meaning and utility of financial projection, techniques of financial projections; Sustainable growth and proforma forecasts; Financial information system: nature of financial information system, role of financial information system in decision-making, designing suitable financial information system.

**UNIT – II: RISK ANALYSIS**

Concept of certainty, risk and uncertainty; Causes of risk; Types of risk; Risk-return relationship; Measurement of risk; Utility theory and risk analysis in investment decisions; Cost of uncertainty; Decision tree analysis; Capital Asset Pricing Model; Capital market line; Security market line; Asset pricing implications of CAPM; Markowitz model; Economic value added and investment analysis.

**UNIT – III: PORTFOLIO AND INSTITUTIONAL MONEY MANAGEMENT**

Institutional investors; Portfolio management services; Three errors of the investment industry; Guidelines for investment decisions-the ten commandments; Guidelines for equity investing; Specification of investment objectives and constraints; quantification of capital market expectations; Asset allocation-strategic asset allocation; Asset allocation in response to evolving market; Equity portfolio management strategies; Bond portfolio management strategies.

**UNIT – IV: PROFIT PLANNING AND BUSINESS TAXATION**

Concept of profit planning; Basics of profit planning; Approaches to profit planning; Strategy and Financial Planning; Capital expenditure decisions: meaning, nature, importance, factors affecting capital expenditure decisions, techniques; Project financing; Taxation and specific management decisions- scope of tax planning in India; taxation and make or buy decision, taxation and capital structure policies, taxation and dividend decisions.

**BOOKS RECOMMENDED**

1. Analysis for Financial Management- By Robert C. Higgins, McGraw Hill Education
2. Financial Management and Analysis- By Frank J. Fabozzi and Pamela P. Peterson, John Wiley & Sons
3. Financial Analysis Tools and Techniques- By Erich A. Helfert, McGraw Hill Education

#### **4. Financial Management – By Shashi K. Gupta and R.K. Sharma, Kalyani Publishers**

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**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. FOURTH SEMESTER (NCBCS)**  
**FINANCE GROUP**  
**INTERNATIONAL FINANCE**  
**(Core Course)**

**Course: M.COM-FC412**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2021, 2022, 2023)**

**OBJECTIVE:** To acquaint the students with the nature and scope of international finance along with procedure and regulatory framework.

**UNIT- I: CONCEPT AND NATURE OF INTERNATIONAL FINANCE**

Overview of International finance: Concept, nature, scope, significance, role of financial manager; Finance function: Financial firm, non-financial firm; International financial institutions: Role of IMF, WTO & World Bank; International monetary reforms, International liquidity; Special Drawing Rights (SDRs): Uses, Limitations; Prerequisites for making India as an international financial center.

**UNIT-II: FOREIGN EXCHANGE MARKETS AND MONETARY SYSTEM**

Concept of foreign currency and foreign transactions; Foreign sector and forex markets: Bank's purchase and sale, instruments of credit traded, foreign exchange market components; Role of participants of foreign exchange markets; Currency Derivatives: Forwards, futures, options & swaps; Emerging importance of Indian rupee; Exchange Rate Mechanism: Forces of demand and supply, Gustav's theory; Indian foreign exchange market: Exchange rate system in India, Fixed Vs. fluctuating exchange rates.

**UNIT- III: REGULATORY FRAMEWORK OF INTERNATIONAL FINANCE**

Exchange Control Regulations: RBI as exchange control authority, authorized dealers, money changers, foreign currency accounts, non-resident accounts; Export Credit Guarantee Corporation (ECGC); Exim Bank; Convertibility; Export and import financing mechanism: Buyers' credit, suppliers' Credit; Exposures: Transaction exposure, economic exposure, translation exposure, exchange rate and currency risk, risk in foreign trade and finance.

**UNIT-IV: FINANCIAL MANAGEMENT OF THE MULTINATIONAL FIRM**

Foreign Investment: Approaches to international business; ADRs, GDRs, ECBs, FDI: Relevant theories of FDI; Evaluating direct investment projects: International capital budgeting, Project evaluation criteria, ARR, NPV method, PI method, IRR method; Country risk analysis: Political, social, economic risks, reaction to risks, need for risk evaluation; International taxation: Double taxation avoidance agreements.

**BOOKS RECOMMENDED**

1. International Finance, V. A. Avadhani, Himalaya Publications
2. International Finance, P.G.Apte, Tata McGraw Hill
3. International Finance, Imad A. Moosa, Tata McGraw Hill
4. International Finance, V. K. Sharan, PHI



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**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. FOURTH SEMESTER (NCBCS)**  
**FINANCE GROUP**  
**COMPREHENSIVE VIVA-VOCE**  
**(Core Course)**

**Course: M.COM-FC413**  
**Credit: 4**

**Max Marks: 100 Marks**

**(Syllabus for the examinations to be held in May 2021, 2022, 2023)**

**OBJECTIVE:** To enable the students to express their knowledge and communication ability with logic and confidence

Each M.Com IV Semester student shall have to appear in viva-voce which will be conducted by a faculty not below the rank of professor.

Viva-voce will be comprehensive in nature on the topics of current relevance to Commerce studied at M.Com I, II & III Semesters. Students will have to answer queries in the subjects they have studied and have to express their views, exhibit their communication skills and knowledge in the subject.

The expert will evaluate the performance of a candidate during viva-voce for at least 10 minutes for 100 marks. Invariably the performance will be seen in contents presented by the candidate, his/her confidence, communication skill, arguments with logic and overall knowledge etc.

**DIRECTORATE OF DISTANCE EDUCATION  
UNIVERSITY OF JAMMU  
M.COM. FOURTH SEMESTER (NCBCS)  
FINANCE GROUP  
ADVANCED FINANCIAL MANAGEMENT  
(Elective Course)**

**Course: M.COM-FE414**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2021, 2022, 2023)**

**OBJECTIVE:** To acquaint students to with the conceptual framework of advanced financial management and its application under various environment constraints.

**UNIT-I: INVESTMENT DECISIONS**

Inter-relation among investment, financing and dividend decisions; Concept of cash flow; Time value of money- concept, need and techniques of time value of money- discounting and compounding; Risk return trade off; Risk analysis in capital budgeting: Sources of risk, Sensitivity analysis; Measurement of Risk; Application of option pricing theory in investment decisions; Capital budgeting and inflation; Problems in investment decisions; International investment and financing decisions.

**UNIT-II: CAPITAL STRUCTURE & DIVIDEND DECISIONS**

Concept and Definitions of capital structure; Optimum capital structure; Capital structure and market value of a firm; Arbitrage process in capital structure; EBIT- EPS analysis; ROI & ROE analysis; Capital structure policy; Dividend decisions- concept; Theories of dividend policy: relevance and irrelevance of dividend decision; Corporate Dividend behaviour.

**UNIT-III: WORKING CAPITAL MANAGEMENT**

Concept and models of deterring optimal cash balances- Baumol model, Miller-Orr model; Credit management through credit policy variables; Marginal analysis; Control of accounts receivables; Problems on credit granting decision; Determinations of inventory control levels: Ordering level; Re-ordering level; Danger level; Committees on working capital management- Dehejia Committee, Tandon Committee; Chore Committee; Marathe Committee; Kannan Committee; Recent guidelines on working capital finance.

**UNIT-IV: CONTEMPORARY AREAS OF FINANCIAL MANAGEMENT**

Financial strategy formulation; Ethics in finance; Strategic business and financial planning for multinational organisations; Dividend policy in multinational organisations; Concept of acquisitions and mergers; Revival strategies for sick units; Concept and components of EVA; Market Value Added (MVA); Components and benefits of financial information system; Concept; Features and benefits of corporate value based management system; Impact of demonetisation on various kinds of business concerns.

**BOOKS RECOMMENDED**

1. Bhattacharya, Hrishikas, Working Capital Management, Strategies and Techniques, Prentice Hall, New Delhi.
2. Chandra, Prasanna, Financial Decision Making, Prentice Hall, New Delhi.
3. Hampton, John, Financial Decision Making, Prentice Hall, New Delhi.
4. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi.
5. Van Horne, J.C. and J.M. Wachowicz Jr, Fundamentals of financial Management, Prentice Hall, New Delhi.
6. Van Horne, James C, Financial Management and Policy, Prentice Hall New Delhi.

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**DIRECTORATE OF DISTANCE EDUCATION**  
**UNIVERSITY OF JAMMU**  
**M.COM. FOURTH SEMESTER (NCBCS)**  
**FINANCE GROUP**  
**WORKING OF STOCK EXCHANGE**  
**(Elective Course)**

**Course: M.COM-FE415**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2021, 2022, 2023)**

**OBJECTIVE:** This paper intends to provide basic skills to operate in stock market and the ways of investing in it. It will enable the students to make investment in stock market independently.

**UNIT – I: INTRODUCTION**

Stock exchanges in India - Organisation and functions of stock exchanges; Regulation and control of stock exchanges - NSE, BSE, MCX and regional exchanges; Relationship of new issue market and stock exchange; Role of new issue market; Procedure for floating of new issue; Membership rules in stock exchange; Legal control of stock exchanges in India; SEBI guidelines for issue of securities; Development in the stock market.

**UNIT- II: TRADING IN STOCK EXCHANGE**

Trading in stock exchanges - Functions of intermediates, screen based and scrip less trading, online trading, types of quotes, settlement procedures, clearing house, speculation, margin trading, insider trading, investor protection; Buying and selling of stocks - Using brokerage and analysts' recommendations; Use of limit order and market order; Online trading of stocks; Understanding stock quotations, types and placing of order; Risk - Its valuation and mitigation.

**UNIT – III: STOCK ANALYSIS AND VALUATION**

Analysis of the company - Financial characteristics (as explained by ratio analysis, future prospects of the company, assessing quality of management using financial and non-financial data, balance sheet and quarterly results, cash flows and capital structure); Comparative analysis of companies, stock valuations - Using PE ratio, PEG ratio, and Price Revenue ratio; Use of historic prices, simple moving average, basic and advanced interactive charts; Examining the shareholding pattern of the company; Pitfalls to avoid while investing - High P/E stocks, low price stocks, stop loss, excess averaging.

**UNIT- IV: INVESTMENT IN GLOBAL MARKETS**

Introduction of global investment, benefits and risks of global investment; Measuring risks and returns of global investments; Options for global investments; Global mutual funds; Depository receipts; Issue mechanism of depository receipts; Foreign bonds; Euro bonds; Foreign currency translation bonds; Relationship of trends in global markets; Optimal international portfolio; Challenges to international portfolio investing.

**BOOKS RECOMMENDED**

1. Gitman and Joehnk, Fundamentals of Investing, Pearson.
2. Madura, Jeff, Personal Finance, Pearson.
3. Chandra, Prasanna, Investment Analysis and Portfolio Management, Tata McGraw Hill.
4. Damodaran, Aswath, Investment Valuation: Tool and Techniques for Determining the Value of Any Asset, Wiley Finance.

5. Bodie, Alex, Marcus and Mohanty, Investments, McGraw Hill Publishing Co.
6. Hirt and Block , Fundamentals of Investment Management, McGraw Hill Publishing Co.
7. Pandiyan, Punithavathy, Security Analysis and Portfolio Management, Vikas Publications

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**DIRECTORATE OF DISTANCE EDUCATION  
UNIVERSITY OF JAMMU  
M.COM. FOURTH SEMESTER (NCBCS)  
FINANCE GROUP  
STRATEGIC COST MANAGEMENT  
(Elective Course)**

**Course: M.COM-FE416**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2021, 2022, 2023)**

**OBJECTIVE:** To make the students familiar with how to provide an effective and lucid theoretical analysis of cost and management accounting concepts.

**UNIT –I: INTRODUCTION**

Meaning, definitions, nature, scope and functions of management accounting; Role of management accounting; Nature of cost accounting; Difference between cost accounting and management accounting, Techniques, importance and limitations of cost accounting; Methods of costing; Elements of costs; Bases of ascertaining costs; Overheads.

**UNIT-II: ACTIVITY BASED COSTING AND CVP ANALYSIS**

Activity based costing and management systems; Absorption – cost equation, uses and merits, defects and weaknesses; Cost volume profit solution; Variable cost equation; Break-even point; Multi product situation; Alternate choice decisions.

**UNIT-III: BUDGETING AND BUDGETING CONTROL**

Budgeting and budgetary control; Forecasts vs. Budgets; Functional budgets; Fixed and flexible budgeting; Zero based budgeting; Programme budgeting and performance budgeting; Target and Life cycle costing.

**UNIT-IV: RESPONSIBILITY ACCOUNTING AND GREEN ACCOUNTING**

Meaning, definitions, features and objectives of responsibility accounting; Steps involved in responsibility accounting; Responsibility centres; Social Cost-Benefit Analysis; Meaning of green accounting; Benefits of green accounting; Limitations of green accounting; Need for adoption of green accounting; Laws related to green accounting; Opportunities in green accounting; Green accounting in India and the way forward.

**BOOKS RECOMMENDED**

1. Introduction to Management Accounting, Horngren, Sundem Stratton, Prentice Hall, Publisher.
2. Management accounting, AtkusanKapak, Pearson Publication.
3. Managerial Accounting, James Jiamtalvo-Wiley Publication
4. International Accounting, ShirinRathore, Prentice Hall Publication
5. Management Accounting, I.M. Pandey, Vikas Publishing House.
6. Management Accounting, SP Gupta, sahitayaBhawan Publication
7. Management Accounting, Harsen and Mowen, Thompson
8. Advanced Cost of Management Accounting, V.K. Saxena& C.D. Vashist, S. Chand & Sons.

## **NOTE FOR PAPER SETTING**

The paper consists of two sections. Each section will cover the whole of the syllabus without repeating the question in the entire paper.

**Section A:** It will consist of eight short answer questions, selecting two from each unit. A candidate has to attempt any six and answer to each question shall be within 200 words. Each question carries four marks and total weightage to this section shall be 24 marks.

**Section B:** It will consist of six essay type questions with answer to each question within 800 words. One question will be set atleast from each unit and the candidate has to attempt four. Each question will carry 14 marks and total weightage shall be 56 marks



**DIRECTORATE OF DISTANCE EDUCATION  
UNIVERSITY OF JAMMU  
M.COM. FOURTH SEMESTER (NCBCS)  
FINANCE GROUP  
MANAGEMENT OF FINANCIAL SERVICES  
(Elective Course)**

**Course: M.COM-FE417**

**Credit: 4**

**Time: 3.00 Hrs**

**Max Marks: 100 Marks**

**External: 80 Marks**

**Internal: 20 Marks**

**(Syllabus for the examinations to be held in May 2021, 2022, 2023)**

**OBJECTIVE :** To familiarise students with the full range of financial services including banking, insurance, leasing, debt securitisation and house financing.

**UNIT-I INTRODUCTION**

Meaning of financial services; Classification of financial services industry; Scope of financial services; Causes for financial innovation; New financial products and services; Innovative financial instruments; Challenges facing the financial services sector; Present scenario of financial services in India; Management of risk in financial services-concept of risk, types of risk and risk management.

**UNIT-II BANKING AND INSURANCE**

Meaning and definition of a bank; Types of banks; Functions of commercial banks; Concept and nature of merchant banking; Functions of merchant banker; Merchant banking regulations; Parameters of evaluating a merchant banker; Features of merchant banking in India; Insurance-meaning, characteristics and functions of insurance; Pre-requisites for the success of insurance; Limitations of insurance; Scope and classification of insurance; Principles of insurance.

**UNIT-III LEASE FINANCING**

Concept and essentials of leasing; Classification of leasing; Steps involved in leasing transaction; Advantages of leasing; Limitation of leasing; Legal aspects of leasing; Contents of a lease agreement; Income tax provisions relating to leasing; Sales tax provisions pertaining to leasing; Accounting treatment of lease; Structure of leasing industry in India; problem of leasing; Prospects of leasing.

**UNIT-IV DEBT SECURITISATION AND HOUSING FINANCE**

Concept of securitisation; Securitisation vs. factoring; Modus operandi of securitisation; Structure for securitisation/types of securities; Securitisable assets; Benefits of securitisation; Securitisation and banks; Conditions for successful securitisation; Securitisation abroad; Securitisation in India; Causes for the unpopularity of securitisation in India; House financing-introduction; National housing bank; Housing finance system in India; New developments in house financing.

**BOOKS RECOMMENDED**

1. Bhatia, B.S., and Batra, G.S., Financial Services, Deep & Deep Publishers, New Delhi.
2. Bansal, L.K., Merchant Banking and Financial Services, Unistar Books Pvt. Ltd., Chandigarh.
3. Bhole, L.M., Financial Institutions and Markets, Tata McGraw Hill, New Delhi.
4. Chandra, P., Financial Management, Tata McGraw Hill, New Delhi.
5. Khan, M.Y., Financial Services, Tata McGraw Hill, New Delhi.
6. Kothari, C.R., Investment Banking and Customer Service, Arihand Publishers, Jaipur.

7. Machiraju, H.R., Merchant Banking, New Age International Publishers, New Delhi.  
Srivatsava, R.M., Essentials of Business Finance, Himalaya Publishing, New Delhi.
8. Pandey, I.M., Financial Management, Vikas Publishing House, New Delhi.
9. Varshney, P.N., and Mittal D.K., Indian Financial System, Sultan Chand & Sons, New Delhi.

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