

**M.Com [Previous]****Session 2004-05 and onward****Note :****Compulsory Papers :**

- Paper 1 Statistical Analysis
- Paper 2 Theory and Practice of Management
- Paper 3 Managerial Economics

**Optional Paper :** (Any Two paper to be selected from the following)

- Paper 4 Marketing Management
- Paper 5 Business Environment
- Paper 6 Human Resource Management
- Paper 7 Corporate Financial Accounting
- Paper 8 Advanced Auditing
- Paper 9 Corporate Tax Planning and Management
- Paper 10 Strategic Management
- Paper 11 Security Analysis and Portfolio Management
- Paper 12 Industrial Economics
- Paper 13 Advertising and Sales Management
- Paper 14 Project Planning and Control

**PAPER 1 STATISTICAL ANALYSIS****1. INTERPOLATION AND EXTRAPOLATION :** Definition,

Limitations Methods of Interpolation and Extrapolation-Parabolic Curve Method Binomial Method, Newton's and Lagrange's Methods.

**2. REGRESSION ANALYSIS :** Meaning, difference between

Correlation and Regression analysis, Regression Equations, Regression Coefficients Regression analysis of two variables.

**3. ASSOCIATION OF ATTRIBUTES :** Association of two attributes consistency of data in three attributes Coefficient of Association of attribute and contingency, Chi-Square Test in attributes.

**4. ELEMENTARY THEORY IN PROBABILITY :** Concept of

Probability simple, Compound and Mutually Exclusive events, Addition and Multiplication Theorems Conditional and Marginal probabilities.

**5. THEORETICAL FREQUENCY DISTRIBUTION :**

Characteristics of Binomial, Poisson and Normal Distribution. Pascal's Tangle, Calculation of expected frequencies through Binomial, Poisson, and Normal Distribution Methods,



प्रकाशक :  
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फैजाबाद

मुद्रक : शान्ति पेपर्स, फैजाबाद

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4. comparison of expected and observed frequency and Chi-Square Test.
6. **SAMPLING THEORY** : Large and small samples analysis, Standard Error. Test of Significance, Student's 't' test, 'F' Test. Testing the Significance of Proportions.
7. **ANALYSIS OF VARIANCE** : Analysis of Variance in one-way and two-way Classifications and construction of ANOVA table. Statistical Quality Control.
8. Statistical Quality Control.

**Books Recommended :-**

- D N Elhance : Fundamental of Statistics  
 S P Gupta : Fundamental of Statistics  
 B N Gupta : Fundamental of Statistics  
 S P Singh : Fundamental of Statistics  
 K N Nagar : Fundamental of Statistics

**PAPER 2 THEORY AND PRACTICE OF MANAGEMENT**

1. The modern concept of Management, nature and scope of Management function s. Evolution of Modern Management theory, Contribution of henery Fayol & F. W. Taylor.
2. Concept of Authority, Responsibility and Accountability, The process of delegation and obstacles to delegation of Authority.
3. The process of decision-making, Individual and group decision, Centralized and decentralized decision-making, Implementation of Decisions.
4. The Planning function-Concept, Principles, Process and Techniques of Planning, The problem of flexibility in planning.
5. The organising Function-Concept & process; Types of Organization Structure; Conflict between line and Staff relationships, Organizational arrangement for reducing the workload on the chief executive.
6. The staffing procedure, training, performance appraisal, Job evolution and wage determination.
7. The Directing Function- Techniques of direction, the role of leadership, Theories of leadership styles, Theories and problems of motivation.
8. The Controlling Functions-Process and techniques, The process of Communication, Media channels and direction of communication, Problems and obstacles to communication.
9. Co-ordination- The Central task of Management.

**BOOKS RECOMMENDED**

Breach : The Principles and Practice of Management

Koontz & O' Donnel : Principles of Management  
 Hayenys & Massio : Management Analysis, Concept and Cases.  
 Newman William H. : The Process of Management.

**PAPER 3 MANAGERIAL ECONOMICS**

1. **Nature and scope of Managerial Economics** : Objective of firm; Economic theory and managerial theory; Managerial economist's role and responsibilities; Fundamental economic concepts incremental principle, opportunity cost principle, discounting principle, equi-marginal principle.
2. **Demand Analysis** : Individual and market demand function; Law of demand, determinants of demand; Elasticity of demand - its meaning and importance; Price elasticity, income elasticity and cross elasticity; Using elasticity in managerial decisions.
3. **Theory of Consumer Choice** : Cardinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.
4. **Production Theory** : Production function production with one and two variable inputs; stages of production; Economies of scale; Estimation of production function; Cost theory and estimation; Economic value analysis; Short and long run cost functions - their nature, shape and inter - relationship; Law of variable proportions; Law of returns of scale.
5. **Price Determination under Different Market Conditions** : Characteristics of different market structures; price determination and firm's equilibrium in short-run and long run under perfect competition, monopolistic competition, oligopoly and monopoly.
6. **Pricing Practices** : Methods of price determination in practice; Pricing of multiple products; Price discrimination; International price discrimination and dumping, Transfer Pricing.
7. **Business Cycles** : Nature and phases of a business cycle; Theories of business cycles - psychological, profit, monetary, innovation, cobweb, Samuelson and Hicks Theories.
8. **Inflation** : Definition, Characteristics and types; Inflation in terms of demand-pull and cost-push factors; Effects of inflation.

**References**

1. Baumol, William J : Economic Theory and Operations Analysis, Prentice Hall, London.
2. Baya, Micheal R : Managerial Economics and Business Strategy, McGraw Hill Inc. New York.
3. Chopra, O.P. : Managerial Economics, Tata McGraw Hill, Delhi.
4. Dean, Joel : Managerial Economics, Prentice Hall, Delhi.
5. Dholakia, R.H. and A.L. oza : Micro Economics for Management Students, Oxford University Press, New Delhi.
6. Eaton, B. Curtis and Diane Faton : Micro Economics, Prentice Hall, New Jersey.
7. Gough, J. and Hills : Fundamentals of Managerial Economics, McMillan London.
8. Haynes, W.W., W.L. Mote and S. Paul : Managerial Economics Analysis and Cases, Prentice Hall India, Delhi.
9. Petersen, H : Craig and W. Cris Lewis : Managerial Economics, Prentice Hall, Delhi.
10. Salvatore, Dominick : Managerial Economics in a Global Economy, McGraw Hill, New York.

**PAPER 4 MARKETING MANAGEMENT**

1. **Introduction** : Concept, nature, scope and importance of marketing, marketing Concept and its evolution; Marketing mix; Strategic marketing planning - an overview.
2. **Market Analysis and Selection** : Marketing environment - macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behavior, Consumer versus organizational buyers; Consumer decision-making process.
3. **Product Decisions** : Concept of a product; Classification of products; Major product decisions; Product line and product mix; Branding; Packaging and labeling; Product life cycle - strategic implications; New product development and consumer adoption process.
4. **Pricing Decisions** : Factors affecting price determination; Pricing policies and strategies; Discounts and rebates.
5. **Distribution channels and physical Distribution Decisions** : Nature, functions, and types of distributions channels; Distribution channel intermediaries; Channel management decisions; retailing and wholesaling.

6. **Promotion Decisions** : Communication Process; promotion mix advertising; personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion - tools and techniques.

7. **Marketing Research** : Meaning and scope of marketing research; Marketing research process.
8. **Marketing Organization and Control** : Organizing and controlling marketing operations.
9. **Issues and Development in Marketing** : Social, ethical and legal aspects of marketing; Marketing of services; International Marketing; Green marketing; Cyber marketing; Relationship marketing and other developments in marketing.

**Reference**

1. Kotler, Phillip and Gary Armstrong: principles of Marketing, Prentice Hall, New Delhi
2. Kotler, Phillip; Marketing Management - Analysis, Planning, Implementation and Control, Prentice Hall, New Delhi.
3. Majumdar, Ramannuj : Product Management in India, Prentice Hall, New Delhi.
4. Mc Carthy, E, Jenome and William D., Perreault Jr : Basic Marketing; Managerial Approach, Richard D. Irwin, Homewood, Illinois.
5. Ramaswamy, V.S. and Narmakumari, S : Marketing Management, McMillan India, New Delhi.
6. Srinivasan, R : Case Studies in Marketing; The Indian Context, Prentice Hall, New Delhi.
7. Stanton, William J., and Charles Futrell : Fundamentals of Marketing; McGraw Hill Publishing Co., New York.
8. Still, Richard R, Edward W. Cundiff and Norman A.P. Govoni : Sales Management; Decisions and Cases Prentice Hall, New Delhi.

**PAPER 5 BUSINESS ENVIRONMENT**

1. **Theoretical Framework of Business Environment** : Concept, Significance and nature of business environment; Elements of environment internal and external; Changing dimensions of business environment; Techniques of environmental scanning and monitoring.
2. **Economic Environment of Business** : Significance and elements of economic environment; Economic systems and