

**GOVERNMENT ARTS COLLEGE (AUTONOMOUS)**  
**KUMBAKONAM 612 002**

Re - accredited With 'A' Grade by NAAC & Affiliated to Bharathidasan University

**DEPARTMENT OF COMMERCE**  
(Effective for those admitted from 2017-2018 onwards)



**SYLLABI**

**M.COM., COMMERCE**  
(FINANCIAL MANAGEMENT)

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**M.Com., COMMERCE**

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**SEMESTER – I**

**CC 1- HUMAN RESOURCE MANAGEMENT**

<b>Subject Code: 17P1CO1</b>	<b>Credits: 4</b>	<b>External Marks: 75</b>	<b>Hours: 6</b>
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**Objective:** *To make the students to understand various concepts in Human Resource Management.*

**Unit I:** Introduction – Meaning and definition, Nature, Scope, objectives and importance of HRM – Functions of HRM.

**Unit II:** Human Resource Planning – Manpower Planning – Nature – Importance and objectives of Manpower planning – Process of Manpower planning – uses and limitations of Manpower planning.

**Unit III:** Recruitment and selection – sources of recruitment – selection of employees – Differences between recruitment and selection – Procedures of selection – Tests – Interview – Types of Interview – Process of conducting Interview – checking of References – Final selection.

**Unit IV:** Training and Development – Importance of Training of Employees – Methods of Training – Management Development – Importance of Management Development – Objectives – Methods of Management Development.

**Unit V:** Promotion, Transfer and Termination – Career planning promotion policy – Internal promotional system – Seniority Vs Merit – Benefits of Effective promotion policy – Meaning of Transfer – Objectives of Transfer – Meaning of Employee Termination – Meaning of Dismissal.

**BOOKS RECOMMENDED:**

1. Human Resource Management - L.M.Prasad
2. Human Resource Management - C.B.Coupta
3. Human Resource Management - Reddy & Moorthy

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**SEMESTER - I**

**CC 2 - ECONOMICS FOR BUSINESS DECISIONS**

<b>Subject Code: 17P1CO2</b>	<b>Credits: 4</b>	<b>External Marks: 75</b>	<b>Hours: 6</b>
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**Objectives:** *To make the students to understand the application of Economic tools and logical methods of business decision.*

**Unit I:** Managerial Economics – Definition – Features – Scope – Decision making – Meaning – Features – Types – Decision making process – Uncertainty in decision making – Fundamental concepts in decision making - Incremental, Discounting, Opportunity Cost and Equity marginal principle.

**Unit II:** Demand analysis – Law of demand – Demand determinants – Elasticity of demand – Forecasting of demand – Methods for establishing and new products – Managerial uses.

**Unit III:** Input – Output decisions – Producer’s equilibrium using Iso-quant, Iso-cost concepts and cost curves – Short run and long run.

**Unit IV:** Price output decision – Under different markets – Perfect competition – Imperfect competition – Monopoly – Monopolistic – Oligopoly – Duopoly.

**Unit V:** Profit planning and forecasting – Break-even analysis – Managerial uses of Break-even analysis. (Theory aspect only)

**BOOKS RECOMMENDED:**

1. MANAGERIAL ECONOMICS: ADHIKARY.
2. MANAGERIAL ECONOMICS: VARSHNEY AND MAHESWARY
3. MANAGERIAL ECONOMICS: P.CHOPRA.
4. MANAGERIAL ECONOMICS: N.SANKARAN.

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**SEMESTER - I**

**CC 3 - ADVANCED COST ACCOUNTING**

<b>Subject Code: 17P1CO3</b>	<b>Credits: 4</b>	<b>External Marks: 75</b>	<b>Hours: 6</b>
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**Objective:** *To enable the students to understand the principles and procedures of advanced cost accounting and to apply them to different practical situations.*

**Unit I:** Meaning of Cost, Costing & Cost Accounting – Advantages and Limitations of Cost Accounting – Differences between Cost Accounting and Financial Accounting – Characteristics of an ideal system of costing – Elements of Cost – Preparation of Cost Sheet, Tender and Quotation.

**Unit II:** Overheads: Various Classification of Overheads – Basis of allocation to Cost centres – Preparation of primary distribution summary – Preparation of secondary distribution summary under direct redistribution, Step distribution, reciprocal services methods - Calculation of Machine Hour Rate.

**Unit III:** Marginal costing – meaning – definition – assumptions – Profit-Volume analysis – Break-even point – Margin of Safety – Decision making from alternative choices problems.

**Unit IV:** Contract Costing: Work certified – Work Uncertified – preparation of Contract Accounts – Work-in-Progress – Balance Sheet.  
Reconciliation of Cost and Financial Accounts, Meaning, importance – preparation of reconciliation statement.

**Unit V:** Process Costing: Meaning – Importance - Abnormal Loss – Abnormal Gain - Preparation of Process Accounts with abnormal loss, abnormal gain & normal loss account.

**BOOKS RECOMMENDED:**

1. COST ACCOUNTING : S.P.JAIN & K.L. NARANG.
2. COST ACCOUNTING : S.P. IYENGAR.
3. COST ACCOUNTING : R.S.N. PILLAI & BAGHAVATHI.
4. COST ACCOUNTING : T.S. REDDY & Y.S. HARI PRASAD REDDY.

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**SEMESTER - I**

**CC 4 - FINANCIAL SERVICES, MARKETS AND INSTITUTIONS**

<b>Subject Code: 17P1CO4</b>	<b>Credits: 4</b>	<b>External Marks: 75</b>	<b>Hours: 6</b>
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**Objective:** *To make the students to understand the financial services prevailed in India.*

**Unit I:** **Financial services:** Meaning - Financial Systems and Economic Development – Financial Institutions (Regulatory, Intermediary, Non intermediary, others), Financial Markets – Classification of Financial Markets (Unorganized & Organized, Primary & Secondary, Money & Capital, Board, Deep and Shallow) – Financial securities – Characteristics of FI (financial instruments) – Weakness and Structure of Indian Financial System.

**Unit II:** **Mutual Fund (MF):** Meaning and Definition – Attributes of MF – Advantages and Disadvantages of MF – Types of MF.  
**Merchant Banking (MB):** Meaning – Functions of MB – Obligation and Responsibility.  
**Credit Rating (CR):** Importance – Various steps involved in the rating process – Drawbacks of CR.

**Unit III:** **Money Market (MM):** Meaning – Features - Requisites of money market – Consequence – Structure – Weakness of MM – Development of MM (Role of RBI, Call Money Market, Commercial Bill Market, Treasury Bill Market, Certificate of Deposit, Commercial paper, Housing Finance Institutions)

**Unit IV:** **New Issue Market (NIM):** Meaning – Functions (Origination, Underwriting and Distribution) - Issue Mechanism - Differentiate NIM & Secondary market – Guidelines regarding stock options in India.  
**Stock Exchange:** Procedure for recognition of stock exchange – OTCEI – SEBI – BOLT- Objective and Benefits of listing securities.

**Unit V:** **Financial Institutions:** Development Institutions: IDBI – ICICI – IFCI Investment Institutions: UTI – LIC – GIC.  
**Non Banking Financial Institutions:** Factors contributing to the growth NBFIs – Types.

**BOOKS RECOMMENDED:**

1. Financial Services and Stock Exchanges : Dr. N. PREMAVATHY
2. Financial Services : P. N. VARSHNEY & D. K. MITTAL
3. Financial Markets and Services : GORDON & NATARAJAN

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**SEMESTER - I**

**EC 1 - INTERNATIONAL FINANCIAL MANAGEMENT**

<b>Subject Code: 17P1CO5EC1</b>	<b>Credits: 4</b>	<b>External Marks: 75</b>	<b>Hours: 6</b>
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**Objectives:** *To make the students to understand about international financial management practices.*

**Unit I:** Finance function in the international context - BOP – IMF – Globalization – Threats and opportunities – WTO – origin – functions – structure.

**Unit II:** Foreign Exchange – Rate of exchange – types – factors affecting exchange rate –participants – The Indian Foreign Exchange Market.

**Unit III:** Management of Foreign exchange Risk – problems faced by a firm – types of risks – Techniques in managing risks – Terms of payment and foreign trade finance – open account – documentary bills – letter of credit – pre-shipment and post shipment finance.

**Unit IV:** International Capital Markets – International financial operations – Euro currency and Euro bonds market – Instruments of Euro currency market – types of Euro bonds – special features in the International Bond Market – Euro bond vs. Euro currency loan.

**Unit V:** Sources of external Finance – benefits – problems – World Bank – IFC – ADB – FIIs- GDR and ADR – FDI –Trends in global FDI.

**Text Book:**

International Financial Management, R.L. Varshney & Bhashyam, Sultan Chand & Sons, Delhi.

**Reference Books:**

International Trade and Export management, Francis cherunilam, Himalaya Publishers.

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**SEMESTER - II**

**CC 5 - ADVANCED MANAGEMENT ACCOUNTING**

<b>Subject Code: 17P2CO6</b>	<b>Credits: 5</b>	<b>External Marks: 75</b>	<b>Hours: 6</b>
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**Objective:** *To provide higher order information on management accounting.*

**Unit I:** Management accounting, meaning – features – objectives – merits and demerits – management accounting vs. cost accounting – Management accounting vs. financial accounting – tools for management accounting – Financial Statement Analysis – significance – limitations – tools for financial statement analysis and preparation of common size statement and comparative financial statement.

**Unit II:** Ratio Analysis – Meaning, modes of expression, steps, advantages and limitations – classification – summary of ratios – Rearrangement of financial statements and construction of balance sheet.

**Unit III:** Fund flow statement – Meaning, Uses, Limitations - Statement of changes in working capital – Preparation of fund flow statement. Cash flow statement – Meaning – uses – Limitations - difference between fund flow statement and cash flow statement – preparation of cash flow statement (As per Accounting Standard 3)

**Unit IV:** Budget: Definition – essentials of budget – preparation of cash budget, flexible budget, production and sales budget.

**Unit V:** Standard costing: Definition-Advantages and limitations of standard costing-Variance Analysis and Computations of variances – Material, Labour, overhead and sales variance.

**(THEORY: PROBLEM IN THE RATIO OF 30: 70 RESPECTIVELY)**

**BOOKS RECOMMENDED:**

- |                                 |                                   |
|---------------------------------|-----------------------------------|
| 1. MANAGEMENT ACCOUNTING        | : R.K. SHARMA & GUPTA             |
| 2. MANAGEMENT ACCOUNTING        | : DR. S.N.MAHESHWARI              |
| 3. MANAGEMENT ACCOUNTING        | : R.S.N. PILLAI & BHAGAVATHI.     |
| 4. COST & MANAGEMENT ACCOUNTING | : T.S. REDDY & HARI PRASAD REDDY. |

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**SEMESTER - II**

**CC 6 - CORPORATE REGULATORY FRAME WORK**

<b>Subject Code: 17P2CO7</b>	<b>Credits: 5</b>	<b>External Marks: 75</b>	<b>Hours: 6</b>
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**Objectives:** *To enable the students to impact knowledge on various laws relating to industries.*

**Unit I: The Factories Act 1948:-** Objectives of the Act- meaning of factory: Definition of Adult, Adolescent, Child, Competent person, Young person, Hazardous process, Day, Week, power, machinery, worker and manufacturing process- Provisions relating to health, safety and welfare: Working conditions and safety of women at work place.

**Unit II: Minimum Wages Act 1948:-** Objectives and scope of the Act: meaning of minimum wages and wage fixation- Definition of Appropriate Government, Competent authority, Cost of Living Index number, Employer, Employee and wages- Fixation and division of wages - Safeguards in minimum wages, offences and penalties.

**Unit III: Payment of Bonus Act 1965:-** Objectives of the Act- meaning of bonus, Application of the Act, Eligibility and disqualification of bonus- Determination of bonus- special provisions with regard to payment of bonus linked with productivity – offences and penalties.

**Workmen's Compensation Act 1923:-** Definition- scope and coverage of the Act- Rules regarding workmen's compensation- Employers liability for compensation- Disbursement of compensation.

**Unit IV: Trade Unions Act 1926:-** Definition of Trade Union- growth of unions- Role and activities of unions- Registration of trade union- members qualification, Rights and privileges- Duties and responsibilities of registered trade union- Dissolution of trade union- penalties and procedures.

**Unit V: Regulations of business through Consumer Protection Laws:-** Consumer Protection Act 1986- Redressal of consumer grievances- Competition law, cyber law – Corporate Governance.

**BOOKS RECOMMENDED:**

1. ELEMENTS OF INDUSTRIAL LAW – N.D. KAPOOR
2. LABOUR LAW – TAXMANN
3. COMMERCIAL & INDUSTRIAL LAW – M.R. SRINIVASAN



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**SEMESTER - II**

**CC 7 - INDIRECT TAXES**

<b>Subject Code: 17P2CO8</b>	<b>Credits: 5</b>	<b>External Marks: 75</b>	<b>Hours: 6</b>
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**Objectives:** *To make the students to understand enactment on Indirect Taxes.*

**Unit I:** Meaning of Tax – Definition – Objectives – Features of Tax – Principles of Taxation – Direct and Indirect Taxes - Single point tax and Multi point tax – Advalorem and Specific duties.

**Unit II:** The Customs Act, 1962 – Customs Duties – Meaning of Import Duties and Export Duties – Different types of Custom Duties – Prohibition on Importation and Exportation of Goods, Prevention of illegal import and export.

**Unit III:** GST – Introduction – Meaning – Definition – Features – Structures and Types of tax – Levy and Collection – Exemption under GST.

**Unit IV:** Time and Value of Supply – Supply of Goods – Supply of Services – Input Tax Credit.  
**Registration:** Liable for Registration – Not liable – Compulsory – Deemed – Cancellation.

**Unit V:** Returns – Outward supply – Furnishing returns – Reclaim of Input tax credit – Reclaim of output tax credit – Levy of late fee – Payment of tax – Interest – Penalty – Interest on delayed payment.

**(THEORY ASPECT ONLY)**

**BOOKS RECOMMENDED:**

1. Bare Law on GST Act(s) – The Institute of CA of India.

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**SEMESTER - II**

**CC 8 - QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS**

<b>Subject Code: 17P2CO9</b>	<b>Credits: 5</b>	<b>External Marks: 75</b>	<b>Hours: 6</b>
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**Objectives:** *To make the students to understand the various techniques of statistics used in business for taking decisions.*

**Unit I:** Quantitative Techniques: Meaning - Definition – Classification – Role of QT in Business and Industry – Limitations.

**Unit II:** Correlation: Meaning – Definition – Types of correlation – Karl Pearson's correlation – Regression: Meaning - Definition – Properties – Two Regression equation .Time Series: Meaning – Components – Uses – Measurements – Moving Average method – Least cost method.

**Unit III:** Probability: Meaning, uses – Binomial distribution – Poisson distribution and Normal Distribution.

**Unit IV:** Testing of Hypothesis – Meaning & Definition – T test – Chi-square Test – F test – one way & two way - ANOVA.

**Unit V:** Transportation Problem (both balanced and unbalanced) – North West Corner rule – Least cost method (LCM) – Vogel's approximation method (VAM) – Row minima method – Column minima method – MODI method (Simple problems only).

**(PROBLEM: THEORY RATIO = 70%: 30%)**

**BOOKS RECOMMENDED:**

- |                               |                |
|-------------------------------|----------------|
| 1. STATISTICAL METHODS        | – S.C. GUPTA   |
| 2. STATISTICAL METHODS        | – S.P. GUPTA   |
| 3. QUANTITATIVE TECHNIQUES    | – C.R. GOTHARI |
| 4. OR AND STATISTICAL METHODS | – P.R. VITTAL  |

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**SEMESTER - II**

**EC 2 - MANAGEMENT INFORMATION SYSTEM**

<b>Subject Code: 17P2CO10EC</b>	<b>Credits: 4</b>	<b>External Marks: 75</b>	<b>Hours: 6</b>
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**Objective:** *To make the students to understand the MIS in production, marketing and financial.*

**Unit I:** Concept of MIS, Characteristics of MIS, MIS architecture – Identifying systems, interconnecting these sub systems, Need for MIS, Strategic role of MIS, limitations of MIS, Computerized MIS, MIS and other Academic Disciplines, MIS Professional: Chief Information Officer - System analyst – Database Administrator – Net work specialist – Programmer – Operator.

**Unit II:** Management Process and Information System – Nature of Management Process – Classical, Managerial and Behavioural model of Management Process, Management Levels: TOP, Middle and Lower Management - Decision making: Types of Decisions, Decision making conditions, Decision making Process, Methods of Deciding Among alternatives.

**Unit III:** Production Information System – Model of Production Information systems – Manufacturing system, inventory system, quality system, cost system, managerial use of production information system, computer applications in physical system – Computer aided design and its advantages – Computer aided manufacturing – Robotics.

**Unit IV:** Marketing Information System – Model of Marketing Information system – Marketing research system – Marketing intelligence system – Product system – Pricing System – Distribution system – Promotion System – Managerial use of marketing Information system.

**Unit V:** Financial Information System – Model of Financial Information System – Accounting System – Financial intelligence system – Funds Management System – Control system. Human Resource Information System – Model of human resource information system – Human resource research system, Human resource acquisition system – Human resource Development system, Appraisal and compensation system, Human resource maintenance system, Industrial relations system.

**BOOKS RECOMMENDED:**

1. Management Information Systems - L. M. Prasad, Sultan Chand and Sons
2. Management Information Systems - Kenneth C.laudon, Jane Laudon
3. Management Information Systems for Enterprise - Adamantios Koumpls

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**SEMESTER - III**

**CC 9 - INCOME TAX LAW AND PRACTICE**

<b>Subject Code: 17P3CO11</b>	<b>Credits: 5</b>	<b>External Marks: 75</b>	<b>Hours: 6</b>
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**Objectives:** *To make the students to understand the theoretical and practical aspect of Income Tax.*

**Unit I:** Basic Concepts – Income, Assesses, Previous year, Assessment year, Person, Agricultural Income – Charge of Income Tax – Residential Status of an individual and incidence of Tax liability, Income exempted from Tax.

**Unit II:** Salaries: Chargeability – Meaning – Allowance – Perquisites – Profit in lieu of salary: Gratuity – Pension – Leave Encashment, Deductions.

**Unit III:** Income from House Property - Chargeability – Annual value – Let out House Property – Self Occupied House Property and Deductions.

**Unit IV:** Income from Business and Profession - Chargeability – Annual income Taxable under Business or Profession – Computation of Profits and Gains – Deductions expressly allowed and disallowed – expenses allowable under certain restrictions – deemed incomes.

**Unit V:** Capital gain- Chargeability – Capital Assets – Transfer – Cost of acquisition – Exemption – Income from other Sources: Chargeable – Deductions. Set off and Carry forward of losses – Clubbing Income – Deductions from GRI – Assessment of individual.

**BOOKS RECOMMENDED:**

1. INCOME TAX LAW & PRACTICE – GAUR AND NARANG
2. INCOME TAX LAW & PRACTICE – VINOTH K. SINGANIA
3. INCOME TAX LAW & PRACTICE – T.S. REDDY

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**SEMESTER - III**

**CC 10 - RESEARCH METHODOLOGY**

<b>Subject Code: 17P3CO12</b>	<b>Credits: 5</b>	<b>External Marks: 75</b>	<b>Hours: 6</b>
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**Objective:** *To make the students to understand the various inner concepts of research methodology.*

**Unit I:** Research – Definition – Characteristics – Criteria for good research – Objectives, Assumptions and Limitations of Social research – Social Science and Natural Science.

**Unit II:** Methods of Research – Pure and Applied research, Historical research, Experimental research, Survey research, Inter disciplinary research and Case study method.

**Unit III:** Research problem – Meaning – Types – Sources – Selection of research problems.  
Hypothesis – Definition – Types – Functions – Forms and Sources.  
Research Design – Meaning – Concept – Steps in preparing research design – Factors affecting research design.

**Unit IV:** Sources of information – Classification  
Sampling – Meaning – Methods – Sampling and Non-Sampling errors.  
Schedule – Meaning and types.  
Questionnaire – Meaning and forms – Schedule Vs Questionnaire

**Unit V:** Report writing and presentation – Steps in report writing – Substance of reports – Formats of reports – Presentation of a report.

**BOOKS RECOMMENDED:**

1. RESEARCH METHODOLOGY IN MANAGEMENT – V.P. MICHAEL
2. RESEARCH METHODOLOGY, METHODS AND TECHNIQUES – C.R. KOTHARI.
3. RESEARCH METHODOLOGY – SARAVANAVEL.

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**SEMESTER – III**

**CC 11 - MARKETING MANAGEMENT**

<b>Subject Code: 17P3CO13</b>	<b>Credits: 5</b>	<b>External Marks: 75</b>	<b>Hours: 6</b>
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**Objectives:** *To provide advanced and in-depth knowledge on marketing management.*

**Unit I: Marketing:** Meaning – Importance (Society, firm) - Features – Functions of marketing.

**Marketing management:** Meaning and definition – Nature – Problems – Functions – Principles of marketing management – Difference between Sales management & Marketing management. **Organizational structure of**

**marketing:** Line or Military, Functional, Line and Staff, Committee, Geographical type, Market type, Product type, Matrix type.

**Unit II: Buyer (or) Consumer behaviour:** Meaning and definition – Factors influencing consumer behaviour (Culture, Social, Personal, Psychological).

**Market segmentation:** Importance or Benefits – Requirement for successful segmentation – Types of market segmentation (Consumer market, Industrial market) – Different positioning strategy. **Marketing strategy:** Factors affecting overall MS – Implementation and evaluation of MS – Formulating the MS.

**Unit III: Marketing Research:** Meaning and definition – Nature – Importance – Role of MR – Steps in MR - Position of MR in India – Difference between MR & MIS – Carrier opportunities in MR – Major steps required to be taken while preparing a MR plan – Uses and Limitations of MR.

**Unit IV: Marketing of services:** Meaning and definition – Characteristics – problems – Classification of MS– Difference between product marketing and service marketing. **E-Marketing:** Meaning and definition – Strategies – Benefits – Marketing environment – Internet.

**Unit V: Customer Relationship Management:** Meaning – Benefits of CRM – Customer interaction and Customer services – CLV benefits and problems – Designing and operating a CRM – Components of CRM (Conceptual, Operational, Analytical, Collaborative) – Customer selection and order selection – Electronic CRM.

**Product Management:** Different level of Product (Generic, Branded, Differential, Customized, Augmented, Potential) – Product features and Customers benefits – Types of products – Managing product Quality.

**BOOKS RECOMMENDED:**

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|-------------------------|---------------------------------|
| 1. Marketing            | : Kathiresan & Dr. Radha        |
| 2. Marketing Research   | : Dr. D. D. Sharma              |
| 3. Marketing Management | : VS. Ramaswamy & S. Namakumari |

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**SEMESTER – III**

**CC 12 - INVESTMENT AND PORTFOLIO MANAGEMENT**

<b>Subject Code: 17P3CO14</b>	<b>Credits: 5</b>	<b>External Marks: 75</b>	<b>Hours: 6</b>
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**Objective:** *To make the students to understand various techniques in investment and portfolio management.*

**Unit I:** Meaning –investment, Speculation, and Gambling - Investment Vs Speculation and gambling - Nature and Scope of Investment Management - Investment procedure, Objectives, constraints and features – Investment alternatives and process - Investment management and portfolio management - Factors for investment analysis.

**Unit II:** Role of Capital market - Approaches to Security Analysis –Debt Instruments Features and Types – Bond yield and Types (related Problems as per the text) – Market Indicators – Fundamental Analysis – Economic, Industry and Company analysis with constraints.

**Unit III:** Definition of Technical Analysis and basis tool of Technical Analysis- Dow Theory- Random Walk Theory- Elliot wave theory – Efficient Market Hypothesis - Various forms of market efficiency and their implication to security analysis. (Related Charts)

**Unit IV:** Risk & Return relationship and Portfolio Management – concept and measurement of return – Concept and measurement of Risk – Sources and Types of Risk –Inflation and investment Strategy (Related Problems Risk, Return and Expected Rate of Return) – Return and Risk in the context of portfolio – Correlation co-efficient and Risk of a portfolio.

**Unit V:** Portfolio Selection, Construction, Diversification and Revision – Harry Markowitz model – Capital Market Line (CML), Security Market Line (SML) – Capital Asset Pricing Model (CAPM). (Related Problems as per the text)

**(THEORY: PROBLEM IN THE RATIO OF 70:30 RESPECTIVELY)**

**TEXT BOOK**

1. INVESTMENT MANAGEMENT - R.P.RUSGAGI

**BOOKS RECOMMENDED**

1. INVESTMENT MANAGEMENT - PREETI SINGH
2. SECURITY AND ANALYSIS AND PORTFOILIO MANAGEMENT – DONALD E.FISHER & RONALD J.JORDAN

3. INVESTMENT MANAGEMENT - V.A.AVADHANI
4. INVESTMENT MANAGEMENT - V.K.BHALLA

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**SEMESTER – III**

**EC 3 - FINANCIAL MANAGEMENT**

<b>Subject Code: 17P3CO15EC</b>	<b>Credits: 4</b>	<b>External Marks: 75</b>	<b>Hours: 6</b>
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**Objective:** *To make the students to understand the concepts and problems of financial management.*

**Unit I:** Financial Management – Meaning – Objectives and Scope – Functions of Financial Management - Capitalisation: Causes and Remedies for over and under Capitalisation. WCM: Bank finance for WC – Regulation of bank finance.

**Unit II:** Capital Structure – Meaning, Features – Point of Indifference – Factors determining Capital Structure – Patterns of Capital Structure.  
Capital Structure Theories – NI Approach – NOI Approach – MM Approach – Traditional Approach – Capital Rationing – Capital Gearing.

**Unit III:** Cost of Capital – Meaning – Importance – Calculation of Cost of Debt, Equity, Preference Share and Retained Earnings – CAPM Approach - Weighted average cost of capital.

**Unit IV:** Dividend – Meaning – Conflicting Theories – Dividend Policy – Stability of Dividends – Forms of Dividend – Bonus Shares – Corporate Dividend Practices in India. Leverages – Meaning – Types – Financial Break-Even Point – Significance of Leverage – Computation of Leverages.

**Unit V:** Capital budgeting – Meaning – Objectives –Importance – Factors affecting capital expenditure decision – Sources of positive NPV - Methods of appraising projects.

**(THEORY: PROBLEM IN THE RATIO OF 40:60 RESPECTIVELY)**

**BOOKS RECOMMENDED:**

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| 1. ELEMENTS OF FINANCIAL MANAGEMENT | – DR. S.N. MAHESHWARI |
| 2. FINANCIAL MANAGEMENT             | – SHARMA AND GUPTA.   |
| 3. FINANCIAL MANAGEMENT             | – KUCHAL. M.C.        |
| 4. FINANCIAL MANAGEMENT             | – I.M. PANNDHEY.      |



**GOVERNMENT ARTS COLLEGE (AUTONOMOUS), KUMBAKONAM.**

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**M.Com., COMMERCE**

**(Effective for those admitted from 2017-2018 onwards)**

**SEMESTER – IV**

**CC 13 - WORKING CAPITAL MANAGEMENT**

<b>Subject Code: 17P4CO16</b>	<b>Credits: 5</b>	<b>External Marks: 75</b>	<b>Hours: 5</b>
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**Objectives:** *To make the students to understand the concept of working capital management.*

**Unit I:** Working Capital Management – Meaning, Definition, Importance and concepts of Working Capital – Types of Working Capital, Sources of Working Capital, Dangers of redundant or excessive Working Capital – Determinants of Working Capital requirements – Computation of working Capital requirements.

**Unit II:** Cash Management: Objectives, Problems involved in Management of Cash – Concentration Banking Lock-box system, Playing float, estimation of cash needs, Optimum investment of surplus cash – Cash cycle – Cash Turnover - calculation of cash cycle and cash turnover.

**Unit III:** Inventory Management: Objectives and Benefits of Holding inventory – Technique of Inventory Management - EOQ Model, Stock levels, perpetual inventory system, ABC analysis and JIT – Calculation of EOQ and different stock levels.

**Unit IV:** Receivables Management: Meaning and Objectives, Credit term and condition – Collection of receivables – Causes for poor rate of recovery and remedial measures – Cost of Maintaining receivables – Aspects of Management of Receivables – Credit Policy – Credit Analysis – Control of Receivables – Calculation of average collection Period, Debtors turnover ratio, Average age of receivables and evaluation of credit Policies.

**Unit V:** Working capital and Banking policy: Tandon Committee recommendation- Chore Committee recommendations.

**(Theory – 60 % Problem – 40 %)**

**BOOKS RECOMMENDED**

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| <b>1. Financial Management</b>       | <b>– Prasanna Chandra.</b>  |
| <b>2. Financial Management</b>       | <b>– Dr. S.N. Maheswari</b> |
| <b>3. Working capital Management</b> | <b>– V.K. Bhalla.</b>       |

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**M.Com., COMMERCE****(Effective for those admitted from 2017-2018 onwards)****SEMESTER – IV****CC 14 - ORGANISATIONAL BEHAVIOUR**

<b>Subject Code: 17P4CO17</b>	<b>Credits: 5</b>	<b>External Marks: 75</b>	<b>Hours: 5</b>
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**Objective:** *To make the students to understand the organisational behaviour in learning, personality and attitudes.*

**Unit I:** **Organizational behaviour (OB):** Meaning and definition – Characteristics – OB and other fields of study. **Role of OB:** Understanding behaviour – Influencing the human behaviour – Challenges & Opportunities of OB. **Process of behaviour:** S-R model and S-O-B-A model. **Models of OB:** Autocratic model – Custodial model – Supportive model – Collegial model.

**Unit II:** **Learning:** Meaning and definition – Nature of learning. **Theory of Learning:** Classical conditioning – Operant conditioning – Cognitive – Social learning. **Learning by reinforcement:** Positive – Negative – Extinction – Punishment. Kinds of reinforcement – Schedule of reinforcement. **Organisational Behaviour Modification (OB MOD):** Meaning and definition – framework/ steps of OB MOD - A-B-C of OB MOD – Utilities of OB MOD – Criticism of OB MOD – Applications of learning theory and OB MOD.

**Unit III:** **Personality:** Meaning and definition – nature /characteristics – Determinant of personality: Heredity – Environment. Personality theories: Freudian stages or psychoanalytical theory – Erikson stages – Chris Argyris immaturity-maturity theory – Trait theory – Self theory. **Big Five Personality Traits:** Extroversion – Emotional stability – Agreeableness – Conscientiousness – Openness. **Personality traits influencing OB:** Authoritarianism – Bureaucratic personality – Machiavellianism – Introversion & extroversion – Achievement orientation – locus of control – self esteem – Risk taking – Type A & type B personality – Myers-Briggs type indicator (MBIT).

**Unit IV:** **Attitudes:** Meaning and definition – Attitude & Opinion – Attitude & Belief – Attitude and Values - Nature of Attitudes – Components of Attitudes – ABC model of Attitude – Formation/ Source of Attitudes – Types of work related Attitude – Functions of Attitudes – Measurement of Attitude. **Values:** Meaning and definition – Characteristics – Importance – **Types of Values:** Millton Rakeach classification and Allport, Vernon & Lindzey classification – Sources of values.

**Unit V:** **Perception:** Definition – Factors of perception – process of perception – Qualities of perceiver – Qualities of perceived – Environmental Conditions.

**BOOKS RECOMMENDED**

1. ORGANISATIONAL BEHAVIOUR : L.M. PRASAD
2. ORGANISATIONAL BEHAVIOUR : S.S. KHANKA
3. ORGANISTAIONAL BEHAVIOUR : J.S. CHANDAN
4. ORGANISATIONAL BEHAVIOUR : J.JAYASANKAR

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**M.Com., COMMERCE****(Effective for those admitted from 2017-2018 onwards)****SEMESTER – IV****EC 4 - STRATEGIC MANAGEMENT**

<b>Subject Code: 17P4CO18EC</b>	<b>Credits: 4</b>	<b>External Marks: 75</b>	<b>Hours: 5</b>
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**Objectives:** *To make the students to understand the different concepts of Strategic Management.*

**Unit I:** Strategy and Business Policy – Meaning, Definition – Concept – Characteristics and Components of Business – Strategic Management – Meaning and Definition – Characteristics – Scope – Evolution – Level – Role of Managers – Benefits – Risk of strategic Management.

**Unit II:** Management Process: SM process steps- Strategic Management Model-Components-Limitations – Tasks in Strategic Management – Five force models – strategic groups – limitations on the five forces and strategic group models – Types of strategy.

**Unit III:** Vertical Integration, Diversification, and Strategic Alliances – Upstream and downstream – creating value through vertical integration – Disadvantages – strategic Alliances – short-term concepts – long-term contracting to strategic alliance – Cost Leadership – Advantages m-Disadvantages – Strategic choices – Focus strategy – advantages and Disadvantages .

**Unit IV:** Investment strategy – Competitive position-life cycle effects, embryonic strategy, growth strategy, shakeout strategy, maturity strategy-Industrial Environment Analysis – Chaining – franchising-horizontal merger-strategies in embryonic and growth industries – price signaling – price leadership-non-price competition – capacity control – factors causing excess capacity-strategy in decline industry.

**Unit V:** Corporate culture and leadership: Concept – Corporate culture-contents-strengths – strong culture companies – weak culture – unhealthy culture-adaptive culture – Role of CEO-Type of organization structure – establishing strategic control-Process – Levels of control-strategic control systems – Matching structure and control – Global structure-Multi domestic strategy and structure-turnaround strategy and structure – matching structure and control at corporate level.

**BOOKS RECOMMENDED**

1. Strategic Management – B Hriyappa
2. Business Environment: Policy & Strategic Management - S.Sankaran

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**M.Com., COMMERCE****(Effective for those admitted from 2017-2018 onwards)****SEMESTER – IV****EC 5 - INSURANCE AND RISK MANAGEMENT**

<b>Subject Code: 17P4CO19EC</b>	<b>Credits: 4</b>	<b>External Marks: 75</b>	<b>Hours: 5</b>
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**Objectives:** 1. To create knowledge about nature and functions of Insurance.  
2. To impart knowledge about types of insurance and risk management.

**Unit I:** Definition and Nature of Insurance – Functions- advantages – principles - types – Role and Importance – Insurance Contract.

**Unit II:** Nature of Life Insurance Contract – Classification of Policy – Annuities.  
Life Insurance: Calculation of Premium – Selection of Risk – Measurement of Risk – Surrender Value – Valuation and Surplus.

**Unit III:** Marine Insurance: Marine Insurance Contract – Policies – Conditions  
Fire Insurance: Nature and Use of Fire Insurance – Fire Insurance Contract – Kinds of Policies – Payment of Claims.

**Unit IV:** Risk: Introduction – History of risk – definition of risk – features of risk – causes of risk – risk Vs uncertainty – classification of risk.

**Unit V:** Risk management: Definition – risk management process – techniques of risk assessment – risk reduction measures – loss reduction methods of measures.  
Risk retention – merits and demerits of risk management.

**BOOKS RECOMMENDED:**

1. INSURANCE PRINCIPLES & PRACTICE : M.N.MISHRA
2. INSURANCE : K.P.SINGH & M.C. GARG.
3. PRINCIPLES & PRACTICE OF INSURANCE : DR. A. MURTHY.

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**M.Com., COMMERCE****(Effective for those admitted from 2017-2018 onwards)****SEMESTER – IV****PW 1 - PROJECT WORK**

<b>Subject Code: 17P4COPW</b>	<b>Credits: 4</b>	<b>External Marks: 80</b>	<b>Hours: 10</b>
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**Dissertation to be submitted and viva voce will be conducted after submission.**