# RKDF UNIVERSITY , BHOPAL
## Master of Commerce (M.COM)
## SCHEME
## Third Semester
## Academic Session 2025-26

<table>
<tr><th rowspan="3">S.No</th><th rowspan="3">Subject Code</th><th rowspan="3">Subject Name</th><th colspan="7">Marks Distribution</th><th rowspan="3">Credits</th></tr>
<tr><th colspan="2">CAA (Continuous Assessment & Assignment)</th><th colspan="2">Theory Marks</th><th colspan="2">Practical Marks</th><th rowspan="2">Total Marks</th></tr>
<tr><th>Max</th><th>Min</th><th>Max</th><th>Min</th><th>Max</th><th>Min</th></tr>
<tr><td>1</td><td>MCOM-301</td><td>`Accounting for Managerial Decision</td><td>40</td><td>18</td><td>60</td><td>27</td><td>-</td><td>-</td><td>100</td><td>05</td></tr>
<tr><td>2</td><td>MCOM-302</td><td>Security Analysis and Portfolio Management</td><td>40</td><td>18</td><td>60</td><td>27</td><td>-</td><td>-</td><td>100</td><td>05</td></tr>
<tr><td rowspan="3">3</td><td>Group - A<br>MCOM-303/1-F</td><td>Financial Institution and Market</td><td rowspan="3">40</td><td rowspan="3">18</td><td rowspan="3">60</td><td rowspan="3">27</td><td rowspan="3">-</td><td rowspan="3">-</td><td rowspan="3">100</td><td rowspan="3">05</td></tr>
<tr><td>Group - B<br>MCOM-303/2-M</td><td>Consumer Behaviour</td></tr>
<tr><td>Group-C<br>MCOM-303/3-Mgt</td><td>Strategic Management</td></tr>
<tr><td rowspan="3">4</td><td>Group-A<br>MCOM-304/1-F</td><td>Advance Financial Management And Policy</td><td rowspan="3">40</td><td rowspan="3">18</td><td rowspan="3">60</td><td rowspan="3">27</td><td rowspan="3">-</td><td rowspan="3">-</td><td rowspan="3">100</td><td rowspan="3">05</td></tr>
<tr><td>Group-B<br>MCOM-304/2-M</td><td>Services Marketing</td></tr>
<tr><td>Group-C<br>MCOM-304/3-Mgt</td><td>Human Resource Development</td></tr>
<tr><td>5</td><td>MCOM-305</td><td>Internship/ Apprenticeship/ Seminar</td><td>20</td><td>09</td><td>-</td><td>-</td><td>80</td><td>40</td><td>100</td><td>02</td></tr>
<tr><td colspan="3">Grand Total</td><td>180</td><td></td><td>240</td><td></td><td>80</td><td></td><td>500</td><td>22</td></tr>
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**Note: The student has to opt for any one Group.**

# RKDF UNIVERSITY, BHOPAL

## Master of Commerce

### Third Semester

| Course | Category | Subject | Subject Code |
|---|---|---|---|
| M.Com | Core-I | Accounting for Managerial Decision | MCOM-301 |
| Total Credit: 5 | | Max.Marks:100 (Internal:40+External:60) | |

**Course Learning Outcomes:**

**On Successful Completion of This Course, the Students will be able:**

1. To impart knowledge of various methods of accounting useful for management.

2. To provide in depth understanding of decision making process on financial aspects.

3. To develop analytical approach on various financial aspects and decision making.

4. Prepare income statements using variable costing and absorption costing.

5. Prepare different forms of budgetary statements, identify and control cost at a responsibility canter assigned to a manager, analyse and report performance of the assigned responsibility center.

# Syllabus

| Unit | Topics | No. of Lectures |
|---|---|---|
| I | **Management Accounting:** Meaning, nature and functions, need and importance of management account in India. History of Management Accounting in India. Scope of Management Accounting, Financial vs. Management Accounting, Cost vs Management Accounting; Role of Management Accountant, Tool and Techniques used in Management Accounting, Limitation of Management Accounting Application of Management Accounting in Indian Companies. | 15 |
| II | **Financial statements:** Nature and limitations of Financial Statements: needs and objectives of financial Analysis. Ratio Analysis- Profitability, Activity and Financial Ratios. | 15 |
| III | Cash flow analysis (application of AS-3) and Fund flow analysis marginal costing, cost volume analysis and multiple product analysis. | 15 |
| IV | **Budgeting:** Meaning nature and functions of budgeting, budgting system in Kautilya's Economics. Preparation of different types of budgets, Fixed vs Flexible Budgeting, Capital Budgeting: Nature and Characteristics of Long Terms Investment Decision, Methods of Ranking Investment Proposals. | 15 |
| V | **Decision Process:** Relevant Information and Short-Run managerial decisions Managerial Decision Making; Decision Making Process; Differential Analysis; Types of Managerial Decisions Make/Buy, Add/Drop, Sell/ Process Further, Operate/Shutdown, Special Order. Product-Mix, Pricing Decisions. Management Reporting System: Types of Reports, Responsibility Accounting. | 15 |
| **Keywords/Tags: Management accounting, Ratio analysis, cash& fund flow budgeting and budgetary control, responsibility accounting.** | | |

**Recommended Reference Books:**


1. M.R. Agarwal - Accounting for Managers
2. Agarwal & Agarwal - Accounting for Managers
3. Agarwal, Jain & Jain - Management Accounting
4. डॉ. गुप्ता के. एल., डॉ. गुप्ता, एस.पी. 'प्रबंधकीय लेखांकन' साहित्य भवन पब्लिकेशन, आगरा
5. डॉ. गुप्ता के. एल., डॉ. गुप्ता, एस.पी. प्रबंधकीय निर्णयों हेतु लेखांकन साहित्य भवन पब्लिकेशन, आगरा
6. डॉ. अग्रवाल जे.के. एवं अग्रवाल आर. के., प्रबंधकीय लेखांकन रमेश बुक डिपो, जयपुर

# RKDF UNIVERSITY, BHOPAL

## Master of Commerce

### Third Semester

| Course | Category | Subject | Subject Code |
|---|---|---|---|
| M.Com | Core-II | Security Analysis and Portfolio Management | MCOM-302 |
| Total Credit: 5 | | Max.Marks:100 (Internal:40+External:60) | |

**Course Learning Outcomes:**

**On Successful Completion of This Course, the Students will be able:**

1. Understand the environment of investment and risk return framework.
2. Analyze bonds in terms of valuation, yields and risks as well as build up immunized bond portfolio
3. Analyze equity shares using different approaches and models.
4. Construct, analyze, select and evaluate portfolios along with a deep understanding of Capital market theory and associated models.
5. Understand and analyze futures and options, use various options trading strategies and critically examine various innovations in derivatives market.

# Syllabus

| Unit | Topics | No. of Lectures |
|---|---|---|
| I | **Introduction:** The Investment environment, various investment alternatives and risk return trade off: Investment decision process; Risk aversion, Types of investors, Risk-Return analysis and impact of taxes and inflation; Types and sources of returns und risks and their measurement, Diversification and Hedging, Socially responsible investing: Ethical investing and other contemporary issues in investment management. | 15 |
| II | **Analysis of Fixed Income Securities: Bond fundamentals;** Types of bonds; innovations in bond market, Valuation of bonds; Bond yields (Yield to Maturity, Yield to Call, and Realized Annual Yield); Bond price- yield relationship, Bond convexity; Malkiel Bond Theorems; Risks in bonds- interest rate risk, price risk, reinvestment rate risk, inflation risk, default risk; Analysis of risks in bonds- Bond Duration, Modified duration and their measurement; Bond portfolio management including immunized bond portfolio. | 15 |
| III | **Equity Analysis:** Approaches to security valuation; Fundamental Analysis- Economy, Industry, Company Analysis (EIC) framework); Equity Valuation Models (DDM, P/E Ratio model and Free Cash Flow Valuation approach); Forecasting P/E ratio.<br>**Technical Analysis:** basic premise and Dow theory; types of charts and Chart patterns; Moving, average analysis; Market indicators and sock specific indicators; Odd lot theory; Efficient market hypothesis (EMH); Forms of market efficiency and their implications; Tests of different forms of market efficiency;Assumption of Investor's rationality and its critique, Behavioural Finance- Prospect theory and behavioural biases such as Framing Mental accounting. Regret avoidance. | 15 |
| IV | **Portfolio Analysis, Selection and Management:** The concept and significance of portfolio, Calculation of portfolio return and risk Risk aversion and capital allocation to risky assets and risk free asset; Optimal risky portfolio; Optimal complete portfolio Markowitz portfolio selection model, Sharpe's single Index Model and optimal portfolio construction; Capital market theory- Capital market line (CML) and concept of market portfolio, Tobin's separation Theorem; Capital Asset Pricing Model (CAPM) and its extensions; Stock market anomalies (Size effect. Value effect, Seasonality effect, Overreaction effect), Arbitrage Pricing Theory and Multifactor Asset Pricing Models including Fama French Five factor model); Active and Passive portfolio management, Investment strategies- value investing, momentum and contrarian strategies; Portfolio performance evaluation (Sharpe index, Treynor Index, Jensen's alpha, Information ratio and Fama's decomposition measure). | 15 |
| V | **Financial Derivatives:** Futures features, types and payoffs, Pricing of financial futures (Cost of carry model); Options-features, types, styles, payoffs and valuation using Black and Scholes Model, Put call parity principle, Options trading strategies-bull spread, bear spread, straddle and butterfly spread, Exotic options and other innovations in derivatives market. | 15 |
| **Keywords/Tags: Investment, risk, portfolio, equity, portfolio, option, CAPM, derivatives.** | | |

**Recommended Reference Books:**

1. Falguni H. Pandya, Security Analysis and management publisher jaico.
2. S.Kevin, Security Analysis and management P.H.I. Learning Ltd, Patparganj, Delhi.
3. अग्रवाल, एम. आर. प्रतिभूति विश्लेषण एवं पोर्टफोलियो प्रबंध गरिमा पब्लिकेशन जयपुर अग्रवाल, बी.पी. प्रतिभूति विश्लेषण एवं पोर्टफोलियो प्रबंध साहित्य भवन पब्लिकेशन, आगरा शर्मा एफ. सी. प्रतिभूति विश्लेषण एवं पोर्टफोलियो प्रबंध साहित्य भवन पब्लिशर्स एवं डिस्ट्रीब्यूटर्स, आगरा
4. Chandra, P. (2017). Investment Analysis and Portfolio Management. Tata McGraw.
5. Hill. Elton, E. and Gruber (2010). Modern Portfolio Theory and Investment Analysis. John Wiley and Sons.

# RKDF UNIVERSITY, BHOPAL

## Master of Commerce

### Third Semester

### Group- A

| Course | Category | Subject | Subject Code |
|---|---|---|---|
| M.Com | OFA-1 | Financial Institution and Market | MCOM-303/1-F |
| Total Credit: 5 | | Max.Marks:100<br>(Internal:40+External:60) | |

**Course Learning Outcomes:**

**On successful completion of this course, students will be able -**

1. Understand the working of financial institutions and markets both individually and as an interlinked system.
2. Understand the factors affecting interest rates and yield curve and the importance of change in interest rates for all constituents of the financial system.
3. Understand the organization, role, functioning and need for regulation of different types of financial markets and the implications of the same on society.
4. Understand the organization, role, functioning and need for regulation of different types of non-depository institutions like mutual funds, pension funds, insurance, venture capital, private equity and hedge funds and the implications of the same on society
5. Critically analyze the pivotal role of banking in a financial system and the reasons for it being among the most tightly regulated industries in the world.

# Syllabus

| Unit | Topics | No. of Lectures |
|---|---|---|
| I | **Introduction:** Overview of financial markets and financial instruments of India, Ancient financial system of India Role of financial institutions, depository and non-depository institutions: Consolidation & competition among financial institutions; Financial conglomerates. Overview of the Indian financial system including financial sector reforms; Other contemporary issues in finance. | 15 |
| II | **Interest Rate**: Loanable Funds Theory, economic forces 15 affecting interest rates, factors affecting yield differentials of debt instruments; Term structure of interest rates: Pure Expectations Theory, Liquidity Premium Theory, Segmented Markets Theory & Preferred Habitat Theory, Yield Curve. | 15 |
| III | **Financial Markets:** Money markets-organization, economic role, instruments & regulation; Capital Markets- Primary & secondary markets and their organization; Different types of market structures, short selling and its implications, buying on margin: Stock market indicators, their methods of computation and implications of the same, Security market regulation and stability. | 15 |
| IV | **Non-Depository Institutions: Mutual Funds-** Types of mutual funds schemes, ETFs, Expenses associated with mutual funds, An overview of Indian Mutual Funds Industry, Hedge funds, venture capital funds, private equity finds and regulation.<br>Pension Funds- Issues in saving for retirement & role of the financial system; Defined benefit & defined contribution pension plans, Pension funds as financial intermediaries and then regulation; An overview of Indian pension fund industry. | 15 |
| V | **Banking:** An overview of the banking industry, Balance sheet of a bank; Sources & uses of funds of banks, Fee based & off balance sheet activities; Securitization; Bank earnings & bank performance, investment banking; Bank failure & regulation, Reasons for banks being heavily regulated, bank run, deposit insurance, capital adequacy regulation and a critique of the Basel norms, bank examination etc. The problem of moral hazard & too big to fail institutions; RBI and its policy evolution.<br>**Financial Inclusion:** Concept of financial inclusion; Challenges involved in measuring financial inclusion; Impediments to financial inclusion; Role of financial inclusion in reducing poverty and income inequality, evidence-based examples of policies to support healthy and sustainable financial inclusion. | 15 |
| **Keywords/Tags: Financial Market, Instrument, Yield Curve, Money market, Capital Market, Stock, ETF, Pension.** | | |

**Recommended Reference Books:**

1. L.M.Bhole, Jitendra Mahakud: 'Financial institutions and market The Mc Graw Hill companies.
2. Karen Berman, Joc knight 'Financial Intelligence' Harvard Business Review Press.
3. Anthony Saunders, Marcia Million Cornett, Ansul Jain 'Financial market and institution' The Me Graw Hill.
4. एल. एम. भोले, जितेंद्र महाकुड वित्तीय संस्थाएं और बाजार संरचना विकास और नवाचार दि मैकग्राहिल, कंपनीज.
5. एंथोनीसॉन्डर्स, मर्सियागिलियन, अंशुलजैन, वित्तीय बाजार और संस्थान, दि. एम सी ग्राहिलकंपनीज,
6. माधुर, मुकेश, भारतीय वित्तीय व्यवस्था, राजस्थान, हिंदी ग्रंथ अकादमी.

# RKDF UNIVERSITY, BHOPAL

## Master of Commerce

### Third Semester

### Group-B

| Course | Category | Subject | Subject Code |
|---|---|---|---|
| M.Com | OMR-B1 | Consumer Behaviour | MCOM-303/2-M |
| Total Credit: 5 | | Max.Marks:100<br>(Internal:40+External:60) | |

**Course Learning Outcomes:**

**On successful completion of this course, students will be able –**

1. To understand consumer behaviour and its relationship with marketing concepts.
2. To understand the process of consumer decision making and its application.
3. To understand the attitude behaviour relationship and its related models.
4. To know the socio-cultural factors affecting consumer decision making.

# Syllabus

| Unit | Topics | No. of Lectures |
|---|---|---|
| I | **Introduction:** Meaning, nature scope and significance of consumer behavior, determinants of consumer behavior, Consumer buying process, models of consumer behavior, and Consumer movements in India. | 15 |
| II | **Organizational Buying Behaviour and Consumer Research:** Characteristics and process of organizational, buying behaviour, determinants of organizational buying behaviour history of consumer research and consumer decision process. | 15 |
| III | **Consumer Needs and Motivations:** Meaning of motivation. needs and goals, dynamic nature of consumer motivation, type and system of consumer needs, measurement of motives and development of motivational research. | 15 |
| IV | **Personality and Consumer Behaviour:** Concept of personality, theories of personality, personality and understanding consumer diversity, self and self-images personal factors, affecting consumer behaviour, Indian consumers behaviour. | 15 |
| V | **Social class and Consumer Behaviour:** Meaning of social class, measurement of social class, lifestyle profiles of social class, social class mobility, affluent and non-affluent consumer, selected consumer behaviour application of social class, understanding cultural and sub cultural influences on individuals norms and their role, customs, traditions and value system. | 15 |
| **Keywords/Tags : Consumer behaviour, consumer research,personality, motivation affluent and non-affluent consumer.** | | |

**Recommended Reference Books:**


1. Schiffman, L.G. and Kanuk, L.L., 'Consumer Behavior', Pearson Education
2. Loudon, D. and Bitta, D., 'Consumer Behaviour', Taia McGraw Hill
3. Assael, H., 'Consumer Behaviour in Action', Cengage Learning
4. Blackwell, R. D., Miniand, P. W. and Engel, 11, Consumer Behaviour. Cengage Learning
5. Batra S and Kazmi S, Consumer Behaviour, Excel Books
6. Nair, 'Consumer Behaviour in Indian Perspective' Himalaya Publications.
7. डॉ. जैन, एस. सी. 'उपभोक्ता व्यवहार', कैलाश पुस्तक सदन, भोपाल

S. डॉ. श्रीवास्तव, अनुज कुमार, द्विवेदी, रजनीकांत 'उपभोक्ता व्यवहार एवं विपणन सोधा, साहित्य भवन पब्लिकेशन, आगरा

9. डॉ प्रजापति, मुकेश, 'उपभोक्ता व्यवहार एवं उपभोक्ता संरक्षण'

# RKDF UNIVERSITY, BHOPAL

## Master of Commerce

### Third Semester

### Group-C

| Course | Category | Subject | Subject Code |
|---|---|---|---|
| M.Com | OMG-C1 | Strategic Management | MCOM-303/3-Mgt |
| Total Credit: 5 | | Max.Marks:100<br>(Internal:40+External:60) | |

**Course Learning Outcomes:**

**On successful completion of this course, students will be able -**

1. To develop knowledge and skill in students for the application of management accounting techniques.
2. To make learners capable of analyzing the performance of a business and its management by applying relevant knowledge & skill.
3. To impart knowledge about strategic performance measurement.
4. To make learners skilled in corporate performance management.
5. To make learners aware with strategic performance issues in complex business structures.

## Syllabus

| Unit | Topics | No. of Lectures |
|---|---|---|
| I | **Strategic Performance Management:** Concept, Importance. Objectives, Principles of performance management Planning Organizing, Staffing. Leading. Controlling. Key elements Expectation setting, Planning. Development and improvements, Monitoring Periodic rating. Reward and compensation, Process of performance management Planning, monitoring, reviewing, rewarding: Integrated strategic performance management measures Financial, Customers. Business process. Linkage to suppliers and customers, Long term innovations. Alternative views on performance measurement and management. | 15 |
| II | **Strategic Performance Planning:** Performance management strategy Define organizational goals and objectives, Plan performance, Measure performance, offer feedback frequently Peer review. Pre-emptive management, Discuss and review outcomes Recognition and Reward.<br>Information Systems for Strategic Performance Management Sources of Performance management information systems management information; Recording and processing systems and technologies, Data analytics, Management reports; Information flow and its consolidation in multi-locational setting. Control Systems for Strategic Performance Management: Control system and its applications, Responsibility Accounting-Meaning and Methodology. Types of Responsibility centers, Organizational structure of responsibility centers; Objectives, Pricing corporate services, Divisional performance and transfer pricing issues; Administration of transfer pricing; Strategic management accounting; Impact of external factors on performance management; Performance hierarchy; Business structure and management accounting. Other related environmental and ethical issues. | 15 |
| III | **Strategic Performance Measurement:** Strategic performance measures in private sector organizations, Measurement of quality of performance, Performance measurement and strategic human resource management Behavioural aspects of performance measurement, Strategic performance measures in not for-profit organisations, Non-financial performance indicator, Impact of risk and uncertainty on performance management Strategic performance management in process-oriented organizations- Establishment of Vision, Mission, Strategy Assessment of process performance, Priorities in process improvement, Evaluation and management of improvements in performance. | 15 |
| IV | **Corporate Performance Management:** Need, Importance; Historical Overview; Product Ousting in price estimates and profit management; Techniques to measure and enhance profitability and quality of products and services.. Activity Based Management, Target costing, Kaizen costing: Benchmarking and environmental costing; Flexible Budgeting, Activity- based Budgeting. Setting of performance goals and incentives, Use of diagnostic tools and control systems to achieve goals; Case studies/Exercise. Strategic Profitability Analysis: Measuring performance using Economic Value Added (EVA) methodology, Comparison between Returns on Investment (ROI) and EVA methodology measures of performance, Measurement of Corporate | 15 |

| | | |
|---|---|---|
| | Performance through Balanced Score Card and its value creation potential; Rationality behind Balanced Score Card; Performance dimensions of Balanced Score Card Throughput Accounting, Activity Based Costing (ABC), Activity Based Management (ABM), Strategic Cost Management System (SCMS), Quality Management System (QMS), Business Process Re-engineering (BPR); Case studies/Exercises. | |
| V | **Strategic Performance Issues in Complex Business Structures:** Linkage and alignment of strategies to organizational goals, Continuous performance measurement to remain competitive at all times; Individual performance, Group performance, Organization performance, Team appraisal, Role clarity, Predicting and preventing corporate failure; Case studies/Exercises. | 15 |
| **Keywords/Tags: Planning. Organizing, Staffing, Responsibility Accounting Performance management.** | | |

**Recommended Reference Books:**

1. Hill, Charles W. L. & Jones, R. G. (2012) Strategic Management. An Integrated Approach. Cengage Learning, India.

2. Hitt, Michael A., Ireland, R. D., Hoskisson, Robert E. & S., Manikutty (2016). Strategic Management: A South-Asian Perspective. Cengage Learning, India

3. Thompson, Arthur A. & A., J. Strickland (2012). Strategic Management. McGraw Hill, New York.

4. Adler, Ralph W. Strategic Performance Management - Accounting for Organisational Control. Taylor & Francis Group.

5. Kenny, Ralph W. Strategic Planning and Performance Management, Kobo Publishers.

6. डॉचौधरी, ए के. 'व्यूहरचनात्मकप्रबंध 'साहित्यभवनपब्लिकेशनस आगरा

7. चतुर्वेदीएवंगुप्ता व्यूहरचनात्मकप्रबंध' श्रीमहावीरबुकडिपो

8. सोनतक्की, सी. एन., 'कार्यनीतिकप्रबंधः

# RKDF UNIVERSITY, BHOPAL

## Master of Commerce

### Third Semester

### Group-A

| Course | Category | Subject | Subject Code |
|---|---|---|---|
| M.Com | OFA-II | Advance Financial Management And Policy | MCOM-304/1-F |
| Total Credit: 5 | | Max.Marks:100<br>(Internal:40+External:60) | |

**Course Learning Outcomes:**

**On successful completion of this course, students will be able -**

1. Understand the foundations of financial management, risk return framework and role of a finance manager.
2. Analyze and evaluate capital projects under different situations using appropriate capital budgeting techniques.
3. Critically examine various theories and determinants of capital structure, analyze financial plans and determine optimal capital structure.
4. Critically examine various theories and policies of dividend and determine optimal payout policy.
5. Understand the intricacies of working capital management and effectively manage cash, receivables and inventories

# Syllabus

| Unit | Topics | No. of Lectures |
|---|---|---|
| I | **Introduction:** Nature, scope and objectives of financial management, Measurement of shareholders' wealth, Discounted cash flows (DCF); Finance as a strategic function, Role of a finance manager, Concepts of Risk, Return and Time value of money; Financial decision making and types of financial decisions, Risk-return trade off in financial decisions; Agency problem and agency costs | 15 |
| II | **Capital Budgeting Decision:** Nature, significance and types of capital budgeting decisions, Capital budgeting process, Principles of cash flow estimation, Estimation of cash flows, Capital budgeting techniques- ARR, Payback period, Discounted Payback Period (DPB), Net Present value (NPV), Equivalent Annual NPV, and Internal rate of return (IRR), Incremental IRR, Modified IRR and Profitability index; Fisher's rate of intersection; Capital budgeting decision under inflation, capital rationing and multi period budget constraints; Capital budgeting decision under risk and uncertainty, Techniques for incorporating risk and uncertainty in capital budgeting decisions- Risk Adjusted Discount Rate Method (RADR), Certainty Equivalent method, DCF Break Even Analysis, Simulation method, Probability distribution method, Decision tree analysis, Backward induction method, Sensitivity analysis and Scenario analysis. | 15 |
| III | **Cost of Capital and Capital Structure Decision;** Specific costs of capital, weighted average cost of capital, weighted marginal cost of capital, Theories of capital structure-Net Income theory Net Operating Income theory, Traditional theory, MM Hypothesis without and with corporate taxes, Merton Miller argument with corporate and personal taxes, Trade off theory, Pecking order theory, Market timing theory, Signaling theory and effect of information asymmetry on capital structure; Financial leverage and evaluation of financial plans (EBIT-EPS analysis); The concept of present value of interest tax shield; Determination of beta of levered firm and optimal capital structure; Factors affecting choice of Capital structure in practice, over - capitalization and under capitalization. | 15 |
| IV | **Dividend Decision:** Meaning, importance and factor of dividend decision, Issues in dividend decision; Dividend rate and dividend yield; Theories of relevance and irrelevance of dividend in firm valuation -Pure residual theory, Walter's model, Gordon's Model, MM Hypothesis, Bird-in-hand theory and Dividend signaling theory; Relevance of dividend under market imperfections: Traditional and Radical position on dividend, Types of dividend polices in practice-Pure residual policy, constant rupee dividend policy, constant dividend payout policy and smooth stream dividend policy; Determinants of dividend policy in practice, Lintner's Model of corporate dividend behavior. | 15 |
| V | **Working Capital Management:** Concept and types of working capital; Operating cycle and cash cycle, Estimation of working capital requirement; Approaches of working capital financing: Determinants of working capital; Components of working capital management; Cash management-Baumol's Model and Miller-On Model of managing cash; Receivables management-dimensions of credit policy, credit, analysis and evaluation of credit policies, | 15 |

| | | |
|---|---|---|
| | Inventory management. Sources of working capital. | |
| **Keywords/Tags: Financial Management, Risk, IRR, NPV, Pay-back period. capital structure, dividend decision, working capital.** | | |

**Recommended Reference Books:**


1. Brealey, R. A. and Myers S. C. Principles of Corporate Finance McGraw Hill.
2. Chandra, P. Financial Management-Theory and Practice. Tata McGraw Hill.
3. Damodaran, A. Corporate Finance: Theory and Practice. John Wiley & Sons
4. Pandey, I. M. Financial Management. Vikas Publishing House, New
5. Ross, S. A. and Westerfield, R. W. Corporate Finance. McGraw Hill.
6. डॉ. कुलश्रेष्ठ, आर. एस. 'निगमोंकावित्तीयप्रबंध', साहित्यभवनपब्लिशर्सएवंडिस्ट्रीब्यूटर्स, आगरा
7. डॉ. गुप्ता, एस.पी., 'वित्तीयप्रबंध' साहित्यभवनपब्लिकेशंस, आगरा,
8. डॉ. अग्रवाल, एम. डी. 'वित्तीयप्रबंध', रमेशबुकडिपो, जयपुर.

# RKDF UNIVERSITY, BHOPAL

## Master of Commerce

### Third Semester

### Group-B

| Course | Category | Subject | Subject Code |
|---|---|---|---|
| M.Com | OMR-BII | Services Marketing | MCOM-304/2-M |
| Total Credit: 5 | | Max.Marks:100 (Internal:40+External:60) | |

**Course Learning Outcomes:**

**On successful completion of this course, students will be able -**

1. Understanding basic concepts, applications, marketing mix and challenges in service marketing
2. Understanding characteristics of services that enhance customers satisfaction
3. Inculcates a service culture among students interested in a career in service sector.
4. Developing skills for effective application of service marketing strategies in different real-life marketing situations

# Syllabus

| Unit | Topics | No. of Lectures |
|---|---|---|
| I | **Services:** Service Sector and Economic Growth of service sector. Significance of service sector, Service Concept, Characteristics of services and Classification of Services. Strategic issues, in Service Marketing; Segmentation, and its process. Differentiation and Positioning of Services. Introduction to the concept of Seva, ethical duty (Sevā) as core value in Indian scripts and aligning it with modern service marketing principles. | 15 |
| II | **Marketing Mix in Service marketing:** Seven PS 15 Product. Price, Place. Promotion, People, Physical evidences and Process Decisions. Their role in business Concept of Praja and its welfare from the Arthashastra, **7 Ps-like People (guru-shishya) Process (rituals), and Physical Evidence (ashrams, manuscripts)-emphasizing holistic experience and value delivery in Indian ethos.** | 15 |
| III | **Designing of Service Strategy:** Service Management Process; Internal, External and Interactive Marketing Strategies, Role of Artificial Intelligence in service sector, and its future. | 20 |
| IV | **Managing Service Quality and Productivity:** Concept, Dimensions and Process; Service Quality Models (SERVQUAL), Applications and Limitations, Productivity in Services. | 15 |
| V | **Applications of Service Marketing:** Marketing of Financial, Hospitality, Health, Educational and Professional Services, Marketing for Non-Profit Organizations and NGOs. | 10 |
| **Keywords/Tags: Service quality, Service strategy, Segmentation, Differentiation** | | |

**Recommended Reference Books:**

| S.No | Title of Book/Resource | Author(s) | Publisher |
|---|---|---|---|
| 1 | Services marketing | Zeithml, VA& Bitner, Mary, Jo | Tata-McGraw-Hill Edition |
| 2 | Services marketing | Lovelock, C., Wirtz, | Pearson Prentice Hall |
| 3 | Services marketing | J., Chaterjee, J. Shankar. R. | Excel Books |
| 4 | Services marketing | Kautilya, Arthashastra, R.P.Kangle | Motilal Banarasidass Publishing House |

# RKDF UNIVERSITY, BHOPAL

## Master of Commerce

### Third Semester

### Group-C

| Course | Category | Subject | Subject Code |
|---|---|---|---|
| M.Com | OMG-CII | Human Resource Development | MCOM-304/3-Mgt |
| Total Credit: 5 | | Max.Marks:100<br>(Internal:40+External:60) | |

**Course Learning Outcomes:**

**On successful completion of this course, students will be able -**

1. Build an understanding, perspective and appreciation for HRD as discipline, process and activity.

2. Critically evaluate the exiting theoretical edifice of HRD in order to draw a sketch of HRD relevant in present times.

3. Develop skills to assess need for HRD intervention, design learning and development programs and evaluation of HRD programs.

4. Develop a perspective to understand organizational dynamics and learning challenges possessed by organizational and social complexities.

5. Integrate human with technology and other emerging realities in order to understand how theory unfolds itself in present world practice.

# Syllabus

| Unit | Topics | No. of Lectures |
|---|---|---|
| I | **Introduction To Human Resource Development:** Historical perspective of HRD in India, emergence of HRD, conceptualizing critical HRD, future of HRD in India, Andragogy and life-long learning. | 15 |
| II | **Theoretical approaches to Human Resource Development:** Social capital theory, learning network theory, relevance of systems theory to HRD. human capital theory and screening theory of HRD. | 15 |
| III | **Human Resource Development Process:** Identifying HRD needs, Designing and developing effective HRD programs, Evaluating effectiveness of HRD Programs, HRD interventions. | 15 |
| IV | **Integrating learning with work:** Theories of learning, trends in workplace learning, learning interventions; Transfer of learning Strategic learning and leadership, Learning organizations and organizational learning. | 15 |
| V | **Human Resource Development Trends:** New ways of working and employability, Coaching, mentoring and management of performance; Virtual HRD; Workforce diversity and HRD. | 15 |
| **Keywords/Tags: HRD, Andragogy, Social Capital Theory, Learning Intervention, Mentoring and Virtual HRD.** | | |

**Recommended Reference Books:**


1. Berner, L. John M. and Desimone, Randy L.-"Human Resource Development".

2. Guire, Me. "Human Resource Development".

3. Swanson, Richards A "Foundation of Human Resource Development."

4. Delahaye, Brains&Choi, Sarojni "Human Resource Development

5. Battu, Prasad R. "Human Resource"

6. हलधर, उदयकुमार "मानवसंसाधनविकास", ऑक्सफोर्डयूनिवर्सिटीप्रेस

7. कोलम्ब्रे, रंजन - "मानवसंसाधन विकास आणिमानवाधिकार", भागीरथप्रकाशन