

Adikavi Nannaya University, Rajamahendravaram
Department of Commerce (M. Com)
(With effect from 2016 – 2017)

			M. COM- COURSE STRUCTURE					
				Intrl	Extrl	Total	Periods/Week	Credits
SEMESTER-I								
1	CP	101	Principles of Management	25	75	100	6	4
2	CP	102	Business Environment	25	75	100	6	4
3	CP	103	Business Economics	25	75	100	6	4
4	CP	104	Business Communication & Soft skills	25	75	100	6	4
5	CP	105	Advanced Management Accounting	25	75	100	6	4

ADIKAVI NANNAYA UNIVERSITY
M. COM - SEMESTER I
CP – 101: PRINCIPLES OF MANAGEMENT

Objectives: to familiarize the students with basic management concepts and the process of organization.

Unit – I: Introduction: Concept of Management: Definition, Nature, Purpose, Scope and Significance – Evolution of Management Thought – Approaches to Management – Process of Management – External Environment Functions of Management.

Unit – II: Planning: Types of Plans – Objectives, Management by Objectives, Planning Premises Decision Making: Decision Making Process – Decision Tree Analysis.

Unit – III: Organization: Principles of Organization: Formal and Informal Organization – Span of Control – Delegation of Authority – Centralization and Decentralization – Line and Staff Conflict and Cooperation. Staffing Process: Nature and purpose of staffing – Executive Development Programme (EDPs).

Unit – IV: Directing: Elements of Directing - Motivation – Leadership – Concept, Styles, Theories – Managerial Grid: Likerts Four Systems of Leadership.

Unit – V: Process of Control, Techniques of control, PERT and CPM.

Suggested Books:

1. James A. F. Stoner, R. Edward Freeman and Daniel R. Gilbirth Jr. – Management, Prentice Hall of India.
2. Heinz Wehrich and Harold Koontz, Essentials of Management – Tata McGraw Hill International.
3. Stephen Robbins and Mary Coulter, Management, Prentice Hall of India.
4. Bajaj: Management Processing and Organization, Excel Publications.
5. Tripathy and Reddy – Principles of Management – Tata McGraw Hill.
6. John F. Wilson – The Making of Modern Management, Oxford University Press.
7. Heiny Wehrich and Harold Koontz – Management, A Global Perspective – McGraw Hill International.
8. R.K. Suri, Organizational Behaviour, Wisdom Publication.
9. A. Pardhasaradhy & R. Satya Raju: Management Text and Cases, Prentice Hall of India.

CP – 102: BUSINESS ENVIRONMENT

Objective: To familiarize the students with the business environment prevailing in India and international and understand its implications to business.

Unit-I: Business Environment: Nature and scope - Significance – Cultural, Political, Technological and External Factors Influencing Business Environment – Dimensions of International Business Environment – Challenges.

Unit-II: Structure of Indian Economy: Economic systems- Economic planning with special reference to last three plans, public, private joint and cooperative sectors - Industrial Policy of the Government - Policy Resolutions of 1956, 1991 Industrial Policy and Economic Policy - Subsequent policy Statements.

Unit-III: Indian Companies -Competitiveness, Changes and Challenges, Sustainable Development, Social Responsibilities, Ethics in Business- Competition Act 2002 - Emerging Trends in Indian Business Environment.

Unit – IV: International Trade Theories, Balance of Payments – Concepts, Disequilibrium in BOP Structural, Cyclical and Monetary Disequilibrium, Methods, Trade Barriers and Trade Strategy - Free Trade vs. Protection- Foreign Exchange Market.

Unit – V: Globalization: International Economic Integration, Country Evaluation and Selection, Foreign Market Entry Methods, International Trade Stocks – Objectives; WTO Origin, Objectives, Organization Structure and Functioning – WTO and India.

Suggested Books:

1. K.V.Sivayya and VBM Das: Indian Industrial Economy, Sultan Chand Publishers, Delhi.
2. Suresh Bedi: Business Environment, Excel, New Delhi.
3. Francis Cherunilam: Business Environment - Text & Cases.
4. M.Adhikari, Economic Environment of Business.
5. Pandey G.N., Environmental Management, Vikas Publishing House.
6. Raj Agarwal: Business Environment, Excel Publications.
7. Govt. of India, Latest Economic Survey.
8. Chari, S. N: International Business, Wiley India
9. Francis Cherunilam: International Business: Text and Cases, Prentice Hall of India.
10. E. Bhattacharya: International Business, Excel Publications.
11. Sundaram & Black: International Business Environment Text and Cases, PHI.
12. Sajahan: International Business, Mac-Milan India. New Delhi.

CP – 103: BUSINESS ECONOMICS

Objective: To enable the students to understand economic concepts and theories and their application in management decision-making.

Unit - I: Introduction: Nature and Scope of Business Economics; Objectives of the Firm – Traditional Theory, Sales and Revenue Maximizing Theories, Managerial Theories and Behavioral Theories; Profit Maximization Vs. Wealth Maximization; Demand Forecasting – Methods of forecasting demand for Existing and New Products, Criteria for Good Forecasting Method.

Unit - II: Production Analysis and Cost Analysis: Production Function – Law of Variable Proportions, Isoquant and Isocost Curves, Least Cost Combination, and Returns to Scale; Economies of Large Scale; Cobb-Douglas Production Function and C.E.S. Production Function; Cost-Output Relationships – Short and Long Run; Cost Oriented Pricing Methods – Full Cost Pricing, Marginal Cost and Differential Cost Pricing.

Unit - III: Market Analysis: Price and Output Determination under Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly and Duopoly.

Unit - IV: Profit Analysis: Meaning of Profit, Limiting Factors of Profit, Criteria for Standard Profit: Theories of Profit; Business Forecasting – Nature and Scope of Forecasting and Different Methods of Business Forecasting and their Advantages and Disadvantages.

Unit - V: Macro Economic Concepts: National Income, Trade Cycles, Inflation, Monetary and Fiscal Policies.

Suggested Books:

1. Mukherjee Sampat: Business and Managerial Economics (In the Global Context), Third Edition, New Central Book Agency (P) Ltd., Kolkatta, 1996.
2. Dwivedi, D.N.: Managerial Economics, Vikas Publishing House Pvt. Ltd., 2003.
3. Dhingra, I.C., Essentials of Managerial Economics; Theory, Applications and Cases, Sultan Chand, New Delhi, 2003.
4. Mithani, D.M.: Managerial Economics; Theory and Applications, Himalaya Publishing House, 2003.
5. Mehta, P.L.: Managerial Economics, Text and Cases, S.Chand & Co., Delhi.
6. Varshney, R.L. and Maheswari, K.L.: Managerial Economics, S.Chand & Co, Delhi.
7. Dwivedi, D.N.: Macroeconomics; Theory and Policy, Tata McGraw Hill Publishing Company, 2002.
8. Gupta, G.S.: Macroeconomics; Theory and Applications, Tata McGraw Hill Publishing Company Ltd.
9. Yogesh Maheswari, Managerial Economics, 2nd Edition, Prentice Hall of India.

CP – 104: BUSINESS COMMUNICATION & SOFT SKILLS

Objective: To equip the students with the necessary techniques and skills of communication to inform others, inspire them enlist their activity and willing cooperation in the performance of their jobs.

Unit – I: Importance of Communication in Business Organizations – Communication Objectives –Types of Communication - Communication Barriers – Communication Gateways – Developing Listening Skills – Influence of Culture on Communication – Media of Communication: Written, Oral, Visual – Audio Visual Communication- Use of Electronic Media in Business Communication.

Unit – II: Interpersonal Communication – Intrapersonal Communication – Communication Models: Exchange Theory – Johari Window – Transactional Analysis, Communication Styles – Completing Job Application forms with required details – Effective techniques of making and accepting offers – Efficient written offer making and accepting.

Unit – III: Business Correspondence – Meaning, Scope and Significance – Formal, Informal and Semiformal introductions – Understanding and writing letters –Planning effective initial business letters and responses – email writing skills, call taking skills.

Report Writing – Meaning and Significance; Structure of Reports – Formal Reports – Informal Reports.

Unit – IV: Meetings and Oral Presentations – Presentations of oral instructions – effective presentation of written instructions - Basic presentation techniques – Use of information in presenting product features – Oral and written conventions for expressing numerical information in English.

Unit – V: Feedback and Evaluation – Giving feedback to others – Use of questions in self-assessment elicitation – Functional language of agreement and opinion giving – Use of tone and intonation in good/bad feedback – Use of emphatic structures in English- Use of conditionals to discuss future possibilities – Discourage strategies for effective relationship – Team building skills.

Suggested Books:

1. Jerry C. Wofford, Edwin A. Gerloff and Robert C. Cummins, Organisational Communication – The Key stone of Managerial Effectiveness.
2. McGrath, Basic Managerial Skills for All, 5th ed., Prentice Hall of India.
3. Urmila Rai & S.M. Rai, Business Communication, Himalaya Publishers, Mumbai.
4. Meenakshi Raman – Business Communication, Oxford University Press.
5. Bovee, Thill and Schatzman: Business Communication Today: Pearson Education.
6. Biswajit Das: Business Communication personality Development, Excel Publications.
7. Parag Diwan: Business Communication, Excel Publications.
8. Lesikar I Flatley, Basic Business Communication, Tata McGraw Hill.
9. Dalmar Fisher, Communication in Organizations, A Jaico Book.
10. Scot Ober, Contemporary Business Communication, Wiley India, New Delhi.

CP 105: ADVANCED MANAGEMENT ACCOUNTING

Objective: To develop an insight of postulates, principles and techniques of accounting and utilization of financial and accounting information for planning, decision-making and control.

Unit – I: Management Accounting – Nature and Scope – Management Accounting Vs Financial Accounting and Cost Accounting – Role of Management Accountant in a Modern Organization.

Unit – II: Cost Concepts for Decision Making - Cost – Volume – Profit Analysis – Behaviour of Variable Cost – Behaviour of Fixed Cost – Relationships among Cost and Profits at Various Levels of Activity – Break-Even Point – Margin of Safety.

Unit – III: Cost Analysis for Pricing Decisions – Evaluating the cost Effects of Price – Quantity Relationships Price Elasticity of Demand and Optimal Pricing Decisions – Cost Analysis for Pricing during Recession Conditions – Flexible Cost Data for Pricing Decisions – Special Order Pricing – Impact of Special Order Pricing on Regular Sales and Overall Profits – Make or Buy Decisions.

Unit – IV: Cost Analysis for Product Decisions – Breakeven Analysis of Multi-Product Firms – Differential Costs for Product – Mix Alterations Decisions – Product Additions Decision – Adding New Products Combining Pricing Decisions with Product Addition Decision and Selecting Profitable Product-Price Strategies – Produce Deletion – Sell or Process further Decision of Joint and By-Products.

Unit – V: Budgeting – Types of Budgets – Financial Budgets – Operating Budgets – Cash Budget – Production Budget – Flexible Budget – Concepts of Performance Budgeting and Zero Based Budgeting.

Suggested Books:

1. I.M. Pandey: Management Accounting, Vikas Publishing House.
2. N.M. Singhvi, Management Accounting: Text and Cases, Prentice Hall of India.
3. T.P. Ghosh: Fundamentals of Management Accounting, Excel Publications.
4. Ravi M. Kishore, Management Accounting, Taxman Publications.
5. Chakraborty, Hrishikesh – Management Accountancy, Oxford University Press.
6. Horngren, C.T., Introduction to Management Accounting, Prentice Hall of India.
7. Khan and Jain, Management Accounting, Tata McGraw Hill, Delhi.
8. J.C. Varshney: Financial and Management Accounting, Wisdom Publication.
9. Horngren Sundem Stratton, Management Accounting, Prentice Hall of India.
10. Paresh P. Shah, Management Accounting, Wiley India, New Delhi.