PANJAB UNIVERSITY, CHANDIGARH-160014 (INDIA)
(Estd. under the Panjab University Act VII of 1947-enacted by the Govt. of India)

FACULITY OF BUSINESS MANAGEMENT AND COMMERCE

M.COM (HONOURS)

For the Examinations of 2011-12
SYLLABI FOR M.COM (HONOURS) FOR THE EXAMINATION OF 2011-2012

Note:
1. Examination in each subject will be of 3 hours duration.
2. Maximum Marks for external/written examination is 50 marks and internal assessment is 50 marks except for seminar and workshop courses.

Instructions to the paper setters:
*IF THERE ARE TWO UNITS*: Set 10 questions in all. Five questions from each unit. The students are required to answer five questions in all selecting at least 2 questions from each unit.

*IF THERE ARE FOUR UNITS*: Set 10 questions in all. Two or three questions from each unit. The students are required to answer five questions in all selecting at least one question from each unit.

*N.B*: Use of non-programmable calculators by the students in the Examination Hall is allowed. The calculators will not be provided by the University.

### SCHEME OF EXAMINATION FOR M.COM (HONOURS)

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| **SECOND SEMESTER** |                                                                 |       |
| MCH6201          | MARKETING MANAGEMENT                                         | 100   |
| MCH6202          | HUMAN RESOURCE MANAGEMENT                                    | 100   |
| MCH6203          | OPERATIONS AND MATERIAL MANAGEMENT                            | 100   |
| MCH6204          | MANAGEMENT INFORMATION SYSTEMS                               | 100   |
| MCH6205          | MANAGEMENT OF FINANCIAL SERVICES                              | 100   |
MCH6206  SUMMER TRAINING AND VIVA-VOCE*  100
MCH6207  SEMINAR ON ACCOUNTING THEORY AND PRACTICE  50
MCH6208  SEMINAR ON MICROFINANCE MANAGEMENT  50

TOTAL  700

* At the end of the examination of 2nd Semester the students will undergo compulsory summer training for a period of 6-8 weeks. Every student will submit the Summer Training Report within two weeks from the start of teaching for 3rd Semester.
FIRST SEMESTER
MCH6101: ORGANISATIONAL BEHAVIOUR

Objective: This course emphasizes the importance of human capital in the organizations of today. It gives an insight to the students regarding individual and group behavior in any organization.

UNIT – I
Introduction to OB- concepts, foundations, contributing disciplines to organizational behaviour, role of OB in management practices, challenges and opportunities for organizational behaviour, organizational behaviour in the context of globalization, scientific management and human relations tools- Hawthorne experiment, introduction to human behavior, perception, attitudes and job satisfaction.

UNIT – II
Personality- meaning, determinants, theories, MBIT and big five model, leadership-theories, determinants, style and challenges to leadership in India, motivation and morale-concept and applications, communication- interpersonal communication, listening, feedback, counseling, organizational communication.

UNIT – III
Group process- group and intergroup behaviour, group decision making, team management-types of teams, teams in modern workplace, team vs. group, power-concept, bases of power, distinction between power and authority, power distribution in organization, organizational politics: concept, consequences, reasons and management of political behaviour, work stress- causes, organizational and extra organizational stressor, individual and group stressor, effect of stress, stress coping strategies.

UNIT – IV
Conflict and inter-group behavior- Sources of conflict, types of conflict, functional and dysfunctional aspects of conflict, approaches to conflict management, organizational culture- functions of organizational culture, creating and sustaining of organizational culture, development and implications of organizational culture, organizational
effectiveness- concept and approaches to organizational effectiveness, factors in organizational effectiveness, effectiveness through adaptive coping cycle, organizational health development, emotional intelligence.

References

5. Robbins, S.P., Judge, T. and Sanghi, S. *Organizational Behavior*, Pearson Education

**MCH6102: BUSINESS ECONOMICS**

**Objective:** To explain basic concepts of economics which help in business decision-making

**UNIT-I**


**UNIT-II**

Market structure and degree of competition- profit maximization, price and output determination in the short-run and long run in perfect competition, monopoly, monopolistic competition and oligopoly.

**UNIT-III**

Utility analysis - types of utility, relationship between total utility and marginal utility; critical appraisal of law of diminishing marginal utility, explanation of law of equi-
marginal utility, derivation of demand curve with the help of utility analysis, validity of utility analysis in modern times.

UNIT-IV
Keynesian Analysis- Keynesian theory of employment, consumption function, investment function, multiplier, relevance of Keynesian economics after 1936.

References

MCH6103: BUSINESS STATISTICS

**Objective:** The objective of this paper is to acquaint the students with various statistical tools and techniques used to business decision making

UNIT-I
Construction of frequency distributions and their analysis in the form of measures of central tendency and variations, types of measures, skewness-meaning and co-efficient of skewness. Kurtosis. Index Numbers: Definition and Methods of Construction of Index Numbers; Tests of consistency, Base shifting, splicing and Deflation; Problems in construction, importance of index numbers in Managerial decision making.

UNIT-II
Correlation analysis- meaning & types of correlation, Karl Pearson’s coefficient of correlation and spearman’s rank correlation, regression analysis-meaning and two lines of regression ,relationship between correlation and regression co-efficient, time series analysis- measurement of trend and seasonal variations, time series and forecasting.

UNIT-III
Probability - basic concepts and approaches, addition, multiplication and Bayes’ theorem, probability distributions - meaning, types and applications, binomial, Poisson and normal distributions.

UNIT-IV
Statistical inference: Concept of sampling distribution, parameter and statistics, standard error.
Theory of estimation: Point and interval estimation, construction and confidence limits for mean.
Tests of significance-parametric v/s non-parametric tests, hypothesis testing, large samples, small samples- chi-square test, z-test, t-test, binomial test, analysis of variance.
Independence of Attributes, Goodness of Fit and Test of Homogeneity.

References

MCH6104: BUSINESS FINANCE
Objective: This course aims at equipping the participants with the requisite financial skills required for the solution of managerial problems.

UNIT-I
Corporate finance- the role of financial manager , alignment of managers and owners goal – agency problem, earnings-payout , ratio ,capital gains , marginal cost of funds and investment-linter model ,leverage/Gearing ratio - Modigliani – Miller Theorem ,value of the firm , corporate takeover.

UNIT-II
Pricing theories-capital asset pricing model, securities market line, arbitrage pricing theory, multiple factor models, options and derivatives-derivatives- put and call options, valuation of options, binomial option pricing, brownian motion- black scholes formula.

UNIT-III
Macroeconomics and finance-financial markets and resource mobilization, efficient resource allocation, risk management, flow of funds, financial sector and economic development, measures of financial development.

UNIT-IV
Financial markets, institutions and services – market makers and margin accounts, market efficiency, yield curves, yield to maturity, short sales, spot and forward rates, risk and uncertainty: random variables, expectation and variance, expected utility hypothesis, risk premium, portfolio construction, feasibility and optimality, capital market line and separation theorem.

References

MCH6105: BUSINESS COMPUTING

Objective: The objectives of this paper are to develop skills in handling computer and use it as a strategic resource in management.

UNIT-I
Introduction to computers (hardware, software, and operating system), overview of computer applications in public services, business and industry, Microsoft word – mail merge, hyperlinks and bookmark, Microsoft excel – mathematical calculation, sorting, filtering, pivoting, chart, macro, using financial accounting and statistical formulae.

UNIT-II
Microsoft power point – creating effective presentations, introduction to DBMS concepts, Microsoft access - creating a database/Report/query/form design, operational level of any one corporate database viz. Prowess.

UNIT-III

Network concepts and its classification, introduction to internet and its applications, knowledge management using internet, search engines, techniques to use search engine effectively, use of on-line databases (RBI//World Bank/IMF etc.) in terms of data extraction and report generation

HTML – basic HTML tags, web page designing using any software.

UNIT-IV

Security and control of information systems, ethical and social dimensions of networks, basic usage of SPSS software (import/export of data, commands like open, save etc., applying basic statistical analysis), application of computers in project management: features, capabilities & limitations of project management software (with reference to popular Software viz. MS – Project).

References

3. Powell ,T.,*The Complete Reference to HTML*

MCH6106: BUSINESS ENVIRONMENT

Objective: Judicious decision making in a business organization requires the proper knowledge of the environment in which it has to function. This course aims at orienting the students with all the external environmental forces which affect the decision making process of an organization.

UNIT – I
Concept of business environment: its significance and nature, interaction matrix of different, environment factors, process of environmental scanning, environmental scanning of important industries of India viz. tractors, pharmaceutical industry, food processing, electronics, fertilizers steel, soft drinks, and TV.

UNIT-II
Economic environment- the philosophy, strategy and planning in India, monetary policy and their impact on Indian business, industrial policy foreign trade policy and their impact on Indian business, political environment, relation between business and government of India, constitutional provisions related to business, concept of state intervention in business, ideology of different political parties, bureaucracy and Indian business.

UNIT – III
Technological environment-policy for research and development in India, appropriate technology, debate of technology versus labour, MNC as a source of transfer to technology and its implication, institutional infrastructure for exports in India, India’s export-import policy, global business environment, significance of foreign investment in India, opportunities and threats in WTO and the new international trading regime, tariff and non tariff barriers in global trade.

UNIT – IV
Socio-cultural environment in India- Salient features of Indian culture values and their implication for Indian business, middle class in India and its implications on industrial growth in India, consumerism as emerging force, social responsibility of business, business ethics and Indian business, Impact of mass media on Indian business, changing role of rural sector in India-rural income and rural demand of consumer durable.

References:

**MCH6107: WORKSHOP ON BUSINESS COMMUNICATION**
Objective: The course aims at developing the communication skills of students – both written communication and oral communication. The students will also be taught how to analyze cases and prepare case reports.

UNIT – I
An introduction to business communication, elements of the communication models, types of communication, barriers to communication, an introduction to the case method – steps in case analysis.

UNIT – II
Principles of written communication, business letters – their basic qualities, opening and closing paragraphs, mechanics of letter writing, specific types of letters – routine letters, bad news letters, persuasive letters, sales letters, collection letters, job applications letters, internal communication through memos, minutes and notices.

UNIT – III
Principles of oral communication, speeches – speech of introduction, of thanks, occasional speeches, theme speech, mastering the art of giving interviews in the following – selection or placement interview, appraisal interview, exit interview, group communication – meetings and group discussions.

UNIT – IV
Report writing, principles of effective presentations including use of audio-visual media, business and social etiquette.

References
MCH6108: WORKSHOP ON BUSINESS RESEARCH

Objective: To expose the students to the basic concepts of research methodology and application through practical exercises in the area of commerce and management.

UNIT-I
Introduction to business research: definition, characteristics, types, research process – an overview, review of literature – its role and significance in the stages of research process, theory building, ethical issues in business research, formulation of the research problem and research proposal, hypothesis - definition, formulation and types , research design - definition, types, secondary data – definition, types, sources, evaluation and searches, primary data collection methods - surveys, observation and experiments.

UNIT-II
Fieldwork- preparation of data collection instruments, measurement and scaling concepts, measurement scales, questionnaire (instrument) design, sampling design and sampling procedures, sample size estimation ,fieldwork processing of data, data analysis -basic data analysis ,hypothesis testing –t test ,chi square test, test of proportion, bivariate analysis-tests of differences and measures of association through use of parametric and non parametric tests, report writing, use of computers in research.

References
2. Carver, R.H. & Nash, J.G., Data Analysis with SPSS, Cengage Learning, New Delhi
SECOND SEMESTER
MCH6201: MARKETING MANAGEMENT

Objectives: The course aims at making participants understand concepts, philosophies, processes and techniques of managing the marketing operations of a firm with a view to better understand and appreciate the complexities associated with the marketing function.

UNIT-I
Introduction to marketing- meaning, nature and scope of marketing, marketing philosophies, marketing management process, concept of marketing mix, market analysis-understanding marketing environment, consumer and organization buyer behaviour, market measurement and marketing research, market segmentation, targeting and positioning.

UNIT-II
Product planning and pricing- product concept, types of products, major product decisions, brand management, product life cycle, new product development process, pricing decisions, determinants of price, pricing process, policies and strategies.

UNIT-III
Promotion and distribution decisions- communication process, promotion tools- advertising, personal selling, publicity and sales promotion, distribution channel decisions- types and functions of intermediaries, selection and management of intermediaries.

UNIT-IV
Marketing organization and control- organizing for marketing, marketing implementation & control, ethics in marketing, emerging trends and issues in marketing- consumerism, rural marketing, societal marketing, direct and online marketing, and green marketing, retail marketing, customer relationship management
References

**MCH6202: HUMAN RESOURCE MANAGEMENT**

**Objective:** The course is designed to give an understanding of the various aspects of the management of human resources, their interaction in the execution of managerial functions and facilitating learning of various concepts and skills required for utilization and development of these resources for organizational functions.

**UNIT 1**

Human resource management: functions, scope and models, HRM environment and environmental scanning, human resource planning, job analysis and job designing, recruitment, selection, induction and placement, training and development, job evaluation.

**UNIT-II**

Managing performance, potential management, fringe benefits and incentives, compensation management, promotion, demotion, transfer, separation and right sizing.
UNIT-III
Team management, empowerment management, creativity and decision making management, organizational learning and knowledge management, culture management, change management, managing ethical issues in human resource management, HRD Audit.

UNIT-IV
E-HRM/HRIS: measuring intellectual capital, impact of HRM practices on organizational performance, contemporary issues in human resource management, global HR practices.

References
5. Gomez-Mejia et al- Managing Human Resources, Pearson Education

MCH6203: OPERATIONS AND MATERIAL MANAGEMENT

Objective: To provide students with the requisite knowledge of concepts and to impart practical skills and techniques required in the area of production planning and materials management.

UNIT-I
Purchasing process, in-sourcing and outsourcing, supplier evaluation, selection and measurement, worldwide sourcing, basic inventory systems, multi-item joint replacement, joint replenishment order quality model, distribution inventory management, case studies.

UNIT-II
Aggregate planning (decisions, strategies and methods), master production schedule, planning of material requirements, capacity planning and control (long range, medium range, short term capacity planning and control), high-volume production activity control, just-in-time systems.

UNIT-III
Job shop production activity planning, job shop production activity control, theory of constraints and synchronous manufacturing, technological innovations in manufacturing, tools for manufacturing planning, manufacturing automation, material control, integration issues in CIM, and case of re-engineering.

UNIT-IV
Total Quality Management, TQM as a Key Component of Competitive Initiatives, The TQM Process of Improvement, and TQM’s Impact on Production Planning and Inventory Control Activities, Malcolm Baldridge National Quality Award and other quality awards.

References


MCH6204: MANAGEMENT INFORMATION SYSTEMS
Objective: The course has been designed to acquaint students about the evolution of computer-based information systems, basic computer hardware, software, and data concepts, the types of information systems that are needed to support the various levels of a business enterprise, and the process of analyzing, designing, and developing an information system.
UNIT I
Introduction: why information system, Perspectives and contemporary approach to information system, usage of information systems, Information system in the enterprise: major types of system in organisation, systems from functional perspectives, integrating functions and business processes. Management opportunities, challenges and solutions, Information systems, organisations, management and strategy: organisations and information systems, how information system impact organisations and business firms, the impact of IT on Management Decision Making, Information Business and Business Strategy, Management opportunities, challenges and solutions, Managing the digital firm: E-business, e-commerce and emerging digital firm, managing opportunities challenges and solutions. Ethical and social issues related to information systems in digital firm and information society, managing knowledge in the digital firm: enterprise wide knowledge management systems, intelligent techniques, management opportunities, challenges and solutions, Enhancing decisions making for digital firm: decisions making and decision support system (DSS), group decision support system(GDSS), Executive support in the enterprise, management opportunities, challenges and solutions.

UNIT II
Wireless revolution: wireless computing landscape, network and internet access, M-commerce and mobile computing, wireless technology in the enterprise, management opportunities, challenges and solutions, security and control: system vulnerability and abuse, business value of security and control, establishing framework, technologies and tools for security and control, management opportunities, challenges and solutions.

UNIT III
Enterprise application and business process integration: Enterprise systems, supply chain management systems, customer’s relationship management system, and enterprise integration trends.

UNIT IV
Redesigning the organisation with the information systems: system as planed organizational change, business process re-engineering and process improvement, overview of system development, alternative systems building approaches, management opportunities, challenges and solutions, Managing international information systems:
growth of international information systems, organizing and managing international information systems, technology issues and opportunities challenges and solutions.

References

MCH6205: MANAGEMENT OF FINANCIAL SERVICES

Objective: The course aims at acquainting the students with the developments in the areas of financial services and developing their skills to manage financial services

UNIT-I
Evaluation and role of financial services companies in India, evolution of NBFC’s services provided, comparison with banks, categories of NBFC’s(industry structure in India, sources of finance: funding strategies, public deposits, bank borrowing ICD),CP, innovative sources of financing, securitization concept- securitization as a funding mechanism, mortgages-traditional and non-traditional ,securitization in India, merchant banking- nature and scope, regulation of merchant banking activity, SEBI guidelines for public issues, leasing- introduction, growth & types ,leasing and hire-purchase ,leasing as a tax planning instrument ,recent developments relating to leasing industry in India, underwriting -concept ,SEBI regulations ,recent developments

UNIT-II
Introduction to equipment leasing—introduction, history and development of leasing, concept and classification, types of leases, advantages, disadvantages, evolution of Indian leasing industry, leasing and commercial banking sector, product profile, legal aspects of leasing, lease documentation, lease agreement, tax aspects of leasing income tax aspects, sale tax aspects, lease evaluation—the lessee’s angle, the lessor’s angle, negotiating lease rentals, lease accounting and reporting: IAS-17, I.C.A.I. guidance note, form vs. substance debate, hire purchase—concept, characteristics, mathematical evaluation, legal, tax and accounting aspects, the hire purchase act, 1972, mutual funds—evolution, types, regulation of mutual funds, organization, structure, performance evaluation, design and marketing of mutual fund schemes, analysis, and tax treatment of MF schemes MF in India.

UNIT-III
Credit rating—concept, process, methodology, SEBI regulations for credit rating, credit rating agencies regulation, 1999, consumer finance—role of consumer credit in the financial system, features, mathematics and legal framework, credit screening methods, innovative structuring of consumer credit transactions, product mix, consumer credit act, 1974, credit cards—concept, types, billing and payment, settlement procedure, mechanism of transactions, member establishments, member affiliates, the concept of Visa Net, insurance—definition, classification, principles of insurance, rights and obligations of parties.

UNIT-IV
Factoring—concept forms, functions of factor, legal aspects, evaluation of factoring, the report of the study group for examining introduction of factoring services in India, factoring vis-a-vis bill discounting credit insurance, forfeiting, bill financing—bill of exchange, definition, steps in bill discounting, bill market in India, venture capital—nature and scope, regulatory environment, V.C. investment process, evaluation criteria, limitations, V.C. in India, real estate investment—risk and return profile, forms of real estate investment, concept, sources, housing finance—introduction, H.F. scheme in India, characteristics of H.F. business, procedure for loan disbursement by H.F.C.S., legal framework, evaluating and structuring H.F. transactions

References
3. Padmalatha, S., Management of banking and financial services, Sultan Chand and Sons.

**MCH6207: SEMINAR ON ACCOUNTING THEORY AND PRACTICE**

**Objective:** The course aims to acquaint the students with coherent set of logical principles & general frame of reference for the evaluation of accounting practices. Students will develop an understanding of financial reporting and analysis practices.

**UNIT-I**


**UNIT-II**

Financial Reporting: An overview, disclosure requirements, segment reporting, interim reporting, corporate social performance reporting, intangibles accounting, inflation accounting, human resource accounting, value added reporting, review of annual reports of selected companies: observing presentation financial information recent trends in the presentation of corporate published accounts.

**References**


**MCH6208: SEMINAR ON MICROFINANCE MANAGEMENT**

**Objective**: This workshop course aims at enabling the students to gain a clear understanding of various policies, conceptual, and operational issues involved in developing effective and successful microfinance interventions.

**UNIT I**

Introduction: Microfinance products and services, microfinance and rural financial services, agricultural microfinance. Supply, Intermediation and Regulations of Microfinance: Supply of microfinance, intermediation, microfinance distribution models, regulations and supervision.

Microfinance Credit Lending Models: Credit lending models, Bangladesh Grameen Bank (BGB) Model and its replications in India, differences between Self Help Groups (SHG) and Joint Liability Groups (JLG) model, SHG-bank linkages programmes in India, SHG clusters and federations. Risks in Microfinance Institutions: Types of risks in microfinance, risks in agricultural microfinance, strategies for risk minimization.

**UNIT II**

Social Rating, Credit Rating and Impact Assessment in Microfinance: Social rating, measuring social performance, social rating of MFIs by M-CRIL, credit rating models in MFIs, component of analyzing Indian SHGs, impact assessment of microfinance, approaches and methods of impact assessment Marketing in Microfinance Institutions: Market research in microfinance, marketing environment for microfinance, market segmentation in microfinance, competition in MFIs, customer retention in microfinance, outreach of microfinance, product development in MFI. Microfinance and Development: Microfinance and women empowerment, microfinance and health, microfinance, micro entrepreneur ship and business development, microfinance and education, microfinance and networking and linkage building, the challenges in microfinance sector.
References


6. Panda, Debadatta K. Understanding Microfinance, Wiley India Pvt. Ltd.