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

FACULTY OF BUSINESS MANAGEMENT & COMMERCE

SYLLABI

FOR

M.COM. (SEMESTER SYSTEM) EXAMINATIONS, 2012-2013

3rd & 4th Semester

For

USOL STUDENTS

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Note:
1. The duration of the examination in each subject will be 3 hours.
2. Maximum marks for external/written examination are 80 marks and Internal Assessment is 20 marks.

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.

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 THREE UNITS: Set 10 questions in all. Three or four questions from each unit. The students are required to answer five questions in all selecting at least one question and not more than two 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.

IF THERE ARE FIVE UNITS: Set 10 questions in all. Two questions from each unit. The students are required to attempt five questions in all selecting one question from each unit.

SCHEME OF EXAMINATION

Note:
1. Option has to be exercised by the end of 2nd Semester for Optional Groups in 3rd Semester.
2. Summer Training Report will be submitted within two weeks of the commencement of III Semester and Viva-Voce will be held thereafter within next two weeks.

3rd Semester
M.C.610-I Corporate Governance
M.C.611-I Management Information Systems
M.C.612-I Cost Analysis & Control
M.C.613-I Innovative Financial Products
Any one of the following Groups**

M.C.613-Ia  Investment Management
M.C.613-IIa  Organization Development
M.C.613-IIIa  Project Planning & Analysis
M.C.613-IVa  Entrepreneurship & Family Business Management
M.C.613-Va  Export Import Policy and Procedures
M.C.613-Vla  Contemporary Issues in Auditing

Any one of the following Groups**

M.C.614-Ia  Computer Application in Accounting
M.C.614-IIa  Knowledge Management
M.C.614-IIIa  Bank Legislation
M.C.614-IVa  Econometrics
M.C.614-Va  International Accounting
M.C.614-Vla  E-Commerce: Payment System, Technical System and Ethical System.

** Students selecting any group (each for M.C. 613 and 614) in third Semester have to continue with the same group in 4th Semester. For example, if one selects ‘International Business Group in 3rd Semester, he has to appear in Paper M.C. 613-Va in 3rd Semester and M.C. 613-Vb in 4th Semester.

4th Semester :

M.C.610-II  Corporate Taxation
M.C.611-II  Management Control System
M.C.612-II  Management of Services (Banking & Insurance)
M.C.613-II  E-Business


**One paper of the already opted Group in 3\textsuperscript{rd} Semester**

M.C.613-Ib  Financial Services Management  
M.C.613-IIb  Labour Laws & Industrial Relation  
M.C.613-IIIb  Management of Environment  
M.C.613-IVb  Small Business Management  
M.C.613-Vb  World Trading and Monetary System  
M.C.613-VIb  Management of Services (Transport, Tourism and Hospital)

**One paper of the already opted Group in 3\textsuperscript{rd} Semester**

**Any one of the following Groups:**

M.C.614-Ib  Computer Application in Costing  
M.C.614-IIb  Learning Organisation  
M.C.614-IIIb  Insurance Legislation  
M.C.614-IVb  Quantitative Models for Business Decisions  
M.C.614-Vb  International Financial Management  
M.C.614-VIb  Regulatory Frame Work for E-Commerce  

615  Viva Voce  

(Comprehensive viva-voce based on all the four semesters)
M.C. 610-I : CORPORATE GOVERNANCE

OBJECTIVES: The objective of this course is to highlight the need, importance of Corporate Governance in the era of globalization to match the high standards of transparency level and efficiency and effective of corporate sector.

UNIT-I


UNIT-II

Corporate Governance and Financial performance, Quality of financial disclosures, reporting and transparency. Harmonisation of Accounting Standards. Audit Committee. Blue Ribbon Committee on improving the effectiveness of corporate audit.

UNIT-III

Corporate Governance—A global perspective, committees on Corporate Governance, Cadbury Committee on financial aspects of Corporate Governance, Greenbury Committee on Director’s Remuneration, OECD principles of Corporate Governance, CACH guidelines on principles for Corporate Governance and Global Corporate Governance Forum, Hampel Committee Report.

UNIT-IV


BOOK RECOMMENDED:


**JOURNALS :**

Harvard Business Review

Journal of General Management

Chartered Accountant

Chartered Financial Analyst

Chartered Secretary

Management Accountant

SEBI and Corporate Laws
M.C. 611-I : MANAGEMENT INFORMATION SYSTEMS

OBJECTIVE: The objective of the course is to harness the skills already developed in the course on Information Technology. The focus of this course is to help the participants in challenges encountered in M.I.S. implementation.

UNIT-I

Developing a long range information system plan.
Strategies for determining information requirements including database requirements.
Outsourcing information systems.
Control of information system performance and security.
Causes of information system failures.
Ensuring Quality with Information Systems.
Auditing information systems.

UNIT-II

Issues in Information Technology Management in India.
Problems and prospects of I.T. implementation in Business Organizations.
Accounting and Finance.
Project Management.
Management Information Services.
Managing International Information Systems.

Suggested Readings :

M.C. 612-I : COST ANALYSIS AND CONTROL

OBJECTIVE: To develop analytical and critical abilities to design effective cost systems, to measure and evaluate management performance and to provide accounting data for management control and decision making.

UNIT-I

Cost Accounting Information System: Design, installation and updating. Latest developments in the area of cost system designing; activity-based costing and backflush costing, maintenance of statutory cost records in India and analytical study of Cost Accounting Record Rules.

UNIT-II

Budgetary Control System: Multiple roles of budgeting, organizational behaviour and operating budgets. Behavioural aspects of budgeting.


Transfer Pricing: Divisional performance and transfer pricing.

Corporate view point. Transfer pricing determination.

BOOKS RECOMMENDED:

1. Horngreen & Foster : Costing Accounting _ A Managerial Emphasis.
M.C. 613-I : INNOVATIVE FINANCIAL PRODUCTS

UNIT-I


2. Securitisations : Concept securitisation as a funding mechanism. Mortgaged Traditional & Non-Traditional securitization of Mortgages and Non-Mortgages Asset securitization in India.


UNIT-II


REFERENCES :

1. Bhaskare Mahapatra : Derivatives
2. V.C. Joshi : E-finance.
M.C. 613-Ia : INVESTMENT MANAGEMENT

OBJECTIVE: To provide a deeper insight into evaluation and management of investment opportunities available for individuals as well as institutions.

UNIT-I


UNIT-II

Investment Management: Introduction to portfolio management, Modern portfolio theory, Assets allocation and portfolio construction, portfolio revision.

Investment Management: Investment management and tax planning.

BOOKS RECOMMENDED:

3. V.K. Bhalla : Investment Management, S. Chand and Company Ltd.
7. V.A. Avadhani : Security Analysis and Portfolio Management.
M.C.613-II a : ORGANISATION DEVELOPMENT

OBJECTIVE : The course develops an analytical and operational approach to planned system wise organizational change. Organizations today are faced with the dilemma of how to integrate the organizational objectives with the goals of the individuals working for it. To resolve this dilemma in our rapidly changing environment and to ensure that competing or conflicting groups move towards a collaborative way of work, several changes in the organization structure, processes and behaviour are necessary. This is sought to be achieved through a planned management change efforts broadly termed as organization development.

UNIT-I


Term Interventions, Intergroup and Third Party Peace Making Interventions.

UNIT-II

Comprehensive Interventions—Managerial Grid, Confrontation Meeting, Survey Feedback.

Structural Interventions—Work redesign quality of work life, Quality Circles, Parallel Learning Structures.

A brief introduction to T.Q.M. and Business Process Reengineering, O.D.Strategies at work.


BOOKS RECOMMENDED :

1. Organisation Development : Richard Backhard
2. Organisation Development : Warren Bennis
3. O.D. and Change : Edger and Huse
4. O.D. : French and Bell
5. O.D. for Operating Managers : M.E. McGill
6. O.D. Theory, Practice and Research : French, Bell and Zawacki
7. O.D. and Change : Meenakshi Malhotra
8. O.D. : Mergulies and Raia
9. O.D. : Warner Burke
10. O.D. and Change : T.G. Cummings and C.G. Worley
11. Managing Change : Philip Sadler
12. Reengineering the Corporation—a Manifesto for Business Revolution : M. Hammer and J. Champy
13. Process Consultation : Edger Schein

JOURNALS
1. Callifornia Mgt. Review
2. Journal of Applied Behavioural Science
3. Harvard Business Review
4. Human Capital
5. Personnel
6. H.R. Focus
M.C.613-III a : PROJECT PLANNING AND ANALYSIS

OBJECTIVE : The course aims at training the students to undertake feasibility study of industrial projects, appraise the projects from private, commercial as well as social angles, and prepare detailed project reports.

UNIT-I

Private Commercial criteria for project choice, project cycle, feasibility, Marketing feasibility, Financial feasibility.

UNIT-II

Social cost-benefit analysis rationale, UNIDO and Little Mirrlees approaches. UNIDO-IDCAS Manual Social rate of discount, Shadow Prices and conversion factors. Applications in India.

REFERENCES :

M.C. 613-IV a : ENTREPRENEURSHIP AND FAMILY BUSINESS MANAGEMENT

OBJECTIVE : The objective of this course is to provide conceptual and theoretical understanding about the development of Entrepreneurship and its significance in Indian economy.

UNIT-I


UNIT-II


REFERENCES :

M.C. 613-Va: EXPORT IMPORT POLICY AND PROCEDURES

OBJECTIVE: The objective of this course is to acquaint the students with the current India's foreign trade policies. Further providing an understanding of Export Financing, Export-Import Procedures and the various operations involved. The main emphasis is also laid on developing a systematic approach to handling foreign trade transaction and the paper with thereto.

UNIT-I


UNIT-II


UNIT-III


UNIT-IV


REFERENCES:

1. Paras Ram: Exports what where & how.
5. G.S. Lall: Financing of Foreign Trade & Foreign Exchange.
6. Foreign Exchange Manual, RBI.
M.C. 613-VI a: CONTEMPORARY ISSUES IN AUDITING

OBJECTIVES: The objective of the course is to acquaint the student with the status of auditing in the Contemporary World.

UNIT-I

UNIT-II
Management Audit—Meaning, Scope and necessary. Audit of various Management functions.

UNIT-III
Cost Audit—Maintenance of Cost Record, Study of Cost Accounting.
Record rules, the cost auditor, Planning for Cost Audit, Format of Cost Audit Report.
Internal Audit—Scope, Purpose and Significance. Independence and code of ethics. Relationship between internal auditor and external auditor. Internal auditor report.

UNIT-IV
Audit of EDP and computerized accounting system. The effect of Computer on audit work and audit approach to computer based accounting system.

BOOKS RECOMMENDED:
1. Kamal Gupta: Contemporary Auditing
3. Hubbard & Johnson: Auditing
4. Pratt: Auditing
M.C. 614-Ia: COMPUTER APPLICATION IN ACCOUNTING

OBJECTIVES: The aim of this course is to help students gain an awareness of computer technology and its business uses, particularly accounting applications. It will also develop proficiency in the use of internet as a business and research tools.

UNIT-I

- Company Setup-Company Information.
- Accounting information systems.
- Nominal sales and purchase ledger maintenance and reporting.

UNIT-II

- Stock control-tracking stock movements—Traditional; Rush Manufacturing; Pull Manufacturing.
- Sales order processing and reporting—In web—based business environment.
- E-analysis of financial statements—for External and Internal uses.

BOOKS RECOMMENDED:


Computer Accounting Applications Using Business Works, Roger A. Gee (San Diego Mesa College).
M.C. 614-II a : KNOWLEDGE MANAGEMENT

OBJECTIVE : The main aim of the course is to create awareness amongst the students to know the details of Knowledge Management in the changing scenario and its significance in framing the business strategy.

UNIT-I

Concept of knowledge, Major Philosophical Schools, knowledge in economic and management theories, knowledge as competitive resource, knowledge intensive organization, knowledge value chain, knowledge management systems, Barriers to knowledge sharing, Expert systems.

UNIT-II

Knowledge creation as a tool of excellence, tacit and explicit knowledge, Models of knowledge creation process, Critical enabling conditions, Cross leveraging knowledge.

UNIT-III

Knowledge management strategy and business strategy, Knowledge architecture, Organizational design for knowledge management, Role of Top and Middle management, Knowledge based reward systems.

REFERENCES :


KPMG Knowledge Management Survey 2000 (www.kpmgconsulting.com)
M.C.614-III a : BANK LEGISLATION

OBJECTIVE: The objective of this course is to apprise the students with the banking law and practice and develop an understanding of various laws affecting banks.

UNIT-I

Evolution of banking law : Banking Regulation Act, 1949; Reserve Bank of India Act, Bank Nationalization Act, 1969; A Study of Negotiable Instruments Act, 1881 based on case law.

UNIT-II

Banker and customer relations : Banks as borrowers; cheques - payment of customers cheques: collecting banker and customers accounts; Employment of funds; Guarantees; Advances secured by collateral securities; Advances against goods and documents of title to goods; Analysis of banks balance sheet, Electronic funds transfer and other electronic payments; Internet banking.

BOOKS RECOMMENDED :

1. P.N. Varshney : Banking Law and Practice.
2. B.M. Lall Nigam : Banking Law and Practice.
3. Tannan : Banking Law and Practice in India.
8. Tripathi, S.D. & Uppal, K.K. : Banking and New Economic Programme, Published by Panjab University Publication Bureau, Panjab University, Chandigarh.
M.C. 614-IV a : ECONOMETRICS

OBJECTIVES : This course aims to apprise the students to various aspects of the econometrics that can be used to help the students to develop econometrics models.

UNIT-I

The nature and scope of Econometrics
The meaning of statistical inference
Estimation and hypothesis testing
Estimation of Parameters
Properties of point estimators
Basic ideas of linear regression : The two valuable model
Two valuable versus multiple linear regression
The method of ordinary least squares
Derivation of least-square estimates
Variances and standard errors of ordinary least squares estimates
Properties of OLS estimators.

UNIT-II

Multiple Regression : Estimation and hypothesis testing
Assumptions and estimation of parameters of multiple regression
Testing hypothesis about individual (partial regression coefficients)
Various functional forms of regression models
The log-linear model
The multiple log-linear regression models
The semilog model
Regression on Dummy explanatory variables.

UNIT-III

The nature of multicollinearity
Theoretical and practical consequences of multicollinearity
Detection of multicollinearity
Remedial measures
The nature of heteroscedasticity
Consequences of heteroscedasticity
Detection of heteroscedasticity
Remedial measures
The nature of Autocorrelation
Consequences of autocorrelation
Detection of autocorrelation
Remedial measures
The attributes of a good model
Types of specification errors
Tests of specification errors.

REFERENCES:

1. A. Kmitosyiannis : Theory of Econometrics
2. J. Johnston : Econometrics Methods
3. G.S. Maddala : Introduction of Econometrics
5. D. Gujarati : Basic Econometrics
6. G.M.K. Madnani : Introduction to Econometrics
M.C. 614-Va: INTERNATIONAL ACCOUNTING

OBJECTIVE: To expose the students to various accounting issues relating to international business operations.

UNIT-I

Internationalization of accounting profession; Need for international accounting standards and critical review of major standards set by the international accounting standards committee. Harmonization of accounting standards.

UNIT-II

Accounting for multinationals—accounting for currency translation, foreign exchange and procedural issues, Transfer pricing in international business—methods and problems.

UNIT-III

Consolidation of accounts of subsidiaries and affiliates: Managing International information Systems; Analysing foreign financial statements.

SUGGESTED READINGS:

M.C.614-VIa : E-COMMERCE : PAYMENT SYSTEM, TECHNICAL SYSTEM AND ETHICAL SYSTEM

OBJECTIVES : Main objective of the course is to acquaint the students with technical, security and ethical issues associated with electronic payments.

UNIT-I

UNIT-II
Technical issues in commerce : Lack of reliable infrastructure services, strength of security. Deployment of public key infrastructure, interoperatability of technologies and applications, lack of standards, technical integration with existing applications, availability and interoperatability of payment instruments.


REFERENCES :


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SEMESTER-IV

M.C. 610-II : CORPORATE TAXATION

OBJECTIVE : At the conclusion of the paper, students will have a thorough knowledge about the planning and management of corporate taxation.

UNIT-I

Structure of Direct and Indirect Taxes in India.


UNIT-II

Definition of various kinds of companies - Meaning of company under IT Act.

Residential status of companies and implications for Tax Planning.

Assessment of companies including carry forward and set off of losses.

UNIT-III

Tax Planning with reference to setting up of a new business.

Tax Planning with reference to location of business.

Tax Planning with reference to nature of business.

Tax Planning with reference to form of organization.

UNIT-IV


Tax Planning with reference to Managerial Decisions.

Tax Planning in respect to Employee’s Remuneration.

Tax Planning and Adoption of Method of Accounting.

Tax Planning regarding Capital Gains.

Tax Planning in respect of Amalgamation or Demerger.
BOOKS RECOMMENDED:

1. V.K. Singhania : Direct Taxes: Planning and Management
2. V.K. Singhania : Direct Taxes: Law and Practice
3. Bhagwati Prasad : Law and Practice of Income Tax in India
4. R.N. Lakhotia : Corporate Tax Planning
5. H.P. Ranina : Corporate Taxation–A Handbook
M.C. 611-II : MANAGEMENT CONTROL SYSTEMS

OBJECTIVE : To develop the abilities of the students to design and evaluate management control system.

UNIT-I

Nature and scope of M.C.S.– Basic concepts, Boundaries of Management Control.

Corporate Level Strategies, Business Unit Strategies.


UNIT-II

Management Control Structure – Responsibility centers, Revenue Centers, Expense centers, Administrative and support centers, Research and Development centers, Marketing centers, profit centers.

Transfer Pricing - Objective, Methods, Pricing Corporate Services, Administration of Transfer Prices.

Measuring and Controlling Assets Employed–Structure of the analysis.

Measuring assets employed, EVA Vs ROI Alternative Approaches.

UNIT-III

Analyzing Financial Performance–Variance Analysis.

Performance Measurement–Information used in Control System.


UNIT-IV

Variation in Management Control–Revolution in Management Control Emerging Management Systems.

Implications of Management-Accounting, Positioning of Management Accounting, Controls for differentiated.
Service Organisations and Financial Service Organisations and M.C.S.
Multinational Organisation and M.C.S.
M.C. Projects.

BOOKS RECOMMENDED:

M.C. 612-II : MANAGEMENT OF SERVICES (BANKING AND INSURANCE)

OBJECTIVE : The course will apprise the students with the management of banking and insurance.

BANKING

UNIT-I


UNIT-II


INSURANCE

UNIT-III


UNIT-IV


BOOKS RECOMMENDED :

1. NCAER : Attitude Toward Insurance Cover
2. R.S. Sharma : Insurance Principles & Practice
3. S.P. Sharma : Organisation of Indian Insurance
4. N.N. Mishra : Insurance Principles & Practice
5. S.S. Heubnes & Kemnch Black : Life Insurance
7. S. R. Deva : Law & Practice of Banking
8. H. L. Tandon : Banking Law & Practice in India
9. P.N. Varshney : Banking Law & Practice
10. Reed Cottors : Commercial Banking
11. Joshi : Managing Indian Banks
13. Richard Hands Combe : Bankers’ Management
M.C. 613-II : E-BUSINESS

OBJECTIVE : The objective of this course is to orient the students about various applications of E-Commerce in business decisions.

UNIT-I


Business to Consumer E-Commerce, Cataloging, Order Planning and Order Generation, Cost Estimation and Pricing, Order Receipt and Accounting order- Selection and Prioritisation, order scheduling, order fulfilling and delivery, order billing and payment management, Post Sales Services.

Web-site Design : Web-sites as market places, role of Web-site in B2C e-commerce, web-site strategies, Web-site design principles, Push and Pull technologies, alternative methods of consumer communication such as e-mail BBS etc. E-mail etiquette and e-mail security.

UNIT-II

Electronics Payment System : Special features required in payment systems for e-commerce, Type of e-payment systems : E-cash and currency servers, E-cheques, Credit cards, Smartcards, Electronic purses and Debit cards, Business issues, economic implications, operational, credit and legal risks of e-payment systems, risk management options for e-payment systems. Components of an effective electronic payment system.


M.C.613-Ib : FINANCIAL SERVICES MANAGEMENT

OBJECTIVES : To provide insight to the structure, working and problems of financial system in India as well as to enable students to appreciate and understand the concepts, mechanism and utility of different financial services.

UNIT-I

Introduction to Financial Services, Leasing—Introduction, financial evaluation of lease from lessors and Lessees point of view, lease structuring- Tax, legal and accounting aspects especially in Indian context. Credit Rating, Concepts, functions and process of debt rating in Indian context SEBI regulations for CRAs. Factories Features, process and agreements for factoring.

UNIT-II

Merchant Banking: Functions and regulations and role in mobilization of funds. SEBI regulation on portfolio Management, role and regulations, Depository service.

UNIT-III


REFERENCES :

3. V.A. Avadhani : Investment and Securities Market in India.
M.C. 613-II b : LABOUR LAWS AND INDUSTRIAL RELATIONS

OBJECTIVE : The objective of the course is to enhance the participants understanding of Indian Legal Environment relating to Industrial Relations. Emoluments and Welfare.

UNIT-I


UNIT-II


UNIT-III

Payment of Wages Act, 1936
Minimum Wages Act, 1948
Payment of Bonus Act, 1965

UNIT-IV

Factories Act, 1948
Mines Act, 1952
Bonded Labour Systems (Abolition) Act, 1976
Child Labour (Prohibition and Regulations) Act, 1986

BOOKS RECOMMENDED :

1. O.P. Malhotra : The Law of Industrial Disputes
2. S.C. Srivastava : Industrial Relations and Labour Laws
3. S.N. Mishra : Labour and Industrial Law
4. P.L. Malik : Industrial Law
5. H.K. Sanaray : Industrial and Labour Laws of India
M.C. 613-III b : MANAGEMENT OF ENVIRONMENT

OBJECTIVE: The objective of this course is to acquaint the students with the world of environment. This subject will teach students as to what are the impacts and aspects of each business activity in environmental terms and how businessmen are responsible towards environment.

UNIT-I


UNIT-II


UNIT-III

GATT/WTO provisions. Environmental Laws : Acts, Patents, IPRS, Role of NGO’s PIL; Pollution & Waste Management–Air, Water, Land Pollution, Trade in? Wastes; Water, Forest & Biodiversity Management : Water Resources, Dams and their role; Forest Products and Trade; Role of Biodiversity in International Trade; Approaches to Corporate Ethics; Bio-ethics.

SUGGESTED READINGS:


The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.
M.C. 613-IV b : SMALL BUSINESS MANAGEMENT

OBJECTIVE : The objective of this course is to highlight small business environment and the entrepreneurial and managerial problems in small industrial units.

UNIT-I


UNIT-II


REFERENCES :

M.C. 613-V b : WORLD TRADING AND MONETARY SYSTEM

OBJECTIVE: The objective of this course is to acquaint the students with the economic aspects relating to international trade. The course will provide an understanding of the theories of trade, different monetary institutions and the economic environment for international trade.

UNIT-I


UNIT-II


UNIT-III


UNIT-IV


REFERENCES:

1. B.O. Soderston & Geoffrey: International Economics
2. Kindlebenger: International Economics
3. Heller: International Trade, Theory & Empirical Evidence
4. Kraurs (Ed.): The Economic of Integrates
5. Grubel: International Economics
6. Singer, Hatti Tandon: International Commodity Policy
10. Foreign Exchange Manual “Reserve Bank of India”.
M.C.613 VI b : MANAGEMENT OF SERVICES

(TRANSPORT, TOURISM AND HOSPITAL)

OBJECTIVE : The objective of this course is to appraise the participants with the application of principles of management in hospitals, tourism and transport.

UNIT-I

Objectives and goals of transport undertakings, form of organization and organizational structure of transport undertakings, Direction and control function in transport undertakings. Pricing of transport services, transport routing and scheduling, transport financing and marketing of transport services.

UNIT-II

Definition of tourism and need for tourism. The birth, growth and development of tourism. Factors influencing growth of tourism– Tourism culture and economic development. Tourism and employment, Tourism and related developments such as social, political, educational etc. Tourism marketing concepts and importance–Marketing Functions in Tourism; Tourism marketing mix; Tourism pricing, Method of pricing–Tourism promotion: Advertising costs–steps in planning an advertising campaign: Tourism publicity.

UNIT-III

Health care and hospitals, Indian health care systems, hospital as sub-system of health care system, hospital functions, classification of hospitals, components of hospital system; changing role of hospital administration; need for managerial functional specialists; decision making in hospitals, understanding decision making process.

REFERENCES :

6. Fair and Williams : “Economics of Transport and Logistics”.
M.C. 614-Ib : COMPUTER APPLICATIONS IN COSTING

OBJECTIVES : In order to close the communication gap that separated the cost accountant from computer specialists. Student will be exposed to the steps that are taken for designing, establishment, and evaluation of computer based cost information system.

UNIT-I

Cost accounting information system - an overview.

Role of computers in cost accounting what cost manager should know about computer system.

Use of spreadsheet for computer based information system for cost decision making.

UNIT-II

Strategic and project planning for computer based cost information system.

Design, implementation and evaluation of computerised cost information system. In traditional as well as web based business environment.

BOOKS RECOMMENDED :

1. Applications in Cost Accounting : David M. Buehlamann et. al
2. Encyclopaedia of Cost Accounting Systems (Vol. 1, 2, 3)
614- II b : LEARNING ORGANISATION

OBJECTIVE : The course aims at informing the students with concept and theory of Learning Organisations in the context of contemporary environment.

UNIT-I

The Profile of Future Organisation.
The Pursuit of Excellence.
Corporate Learning as a Competitive Edge.
Meaning and Premises of Learning Organisation.
Distinctive Features of Learning Organisation.

UNIT-II

Developing a Capable Organization :
- Recruiting & Retention of Talented People.
- Building Core Competencies and Capabilities.
- Matching Organization Structure to Strategy.

UNIT-III

Seven Perspectives of Learning Organization.
The Organizational Learning Cycle.
Learning as Improving for Getting Better.
Systems Approach to Learning.
Organization as Learning Systems.
The Knowledge Creating Company.
Designing the Structure of Learning Organization.
Five Fold Discipline for Organizational Learning.
UNIT-IV

Sustaining the Learning Organization.

The Role of Leadership in Learning Organization.

Conditions for Learning Organizations.

Learning Organization and Managing Change.

SUGGESTED READINGS:


M.C. 614-III b : INSURANCE LEGISLATION

OBJECTIVE : The objective of this course is to familiarize the students with Principles and Practices of Insurance in general and the Indian context in particular.

UNIT-I


UNIT-II


RECOMMENDED BOOKS :

1. S. S. Srivastava : Insurance Administrator and Legislation in India.
5. Attitude Towards Life Insurance Cover : NCAER.
7. Black Skipper : Life and Health Insurance.
8. Mehr Osler : Modern Life Insurance.
M.C. 614-IV b : QUANTITATIVE MODELS FOR BUSINESS DECISIONS

OBJECTIVE : This course aims to apprise the students of various quantitative models that can be used in Business Decision Making.

UNIT-I

Two persons zero sum game, saddle point, 2×2 games, 2×n or m×2 games, Dominance, Formulation of m×n games. Sequencing Models and related problems. Quadratic programming, Integer programming. Goal Programming and Non-Linear programming, Queuing Theory, Single Server, Multiple Server, Simulation Monte Carlo. Simulation to Business Salvation.

UNIT-II


REFERENCES :

OBJECTIVE: The objective of the course is to acquaint the students with the latest developments in the area of International Finance and also to equip them with the techniques of management of risk and decision making relating to capital structure in the International Finance.

UNIT-I

Foreign Exchange Markets–Cash, Spot, Foreword and Options Markets.

UNIT-II


UNIT-III

Short term financial markets and management euro dollar and euro currencies. International dimensions of cash management.


UNIT-IV

Strategic decision making relating to capital structure and cost of capital in the context of international finance. Evaluation of foreign direct investment difficulties. Factors affecting investor’s cash flows. The adjusted present value technique and selecting the appropriate discount rates.

REFERENCES:

1. Levi : International Finance
2. Rodriguez and Caster : International Financial Management
4. Manju Aggarwal : International Finance
7. Shrin Rathore : International Accounting
10. S. Neelamegham : Competing Globally Challenge and Opportunities.
M.C. 614-VI b : REGULATORY FRAMEWORK FOR E-COMMERCE

OBJECTIVE : To develop the understanding of students relating to issues like privacy, jurisdiction, taxation etc. in web-based business environment.

UNIT-I

Cyberlaws, aims and salient provisions, cyber-laws in India and their limitations, taxation issues in e-commerce.

UNIT-II


BOOKS RECOMMENDED :


M.C. 615 : Viva-Voce

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Published by : Prof. A.K. Bhandari, Registrar, Panjab University, Chandigarh.