

# University Centre for Distance Learning



Syllabi & Scheme of Examination  
Master of Commerce-2<sup>nd</sup> Year

## Chaudhary Devi Lal University Sirsa (Haryana)

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



**SCHEME OF EXAMINATION**  
**M.COM. – 2<sup>ND</sup> Year**  
**(DISTANCE EDUCATION MODE)**

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

**STRATEGIC MANAGEMENT**  
**(MC-21)**

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

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

**Unit-1 Strategic Management Process:** Defining Strategy, Levels at which Strategy operates, Approaches to Strategic Decision making, Process of Strategic Management, Roles of Strategists in Strategic Management; Mission and purpose, Objectives and goals, Strategic Business Unit.

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

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

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

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

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

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

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

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

# ACCOUNTING THEORY

(MC-22)

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

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

## Unit-1

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

## Unit-2

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

## Unit-3

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

## Unit-4

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

## Unit-5

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

# ADVANCED COST ACCOUNTING

(MC-23)

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

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

## UNIT-1

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

## UNIT-2

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

## UNIT-3

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

## UNIT-4

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

**Costing reports:** Requisites; steps; types; review

## UNIT-5

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

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

# FINANCIAL MANAGEMENT

(MC-24)

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

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

## UNIT-I

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

## UNIT-II

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

## UNIT-III

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

## UNIT-IV

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

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

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

## **HUMAN RESOURCE MANAGEMENT**

**(MC-25)**

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

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

### **Unit-1**

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

### **Unit-2**

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

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

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

### **Unit-3**

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

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

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

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

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

## **MARKETING MANAGEMENT**

**(MC-26)**

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

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

### **Unit-1**

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

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



## **Unit-2**

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

## **Unit-3**

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

## **Unit-4**

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

## **Unit-5**

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

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

## **COMPREHENSIVE VIVA-VOCE**

**Marks: 100**