

**Directorate of Distance Education  
University of Jammu  
Jammu**



**M.Com I, II, III & IV Semester Syllabi  
Under Without Choice Based Credit System (CBCS)**

**UNIVERSITY OF JAMMU**  
**M.COM FIRST SEMESTER**

<b>S.No.</b>	<b>Course Title</b>	<b>C. No.</b>	<b>Credit</b>	<b>External Examination</b>	<b>Internal Assessment</b>
1.	Accounting Theory and Practice	M.Com - 101	4	80	20
2.	Organisational Behaviour	M.Com -102	4	80	20
3.	Quantitative Techniques for Business Decisions	M.Com -103	4	80	20
4.	Corporate Governance and Business Ethics	M.Com -104	4	80	20
5.	Tax Planning and Procedures	M.Com- 105	4	80	20
6.	Seminar	M.Com- 106	2	50	

**UNIVERSITY OF JAMMU**  
**M.COM SECOND SEMESTER**

<b>S.No.</b>	<b>Course Title</b>	<b>C. No.</b>	<b>Credit</b>	<b>External Examination</b>	<b>Internal Assessment</b>
1.	Higher Accounting	M.Com - 201	4	80	20
2.	Strategic Management	M.Com - 202	4	80	20
3.	Human Resource Management	M.Com -203	4	80	20
4.	Marketing Management	M.Com - 204	4	80	20
5.	Financial Management	M.Com - 205	4	80	20
6.	Viva Voce	M.Com - 206	2	50	

**UNIVERSITY OF JAMMU**  
**M.COM THIRD SEMESTER**

S. No.	Course Title		C. No.	Credit	External Examination	Internal Assessment
1.	<b>Presentation on Business Performance</b>		M.Com - 300	2	50	
<b>Any one of the following groups</b>						
I.	<b>Marketing Group</b>	International Marketing	M.Com -301	4	80	20
		Industrial Marketing	M.Com - 302	4	80	20
		Service Marketing	M.Com - 303	4	80	20
		Advertising & Sales Management	M.Com - 304	4	80	20
		E-Marketing	M.Com - 305	4	80	20
II	<b>HRM Group</b>	Strategic HRM	M.Com - 315	4	80	20
		Human Resource Development System	M.Com - 316	4	80	20
		Labour & Labour Laws	M.Com - 317	4	80	20
		Management of Training & Development	M.Com - 318	4	80	20
		Organisation Change & Development	M.Com - 319	4	80	20
III	<b>Finance &amp; Accounting Group</b>	Investment Management	M.Com - 330	4	80	20
		Financial Policies & Practices	M.Com - 331	4	80	20
		Security Analysis and Portfolio Management	M.Com - 332	4	80	20
		Financial Markets & Institutions	M.Com- 333	4	80	20
		Indian Financial System	M.Com - 334	4	80	20

**UNIVERSITY OF JAMMU**  
**M.COM FOURTH SEMESTER**

S. No.	Course Title		C. No.	Credit	External Examination	Internal Assessment
1.	<b>Comprehensive Viva Voce</b>		M.Com 400	2	50	
<b>Any one of the following groups</b>						
I.	<b>Marketing Group</b>	Brand Management	M.Com - 401	4	80	20
		Customer Relationship Management	M.Com - 402	4	80	20
		Supply Chain Management	M.Com - 403	4	80	20
		Strategic Management	M.Com - 404	4	80	20
		Consumer Behaviour & Marketing Research	M.Com - 405	4	80	20
II	<b>HRM Group</b>	Wage & Salary Administration	M.Com - 415	4	80	20
		International Human Resource Management	M.Com - 416	4	80	20
		Organisational Dynamics	M.Com - 417	4	80	20
		Union-Management Relations	M.Com - 418	4	80	20
		Entrepreneurial Skill Development	M.Com - 419	4	80	20
III	<b>Finance &amp; Accounting Group</b>	Strategic Cost Management	M.Com - 430	4	80	20
		Financial Decision Analysis	M.Com - 431	4	80	20
		Advanced Financial Management	M.Com - 432	4	80	20
		Contemporary Areas of Financial Accounting	M.Com - 433	4	80	20
		International Finance	M.Com- 434	4	80	20

**UNIVERSITY OF JAMMU**  
**M.COM FIRST SEMESTER**  
**ACCOUNTING THEORY AND PRACTICE**  
**WITHOUT CBCS**

Course No. :	<b>M.Com - 101</b>	Maximum Marks :	100
Time :	3 Hours	Internal Assessment :	20
		External Examination :	80

**OBJECTIVE:** The course aims to acquainting the students with coherent set of logical principles, general frame of reference for the evaluation of sound accounting practices and recent trends in accounting

**UNIT 1 INTRODUCTION**

Nature and foundation; Accounting environments-Social, economic and legal; Accounting theory-Methodology; Levels and approaches; Accounting-Variou stakeholders, Their needs and modes of presenting information; Accounting concepts and conventions; Accounting standards- Its meaning and setting procedures for Indian and International accounting standards.

**UNIT II INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)**

Meaning of standardization; International Financial Reporting Standards issued by the IASB; The structure of IFRS; Process of IFRS standard setting; Problems in understanding and application of IFRS; IFRS adoption or convergence in different countries.

**UNIT-III CORPORATE REPORTING**

Concept and objective of financial reporting; International financial reporting qualities; True blood Report and Stamp Report- Objectives; Specific issues in corporate reporting ; Segment reporting and Interim reporting- Needs and problems; Harmonization in reporting-Need, problem and measures.

**UNIT-IV CONTEMPORARY ISSUES**

Meaning, definitions, features and objectives of responsibility accounting; Steps involved in responsibility accounting; Responsibility centers; Cost-benefit analysis; Human resources accounting- Its meaning, need and methods; Conceptual framework of Balance Scorecard; Environment accounting; Intellectual capital; Forensic accounting.

**NUMERICAL**

Preparation of responsibility accounting report, comparative profit and loss statement.

### **BOOKS RECOMMENDED**

1. Accounting Theory: L.S Porwal, Tata McGraw Hill Publications.
2. Accounting Theory: JawaharLal, Himalaya Publications House.
3. Corporate Financial Reporting: Theory and Practices : JawaharLal, Taxman Publication
4. Accounting Theory : Hendriksen, Richard Irwin Press
5. Corporate Financial Reporting -Text and Cases: David F Hawkins Irwin Publications
6. Interpretation and Application of International Financial Reporting Standards: Barry J. Epstein, Eva K. Jermakowicz, John Wiley Publications.
7. Practical Implementation Guide and Workbook by Barry J. Epstein,
8. Financial Accounting: IFRS, Jerry J. Weygandt, Paul D. Kimmel, Donald E. Kieso, John Wiley Publications.
9. The Vest Pocket IFRS : Steven M. Bragg, John Wiley Publications

**MODEL QUESTION PAPER**  
**ACCOUNTING THEORY AND PRACTICE**

**Time: 3 hours**

**M. Marks: 80**

**SECTION A**

Attempt any six questions. Each question carries 4 marks.

1. Discuss in brief the nature and foundation of accounting theory
2. Explain any three accounting concepts
3. What do you mean by standardization?
4. Explain the structures of IFRS
5. Define financial reporting. What are its objectives?
6. Give the meaning of segment reporting. Explain its problems
7. What is meant by responsibility accounting? Also discuss its objectives
8. Write short note on environmental accounting

**SECTION B**

Attempt any four questions. Each question carries 14 marks.

1. What do you mean by accounting standards?. Explain the procedure for setting Indian and International accounting standards
2. Give the process of IFRS. Discuss the various problems in understanding and applying IFRS
3. What do you mean by harmonization in accounting?. Discuss the needs and problems of harmonization in financial reporting
4. Write a detailed note on the levels and approaches of accounting theory
5. Give the conceptual framework of human resource accounting. Also discuss the various methods of HRA
6. Write short note on
  - a) Forensic accounting
  - b) Intellectual capital
  - c) Balance scorecard.

**UNIVERSITY OF JAMMU**  
**M.COM FIRST SEMESTER**  
**ORGANISATIONAL BEHAVIOUR**  
**WITHOUT CBCS**

Course No. :	<b>M.Com - 102</b>	Maximum Marks :	100
Time :	3 Hours	Internal Assessment :	20
		External Examination :	80

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

**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 behaviour; Individual differences; Models of man.

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

**Perception** –Concept & meaning, perception & sensation, 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; **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, 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** - developing a sound organizational climate; **Organisational effectiveness** – Concept , goal approach, functional approach, system resource approach, maximizing or optimizing effectiveness, organizational effectiveness Vs managerial effectiveness, factors in organisational 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 development (OD)**: Meaning, need, limitations, OD and management development and steps in OD, OD interventions.

### **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.

### **BOOKS RECOMMENDED**

1. Steven McShane & Van Glinar, Organizational Behavior: Tata McGraw Hill Publishing Co.
2. Stephen Robbins, Organizational Behaviour, Prentice Hall India Pvt. Ltd., New Delhi.
3. Fred Luthans, Organizational Behaviour, McGraw Hill Book Company.
4. Kavita Sharma, Organizational Behavior, Pearson India.
5. Ricky Griffin & Georgy Moorehead, Organizational Behavior, Hough Co. Boston.
6. Griffin, Ricky W, Organisational Behaviour, Houghton Mifflin Co; Boston.
7. Hellreigel, Don, Jon W Slocum, Jr. and Richard W. Woodman, Organizational Behaviour, South Western College Publishing, Ohio.
8. Hersey, Paul, Kenneth H. Blanchard and Dewey E, Jonson, Management of Organisational Behaviour: Utilising Human Resources, Prentice Hall, New Delhi.

### **MODEL QUESTION PAPER**

## **ORGANISATIONAL BEHAVIOUR**

**Time: 3 hours**

**M. Marks: 80**

### **SECTION A**

Attempt any six questions. Each question carries four marks. Answer to each question should be within 200 words.

1. Briefly explain the disciplines contributing to OB
2. Discuss briefly the foundation of individual behaviour
3. Explain perceptual process and its elements
4. State the factors which affects learning
5. What is transactional analysis.? How does it help in improving interpersonal relations?
6. How does informal organisation affect the functioning of formal organisation?
7. How does organisation culture affect different aspects of organisational functioning?
8. What do you mean by planned change? What are its objectives?

### **SECTION B**

Attempt any four questions. Each question carries 14 marks. Answer to each question should be within 800 words.

1. Discuss the nature of challenges that managers have to face in managing OB in organisations. State how knowledge of OB helps managers to overcome these?
2. 'Human behaviour is caused ,motivated and goal directed'. Examine this statement and show how does the model of behaviour incorporate the role of organization in shaping human behaviour?
3. What are the organisational applications of personality?.
4. What are the factors which shape the personality of an individual?
5. What is meant by role conflict?. What are the causes of role conflict? Discuss the methods to avoid role conflict?
6. Coping strategies for stress can be adopted at individual level as well as at organisational level. Explain these strategies and their role in preventing and/or more effectively managing stress
7. What are the criteria for organisational effectiveness? How does efficiency differ from effectiveness?

**UNIVERSITY OF JAMMU**  
**M.COM FIRST SEMESTER**  
**QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS**  
**WITHOUT CBCS**

Course No. :	<b>M.Com- 103</b>	Maximum Marks :	100
Time :	3 Hours	Internal Assessment :	20
		External Examination :	80

**OBJECTIVE:** To develop analytical skills in structuring and analysis (scientific method) of business decision problems which characterize in the field of commerce and management sciences.

**UNIT I: FUNDAMENTALS OF QT & SAMPLING**

Concept of Quantitative Techniques; Classification of quantitative techniques; Distrust of statistics; Role of quantitative techniques in business and industry; Quantitative technique & management; Limitation of quantitative techniques; Use of computers in quantitative techniques; Basic techniques of sampling: Simple random sampling, Systematic sampling, Stratified sampling, Cluster sampling, Convenience and Judgement sampling.

**UNIT II: ASSOCIATIONS OF ATTRIBUTES**

Introduction; Notation and terminology, Consistency of data, Association and disassociation, Comparative study of methods: Comparison method, Proportion method, Yule's coefficient of association and Coefficient of colligation, Coefficient of contingency, Partial and illusory association; Partial and Multiple correlation and Regression analysis.

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

Probability: Concepts and basic theorems of probability and their applications; Binomial distribution, Poisson distribution and Normal distribution; Mathematical expectation; Analysis of variance- Its assumptions, Computation of Analysis of variance; One-way and Two-way classifications.

**UNIT IV: HYPOTHESES TESTING**

Hypotheses: Null and Alternative hypotheses, Type I and Type II errors; Sample distribution and concept of standard error; Tests of significance for large sample; Hypothesis testing-Parametric tests: Z- test, t- test, F- test; Non-Parametric tests: Chi Square, Mann Whitney and Kruskal Wallis test.

## **BOOKS RECOMMENDED**

1. Levin, Richard and David S Rubin: Statistics for Management, Prentice Hall, Delhi.
2. Levin and Brevson, Business Statistics, Pearson Education, New Delhi.
3. Anderson, Sweeney and Williams: Statistics for Business and Economics, Thompson, New Delhi.
4. Sharma, J.K., Business Statistics.
5. Hooda, R.P: Statistics for Business and Economics. Macmillan, New Delhi.
6. Lee S.M., L.J. Moore and B.W. Taylor, Management Science, Boston: Allyn Bacon, 1994.
7. Vohra, N. D., Quantitative Techniques in Management.

**UNIVERSITY OF JAMMU**  
**M.COM FIRST SEMESTER**  
**CORPORATE GOVERNANCE AND BUSINESS ETHICS**  
**WITHOUT CBCS**

Course No. : **M.Com - 104**

Time : 3 Hours

Maximum Marks : 100

Internal Assessment : 20

External Examination : 80

**OBJECTIVES:** The objective of this course is to highlight the need, importance of corporate governance in the era of globalisation to match the high standards of transparency level and efficiency and effective of corporate sector.

**UNIT-1: CORPORATE GOVERNANCE ACTS & CODE**

Corporate Governance in India; The Companies (Amendment) Act, 1999; Securities Laws (Amendment) Act, 1999; Committees on Corporate Governance; CII Code-Desirable Corporate Governance (1998), Kumar Mangalam Birla Committee on Corporate Governance (4001); Companies (Appointment of Small Shareholders" Director) Rules, 4001 and SEBI efforts for Corporate Governance.

**UNIT-II: ROLE, IMPORTANCE AND PERFORMANCE OF CORPORATE GOVERNANCE**

Meaning, role & importance of Corporate Governance; Relationship between corporate governance and corporate strategy; Corporate governance and investors relationship management; Factors influencing quality of governance; Principles of corporate governance; Corporate governance and financial performance.

**UNIT-III: MEANING, ROLE AND ETHICS IN PRACTICE**

Business ethics – Nature, characteristics and needs; Ethical practices in management; Values and ethics; Theories of business ethics; Values across cultures; Culture and ethics – Ethical values in different cultures; Culture and individual ethics; Ethics analysis-Resolving ethical dilemma; Ethical decision-making in business; Ethics in practice - Professional ethics for functional managers; Creating an ethical organization.

**UNIT-IV: CORPORATE ETHICS AND PRACTICES**

Corporate ethics and good governance; Role of various agencies in ensuring in corporate sector; Ethics in functional areas - Marketing, HRM and financial management; Cost of ethics in corporate ethics evaluation.

## **BOOKS RECOMMENDED**

1. Ferando, A.C., Corporate Governance: Principles, Policies and Practices, Pearson Education.
2. Das, S.C., Corporate Governance: Codes, Systems, Standards and Practices.
3. Thomas Clark, International Corporate Governance: A Comparative Approach, Routeledge.
4. Kesho Prasad, Corporate Governance, PHL Learning Private Limited.
5. N. Gopaldaswamy, Corporate Governance: The New Paradigm, Wheeler.

**UNIVERSITY OF JAMMU**  
**M.COM FIRST SEMESTER**  
**TAX PLANNING AND PROCEDURES**  
**WITHOUT CBCS**

Course No. : **M.Com - 105**

Time : 3 Hours

Maximum Marks : 100

Internal Assessment : 20

External Examination :

**OBJECTIVES:** To impart knowledge about tax and tax planning to students.

**UNIT – I: TAX PLANNING**

Concepts of tax planning, Tax avoidance, Tax evasion and tax management; Areas, significance and problems of tax planning; Amendments by Latest Annual Finance Act; Recognized methods of tax planning – Legal diversion of income, ensuring maximum claim for deduction, taking advantage of available relief (Regarding Arrears of Salary and Double Taxation) , tax free sources of income.

**UNIT – II: TAX IMPLICATIONS & CONSIDERATIONS**

- a. Tax considerations in setting up of a new business regarding form of organisation: Sole Proprietorship, H.U.F, Partnership firm and Joint stock company
- b. In specific managerial decisions Make or Buy Decision, Own or Lease Decision
- c. In specific areas Dividend Policy, Foreign Collaboration Agreements, In relation to Employees Remuneration (Personnel Compensation Plans)

**UNIT – III: RETURN OF INCOME**

Provisions regarding Permanent Account Number (PAN), Return of income : Statutory obligation of filing return, Forms and time for filing return, Return of loss, belated return, Revised return and defective or incomplete return, Concept of self assessment, Provisions of advance payment of tax.

**UNIT – IV: SERVICE TAX, VALUE ADDED TAX, GOODS AND SERVICE TAX**

- a. Concept of Service Tax and Value Added Tax
- b. GST –Introduction, Concept, Need, Models, Taxes subsumed, Benefits, Taxable events, Relevant definitions, Concept of supply, Negative list, Charge of Tax.

**BOOKS RECOMMENDED**

1. Direct Taxes Laws & Practice – By Dr. Vinod K. Singhania

2. Students' Guide to Income Tax including Service Tax / VAT – By Dr. Vinod K. Singhanian.
3. Law & Practice of Income Tax – By Bhagwati Prasad
4. Public Finance and Tax Planning – By Alka Gupta.
5. Corporate Tax Planning – By R.N Lakhoria
6. GST- Bare Law on GST.



**UNIVERSITY OF JAMMU**  
**M.COM FIRST SEMESTER**  
**SEMINAR**  
**WITHOUT CBCS**

Course No: **M.Com -106**

Max. Marks: 50

Each candidate shall make preferably power point presentation on any topic of course/s studies at M.Com. I semester. The said presentation would be evaluated by a three member board internally constituted by Convener BOS in Commerce.

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

1. Contents of presentation : 10 Marks
2. Current knowledge : 10 Marks
3. Communication skill : 10 Marks
4. Quality of answers raised : 10 Marks
5. Quality of answers given : 10 Marks

During the presentation no candidate can leave the seminar room till the presentation of all the group candidates is complete. No candidate would repeat the same presentation already made by somebody else in the seminar.

**UNIVERSITY OF JAMMU**  
**M.COM SECOND SEMESTER**  
**HIGHER ACCOUNTING**  
**WITHOUT CBCS**

Course No. : **M.Com - 201**

Time : 3 Hours

Maximum Marks : 100

Internal Assessment : 20

External Examination : 80

**OBJECTIVE:** To familiarize students with the issue, forfeiture and redemption of shares & debentures, consolidation of financial statements, uses & significance of funds flow statement and reasons for mergers and consolidations.

**UNIT –I: SHARES AND DEBENTURES**

Issues, allotment & call, arrears and forfeiture, bonus and rights shares, underwriting and redemption of preference shares; Issue of debentures, writing off loss on debentures and redemption of debentures.

**UNIT-II: 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; Cross holdings; Sale and purchase of shares in subsidiary company; Preparation of consolidated balance sheet and profit & loss account.

**UNIT-III: FUNDS FLOW STATEMENT**

Meaning and definitions of funds flow statement, uses and significance of fund flow statement, objectives of funds flow statement, limitations of funds flow statement, difference between fund flow statement and cash flow statement, fund flow statement and income statement; preparation of fund flow statement on working capital basis.

**UNIT-IV 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.

## **BOOKS RECOMMENDED**

1. Accounting Standards by D.S. Rawat, IV Edition, Taxmann Publication
2. Corporate Accounting by S.N. Maheshwari and SK Maheshwari 4th edition, Vikas Publishing House.
3. Higher Accounting by S.P. Jain & K.L. Narang, Kalayani Publishers.
4. Advanced Accounting by Ashok Sehgal and Deepak Sehgal, Taxmann Publications
5. Advanced Accounts by R.L. Gupta, Sultan Chand & Sons, New Delhi.
6. Advanced Accounts by Shukla, Grewal & Gupta, S. Chand Publishers.
7. Introduction to Financial Accounting by Horngren, Sundens, Elliot, Pearson Education Publishers
8. Financial Accounting by PC Tulsian, Tata McGraw Hill Publications
9. Fundamentals of Financial Accounting by Welsch and Anthony, Richard D Irwin Inc.

**UNIVERSITY OF JAMMU**  
**M.COM SECOND SEMESTER**  
**STRATEGIC MANAGEMENT**  
**WITHOUT CBCS**

Course No. :	<b>M.Com - 202</b>	Maximum Marks :	100
Time :	3 Hours	Internal Assessment :	20
		External Examination	

**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; 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 & structuring 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

**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

**UNIVERSITY OF JAMMU**  
**M.COM SECOND SEMESTER**  
**HUMAN RESOURCE MANAGEMENT**  
**WITHOUT CBCS**

Course No. :	<b>M.Com - 203</b>	Maximum Marks :	100
Time :	3 Hours	Internal Assessment :	20
		External Examination :	80

**OBJECTIVE:** To acquaint the students with the techniques, procedure and various aspects of human resource management.

**UNIT –I: CONCEPT & NATURE OF HRM**

Features, functions, principles, evolution and challenges of HRM, HRM model; Qualification of HR professional; Jobs in HRM, code of ethics of society for HRM; Personnel management V/S HRM

**UNIT-II: PROCUREMENT, TRAINING & APPRAISAL**

Human resource planning; Job analysis-Job description & job specification; Recruitment, selection, placement and orientation; Promotion, transfers, separation, absenteeism & labour turnover; Employee training; Performance appraisal – Approach, evaluation process, methods & ethics of appraisal.

**UNIT-III: COMPENSATION & GRIEVANCE REDRESSAL MECHANISM**

Job evaluation- method; Wage & salary administration-Wage determination process, Broad banding, factors affecting wage & salary structure, principles of wage administration; Incentives – Monetary and non- monetary incentives; Grievance redressal mechanism – Causes, need, machinery & guiding principles.

**UNIT-IV: INDUSTRIAL RELATIONS & LABOUR WELFARE**

Concept & approaches of industrial relations; Industrial dispute – Causes & for settlement of disputes; Conflict resolution-Collective bargaining; Workers” participation in management; Workers” empowerment & quality circles; Labour welfare – Features, need & approaches; Labour welfare officer – Qualification, functions & duties.

**BOOKS RECOMMENDED**

1. Garry Dessler : HRM
2. P SubaRao : HRM
3. C.B. Memoria & SV Gankar : Personnel Management
4. E.B. Philipo : Personnel Management

**UNIVERSITY OF JAMMU**  
**M.COM SECOND SEMESTER**  
**MARKETING MANAGEMENT**  
**WITHOUT CBCS**

Course No. :	<b>M.Com - 204</b>	Maximum Marks :	100
Time :	3 Hours	Internal Assessment :	20
		External Examination :	80

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

**UNIT- I:                    MARKETING & MARKETING ENVIRONMENT**

Introduction to marketing: Definition, scope and importance of marketing, Key customer markets, Concepts/Philosophies of marketing, Holistic marketing concept, Marketing tasks, Marketing mix, Marketing environment, Contemporary issues in marketing- Green marketing, Event marketing, Network marketing, Direct marketing, Social marketing, Viral marketing, Consumerism, CRM, Global marketing

**UNIT- II:                    MARKET RESEARCH & MARKET POSITIONING**

Analyzing markets: Marketing research process, Sources of data collection, Factors influencing consumer behaviour, Buying decision process, Post-purchase behaviour, Organisational buying, Stages in the buying process. Market segmentation: Levels of market segmentation, Segmenting consumer markets, Niche marketing, 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 and labeling, Product Life Cycle. Pricing strategies: Understanding pricing, Setting the price, Initiating and responding to price changes, Reactions to competitor's price changes.

**UNIT- IV:                    CHANNEL & PROMOTION –MIX DECISIONS**

Marketing channels: Marketing channels, Role of marketing channels, Identifying major channel alternatives, Types of intermediaries, Channel-management decisions, Retailing, Wholesaling. Marketing communication: The role of marketing communications, Communications mix-Advertising, sales promotion, Public relations and publicity, Events and experiences, Direct and interactive marketing, Personal selling.



### **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.

**UNIVERSITY OF JAMMU**  
**M.COM SECOND SEMESTER**  
**FINANCIAL MANAGEMENT**  
**WITHOUT CBCS**

Course No. :	<b>M.Com - 205</b>	Maximum Marks :	100
Time :	3 Hours	Internal Assessment :	20
		External Examination :	80

**OBJECTIVE:** To develop an understanding of the finance function and relevant techniques of financial administration.

**UNIT –I: BASICS OF FINANCIAL MANAGEMENT**

Introduction to financial management; Objectives - Functions and scope; Interface of financial management with other functional areas; Raising long-term finance; Venture Capital; Techniques of financial analysis; Statement of changes in financial position-Working capital and cash basis.

**UNIT –II: CAPITAL BUDGETING AND COST OF CAPITAL**

Capital budgeting- Nature, techniques of evaluating capital budgeting: Payback period, Accounting rate of return, Discounted cash flow techniques, Net present value method, Internal rate of return and profitability index methods. Cost of capital- concept, importance and measurement of specific costs.

**UNIT –III: LEVERAGES AND CAPITAL STRUCTURE**

Leverage: Measuring and analyzing the implications of Leverage; Operating leverage, financial leverage and Total leverage. Capital structure: Theories of optimal capital structure, capital structure approaches, Designing capital structure.

**UNIT–IV: WORKING CAPITAL MANAGEMENT AND INVENTORY MANAGEMENT**

Estimation of working capital needs: Objectives of working capital, Factors affecting the composition of working capital, Interdependence among components of working capital -Operating cycle approach to working capital and cash management. Inventory Management: Nature of inventory and its role in working capital; Purpose of inventories; Types and costs of inventory; Inventory management techniques; Receivables management.

### **BOOKS RECOMMENDED**

1. I.M. Pandey, Financial Management, Vikas Publishers.
2. Khan & Jain, Financial Management, Tata McGraw Hill.
3. Prasanna Chandra, Financial Management (Theory & Practice), Tata McGraw Hill.
4. Brigham, Financial Management: Text & Cases, Cengage Learning.
5. John J., Financial Decision Making: Concept, Problem & Cases, Prentice Hall.
6. G.S. Reddy, Financial Management: Principles and Practice, Himalaya Publishing.

**UNIVERSITY OF JAMMU**  
**M.COM SECOND SEMESTER**  
**VIVA VOCE**  
**WITHOUT CBCS**

Course No.: **M.Com -206**

Maximum Marks: 50

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

Each M.Com IInd Semester student shall have to appear in viva-voce which will be conducted by a Board constituted internally by BOS in Commerce in consultation with HOD Commerce.

Viva voce will be comprehensive in nature on the topics of current relevance to Commerce studied at M.Com I and 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 subject.

The experts will evaluate the performance of a candidate during viva voce for at least 10 minutes for 50 marks. Invariably the performance will be seen in contents presented by the candidate, his/her confidence, communication skills, arguments with logic and over all knowledge etc.

**UNIVERSITY OF JAMMU**  
**M.COM THIRD SEMESTER**  
**PRESENTATION ON BUSINESS PERFORMANCE**  
**WITHOUT CBCS**

Course No.: **M.Com - 300**

Maximum Marks: 50

Each candidate shall make presentation on business performance on any company of his/her choice out of top 500 companies. The assessment of the presentation would be evaluated by an internally constituted Board prepared by Convener BOS in Commerce in consultation with HOD Commerce. Evaluation of the presentation would be done on the following parameters

- |    |                          |          |
|----|--------------------------|----------|
| 1. | Contents of presentation | 10 Marks |
| 2. | Quality of answer given  | 10 Marks |
| 3. | Current knowledge        | 10 Marks |
| 4. | Communication skill      | 10 Marks |
| 5. | Quality of answer raised | 10 Marks |

During the presentation, no student can leave the seminar room till presentation for the group comprising about 50 candidates is over as performance of each one of them is also evaluated on the quality of questions raised during the entire session to the presenter and their participation in discussion. Moreover, no student should repeat the company whose business performance already stands presented by somebody else in the seminar presentation.

**UNIVERSITY OF JAMMU**  
**M.COM THIRD SEMESTER**  
**MARKETING GROUP**  
**INTERNATIONAL MARKETING**  
**WITHOUT CBCS**

Course No. : **M.Com - 301**  
Time : 3 Hours

Maximum Marks : 100  
Internal Assessment : 20  
External Examination : 80

**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; Standardization Vs. product adaptation; Management of international packaging and labeling; Pricing decisions: Environmental influences on pricing decisions; International pricing policies and strategies.

**UNIT- III: PROMOTION & CHANNEL DECISIONS**

International advertising, personal selling, sales promotion and public relations; Distribution channels and logistics: Functions and sales of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions.

**UNIT- IV: CONTEMPORARY ISSUES & DEVELOPMENT IN INTERNATIONAL MARKETING**

International marketing planning, International marketing information system; Ethical and social Issues; International marketing of services; Impact of globalisation on marketing; WTO; Technological development.

## **BOOKS RECOMMENDED**

1. International Marketing – Cateora, Graham – TMH 12/E, 4005
2. International Marketing – Varshney, Bhattacharya – S Chand
3. Global Marketing Management – Warren Keegan – Pearson / PHI, 7/e
4. Global Marketing, Johny K. Johansson, 4/e, TMH,
5. International Marketing – Dana – Nicoleta, Lascu – Biztantra, 4003
6. International Marketing – Francis Cherunillam – HPH, 7/e, 4004
7. Global Marketing Strategies, 6/e, Jean-Pierre Jeannet, Biztantra.

**UNIVERSITY OF JAMMU**  
**M.COM THIRD SEMESTER**  
**INDUSTRIAL MARKETING**  
**WITHOUT CBCS**

Course No. :	<b>M.Com - 302</b>	Maximum Marks :	100
Time :	3 Hours	Internal Assessment :	20
		External Examination :	80

**OBJECTIVE:** To acquaint the students with the concepts of industrial marketing, industrial customer, market, industrial product and pricing and industrial distribution channels.

**UNIT- I: MEANING AND NATURE OF INDUSTRIAL MARKETING**

Concept, definitions, nature, significance and scope of industrial marketing; Difference between industrial and consumer marketing; Future of industrial marketing as a separate discipline; Industrial marketing environment.

**UNIT -II: INDUSTRIAL CUSTOMER AND MARKET**

Types of industrial customers- Commercial enterprises, Government customers, Institutions and Cooperative Societies; Industrial buying process; Buyer – seller relationship, Industrial marketing intelligence and research: Nature, scope and process; Industrial market segmentation- Meaning, significance and bases of industrial market segmentation.

**UNIT -III: INDUSTRIAL PRODUCT AND PRICING**

Meaning and classification of industrial products- Materials and parts, capital items, supplies and services; Industrial product mix; Product life cycle; Strategy for new product development; Marketing of industrial services; Pricing industrial products: Pricing objectives, Methods and factors influencing pricing, Pricing policies and strategies, Pricing across product life Cycle

**UNIT- IV : INDUSTRIAL DISTRIBUTION CHANNELS**

Distinctive nature of industrial distribution channels, factors affecting distribution channels; Channel participants; Physical distribution and logistics, Supply chain management; Industrial marketing communication mix: Advertising, sales promotion, publicity and direct marketing; Industrial sales force management; Controlling industrial marketing; Industrial marketing through E Commerce; Industrial marketing for global markets.



### **BOOKS RECOMMENDED**

1. H. Robert Dodge Industrial marketing
2. Francis Cherunilam (4011) Industrial Marketing, Third Revised Ed
3. Krishna K Havaladar (4006) Industrial Marketing, Tata McGraw Hill, Third Reprint, New Delhi
4. Hory Sankar Mukerjee Industrial Marketing Excel Books, New Delhi.

**UNIVERSITY OF JAMMU**  
**M.COM THIRD SEMESTER**  
**SERVICES MARKETING**  
**WITHOUT CBCS**

Course No. : **M.Com - 303**  
Time : 3 Hours

Maximum Marks : 100  
Internal Assessment : 20  
External Examination : 80

**OBJECTIVE :** The objective of this course is to acquaint students with the services marketing concept, techniques and strategies specific to marketing of services goods.

**UNIT- I : FUNDAMENTALS OF SERVICE MARKETING**

Evolution and understanding of services marketing: Conceptual framework, service defined, classification of services; Emergence of service economy globally; Growth and importance of services marketing in Indian economy.

Service development & design: Service marketing mix, marketing challenges and opportunities pertaining to services marketing, characteristics of services, challenges of service design; Implementing services marketing: Differentiating goods from services, goods/services marketing continuum, services marketing triangle.

**UNIT- II: CONSUMER PURCHASE DECISION, SERVICE RECOVERY & RETENTION**

Consumer behavior in services: Consumer purchase decision process; Types of service encounters, customer involvement in services encounters, service behavior based on technology-Oriented service encounters; Understanding customer expectations & perceptions: Model of consumer's expectation and perception.

Service recovery and customer retention: Understanding of service failure and recovery, how customers respond to service failures, Why do/don't people complain, types of customer complaint actions, types of complainers, causes behind service switching, forms of service recovery strategies, relative importance of customer retention and customer relationship management in service organizations.

**UNIT- III: CUSTOMER EXPECTATION & SERVICE QUALITY**

Customer expectations of services: Meaning and types of services expectations, customers' zone of tolerance, factors that influence customer expectations of services, sources of desired service expectations, sources of adequate service expectations.

Customer perceptions of services: Customer satisfaction and service quality, e-service quality dimensions for influencing customer perceptions; Customer waiting and queues. Measuring service quality:

Gronroos perceived service quality model, measuring services quality dimensions using SERVQUAL instrument and RATER model, managing service quality: PZB Gap model of services quality, determinants of services quality gap, factors for addressing SQ problems.

**UNIT- IV:**

**SERVICE DELIVERY & CUSTOMER PARTICIPATION**

Employees' role in service delivery: The critical importance of service employees, strategies for delivering service quality through people, hire the right people, develop people to deliver service quality, provide needed support systems, retain the best people and employee relationship management (ERM); Dealing with conflicts and stress; Leadership services organization and synergy service management. Customers' role in service delivery: Importance of customers' in service delivery, strategies for enhancing customers' participation, define customers' jobs, recruit, educate and reward customers, manage the customer- mix; Customer participation through self-service technologies- Types and customer usage of SSTs.

## **BOOKS RECOMMENDED**

1. Zeithaml, V.A., Bitner, Mary Jo, Pandit, “Services Marketing”, Tata McGraw Hill, New Delhi.
2. Lovelock, Christopher, WirtzJochen, Chatterjee, “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.

**UNIVERSITY OF JAMMU**  
**M.COM THIRD SEMESTER**  
**ADVERTISEMENT AND SALES MANAGEMENT**  
**WITHOUT CBCS**

Course No. :	<b>M.Com - 304</b>	Maximum Marks :	100
Time :	3 Hours	Internal Assessment :	20
		External Examination :	80

**OBJECTIVE:** The objective of this course is to acquaint the students with the decisions in developing an advertising programme and to manage sales operations.

**UNIT –I: ADVERTISING & ADVERTISING AGENCY**

Meaning, role and importance of advertising; Objectives of advertising; Advertising as a component of marketing mix; Advertising agency: Functions & significance; Advertising media and budget.

**UNIT –II: PLANNING & MANAGING ADVERTISING**

Legal, social and economic aspects of advertising; Advertising ethics, message generation, advertising themes and appeals; Preparation of an advertising copy; Planning and managing advertising campaign.

**UNIT-III: SALES & SALESMANSHIP**

Objectives of sales management, sales executive as a coordinator; Theories of selling; Sales organisations; Process of selling; Sales forecasting; Sales budgets; Sales territories & sales quo tas; New techniques of sales management- Relationship and internet marketing.

**UNIT-IV: SALES FORCE MANAGEMENT**

Recruitment and selection of sales persons; Methods of training sales persons; Methods of compensating sales persons; Techniques of motivation, evaluation and control of sales force, Sales –promotion: Major decisions and Strategies.

## **BOOKS RECOMMENDED**

1. Sandage, C.H. and Fryburger, V, Advertising Theory and Practice, Richard D.D. Irwin, Home Wood Illinois.
2. Little Field, J.E. and Krik Patrick, C.A., Advertising- Mass Communication in Marketing, Koughton Mifflin Co., USA.
3. Anand, M.M., Marketing Communication: Text and Cases, University Press, Delhi
4. Borden, V Hand Marshall, M.V., Advertising Management -Text and Cases, D.D. Taraporewala, Bombay
5. Boyal, H.W. and Newman, J.W., Advertisement Management, Home Wood, Illinois
6. Sarton, S.H. (ed),Hand Book of Advertising Management, Prentice Hall of India.
7. Stanefield, R.H,: Advertising Manages Hand Book, McGraw Hill, New York
8. Sontakki,C.N., Advertising and Sales Management, KalyaniPublishers,Delhi
9. Tyagi,C.L. and Arun Kumar, Sales Management, Atlantic Publishers, Delhi
10. Still, Candiffand Govani, Sales Management-Decisions , Strategies and Cases, Prentice Hall of India.

**UNIVERSITY OF JAMMU**  
**M.COM THIRD SEMESTER**  
**E-MARKETING**  
**WITHOUT CBCS**

Course No. : **M.Com - 305**  
Time : 3 Hours

Maximum Marks : 100  
Internal Assessment : 20  
External Examination : 80

**OBJECTIVE:** The core objective of the course is to make aware the student about the e-marketing concepts and its role in the success of the business and service organisations.

**UNIT I: E-MARKETING & ONLINE MARKET RESERACH**

Meaning of E-marketing, consumer online, consumer decision-making process, consumer behavioural models, types of online markets, online market research, delivering customer service in cyberspace, internet marketing in B2B.

**UNIT II: ONLINE MARKETING COMMUNICATION**

Online marketing communications, online advertising, advertising strategies promotions, website as a marketing communication tool, interactive communication experience- Concept, moderating online meeting, internet chat solutions, internet base trainings.

**UNIT III: B2C & B2B MARKETING**

B2C and B2B e-commerce marketing and branding strategies, online auctions, online portals and online community, issues in e-tailing, electronic payment system- prepaid and postpaid, requirement matrix of electronic payment system.

**UNIT IV: ONLINE CONTENT & OTHER ISSUES**

Online content providers- Publishing industries, entertainment industries, e learning industries, online purchase decision aids, successful click and mortar strategies, launching a successful online business, ethical, legal social issues.

## **BOOKS RECOMMENDED**

1. Electronic commerce (4004), A Managerial Perspective by E Turban et al, Pearson Education.
2. The E- Business (R) Evolution by Daniel Amor, Pearson Education.
3. Electronic Commerce: Framework, Technologies and Applications, Bharat Bhasker, Tata Mcgraw Hill.
4. E-commerce: Business, Technology, Society, Laudon and C.G. Traver, Pearson Education.



**UNIVERSITY OF JAMMU**  
**M.COM THIRD SEMESTER**  
**HRM GROUP**  
**STRATEGIC HUMAN RESOURCE MANAGEMENT**  
**WITHOUT CBCS**

Course No. : **M.Com - 315**

Maximum Marks : 100

Time : 3 Hours

Internal Assessment : 20

External Examination : 80

**OBJECTIVE:** To acquaint the students with the concept and components of strategic HRM

**UNIT-I: INTRODUCTION**

Concept; Role & barriers; Models; Steps in developing HR strategies; Strategic HR framework; SHRM issues; Aligning HR strategies with business strategies.

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

Concept; Process; Factors affecting SHRP; Strategic staffing process: Recruitment; Recruitment strategies: Online recruitment, employee referrals, recruitment process outsourcing; Strategic selection and downsizing.

**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 talent retention; Retention strategies: Executive education; Flexi-timing; Telecommuting, QWL; Work-life balance, Virtual HRM; Autonomous work terms; Employee empowerment and performance based compensation.

**UNIT-IV STRATEGIC HR EVALUATION**

Balanced scorecard; HR scorecard; Benchmarking; HR accounting; Economic value added (EVA); HR surveys.

## **BOOKS RECOMMENDED**

1. SHRM: Jeffery Mello, Thompson Publication, New Delhi
2. SHRM : Charles Greer, Pearson Education, Asia, New Delhi
3. SHRM: Agarwal, Oxford University Press, New Delhi.
4. HRM: Garry Dessler, PHI, New Delhi
5. SHRM: S.K. Bhatia, Deep & Deep Publication, New Delhi
6. SHRM & OD: R.K. Patra, Himalaya Publishing House.
7. SHRM: Rajeesh Viswanaththan, Himalaya Publishing House.

**UNIVERSITY OF JAMMU**  
**M.COM THIRD SEMESTER**  
**HUMAN RESOURCE DEVELOPMENT SYSTEM**  
**WITHOUT CBCS**

Course No. : **M.Com - 316**

Time : 3 Hours

Maximum Marks : 100

Internal Assessment : 20

External Examination : 80

**OBJECTIVE:** To acquaint the students with the techniques, procedure and various aspects of Human Resource Development.

**UNIT -I INTRODUCTION**

Conceptual analysis of HRD; Need, principles & functions of HRD; Role of HRD manager; Approaches to HRD; Competences of HRD manager; Code of ethics for HRD professionals, HRD model; HRM v/s HRD.

**UNIT-II HRD SYSTEM**

HRD mechanism; HRD climate; HRD matrix; Designing HRD system, Factors affecting the designing of HRD system; Task analysis; Competence mapping.

**UNIT-III HRD MECHANISMS**

Performance appraisal & its methods; Potential appraisal; Feedback & counselling: Process of counseling; Conditions for effective counselling; Participation & empowerment; Job design- Techniques of job design; Role efficacy; Learning organisation: Components of learning organisation and challenges in transformation of learning organisation; Organization development: Characteristics of OD, conditions for success of OD, phases of OD, The 4-D model of OD.

**UNIT-IV CAREER MANAGEMENT**

Components of career planning; Need for career planning; Process of career planning; Career management models: Individual oriented model and organisation oriented models; Career development: Theories, strategies to support career development, Career development issues; Management/Executive development: Techniques of executive/management development; Approaches, designing effective management development programme

### **BOOKS RECOMMENDED**

1. UdaiPareeK. T.V. Rao, Designing and Managing Human Resource System, Oxford and IBH Publishing W. Pvt. Ltd. Delhi (1997)
2. Balyan and Balyan, HRD, Himalaya Publishing House
3. Jon M. Werner and Randy L. DeSimone, HRD, Thomson, South Western
4. Topomoy Deb, HRD Theory and Practice, Ane Books, India
5. P.P. Arya B.B. Tandan, Human Resource Development, Deep & Deep Publications New Delhi (1995).
6. P.C. Tripathi, Human Resource Development , Sultan Chand & Sons

**UNIVERSITY OF JAMMU**  
**M.COM THIRD SEMESTER**  
**LABOUR & LABOUR LAWS**  
**WITHOUT CBCS**

Course No. :	<b>M.Com - 317</b>	Maximum Marks :	100
Time :	3 Hours	Internal Assessment :	20
		External Examination :	80

**OBJECTIVE:** To acquaint the students with legislations relating to labour

**UNIT-I INTRODUCTION**

Approach to labour law, basic of labour law, social justice & labour law, public interest litigation for enforcement of labour laws, review of labour laws by first & second National Commission on Labour; International Labour Organisation.

**UNIT-II INDUSTRIAL RELATIONS**

Concept, importance and scope; Dunlop's model of industrial relations, maintenance and improvement in industrial relations; Preventive measures for industrial disputes-Grievances procedure; Code of discipline and standing orders, working conditions; Workers participation in management; Trade union; Collective bargaining; Settlement measures: Mediation, conciliation, arbitration and adjudication.

**UNIT-III LABOUR LAWS**

Industrial Dispute Act, 1947; The Industrial Employment (Standing Orders) Act 1946; Payment of Wages Act, 1936, The Minimum Wages Act, 1948; Payment of Bonus Act, 1965, The Contract Labour Act, 1970, Child Labour (Prohibition and Regulation) Act, 1986, ESMA 1981, provisions relating to health; Safety working conditions and welfare amenities under Factories Act, 1948.

**UNIT-IV INSTRUMENTS OF ECONOMIC COERCION**

Strike, picketing, gharo, bandh, lockout, right to strike & lockout; Regulation of strikes & lockouts, illegal strikes & lockouts; Sanctions & criminal proceedings for illegal strikes; Wages for strikes & lockouts.

## **BOOKS RECOMMENDED**

1. John.T. Dunlop, Dispute Resolution: Negotiation and Consensus Building, Green Wood Publishing Group
2. S.C. Srivastava, Industrial Relations and Labour Laws, Vikas Publishing House, New Delhi
3. T.N. Chabra and R.K. Suri, Industrial Relations – Concepts and Issues, Pentagon Press, New Delhi
4. Arun Monnappa, Industrial Relations, Tata McGraw Hill
5. C.B. Memoria, Memoria and Gankar, Dynamics of Industrial Relations, Himalaya Publishing House.
6. Clark Kerr, Labour and Management in Industrial Society, Anchor Books

**UNIVERSITY OF JAMMU**  
**M.COM THIRD SEMESTER**  
**MANAGEMENT OF TRAINING AND DEVELOPMENT**  
**WITHOUT CBCS**

Course No. : **M.Com - 318**

Time : 3 Hours

Maximum Marks : 100

Internal Assessment : 20

External Examination : 80

**OBJECTIVE:** To enhance the knowledge of students about various aspects of training and development.

**UNIT – I: INTRODUCTION**

Training and development: Triggers of training, strategies for effective HR training, determination of training objectives; Philosophies of training; Learning and training: Reinforcement theories, cybernetic and information theories, cognitive theories and problem solving; Learning to learn and self-development.

**UNIT – II: TRAINING NEED ANALYSIS**

Identification of training needs; Steps in conducting need assessment; Training design: Perspective for training design, steps in training design, key factors in training design; Approaches to training interventions: Organisation learning systems, generalised approaches, planned training interventions, the costs and benefits of training interventions; Evaluating training: Evaluation design, ROI process model.

**UNIT – III: TRAINING METHOD/ TECHNIQUES**

Management games; Case study method; Role play method; In-Basket exercises, Laboratory training ;Experiential learning techniques; Brain storming; Syndicate method; The Fish Bowl exercise; Technology based training; Principles for selection of teaching and training methods;

Instrumentation of training: Need, when to use instruments, problems in using instruments; Skills of effective trainer.

**UNIT – IV: TECHNOLOGY BASED LEARNING AND TRAINING SYSTEMS**

Electronic performance support system (EPSS), designing of EPSS, implementation of EPSS; Electronic simulation; Computer-based training; Web-based work place training; Software applications: Learning management system (LMS), learning content management system (LCMS) and just- in-time learning (JITL).

## **BOOKS RECOMMENDED**

1. Raymond A. Noe, Employee Training and Development, The Ohio State University.
2. Robert L. Craig, The ASTD Handbook of Training and Development, McGraw Hill.
3. Donald L. Kirkpatrick, Evaluating Training Programmes, Tata McGraw Hill
4. B. R. Reddy, Effective Human Resource Training and development, PHI Publication.
5. Kasho Prasad, SHRM Concepts and Practices, Himalaya Publishing House.



**UNIVERSITY OF JAMMU**  
**M.COM THIRD SEMESTER**  
**ORGANISATIONAL CHANGE AND DEVELOPMENT**  
**WITHOUT CBCS**

Course No. : **M.Com - 319**  
Time : 3 Hours

Maximum Marks : 100  
Internal Assessment : 20  
External Examination : 80

**OBJECTIVE:** To acquaint the students with issues relating to the processes of organizational change and development and prepare them as organizational change facilitators using the knowledge and techniques of behavioural science.

**UNIT-I INTRODUCTION**

Change: Nature, forces, types and importance; Change management challenges; Organising for change, change levers; Key roles of organizational change; Building a culture of change; Steps in change management; Manager as a change agent.

**UNIT -II MODELS AND APPROACHES**

Models of organisational change: Perspectives on change, managing resistance to change, change and transition management; Value-based change: Nurturing organisational change; Culture and change

**UNIT-III: ORGANISATION DEVELOPMENT**

Organisation development: Concept and nature; Underlying assumptions and values in organization development; Foundations of organization development, Issues in consultant – client relationship; Management development vs. organization development, factors affecting success of an organisation development programme.

**UNIT-IV: OD INTERVENTIONS**

Action research and organization development; Organizational diagnosis tools; OD intervention: Factors affecting choice of OD intervention; Team interventions: Process consultation, Gestalt approach, group team building meeting, role analysis technique, role negotiating technique, force – Field analysis, responsibility charting, organization mirror interventions; Third party peace- making, OD: Work-redesign, re-engineering, quality circles, total quality management; Fundamental strengths of OD; Future of OD.

## **BOOKS RECOMMENDED**

1. Carnall, C., *Managing Change in Organizations*, Englewood Cliffs, New Jersey, Prentice Hall International, 1995.
2. French, W. E. and Bell, C. H., *Organization Development*, New Delhi: Prentice Hall of India, 1999.
3. Bennis, W. G., *Organization Development: Nature, Origins and Prospects*.
4. Backhard, Richard, *Organization Development Strategies and Models*.
5. Schein, Edgar H., *Process Consultation – Its role in OD*.
6. Lawrence, Paul and Lorsch, *Developing Organization Diagnosis and Actions*.
7. Liz Clark, *the Essence of Change*, Prentice Hall Serves, 1997.
8. Carr, Hard and Trahan, *Managing and Change Process*, McGraw Hill, 1996.
9. Robert A. Paton, James McCalma, *Change Management*, New Delhi Sage, 4000.
10. Nilakant, V and Ramnarayan, S. *Managing Organizational Change*; New Delhi: Response Books, 1998.

**UNIVERSITY OF JAMMU**  
**M.COM THIRD SEMESTER**  
**FINANCE GROUP**  
**INVESTMENT MANAGEMENT**  
**WITHOUT CBCS**

Course No. : **M.Com - 330**  
Time : 3 Hours

Maximum Marks : 100  
Internal Assessment : 20  
External Examination : 80

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

**UNIT 1: LEGAL FRAMEWORK OF SECURITY MARKETS**

Legal framework of security markets; Organized stock exchanges; Listing of Securities; Trading and operational mechanism of stock exchanges; Settlement and clearing; Online trading; Dematerialization, Depositories and depository participants; Credit rating services; Internet trading and WAP enabled trading online surveillance; Trading practices on NSE and BSE.

**UNIT- II: DERIVATIVES AND MUTUAL FUNDS**

Types of securities – Equity based and debt based; Derivatives, mutual funds; Concepts of risk and return; Valuation of securities – Bond and equity valuation; Different approaches to valuation; Estimation of net asset value of mutual funds –Valuation of option.

**UNIT- III: SECURITY MARKET ANALYSIS**

Security market analysis – fundamental analysis; Economic industry and company analyses, Technical analysis – Methods of technical analysis; Trends, indicators and patterns – advance decline, RSI – Market indices and moving averages; Dow theory and Random Walk Hypothesis.

**UNIT- IV: INVESTMENT MANAGEMENT**

Investment management –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. Portfolio theory and risk management – Calculation of risk and return of portfolios – problem.

### **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.

**UNIVERSITY OF JAMMU**  
**M.COM THIRD SEMESTER**  
**FINANCIAL POLICIES & PRACTICES**  
**WITHOUT CBCS**

Course No. : **M.Com - 331**

Time : 3 Hours

Maximum Marks : 100

Internal Assessment : 20

External Examination : 80

**OBJECTIVES:** To enable students to acquire sound knowledge of concepts, nature and structure of business finance

**UNIT-I: PROFIT PLANNING**

Meaning, objective, scope and importance of business finance; **Time value of Money**- Need, Importance, Future value, Present value; **Profit planning**- Concepts and basics of profit planning, approaches to profit planning Break Even Analysis, Performa Income statement, and Retention of earnings.

**UNIT-II: STRATEGIC FINANCIAL PLANNING**

Meaning - objective, steps in financial planning - estimating financial requirements- limitations of financial planning; capitalization- over capitalization - under capitalization.

**UNIT-III: CORPORATE SECURITIES AND SOURCES OF LONG TERM FINANCE**

Ownership securities - equity shares: characteristics, advantage and disadvantages, preference shares: characteristics, advantage and disadvantages; Creditor-ship securities-debentures: characteristics - classification-procedure of issuing debentures and Bonds.

**UNIT-IV: SHORT TERM FINANCE AND WORKING CAPITAL**

Characteristics of short term finance - sources of short term financing - trade creditors, bank credit, bank financing of account receivables, working capital - advantages and disadvantages of short term financing.

**BOOKS RECOMMENDED:**

- 1) P.V.Kulkarni: Business finance, Himalaya Publishing House
- 2) S.C.Kuchal: Corporate Finance, chaitanya Publishing House, Allahabad
- 3) Prasana Chandra: Financial Management: Theory and Practice William L. Maggiuson, Scott B. Smart, Lawrence J. Gitman: Principles of corporate finance, Cengage Learning Private Limited, Dehli
- 4) Aswath Damodaram: Corporate Finance: Theory and Practice, Wiley International

**UNIVERSITY OF JAMMU**  
**M.COM THIRD SEMESTER**  
**SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**  
**WITHOUT CBCS**

Course No. : **M.Com - 332**

Time : 3 Hours

Maximum Marks : 100

Internal Assessment : 20

External Examination : 80

**OBJECTIVE :** To familiarize the students with the analysis of securities market, valuation of different securities and latest concepts and trends in the securities market.

**UNIT-I: INVESTMENT AND ECONOMIC ANALYSIS**

Meaning, features and scope of investment, modes of investment and objectives of investment, process of investment, risk-return relationship, corporate and non-corporate investments; Economic analysis-Investment decision, criteria for investment decision, environmental considerations, execution of investment decisions, need and sources of investment information.

**UNIT-II: SECURITY MARKETS**

Security Markets- Primary and secondary markets-origin, growth, role, membership, trading system of secondary markets- listing requirements and regulations; SEBI and its functions.

**UNIT-III: PORTFOLIO MANAGEMENT**

Meaning, principles, policies and ingredients of portfolio management; Risk and return on portfolio theory; Portfolio construction, revision and evaluation; SEBI guidelines for portfolio managers; Markowitz model; Sharpe's model of portfolio management.

**UNIT-IV: BSE, NSE, STOCK MARKET INDICES**

Bombay Stock Exchange (BSE): Origin, trading system, securities traded, surveillance system, check on the bolt terminals and protection against default. National Stock Exchange (NSE): Origin, promoters of national stock exchange, membership, capital market segment, recent trends in NSE. Concept of Inter-Connected Stock Exchange and Over the Counter Exchange of India (OTCEI). Stock Market Indices: Importance of indices, Difference between the indices, Computation of stock index, Sensex, BSE sectoral indices, NSE – S&P CNX Nifty.

**BOOKS RECOMMENDED**

1. V.A. Avadhani, Security Analysis and Portfolio Management, Himalaya Publishing House, New Delhi.
2. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi.
3. Reilly, Investment Analysis and Portfolio Management, Thompson publication .
4. Fisher and Jordon, Security Analysis and Portfolio Management, New Parkshan, Delhi.



**UNIVERSITY OF JAMMU**  
**M.COM THIRD SEMESTER**  
**FINANCIAL MARKETS AND INSTITUTIONS**  
**WITHOUT CBCS**

Course No. : **M.Com - 333**  
Time : 3 Hours

Maximum Marks : 100  
Internal Assessment : 20  
External Examination : 80

**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 MARKETS**

Financial markets: Concept, nature, functions, role and scope; Securities traded in financial markets; 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 market: Recent developments in Indian capital markets; Markets for derivatives; Futures and options, uses and pricing of derivatives.

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

Exchange rates: Devaluation and depreciation, risk hedging and futures in exchange rates, international financial flows, financial system and economic development, criteria to evaluate assets; Risk and financial assets, types of risk, return on assets, level of interest rates, long period and short period rates, spread between lending and deposit rates, administered interest rates, appropriate interest rate policy, Euro-dollar and Euro-currency markets.

**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 and role; Aims and objectives of the monetary policy of RBI, effectiveness of monetary policy; Credit creation and its control; Profitability and efficiency of banks; Nature, types, functions of commercial and regional rural banks.

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

Development banks: Role and functions; Investment banking and merchant banking; Financial sector reforms in India, lending operation of World Bank and its affiliates: Working of IDA, IFC and ADB, Development Banks and India; Types of Non-banking financial institutions-Role, growth and impact on India's economic development; Investment Trust Companies; Mutual funds, Critical appraisal of UTI in the Indian financial system.

## **BOOKS RECOMMENDED**

1. Bhole, L. M., Financial Institutions and Markets, Tata McGraw Hill Company Ltd., New Delhi
2. Bhole, L. M. (4000), 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 TheTwenty-first
6. Century, Oxford University Press, New Delhi.
7. Johnson, H. J. (1993), Financial Institutions and Markets, McGraw Hill, New York.
8. Khan, M. Y. (1996), Indian Financial System, Tata McGraw Hill, New Delhi.

**UNIVERSITY OF JAMMU**  
**M.COM THIRD SEMESTER**  
**INDIAN FINANCIAL SYSTEM**  
**WITHOUT CBCS**

Course No. : **M.Com - 334**

Time : 3 Hours

Maximum Marks : 100

Internal Assessment : 20

External Examination : 80

**OBJECTIVES :** To make the students familiar with the concept and importance of Indian financial systems, structure of financial markets and institutions and the role of regulators in financial system.

**UNIT I: AN OVER VIEW OF FINANCIAL SYSTEM**

Nature and role of financial system; financial system and financial markets; Financial system and economic development; An overview of Indian financial system.

**UNIT II: FINANCIAL MARKETS**

Money and capital markets; Money market – Meaning, constituents, participants – functions; Money market instruments – Call money, treasury bills, certificate of deposit, commercial bills, trade bills, commercial paper, Recent trends in Indian money market; Capital market – Primary and Secondary markets; Capital market instruments- Debt & equity; Derivatives; Depositories; Dematerializations’, online security trading, Initial public offering and book building.

**UNIT III: FINANCIAL REGULATION**

Regulators of financial system: Role of RBI, SEBI and IRDA; Financial services – Fee-based services, fund-based services, hire purchase, leasing, housing, finance; Merchant banking; Venture financing; Factoring, Forfeiting, Credit rating.

**UNIT IV: FINANCIAL INSTITUTIONS**

Commercial banks-Functions; e-banking; Credit cards, ATM; Functions of Development Financial Institutions- IFCI, IDBI, IRBI, SIDBI, State Financial Corporations; Non-banking financial intermediaries; Mutual funds; Insurance companies.

## **BOOKS RECOMMENDED**

1. Srivastava R.M., “Management of Indian Financial Institutions”, Himalaya Publishing House, Mumbai.
2. Khan M.Y., “Indian Financial System: Theory and Practice”, Vikas Publishing House, Mumbai.
3. Goldsmith R.W., “Financial Institutions”.
4. Baleya, K.N., “Financial Administration in India”, Himalaya Publishing House, Mumbai.
5. Vasanth Desai: Indian Financial System, Himalaya Publishing, Mumbai.
6. SEBI Guidelines

**UNIVERSITY OF JAMMU  
FOURTH SEMESTER  
COMPREHENSIVE VIVA VOCE  
WITHOUT CBCS**

Course No. **M.Com - 400**

Marks: 50

**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 Board constituted internally by BOS in Commerce in consultation with HOD Commerce.

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 experts will evaluate the performance of a candidate during viva voce for at least 10 minutes for 50 marks. Invariably the performance will be seen in contents presented by the candidate, his/her confidence, communication skill, arguments with logic and over all knowledge etc.

**UNIVERSITY OF JAMMU**  
**M.COM FOURTH SEMESTER**  
**MARKETING GROUP**  
**BRAND MANAGEMENT**  
**WITHOUT CBCS**

Course No. :	<b>M.Com - 401</b>	Maximum Marks :	100
Time :	3 Hours	Internal Assessment :	20
		External Examination :	80

**OBJECTIVE:** To equip students with the competitive knowledge on brand creation, development and management.

**UNIT- I: BRAND & BRAND LOYALTY**

Brands and brand management: Meaning, importance of brands to the customers & firms; Branding challenges and opportunities; Concept of brand equity; Brand names, symbols and slogans, criterion for choosing brand elements – Memorability, meaningfulness, likeability, transferability, adaptability, protectability; Brand loyalty: Meaning and measuring brand loyalty; Strategic value of brand.

**UNIT- II : BRAND LOYALTY & BRAND ASSOCIATION**

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.

**UNIT- III: BRAND PERSONALITY & BRAND POSITIONING**

Brand personality, co-branding, ingredient branding, licensing and its guidelines, celebrity endorsement; Building a strong brand: Brand salience, brand performance, brand imagery, brand judgments, brand feelings and brand resonance; 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.

**UNIT- IV: INTEGRATED MARKETING COMMUNICATION & BRAND EVALUATION**

Integrating marketing communications to build brand equity; Marketing communication options; Developing integrated marketing communication programs; Branding strategies: Brand product matrix; Brand hierarchy; Designing a branding strategy; Brand extension – Advantages and disadvantages; Brand valuations: Financial brand valuation; Financial brand equity; Evaluating brand valuation methods; Measuring sources of brand equity: Qualitative research techniques and quantitative research techniques.

## **BOOKS RECOMMENDED**

1. Keller, Kevin Lane, Strategic Brand Management: Building, Measuring and Managing
2. Brand Equity, Prentice Hall of India, Third Edition, (4008).
3. Aaker, David A., Managing Brand Equity: The Free Press, (1991).
4. Kapferer, Jean-Noel, The New Strategic Brand Management, Kogan Page 3rd Edition, (4008).
5. Kumar, S Ramesh, Managing Indian Brands, Vikas Publishing House, 2nd Edition, (4002).
6. Sengupta, Subroto, Brand Positioning, Tata McGraw-Hill Publishing, 2nd Edition, (4005).

**UNIVERSITY OF JAMMU**  
**M.COM FOURTH SEMESTER**  
**CUSTOMER RELATIONSHIP MANAGEMENT**  
**WITHOUT CBCS**

Course No. :	<b>M.Com - 402</b>	Maximum Marks :	100
Time :	3 Hours	Internal Assessment :	20
		External Examination :	8

**UNIT- I: CRM & BUSINESS MODELS**

Customer relationship management: Changing nature of marketing and customer service, introduction to CRM, history and development of CRM, relationship marketing and customer relationship management, organization and CRM, customer value and customer satisfaction, CRM as an integral business strategy, business environment of CRM, CRM business models.

**UNIT- II: CONSUMER RESEARCH & CRM TECHNOLOGY**

Consumer research & CRM strategy; CRM and financial aspect of business; Sales strategy and CRM; CRM and technology: CRM technology and sales; Marketing strategy and CRM; CRM & marketing automation and communication.

**UNIT- III: CUSTOMER DATA BASE & DEVELOPMENT**

CRM - Measurement and data management; CRM program measurement and tools; Relationship life cycle; Customer profiling; Customer identification; CRM and data management; Technology and data platforms; Database and customer data development.

**UNIT- IV: CRM IN VARIOUS SECTORS**

Developing and implementing CRM strategy; Understanding privacy and ethical consideration in CRM; Future of CRM; CRM in practice- CRM in manufacturing, CRM in insurance, CRM in airlines, CRM in hotels, CRM in telecom, CRM in pharmaceutical industry, CRM in retailing.



## **BOOKS RECOMMENDED**

1. Alok Kumar, Rakesh Sharma & Chhabi Sinha: Customer Relationship Management- Concepts & Application, Dreamtech Press.
2. R. Baran, R. Galka: Customer Relationship Management, Cengage Learning.
3. Buttle, Francis: Customer Relationship Management, Elsevier Publishing.
4. Paul Greenberg: CRM at the Speed of Light - Essential Customer Strategies for the 21<sup>st</sup> Century, Tata McGraw Hill.
5. Paul Greenberg and Marc Benioff: CRM at the Speed of Light - Social CRM Strategies, Tools, and Technologies for Engaging Your Customers, Tata McGraw Hill.
7. K. Mukerjee: Customer Relationship Management-A Strategic Approach to Marketing, Prentice Hall India.
8. G. Shainesh & J.N. Sheth: Customer Relationship Management, Macmillan Publications.

**UNIVERSITY OF JAMMU**  
**M.COM FOURTH SEMESTER**  
**SUPPLY CHAIN MANAGEMENT**  
**WITHOUT CBCS**

Course No. : **M.Com - 403**  
Time : 3 Hours

Maximum Marks : 100  
Internal Assessment : 20  
External Examination : 80

**OBJECTIVE:** To acquaint the students with SCM concepts and methods so that business can deliver value innovations to customers.

**UNIT I: CONCEPTUAL FRAMEWORK OF SCM**

SCM- Meaning, evolution, nature, types and major drivers of supply chain; SCM as a profession; Model for strategy formulation in SCM; Customer Relationship Management Strategy, Supplier Relationship Management Strategy.

**UNIT II: INVENTORY AND TRANSPORTATION MANAGEMENT STRATEGY IN SCM**

Inventory Management: Meaning & types of inventory; Inventory costs; Selective inventory control; Vendor managed inventory systems; Inventory performance measures- Financial & operational. Transportation Management: Transportation strategy, transportation selection, modes of transportation & evaluation, factors affecting distribution network effectiveness, Third party logistics (3PL).

**UNIT III: INFORMATION TECHNOLOGY AND INFORMATION SYSTEM IN SCM**

IT capabilities and their impact on SCM- EDI, Intranet, Extranet, E-commerce/e-procurement, Bar Coding, Smart Card, Radio Frequency identification Device(RFID) ; Computer based information systems; ERP- Meaning, features & benefits; Collaborative SCMS.

**UNIT IV: CHANNEL CONFLICT AND CHANGE**

Channel conflict- Meaning, types, results and resolution; Channel change- Factors affecting change & management of channel change; Channel of distribution for services

## **BOOKS RECOMMENDED**

1. Mohanty, R.P and Deshmukh,S.G, Supply Chain Management-Theories and Practices, Dreamtech Press, New Delhi
2. Chopra, S., Meindl, P., Supply Chain Management: Strategy, Planning, and Operation, PHI.
3. Gaither N. and Frazier, G., Operations Management, Thomson.
4. Krajewski, L.J. and Ritzman, L.P., Operations Management: Processes and Value Chains, Pearson Education.
5. Donald J Bowersox, Dand J Closs, M Bixby Coluper, Supply Chain Logistics Management, TMH
6. Wisner, Keong Leong and Keah-Choon Tan, Principles of Supply Chain Management A Balanced Approach, Thomson Press.

**UNIVERSITY OF JAMMU**  
**M.COM FOURTH SEMESTER**  
**STRATEGIC MARKETING**  
**WITHOUT CBCS**

Course No. :	<b>M.Com - 404</b>	Maximum Marks :	100
Time :	3 Hours	Internal Assessment :	20
		External Examination :	8

**OBJECTIVE:** 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 behavior; 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:                    MARKET ORIENTATION AND CUSTOMER RELATIONSHIP MARKETING**

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).

**UNIT-III:                    MARKETING CAPABILITIES AND INVESTMENT**

Return on marketing investment; Brand marketing; Customer equity and brand equity; Customer engagement; Customer lifetime value (CLV); Customer referral value (CRV); Customer profitability analysis; Marketing analytics; Marketing capabilities.

**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; Marketing strategies for Internet, mobile, telephone, debit/ credit card services.

## **BOOKS RECOMMENDED**

1. Marketing Management: Analysis, Planning & Control: Philip Kotler
2. Business policy and Strategic Management: Azar Kazmi
3. Strategic marketing: David W. Cravens, Nigel F. Piercy
4. Marketing Strategy, TMH Ed. – Boyd Walker, Mullins Larrec

**UNIVERSITY OF JAMMU**  
**M.COM FOURTH SEMESTER**  
**CONSUMER BEHAVIOUR AND MARKETING RESEARCH**  
**WITHOUT CBCS**

Course No. : **M.Com - 405**

Time : 3 Hours

Maximum Marks : 100

Internal Assessment : 20

External Examination :

**OBJECTIVES:** The purpose of this course is to enable the students to understand behaviour of consumers.

**UNIT-I: INTRODUCTION TO CONSUMER BEHAVIOUR**

Evolution of consumer behaviour: Introduction to consumer decision making; Models: Howard-Sheth, Engell Kollat-Blackwell and Nicosia models of consumer decision- making; Motivation: Nature, types of motives, process of motivation; Personality: Theories, product personality, self concept, vanity; Consumer perception: Concept and elements of perception, consumer imagery, perceived risk; Consumer learning: Behavioural and cognitive learning theories; Consumer attitude: Functions of attitude and sources of attitude; Development, attitude formation theories.

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

Culture: Values and norms, characteristics and affect on consumer behaviour; Types of sub culture, cross cultural consumer behaviour; Group dynamics and reference groups: Consumer relevant groups; Types of family: Functions of family, family decision making, family life cycle; Social class: Categories, measurement and applications of social class.

**UNIT-III: 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 & questionnaire preparation.

**UNIT-IV: ADVANCED DATA ANALYSIS**

Multiple regression, Factor analysis, Discriminant analysis and Conjoint analysis, Introduction to Multi Dimensional Scaling, Cluster analysis and Structural Equation Modelling.

## **BOOKS RECOMMENDED**

1. Schiffman, L.G. and Kanuk, L.L., Consumer Behavior, PHI
2. Loudon, D. and Bitta, D., Consumer Behaviour Tata Mc Graw Hill
3. Assael, H., Consumer Behaviour in Action, Cengage Learning
4. Blackwell, R.D., Miniard, P.W. and Engel, J.F. Consumer Behaviour, Thomson Learning
5. Naresh Malhotra, Marketing Research: Applied Orientation Pearson
6. Boyd, Westfall & Stasch Marketing Research AITBS
7. Luck & Rubin, Marketing Research Prentice Hall India
8. Hair et al. , Multivariate Data Analysis, Pearson

**UNIVERSITY OF JAMMU**  
**M.COM FOURTH SEMESTER**  
**HR GROUP**  
**WAGE AND SALARY ADMINISTRATION**  
**WITHOUT CBCS**

Course No. :	<b>M.Com - 415</b>	Maximum Marks :	100
Time :	3 Hours	Internal Assessment :	20
		External Examination :	80

**OBJECTIVES:** To acquaint the students with the concept, objectives, process and factors influencing wage and salary administration.

**UNIT- I: WAGE AND SALARY ADMINISTRATION**

Meaning, objectives, process and factors influencing wage and salary administration; Wage policy; objectives, wage differentials, wage policy in India; Principles in wage formulation.

**UNIT- II: COMPENSATION**

Nature, objectives, components, types and importance; Legal framework of wage and salary administration in India; Payment of Wages Act 1936, Bonus Act 1965, Minimum Wages Act, 1948 other compensation issues.

**UNIT- III: INCENTIVES AND REWARD SYSTEM**

Concept, types of incentive plans, incentives strategy in application, fringe benefits, kinds of fringe benefits; Allowances and perquisites.

**UNIT- IV: BONUS & RETIREMENT BENEFITS**

Evolution of profit bonus ; Methods of determining bonus; Downsizing and voluntary retirement schemes; Profit sharing and stock options; Law relating to retirement benefits.



**BOOKS RECOMMENDED**

1. Gupta Alka, Wage and Salary Administration in India, Anmol Publication
2. Radha Gupta, Wage And Salary Administration, Annual Publication
3. Kavita Krishnamurti, Industrial Relations, Emerging Issues in Globalised World, Global Vision Publishing House
4. Vikas & Seema Arora, Human Resource Management, Global Vision Publishing House
5. C. B. Mamoirra, Dynamics of Industrial Relations.

**UNIVERSITY OF JAMMU**  
**M.COM FOURTH SEMESTER**  
**INTERNATIONAL HUMAN RESOURCE MANAGEMENT**  
**WITHOUT CBCS**

Course No. : **M.Com - 416**  
Time : 3 Hours

Maximum Marks : 100  
Internal Assessment : 20  
External Examination : 80

**OBJECTIVE:** To introduce the concepts, theoretical frameworks, issues in international human resource management and to gain knowledge about human resource management practices across cultures and nations.

**UNIT- I: INTERNATIONAL HUMAN RESOURCE MANAGEMENT (HRM)**

Definition, concepts and approaches; Forms of international human resource management; Difference between domestic and international human resource management; Development of the IHRM function & a cross- cultural approach: Strategic issues in IHRM; Key perspectives in global workforce management.

**UNIT- II: INTERNATIONAL RECRUITMENT AND SELECTION**

General factors affecting Global Staffing; Expatriate selection, preparation, foreign assignment and Repatriation; Expatriate Employee entry and re-entry issues. Patterns of Global Management Development; Training imperatives for the global workforce; Issues in Cross – Cultural training.

**UNIT-III: INTERNATIONAL PERFORMANCE MANAGEMENT**

Concepts and purposes; Performance Management in Multinational Enterprises: Process and guidelines; Performance Management of International Assignees: Evaluation issues and guidelines; Variables influencing performance of Expatriates; Tahvanainen Contextual Model of Expatriate Performance Management.

**UNIT-IV: GLOBAL COMPENSATION MANAGEMENT IN MNC'S**

Approaches to Expatriate's compensation; Cultural impact and Compensation Policy; Paying Expatriates: Variable pay; Factors influencing compensation programmes; Managing compensation on a global scale: Fundamental practices.

## **BOOKS RECOMMENDED**

1. International Human Resource Management Managing People in a Multinational Context“ by Peer J. Dowling, Denise E. Welch and Randall S. Schler; South Western College Publishing.
2. International Human Resource Management: Policies and Practices for Multinational Enterprises, by Dennis R. Briscoe, Randall S. Schuler and Lisbeth Claus, Routledge: Taylor and Francis Group.
3. International Human Resource Management“, by Chris Brewster, Paul Sparrow and Guy Vernon, Universities Press (India) Pvt. Ltd.
4. International Human Resource Management – Text and Cases by P.L. Rao, Excel Books.

**UNIVERSITY OF JAMMU**  
**M.COM FOURTH SEMESTER**  
**ORGANISATIONAL DYNAMICS**  
**WITHOUT CBCS**

Course No. : **M.Com - 417**  
Time : 3 Hours

Maximum Marks : 100  
Internal Assessment : 20  
External Examination : 80

**OBJECTIVES:** To make the students familiar with the nature of groups, structural dynamics of work groups, group cohesion and group alienation

**UNIT-I: GROUP DYNAMICS**

Types of groups, stages, nature of groups, group development; Structural dynamics of work groups, group cohesion and group alienation; Difference between group and team; Types of team, turning individuals into team players.

**UNIT-II: INDIVIDUAL ROLE DYNAMICS**

Individual role in organisational paradigm, shift in the world of knowledge, work related attitudes, prejudice and discrimination, strategies for overcoming work place prejudice; Organisational commitment, organisational stress – Causes, effects and ways to reduce stress.

**UNIT-III: POWER DYNAMICS**

Power, difference between leadership and power; Bases of power, power tactics; Sources and uses of individual power, process of empowerment, organizational politics, factors contributing to political behaviour, impact of organizational politics; Impression management, global implications of power dynamics.

**UNIT-IV: ORGANISATIONAL DYNAMICS**

Creation and sustaining culture, forms of transmitting culture to employees, global culture; Implication or organization culture; Social responsibility organizational ethics and values; Learning organizations concept and process, developing and implementing a learning organisation.

## **BOOKS RECOMMENDED**

1. Jerald Greenberg: Behaviour in Organization, PHI Learning Private Limited.
2. Neharika Vohra, Organizational Behaviour, Pearson Publishers.
3. Bhupen Srivastava, Organizational Design and Development: Concepts and Application, Biztantra Publication.
4. Michael Butler & Edward Rose, Introduction to Organizational Behaviour, Jaico Publishing House.
5. Fred Luthans, Organizational Behaviour: An Evidence – Based Approach.

**UNIVERSITY OF JAMMU**  
**M.COM FOURTH SEMESTER**  
**UNION MANAGEMENT RELATIONS**  
**WITHOUT CBCS**

Course No. :	<b>M.Com - 418</b>	Maximum Marks :	100
Time :	3 Hours	Internal Assessment :	20
		External Examination :	

**OBJECTIVES:** To acquaint the students with the objective, significance, history of collective bargaining, impact of technological and political changes and the union management relations in an organization.

**UNIT- I : TRADE UNION MOVEMENT IN INDIA**

Unions-Meaning and concept, Characteristics and functions, Types and structure of unions; Theories of unionism, growth and development of trade union movement in India, Problems and prospects of trade union; Workers education, Trade Union Act 1926 and recent amendments; Recommendations of National Commission on Labour for strengthening trade union.

**UNIT- II: COLLECTIVE BARGAINING & NEGOTIATIONS**

Meaning, objective, significance, history of collective bargaining; Impact of technological and political changes; Approaches to collective bargaining; Negotiation process: Parties involved, levels of negotiations; Issues for negotiation; Choice of negotiation agents, Preparation for negotiations, Recent trends in negotiation & challenges in future.

**UNIT- III: ISSUES IN TRADE UNIONISM**

Democratic unionism; Recognition of unions; Unions and politics, Management Vs. Union rights; Unions and strikes, Unfair labour practices, NCL recommendations and Industrial Relations Bill, 1978 (Relevant Portion).

**UNIT- IV: UNION IN PUBLIC SECTOR AND OTHER ISSUES**

NCL Recommendations on labour problems in public sector- Unions in Banks, Insurance, Railways and Civil services, Unions in Public Sector Industrial Undertakings, Unions and productivity, Comparative study with unions in private sectors.

## **BOOKS RECOMMENDED**

1. C. B. Mamoria, S. Mamoria, S. V. Gankar Dynamics of Industrial Relations.
2. Kavita Krishnamurti – Industrial Relations; Emerging Issues in Globalised World – Global Vision Publishing House.
3. P. N. Singh, Neeraj Kumar – Employee Relations Management, Pearson.
4. B. P. Singh – Personnel Management and Industrial Relations, Dhanpat Rai & Co.
5. Bishwajeet Patnayak – Human Resource Management, Prentice Hall of India, 4006.
6. C. V. Venkatram, Industrial Relations, Oxford.
7. B. D. Singh, Industrial Relations – Emerging Paradigms, Excel.
8. Sethi, A. S., Collective Bargaining and Industrial Relations in India, Atma Ram & Sons, New Delhi, 1964.
9. Tandon, B. K., Collective Bargaining and the Indian Scene, Sultan Chand & Sons, New Delhi, 1972.
10. Parmod Verma and Surya Mukherjee, Trade Unions in India, Oxford, New Delhi, 1982.

**UNIVERSITY OF JAMMU**  
**M.COM FOURTH SEMESTER**  
**ENTREPRENEURIAL SKILL DEVELOPMENT**  
**WITHOUT CBCS**

Course No. : **M.Com - 419**

Time : 3 Hours

Maximum Marks : 100

Internal Assessment : 20

External Examination

**OBJECTIVE:** To create awareness among students about entrepreneurship and factors facilitating entrepreneurial development with special reference to new ventures.

**UNIT-I: ENTREPRENEUR & ENTREPRENEURSHIP**

Entrepreneurship: Concept & characteristics; Entrepreneurship models; Capacity building for entrepreneurship; Theories of entrepreneurship; Entrepreneurship stimulant; Economic development & entrepreneurship; Creativity, innovation & entrepreneurship; Corporate entrepreneurship: Concept and approaches.

**UNIT-II: POLICIES AND PROGRAMMES FOR ENTREPRENEURIAL DEVELOPMENT**

Entrepreneurial environment; Policies governing entrepreneurship; Institutional arrangements for development of entrepreneurship: NIESBUD, IDBI, ICICI, SIDO, IFCI; Women entrepreneurship: Concept, factors governing women entrepreneurship, schemes for women entrepreneurship; Rural entrepreneurship: Concept advantages and challenges.

**UNIT-III: ENTREPRENEURIAL DEVELOPMENT PROGRAMMES**

Objectives, philosophy & 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 problems; Entrepreneurial training; Models for entrepreneurial development programmes.

**UNIT-IV: MODEL FOR NEW VENTURES**

The concept of business planning; 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; Global opportunities in the perspective.

**BOOKS RECOMMENDED**



1. David H. Holt,: Entrepreneurship, Prentice Hall of India, New Delhi
2. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, New Delhi.
3. C.S.V. Murthy, Small Scale Industries & Entrepreneurial Development, Himalaya Publishing House.
4. SangramKeshhariMohanty, Fundamentals of Entrepreneurship, Prentice Hall of India Pvt. Ltd, New Delhi

**UNIVERSITY OF JAMMU**  
**M.COM FOURTH SEMESTER**  
**FINANCE GROUP**  
**STRATEGIC COST MANAGEMENT**  
**WITHOUT CBCS**

Course No. : **M.Com - 430**

Maximum Marks : 100

Time : 3 Hours

Internal Assessment : 20

External Examination :

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

**UNIT –I: COST AND MANAGEMENT ACCOUNTING**

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: CONTRACT AND PROCESS COSTING**

**Contract costing-** Nature, feature, process; Cost plus contract; profit on the completed contract, preparation of contract accounts.

**Process costing-** Meaning, definitions, nature ,scope and functions of process costing; Calculation of profit transferred to the profit and loss account; Costing of equivalent production units; Inter process costing, preparation of process account.

**UNIT-IV: 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.

**BOOKS RECOMMENDED**

1. Introduction to Management Accounting, Horngren, Sundem Stratton, Prentice Hall, Pub.
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.

**UNIVERSITY OF JAMMU**  
**M.COM FOURTH SEMESTER**  
**FINANCIAL DECISION ANALYSIS**  
**WITHOUT CBCS**

Course No. :	<b>M.Com - 431</b>	Maximum Marks :	100
Time :	3 Hours	Internal Assessment :	20
		External Examinatio	

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

**UNIT -I: NATURE OF FINANCIAL DECISION ANALYYSIS AND FORECASTING**

Meaning and definitions of financial analysis ; Nature of financial decisions; Major financial decision-areas; Essence of financial decisions; Basic factors influencing financial decisions; Meaning and Utility of financial forecasting; Techniques of financial forecasting; 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; Source of risk; Utility theory and risk analysis in investment decisions; Methods of adjusting risk; Sensitivity analysis; Decision tree analysis; CAPM Model.

**UNIT-III: PORTFOLIO MANAGEMENT**

Basics of portfolio management in India- Investment strategy objectives; Risk and Beta; Time value of money application to portfolio management; SEBI guidelines for portfolio managers; Portfolio management in mutual funds-Meaning and definitions, types of funds-UTI, UTI schemes for resident of Indians, Off shore Funds, SBI mutual funds, advantages of mutual funds, structure and growth of mutual funds industry, mutual funds present status.

**UNIT-IV: PROFIT PLANNING AND TAXATION**

Concept of profit planning; Basics of profit planning; Approaches to profit planning ; Capital expenditure decisions; Nature and significance of capital expenditure decisions; Taxation and make or buy decision; Taxation and capital structure policies; Tax planning and dividend decisions; Need for tax planning in India; Scope of tax planning.

**BOOKS RECOMMENDED**

1. John J. Hampto :Financial Decision Making concepts- Problems and Cases
2. Engene F. Brigham : Fundamentals of Financial Management
3. James c. Van Horne : Financial Management and Policy
4. R.M. Srivastava : Financial Decision Making
5. Prassana Chandra : Financial management Theory and Practice
6. Khan and Jain : Financial Management
7. I.M. Pandey : Financial Management
8. Peerson and Hunt : Basic Business Finance.
9. S.C. Kneithal : Financial Management

**UNIVERSITY OF JAMMU**  
**M.COM FOURTH SEMESTER**  
**ADVANCED FINANCIAL MANAGEMENT**  
**WITHOUT CBCS**

Course No. : **M.Com - 432**  
Time : 3 Hours

Maximum Marks : 100  
Internal Assessment : 20  
External Examination

**OBJECTIVE:** The Objective of this course is to help students understand the conceptual framework of advanced financial management and its application under various environment constraints.

**UNIT-I: FINANCIAL MANAGEMENT**

Meaning, nature and scope of finance; Finance function- investment, financing and dividend decisions; Corporate Objectives-Profit Maximization and Wealth Maximization, their social implications. Concept of Cash Flow and Time value of money.

**UNIT-II: WORKING CAPITAL MANAGEMENT**

Management of cash and marketable securities; cash management techniques – lock box system, concentration banking, selection of marketable securities; management of receivables and inventories; techniques of account receivable management, credit policy, credit terms, account collection techniques; Inventory management; Committees on working capital management and their findings and recommendations.

**UNIT-III: DIVIDEND POLICIES**

Issues in dividend decisions, Walter's model, Gordon's model, M.M hypothesis, Dividend and uncertainty, relevance of dividend; Dividend policy in practice; Form of dividends; Stability in dividend policy; Corporate dividend behavior.

**UNIT-IV: LEASE FINANCING AND FACTORING SERVICES**

- a) Lease financing – types of leasing; evaluation of lease; lease or buy decisions.
- b) Structures financing – securitisation.
- c) Factoring services: dimensions of working capital management; zero working capital.

## **BOOKS RECOMMENDED**

1. Bhattacharya, Hrishikas, Working Capital Management, Strategies and Techniques, Prentice Hall, New Delhi.
2. Brealey, Richard A and Steward C Myers, Corporate Finance, McGraw Hill, Int. Ed., New York.
3. Chandra, Prasanna, Financial Decision Making, Prentice Hall, Delhi.
4. Hampton, John, Financial Decision Making, Prentice Hall, Delhi.
5. Pandey, I.M., Financial Management, Vikas Publishing House, Delhi.
6. Van Horne, J.C. and J.M. Wachowicz Jr, Fundamentals of financial Management, Prentice-Hall, Delhi.
7. Van Horne, James C, Financial Management and Policy, Prentice Hall Delhi.

**UNIVERSITY OF JAMMU**  
**M.COM FOURTH SEMESTER**  
**CONTEMPORARY AREAS OF FINANCIAL ACCOUNTING**  
**WITHOUT CBCS**

Course No. : **M.Com – 433**

Maximum Marks : 100

Time : 3 Hours

Internal Assessment : 20

External Examination : 80

**OBJECTIVES:** The aim of this course to provide knowledge and skills to the students on contemporary areas of financial accounting and to bring attitudinal changes to innovations in accounting and to develop professional knowledge and skills in contemporary areas.

**UNIT- I: ACCOUNTING FOR THE EFFECTS OF PRICE LEVEL CHANGES**

Impact of changing prices on conventional financial statements; Consumer Price Index Numbers as a measure of price level changes; Restatement of financial statements under General Purchasing Power of Accounting and Current Cost Accounting; Concepts of physical and financial capital maintenance.

**UNIT- II: ACCOUNTING FOR INTANGIBLE ASSETS**

Nature and classification of intangible assets; Basic principles of accounting for intangibles; Accounting for human resources, brands, copyrights, patents, and goodwill; IFRS on intangible assets; Analysis of accounting for intangible assets in the annual reports of companies.

**UNIT- III: HEDGE ACCOUNTING**

Definition of hedging. hedging techniques- Forwards, futures, options and swaps; Hedge accounting as per IFRS, Indian AS and RBI guidelines; Designated and non-designated hedges; Recognition, measurement and disclosure of derivatives and hedged items; Cash flow and Fair value hedges; Hedge effectiveness; Hedge termination; Analysis of hedge accounting disclosers in the annual reports of companies.

**UNIT- IV: SOCIAL AND VALUE ADDED ACCOUNTING:**

Theory and practical applications of social accounting: Social economy, social objectives, defining social accounting; Social accounting versus social auditing; Approaches to social accounting; Analysis of social accounting disclosers in the annual reports of companies; Meaning of value added; Correlates with profit, price level changes and cos;. Value added statement; Analysis of value added accounting disclosers in the annual reports of companies.



## **BOOKS RECOMMENDED**

1. What Counts: Social Accounting for Non profits and Cooperatives, Laurie Mook, Jack Quarter and Betty Jane Richmond, Sigel Press, London
2. Human Resource Accounting by Flamholtz, Eric, Jossey –Bass, San Fancisco.
3. Accounting Theory: An Introduction by L.S.Porwal, Tata McGraw-Hill Publishing Company Ltd. New Delhi.

**UNIVERSITY OF JAMMU**  
**M.COM FOURTH SEMESTER**  
**INTERNATIONAL FINANCE**  
**WITHOUT CBCS**

Course No. :	<b>M.Com - 434</b>	Maximum Marks :	100
Time :	3 Hours	Internal Assessment :	20
		External Examination :	

**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**

Concept, Nature, Scope and Significance, Finance Function, International Financial Institutions, Role of IMF, WTO and World Bank International Monetary Reforms, International Liquidity, Special Drawing Rights: Uses, Limitations, SDRs and India, Pre requisites for making India as an international financial centre

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

Concept, Components of foreign exchange markets; Definition of Foreign Currency and Foreign Transactions, Trade and Non Trade spot, forward, future options & swaps, Role of participants of Foreign Exchange Market, Emerging importance of Indian rupee, International Financial System and Foreign Exchange Market, Exchange Rate Mechanism, Indian Foreign Exchange Market, International Monetary System, Fixed Vs. Fluctuating Exchange Rates, The rise of Eurocurrencies.

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

Exchange Control Regulations, Export Credit Guarantee Corporation, Exim Bank, Convertibility, Uniform Customs & Practices for Documentary Credit, Uniform Rules for Collection, Uniform Rules for Reimbursement, Export and Import Financing Mechanism, Buyers' Credit, Suppliers' Credit, Financing in foreign currency for exports and rupee finance.

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

Foreign Direct Investment, Cost of Capital and Capital Structure of a Multinational Firm, ADRs, GDRs, ECBs, Syndication, Multinational Capital Budgeting, Multinational Cash Management, Country risk analysis, International taxation, Double taxation avoidance agreements.

## **BOOKS RECOMMENDED**

1. International Finance, V A Avadhani
2. Essence of International Money, Adrian Buckley
3. International Finance, A.V.Rajwade
4. International Finance, P.G.Apte
5. International Finance, Shapiror
6. Exchange Control Regulations, Nabhi
7. International Economics, D.M. Mithani
8. International Finance, V. K. Sharan