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

FACULTY OF BUSINESS MANAGEMENT AND COMMERCE

OUTLINES OF TESTS SYLLABI AND COURSES OF READING

FOR

M.COM. (BUSINESS ECONOMICS)[SEMESTER SYSTEM]
For the Session, 2016-2017
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.
3. The marks for Internal Assessment will be divided as follows:
   (a) Attendance: 20%
   (b) Written Assignments: 30%
   (c) Mid Semester Test: 50%

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 question 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.

<table>
<thead>
<tr>
<th>1ST SEMESTER</th>
<th>Marks</th>
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<tbody>
<tr>
<td>MB 6101 Micro Economics</td>
<td>100</td>
</tr>
<tr>
<td>MB 6102 Quantitative Methods in Business</td>
<td>100</td>
</tr>
<tr>
<td>MB 6103 Management Information System</td>
<td>100</td>
</tr>
<tr>
<td>MB 6104 Accounting for Managerial Decisions</td>
<td>100</td>
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<tr>
<td>MB 6105 Organizational Behavior</td>
<td>100</td>
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<tr>
<td>MB 6106 Marketing Management</td>
<td>100</td>
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<tr>
<td>MB6107 Workshop on IT and its application in Business</td>
<td>100</td>
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<td><strong>Total:</strong></td>
<td><strong>700</strong></td>
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## 2\textsuperscript{ND} SEMESTER

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Marks</th>
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<tbody>
<tr>
<td>MB 6108</td>
<td>Macro Economics</td>
<td>100</td>
</tr>
<tr>
<td>MB 6109</td>
<td>Financial Management and Policy</td>
<td>100</td>
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<tr>
<td>MB 6110</td>
<td>Corporate Tax Planning</td>
<td>100</td>
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<tr>
<td>MB 6111</td>
<td>Research Methodology in Commerce</td>
<td>100</td>
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<tr>
<td>MB 6112</td>
<td>Business Environment</td>
<td>100</td>
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<tr>
<td>MB 6113</td>
<td>Legal Framework of Business</td>
<td>100</td>
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<tr>
<td>MB 6114</td>
<td>Viva-Voce and Summer Training Project</td>
<td>100</td>
</tr>
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Total: 700

\textit{Note:} 1. After 2\textsuperscript{nd} semester Examination all students will be required to undergo summer training for 6-8 weeks in an organization approved by the Chairman/Head and submit a report thereon.

2. Summer Training Report will be submitted within two weeks of the commencement of third semester and viva-voce will be fixed within fifteen days thereof.

## 3\textsuperscript{RD} SEMESTER

<table>
<thead>
<tr>
<th>Course Code</th>
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<th>Marks</th>
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<tbody>
<tr>
<td>MB 7101</td>
<td>Operation Research</td>
<td>100</td>
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<tr>
<td>MB 7102</td>
<td>Business Forecasting and Econometrics</td>
<td>100</td>
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<tr>
<td>MB 7103</td>
<td>Project Planning and Control</td>
<td>100</td>
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<tr>
<td>MB 7104</td>
<td>Decision Making Under Uncertainty</td>
<td>100</td>
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<tr>
<td>MB 7105:</td>
<td>Business Ethics and Corporate Governance</td>
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\textbf{One of the following groups each with two papers}

\textbf{Group-A Banking and Insurance}

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Marks</th>
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<tbody>
<tr>
<td>MB 7106</td>
<td>Banking and Insurance Legislation</td>
<td>100</td>
</tr>
<tr>
<td>MB 7107</td>
<td>Financial Markets and Institutions</td>
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\textbf{Group-B Trade and Marketing}

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<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Marks</th>
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<tbody>
<tr>
<td>MB 7108</td>
<td>Industrial Structure and Performance</td>
<td>100</td>
</tr>
<tr>
<td>MB 7109</td>
<td>Foreign Trade and Foreign Business</td>
<td>100</td>
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Total: 700
**4\textsuperscript{TH} SEMESTER**

<table>
<thead>
<tr>
<th>Compulsory Papers</th>
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<tr>
<td>MB : 7201 Contemporary Indian Economy</td>
<td>100</td>
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<tr>
<td>MB : 7202 Business Policy and Strategic Management</td>
<td>100</td>
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<tr>
<td>MB : 7203 Consumer Behaviour</td>
<td>100</td>
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<tr>
<td>MB : 7204 Industrial Economics</td>
<td>100</td>
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<tr>
<td>MB: 7205 Viva \textit{voce}</td>
<td>100</td>
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</table>

**One of the following groups each with two papers**

**Group-A Banking and Insurance**

| MB :7206 | Marketing of Financial Services (Insurance and Banking) | 100 |
| MB :7207 | International Banking | 100 |

**Group-B Trade and Marketing**

| MB :7208 | Retail and Supply Chain Management | 100 |
| MB :7209 | International Business Laws | 100 |

**Total :** 700
Objective: The objective of the paper is to rigorously and comprehensively equip the students with theoretical concepts, methodology and process of reasoning involved in analyzing economic behavior of individuals, firms and markets.

Unit I

Demand elasticity: Definition, types, measurement, factors & importance.
Theory of production: Law of returns, law of variable proportion & returns to scale. Production function for a single & multiple products, technological progress & production functions.

Unit II


Unit III

Perfect Competition: Features, profit maximization and equilibrium of a firm & industry in short run & long run under perfect competition. Role of time element in price determination.

Unit IV

Monopolistic competition: Characteristics. A firm's short & long run equilibrium with differentiated products & selling costs (advertisement). The issue of excess capacity under monopolistic competition.
Oligopoly: Features, price leadership, kinky demand curve analysis, equilibrium under short run & long run.

Unit V

Rent: Meaning, types, Ricardian theory of rent, Modern theory of rent, quasi rent.
Interest: Meaning, Types, classical theory of interest, neo-classical theory of interest, liquidity preference theory of interest.


References:

4. H.L. Ahuja : Advanced Economic Theory
5. A. Koutsoyiannis : Modern Micro Economics
M. Com. (Business Economics)

MB 6102: QUANTITATIVE METHODS IN BUSINESS

Time: 3 Hours  Max. Marks: 100

External: 80
Internal: 20

Objective: The objective of the course is to acquaint the students with statistical techniques for managerial decision making with emphasis on their applications in business and economics.

Unit-I

Frequency distribution, graphical representation, Measures of Central Tendency: types of averages—(simple and weighted), median and mode, harmonic and Geometric mean. Measures of Dispersion: Range, Quartile deviation, Mean deviation, Standard deviation and Coefficient of variation.

Unit-II


Unit-III

Hypothesis Testing: Meaning of population, parameters and statistics, Central limit theorem, concept of Standard error, Confidential limit estimation of population parameters, properties of a good estimator, Point and interval estimation, hypothesis formulation and testing procedure, Type I and Type II errors, one tail and two tail tests- Sampling of Attributes- Estimation and testing Number and Proportions of Successes, Difference between two proportions.

Unit-IV

Sampling and Sampling Distributions. Large and Small Sample tests (Z-test, T-test and F-test). Applications of T-test- ANOVA- assumptions, procedure, one-way and two-way analysis of variance.

Unit-V

Non Parametric Test; Chi square, Run Test and Sign Test.

Statistical Decision Theory: Introduction, steps or stages of decision making theory, components, utility theory, decision making under uncertainty, decision making under risk and decision making under certainty, decision tree.

References:

Levin R.I. and D.S.

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<tr>
<th></th>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher/Location</th>
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<tbody>
<tr>
<td>3</td>
<td>Anderson</td>
<td>Quantitative Methods for Business Decision</td>
<td>Thomson</td>
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<tr>
<td></td>
<td>Barry Render, Ralph M</td>
<td></td>
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<td></td>
<td></td>
<td>Decision making</td>
<td>Thomson</td>
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<tr>
<td>5</td>
<td>Anderson</td>
<td>Introduction to Management Science: Quantitative Techniques for</td>
<td>Thomson</td>
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<tr>
<td></td>
<td>D.C. Sancheti &amp; V.K.</td>
<td></td>
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<tr>
<td>6</td>
<td>Kapoor</td>
<td>Statistics</td>
<td>Sultan Chand &amp; Sons, New Delhi</td>
</tr>
<tr>
<td>7</td>
<td>Sharma J.K.</td>
<td>Operations Research Theory and application</td>
<td>Macmillan India Ltd</td>
</tr>
<tr>
<td>8</td>
<td>Gupta S.P.</td>
<td>Statistical Methods</td>
<td>S Chand &amp; Sons, New Delhi</td>
</tr>
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</table>
MB 6103 : MANAGEMENT INFORMATION SYSTEM

Objective: The objective of this course is to acquaint the students with the technical environment of business. The focus of this course is to help the participants in challenges encountered in M.I.S. implementation

Unit I

MIS Definition - Characteristics - Evolution of MIS: Concepts; framework for understanding and designing MIS in an organization; MIS and other related disciplines: MIS and Management Accounting, MIS and Computer Science, MIS and OR, MIS and Organizational Behavior, MIS and Management.

Unit II

Concept of information: definition, features, types, process of generation and communication; quality of information; information overload; techniques for managing overload; summarizing; filtering; inferences and message routing. System concepts: definition, types and characteristics of system-control in systems: feedback: positive and negative; negative feedback control system, input, process and output control; law of requisite variety.

Unit III

Structure of MIS: Basic structural concepts: formal and informal information systems; public and private information systems; multiple approaches to the structure of MIS: Operational elements (physical components, process, and outputs for users), activity subsystems, functional subsystems and decision support synthesis of multiple approaches into a conceptual structure for MIS.

Unit IV

System Development and Implementation: System development methodologies; SDLC approach; prototyping approach and user development approach - Systems Analysis; Systems Design; Concepts of database and database design; system implementation; management of information system projects; system documentation - information systems audit. Security of information resources; threats to information resources; security systems for risk management. Enterprise Resource Planning Systems

Unit V

References:


2. Merrdick and Ross: "Information Systems for Management"


Objective: The course aims to acquaint the students about the concepts, techniques and methodology relevant to accounting function and to impart knowledge regarding their use in managerial decision making.

Unit-I


Unit-II

Marginal Costing and Break-even Analysis: Concept of marginal cost, marginal costing and absorption costing; cost volume profit analysis, break-even analysis. Assumption and practical applications of break-even analysis. Decisions relating sales mix make or buy decisions and discontinuation of a product line.

Unit-III

Budgeting: Definition of Budget, Essentials and budgeting kinds of budgets — Functional Budgets, Master Budget, Fixed and Flexible Budget, Budgetary control, Zero-Base Budgeting, Activity Based Budgeting.

Unit-IV

Standard Costing and Variance Analysis: Standard costing as a control technique, setting, of standards and their revision. Variance analysis — Meaning and importance, kinds of variances and their uses computation of material, labour and overhead variances.

Unit-V


References:

Objective: The objective of this course is to develop understanding among students about the organizational behaviour. The course will help them to understand and predict the human behaviour in organization.

Unit I
Organizational behaviour: concept & significance, contributing disciplines to OB, challenges and opportunities of OB. Individual behaviour: personality, perception, learning, attitude and values.

Unit II
Group dynamics & Group development: definition & importance, types of groups, group formation, group development, group composition, group performance factors, group cohesiveness, group decision making.

Team development: concept, importance, types of teams, factors affecting team performance, team building techniques.

Unit III
Leadership: Concept, leadership styles, theories- trait theory, behavioral theory, contingency theory, Harsey and Blanchard’s situational theory; Managerial grid; Likert’s School of leadership.

Motivation: need, importance, types, factors & theories of motivation- Need hierarchy, Two factor theory, Theory X and Theory Y, ERG, Expectancy model, Porter and Lawler model of motivation, Equity, Goal setting, McClelland’s need theory of motivation.

Unit IV
Interpersonal & Organizational Communication: Concept, importance of communication, communication process, types of organizational communication, barriers to effective communication, improving communication, Transactional analysis.

Organizational conflict: Concept, sources, patterns, levels of conflict, traditional & modern approach to conflict, functional & dysfunctional organizational conflicts, and resolution of conflicts.

Unit V
Organizational change: concept, process of organizational change, resistance to change, overcoming resistance to change.

Organizational development: meaning, significance, process of organizational development, organizational development interventions.

References:

1. Stephen Robbins, Organizational Behavior, Pearson Education
2. Fred Luthans, Organizational Behavior, Mc Graw Hill
3. Wagner, Organizational Behavior, Thomson Learning
4. S.S. Khanka, Organizational Behavior, S.Chand & Co., New Delhi
7. McSchane, Organization Behavior, TMH.
8. New Storm Davis Organization Behavior, TMH, New Delhi
10 Cummings, Thomas G. and Christopher G. Worley, Organisation Development and Change, Thomson Learning.
MB 6106 : MARKETING MANAGEMENT

Time : 3 Hours

Max. Marks : 100

External : 80
Internal : 20

Objective: The objective of the course is to familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.

Unit-I

Marketing tasks and Philosophies; marketing environment; the consumer market and buyer behavior, Strategic Marketing Process : Industrial Markets; Market Segmentation.

Unit-II

Market Measurement and forecasting, marketing of Services, Marketing Mix in Services, Concept of relationship marketing, Multi level marketing.

Unit-III

Decisions relating to product policy including branding and packaging; price policies and strategy channel decisions; management of physical distribution. Product Development, Product Life Cycle.

Unit-IV

Promotional decisions including management of personal selling, management of advertising and sales promotion; Marketing Control; International Marketing Tasks.

Unit-V


References :

3. Hunt, Shelby : Modern Marketing Theory
<table>
<thead>
<tr>
<th>No.</th>
<th>Author(s)</th>
<th>Title</th>
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<tbody>
<tr>
<td>10.</td>
<td>Subhash C. Mehta</td>
<td>Indian Consumers</td>
</tr>
<tr>
<td>13.</td>
<td>Hanson Wad</td>
<td>Principles of Internet Marketing.</td>
</tr>
<tr>
<td>15.</td>
<td>Zimmerman, Jan</td>
<td>Marketing on Internet.</td>
</tr>
</tbody>
</table>
Objective: The objective of the course is to expose the students with the use of IT technologies to solve business problems regarding various functional areas of business.

Unit-I


Unit-II

Introduction to Spread sheet- Understanding basic features of Spread sheet ï Statistical functions- Database Functions -Finance Functions - Logical statements and formula creation- Creating Charts.

Unit-III

Building decision models and data analysis through Spreadsheets - Forecasting Analyzing Financial Statements using accounting ratios - Project Appraisal IRR,NPV, MIRR - Inventory management ï EOQ and Quantity discounts- Leasing decisions ï Flexible budgets -Break even analysis-goal seek-scenario management and pivot table applications.

Unit-IV

Database management systems - Concept of database-features- components of DBMS, Types of databases hierarchical, network, relational,-Normalization- Database administrator- Data warehousing- Data mining .Features of RDBMS -Database design and application development ï Tables- creation- relationships- Forms designing forms queries- types of queries- reports- report design-use of RDBMS in business decisions.

Note: The workshop will include (a) Regular training of the students in labs and through interactions with experts and presentations. (b) Assigning a project to the students as per the curriculum of the subject (c) Internal Examination to be conducted by the subject teacher (e) Presentation session of the students on the assigned project.

References:

Objective: Macro economics or aggregate economic Analysis establishes the functional relationship between the large aggregates. The aggregate analysis has assumed such a great significance in recent times that a prior understanding of macroeconomic theoretical structure is considered essential for the proper comprehension of different issues and policies.

Unit-I
Consumption function, theories of consumption function, factors affecting the level of aggregate consumption, average and marginal propensity to consume, propensity to save, psychological law of consumption and its importance.


Unit-II

Inflation and Macroeconomic policies: Cost push and demand pull theories of inflation. Measures to control inflation.

Unit-III
Money and Banking: Money: Definition, functions and role.

Quantity theory of money: Fisherâs equation, Cambridge equation,. Keynesian Liquidity preference theory.

Banking: Major functions of commercial banks and process of credit creation.

Unit-IV
Classical theory of income output and employment, Keynesian theory of income, output and employment. Evaluation of Keynesian theory. Keynesian theory and underdeveloped countries

Unit-V
References:

1. J. Aschheim and C. Hiech: Macroeconomics: Income and Monetary theory


3. Edward Shapiro: Macro economics

4. H.L. Ahuja: Advanced economic theory


MB 6109: FINANCIAL MANAGEMENT AND POLICY

Objective: The objective of the course is to help the students in planning, organizing, directing and controlling the financial activities such as procurement and utilization of funds of the enterprise.

Unit-I


Unit-II


Unit-III

Working Capital Management: Need for Working Capital: Determinants of Working Capital Requirements and their Estimation; Sources of Working Capital Finance; Management of Cash and Inventory.

Unit-IV

Dividend Decisions: Forms of Dividends; Objectives of Dividend Policy; Dividend Theories (Walter, Gorden and Modigliani and Miller Models).

Unit-V

Emerging Areas of Corporate Finance: Lease Financing; Venture Capital Financing; Corporate Restructuring – Mergers, Acquisitions, Takeovers and Privatisation (Motives behind them and their cost-benefit analysis).

References:


MB 6110 CORPORATE TAX PLANNING

Time: 3 Hours
Max. Marks: 100
External: 80
Internal: 20

Objective: The primary objective of this course is to make the students familiar with relevant provisions of the taxation for entrepreneurs. At the conclusion of the paper students will have a thorough knowledge about the Direct and Indirect Taxation System prevalent in India.

Unit I

Introduction to Corporate taxation: Importance of tax planning as a management decisions, minimizing tax liability: tax evasion, tax avoidance and tax planning, objectives and basis of tax planning, key terms related to tax assessment of companies: Indian company, domestic company, foreign company, investment company, residential status of a company, scope of total income, carry forward and set of losses, minimum alternative tax, provisions related to tax assessment of companies, tax assessment rates and exemption limit for companies.

Unit II

Tax planning for different entities: tax provisions for new businesses, export business, industrial undertakings and infrastructural development undertakings, SEZs, business in special category states, hotel industry, telecom industry, entertainment industry, IT, power, shipping and aircraft, oil and minerals, construction and retail business, related tax deductions allowed to respective industries, business restructuring and tax planning: tax and relief provisions under merger, amalgamations and acquisitions, demerger.

Unit III

Tax planning vis-à-vis, managerial decisions: capital structure decisions in wale of tax planning, provisions related to tax on dividend and deductions allowed, tax planning through bonus shares, lease or buy decisions, make or buy decisions, repair/replacement decisions, tax planning through employees remuneration: fringe benefits of tax, ESOPs, double taxation relief, advance tax payment procedure, TDS: tax on salary, interest, dividend interest.

Unit IV

Value Added Tax- Its features, terms, definitions, procedure of assessment, filling of returns, Central sales tax act: objectives, key terms and provisions, service tax: general principles, charge and exemptions, registration and mode of payment.

References:
1. Agarwal K.K., Corporate tax planning, Atlantic publishers and distributors.
2. Agarwal K.K., Direct tax planning and Management, Atlantic publishers and distributors.
MB 6111: RESEARCH METHODOLOGY IN COMMERCE

Time : 3 Hours                                   Max. Marks : 100

External : 80                                    Internal : 20

Objective: The objective of this paper is to impart knowledge about various stages of the research processes and their application in Commerce and Management Education.

Unit-I

Introduction to research in Business- meaning of research, types of research, purpose of research, qualities of a researcher. Choosing the research problem. General phases and principles of research procedure. Scientific Method- definition, stages of scientific study.

Unit-II

Data Collection- Types of data, use of bibliographical data in research- use of books, periodicals and encyclopedia. Case Study method, Survey method- Observation method, Interview method, Questionnaire method, designing questionnaires and schedule. Selection of method- advantages and disadvantages of various methods.

Unit-III

Formulating hypothesis- meaning and types of hypothesis, hypothesis testing procedure, errors in hypothesis testing. Review of sampling methods, sampling designs, scaling techniques, research designs.

Unit-IV

Presentation of Information- Analysis of information- classification, tabulation and interpretation. Presentation of data, and its applications,. Pictorial presentation. Composition of information ( quotation, footnotes, bibliography, tables, abbreviations.). Style of writing, coordinating contents-Front matter (blank sheet, title page, dedication, preface, table of contents, list of tables, list of figures, list of appendices etc.-) Text proper ( chapter wise information)- Back matter ( appendices, glossary, bibliography, index, blank sheet)

Unit V

Multivariate Analysis- an overview of dependence and interdependence methods ( multiple regression, discriminate analysis, conjoint analysis, factor analysis, cluster analysis), Research findings and preparation and writing of Research Report.

References:
Objective: The objective of this course is to acquaint the students with the concept of Business Environment. This course will help the students to understand the impact of environmental changes on business.

Unit-I
Nature, Role and changing profile of business environment; Micro & Macro environments and their significance for business.

Unit-II
Social responsibility of Business, Social Audit; Role of business pressure groups in changing Business Environment.

Unit-III
Indian Economic Environment; Indian Economic System ľ its basic features, promotional and regulatory role of State; Economic planning process in India; Current central budget plan and implications of economic policies for business.

Unit-IV
Institutional infrastructure for Export in India. Indiaâ€™s export performance; Indiaâ€™s export-import policy. Trade liberalization and incentives, Role of SEZ.

Unit-V
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.

References:
7. Ramchandran, K.S. : Global Trade-Challenges and Opportunities.
MB 6113: LEGAL FRAMEWORK OF BUSINESS

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Objective: The objective of this course is to acquaint the students with various laws related to business. This will help them to conduct business effectively.

Unit-I

Corporate personality, features of company, registration and incorporation, memorandum of association, articles of association, prospectus, shares, shareholders and members.

Unit-II

Management of companies: directors, their appointment, duties, liabilities and powers. Meetings of a company. Borrowing power of the company, charges and their registration. Prevention of oppression and mismanagement, winding up of a company; compulsory winding up and voluntary winding up.

Unit-III

Objectives of Foreign Exchange Management Act, provisions of FEMA dealing with regulation and management of foreign exchange, economic offences and penalties. Objectives of SEBI, provisions of SEBI and dealing with takeover and substantial acquisition of shares, buyback of shares and investor protection.

Unit-IV


Unit-V

Labour Law: Factories Act; Industrial Disputes Act; Workman’s Compensation Act. Payment of Wages Act, Payment of Bonus Act

References:

1. V.S. Datey : Student’s Guide to Economic Laws
2. Avtar Singh : Company Law
3. V.S Datey : Student’s Guide to Company Laws
After the Completion of Second Semester Examination the students will go on 6-8 Weeks summer training in various Industrial undertakings, banking and financial services institutions, and Retail Sector organizations, undertake a project there to study a particular problem and file three copies of summer training report within 15 days completion of the training. The student has to file a certificate of completion of training issued by training organization. A VIVA-VOCE Examination will be conducted by the External examiner appointed by the University on the problems undertaken in the summer training report. Principal of the College/Chairperson of the Department must appoint one internal supervisor for the guidance of the student regarding the Summer Training Project. The Internal supervisor will also be acting as Internal Examiner at the time of Conduct of VIVA-VOCE and sit with External Examiner.
Objective: The objective of the course is to acquaint the students with the application of Operations Research to business and industry and help them to grasp the significance to analytical approach to decision making.

Unit-I
Evolution, methodology and role of Operation Research in decision making. Meaning, Assumptions, advantage scope and limitations of LPP. Formulation of LPP, Graphical Method, simplex method, Duality, Sensitivity Analysis

Unit-II
Transportation model, Special cases in transportation problems, unbalanced problems, degeneracy, maximization objective and multiple optimal solutions, least time transportation.
Assignment model, Special cases in assignment problems, unbalanced problems, degeneracy, maximization objective and multiple optimal solutions, least time Assignment model.

Unit-III
Inventory Control Models; Meaning, Type, Scope, Importance, Models, Economic Order Quantity, Reorder Point, Quantity discount Models, Safety Stock, Approaches to Inventory Analysis.
Decision Theory, Decision Making under uncertainty, Maximax, Maximin, Criteria of Realism, Equally Likely, Minimax Regret, Decision Making Under Risk- Expected Monetary Value, Expected Value of Perfect Information, Expected Opportunity Loss, Decision Trees

Unit-IV
Game Theory, Dominance Graphical Method 2x2 games. Saddle point, Pure and Mixed strategies, Sequencing.

Unit-V
Queuing Theory: Characteristics, Single Channel with Poisson Arrival and Exponential Service, Multiple Channel with Poisson Arrival and Exponential Service.
Simulation Modeling: Advantages and Disadvantages, Monte Carlo Simulation to Business solution. Simulation and Inventory Analysis.

References:
5. Vohra, N.D., Quantitative Techniques in Management; Tata McGraw Hill Publishing Company Ltd
Objective: The objective of this course is to expose the participants to the concept and methods of business forecasting.

Unit-I

Meaning and Importance of Business Forecasting in Good Decision Making; Important Considerations for Forecasting (Objectives, Cost Function, Model Specification), Business Forecasting in Practice.

Smoothing Techniques: Trends, Moving Averages, Exponential Smoothing, Holts Linear Exponential Smoothing, Holt-Winters' Forecasting Technique, Forecasting by Z chart and Decomposition Analysis.

Unit-II


Unit-III

Econometric and Time Series Models- I


Multivariate Approach: Co-integration-Concept and Test; Co-integration Regression, Error Correction Mechanism.

Unit-IV


Volatility Modeling: ARCH and GARCH Models.

References:

MB 7103: PROJECT PLANNING AND CONTROL

Time: 3 Hours
Max. Marks : 100
External : 80
Internal : 20

Objective:
The course aims at acquainting the students with the subject of project management and also nature, significance and problems of small business with special reference to India.

Unit-I
Private commercial criteria for project choice, project cycle, feasibility, marketing feasibility, financial feasibility. Technical Feasibility.

Unit-II
Brief outline of social cost benefit analysis: rationale, UNIDO and little Mirrlees approaches, shadow 3 prices and conversion factors, applications in India.

Unit-III
Planning and scheduling networks, critical path, PERT model, CPM model, PERT/cost, resource leveling and allocation.

Unit-IV
Small Business : Concept and definition, Nature and characteristics, Rationale and objectives of small business, Role of small business in modern Indian economy, Organizational structure and ownership pattern of small scale business, Growth of small business in India, Small entrepreneur in International business. Problems of small business, Industrial sickness in S.S.I. Causes, consequences and remedial measures.

Unit-V

References:
3. IMD little and J.A. Mirrlees : Project Apraisal and Planning in Developing Countries.
8. D. Anderson : Small industry in developing countries.
Objective: The aim of this course is to expose the students to the concept of uncertainty and how to take decisions under uncertainty.

Unit-I: Choice under Uncertainty

Introduction to Risk, Differentiate Risk from Uncertainty, Measurement of Risk, Probability, expected value, deviation from it; attitude towards risk : risk aversion, preference, neutrality (representation through indifference curves), coping with risk : diversification, insurance; role of information, choice between risk and return, the consumer’s optimum decision.

Unit II: Strategic Behaviour (Game Theory)

Importance of strategic behaviour in economic decision making, co-operative and non-co-operative games; different equilibrium concepts: dominant strategy equilibrium, Nash equilibrium in pure and mixed strategy; repeated games, sequential games, subgame perfect Nash equilibrium and non-credible threats; applications: Cournot and Bertrand models, entry deterrence and commitment models.

Unit-III: Market Failure


Unit-IV: Asymmetric Information and Markets


Unit-V: Stochastic Process

Random variables, random vectors, dependence and independence, definition of stochastic process, Brownian motion, Bernoulli process, Markov chain and continuous time Markov processes; application in finance, exchange rate markets.

References:


**MB 7105: BUSINESS ETHICS AND CORPORATE GOVERNANCE**

Time : 3 Hours  
Max. Marks : 100

External : 80  
Internal : 20

**Objective:** The objective of the course is to highlight the need, importance of business ethics and corporate governance in the era of globalization to match the high standards of transparency, level and efficiency and effectiveness in corporate sector.

**Unit-I**


**Unit-II**

Complexity of Ethical Issues: Conflicts in decision making from ethical and economic point of view, Ethical Dilemma, Solving ethical dilemma Managerial integrity and decision making. Ethical Leadership: Personal Integrity and self development — wisdom based leadership. Corporate Governance: History of Corporate form and models, Corporate Objectives and goals, Ownership pattern — Issues in managing public limited firms — Agency problems. Nature & Evolution of Corporate Governance:

**Unit-III**

Global and National Perspectives — Global Corporate Governance models, Anglo American and Relationship model (Germany, Japan and France) Claims of Various Stakeholders, Why governance — Changes in eighties Cadbury Report, Hampel Report and OECD Committee Recommendations.

**Unit-IV**

Internal Corporate Governance Mechanism: Board of Directors — Functional Committees of Board; Code of conduct, whistle blowers. External Corporate Governance Mechanism: Regulators, Gate keepers, Institutional Investors,

**Unit-V**

Corporate Governance Ratings Corporate Governance in India: corporate form in India 50s to 90s — developments in Corporate Governance in India in nineties and 2000s — CII, Kumaramangalam, Naraynamoorthy, Legal and Regulatory Changes — introduction and modification of Clause 49, Corporate governance in practice in India.
References:

4. Fernando, A C., Corporate Governance, Pearson Education.
MB 7106: BANKING AND INSURANCE LEGISLATION

Time : 3 Hours
Max. Marks : 100
External : 80
Internal : 20

Objective: The objective of this paper is to study the legal framework for carrying Banking and Insurance operations in India

Unit-I
Negotiable Instrument Act 1881, Banking Regulation Act 1949 (study to be based on case law).

Unit-II

Unit-III
Transfer of Property Act 1882( Sections 3,5,6,8,58,60,65,67,130)
Code of Criminal Procedure 1973( Sections 91,102,162,349)

Unit-IV
IRDA Act, Insurance Act (1938) (Section 2, 40, 64 (b) 102, 103, 104, 114, Regulations issued by IRDA under Section 114 of Insurance Act.) Public Liability Insurance Act 1991.

Unit-V
Selected Sections : of Motor Vehicle Act 1988 (Section 140, 141, 142, 14)
Indian Railways Act 1989 (Section 124, 124A & 125)
Indian Post Office Act (Section 30 to 33)
Workmen's Compensation Act 1923 (Section 2 & 4)
Employee State Insurance Act 1948
Consumer Protection Act ,1986
Law related to Marine Insurance
Introduction to FEMA 2000
References:

1. Taxmann's: Insurance Act 1938
2. IRDA: IRDA Act
5. Varshney, P.N.: Banking Law and Practice
MB 7107: FINANCIAL MARKETS AND INSTITUTIONS

Objective: The aim of this course is to expose the students to financial system of the country, capital markets, money markets and derivative markets.

Unit-I


Unit-II

Capital market I: Introduction functions and types of capital market. Primary market : Introduction, regulatory framework, free pricing regime, IPOS (SEBI provisions including book building on line IPOs, green shoe option). Brief about GDRs, ADRs, FCCBs, ECBs. Recent trends in IPOs.

Unit-III


Unit-IV

Money Market: Introduction, steps to develop money market in India, call money market, treasury bills market, commercial bills market, markets for commercial papers and certificate of deposits. Players in money market. DFHI, Money market and monetary policy.

Unit-V

Markets for future, option and other financial derivatives foreign exchange markets, introduction to mortgage markets.

References:

5. Discount and Finance : Annual Reports Discount & Finance House of India
M. Com. (Business Economics)

MB 7108: INDUSTRIAL STRUCTURE AND PERFORMANCE

Time: 3 Hours  Max. Marks: 100

External: 80  Internal: 20

Objective: The paper aims to study the structure, conduct performance, Market Performance, Public Policy towards Market Structure, Conduct and Performance of Modern corporate firms.

Unit-I

Ownership and Control Structure of Modern Corporate Firms.

Separation of Ownership from Control and Management: Causes and Consequences. Owner, Majority, Minority, Nominal/Managerially controlled firms.


Unit-II

Market Structure of an industry: Concept, measurement and determinants of Sellers Concentration; Concept of Countervailing Power and Buyer's Concentration; Barriers to Entry; Stochastic Determinants of Market Structure. Government Policies and Market Structure. Seller's Concentration and Market Power.

Firms Structure and determinants of Firm's Market Power: Market Share, Vertical Integration; Diversification; Mergers; Multi-plant operations; Product Differentiation and advertisement.

Unit-III


Unit-IV


Structure, Conduct and Technological Performance of an industry: Research & Development and innovations under different Market Structures.

Evolution of Government of India’s policy towards Monopolistic, Restrictive & Unfair Trade Practices; Mergers, Amalgamations and Takeovers.

Competition Policy in the UK, USA and India.

References:


MB 7109 : FOREIGN TRADE AND FOREIGN BUSINESS

Time : 3 Hours
Max. Marks : 100
External Exam. : 80
Internal Exam. : 20

Objective: The objective of this course to highlight the International Environment including relationships between Business, Government, Economic Groupings, and The Consumer. The course will also highlight the problems encountered and issues raised in managing overseas business.

Unit-I

Absolute and comparative advantage, gains from trade ï Adam Smith, David Ricardo, production possibility curve, Indifference Curves, offer curves, free trade equilibrium. Heckscher ï Ohlin Model ï factor prices, factor intensities, factor reversals, comparative advantage, factor price equalization, Leontief paradox.

Unit-II

Modes of international business ï merchandise exports and imports, trade in services, investment including direct and portfolio investment. Environment facing business ï cultural including language, religion, behavioural practices, Calvin and Hobbes study, Hofstede and culture. Political and legal environment including WTO, Economic Environment.

Unit-III

Foreign Direct Investment ï Growth, Direction, Source, Horizontal and Vertical direct Investment. Product life cycle theory, location specific advantages (Dunning), Michael Porterïs Diamond model and national competitive advantage. Regional economic integration ï Free Trade Area, Customs Union, Common Market, Customs Union.

Unit-IV


Unit-V


References :

1. International Economics ï Bo Sodersten and Geoffrey Reed.
2. International Business ï John Daniels and Lee Radebaugh.
3. International Business ï Charles W. Hill.
Objective: The course is designed for graduates from any discipline who wish to acquire a professional, theoretical and practical understanding of the major developments and issues in contemporary Indian Economy

Unit-I
Changes in the Indian Economy: Analyzing the structure and growth performance of Indian economy since independence.

Unit-II
Inter Sectoral Balance: Agriculture, industry and infrastructure, service sector led growth

Unit-III
Challenges of development: Poverty, education, employment, MDG( Millennium Development Goals) & SDG( Sustainable Development Goals), Demographic Dividend

Unit-IV
Public Finance: Fiscal Imbalances in Indian Economy, Sustainability of Public Debt and Fiscal Deficits in Central and State Finances

Unit-V
External Sectors: Analysis of trade policies in post Reform period, Liberalized Exchange rate system, trends and problems of Foreign Direct Investment and Foreign Institutional Investment in India, WTO and India

References:


MB 7202: BUSINESS POLICY AND STRATEGIC MANAGEMENT

Time : 3 Hours

Max. Marks : 100

External : 80

Internal : 20

Objective: This course focuses on organizational strategy and managing for sustained competitive advantage. It is based on the premise that companies can become and remain successful if managers have an appropriate vision and plan for running the organization, and if they carry out the plan proficiently.

Unit-I


Strategic analysis and choice - Environmental Analysis (ETOP, PEST analysis) Industry analysis and Competitive analysis (Organizational Capability Profile, Strategic Advantage Profile, industry Life cycle, Porter’s Five Forces Model, Mc Kinsey’s 7s Framework), Creating competitive advantage, Internal resources analysis and identification of core competencies of the firm (VRIO framework, Porters Value Chain, Resource Capability Profile, Financial Analysis), Developing a vision for the firm.

Unit-II


Unit-III


Unit-IV

Unit-V


References:

Objective: To provide a conceptual base for understanding the behavior of consumers within the marketing system in a society. Actual marketing research of corporations will be considered in developing the application side of the consumer topics discussed in class.

Unit 1


*Situational Influence on Consumer’s Decision and the Decision Models*: Nature of Situational Influence, Situational Variables, Types of Consumer Decisions, Nicosia Model of Consumer Decision-making (Conflict Model), Howard-Sheth Model (also called Machine Model), Engel-Kollat-Blackwell (EKB) Model.

Unit 2


*Consumer Attitudes*: Introduction, Functions of Attitude, Attitude Models, Factors that Inhibit Relationship between Beliefs, Feelings and Behaviour, Learning Attitudes, Changing Attitudes, Attitude Change Strategies.

Unit 3

*Consumer Personality*: Introduction, Self-concept, personality Theories, Brand Personality, emotions.


Unit 4


*Consumer Learning, Memory and Involvement*: Components of Learning, Behavioral and Cognitive Learning Theories.
References:


5. Hawkins Dell, Roger J. Best, Kenneth A. Conej, Consumer Behaviour, Building Marketing Strategy
M. Com. (Business Economics)

**MB: 7204: INDUSTRIAL ECONOMICS**

Time : 3 Hours

Max. Marks : 100

External Exam. : 80

Internal Exam. : 20

**Objective:** The objective of the course is to acquaint the students with economic concepts applied to industrial behavior. The course makes students capable to analyze and take decisions in respect of a firm’s or industry’s operations.

**Unit-I**


**Unit-II**

Economies of size: Economies of size, vertical and horizontal integration, diversification, economies of scale and scope. Merger, Acquisition and takeover, innovation, export led industrialization, economies of location and spatial structure. Economies of ownership structure.

**Unit-III**


**Unit-IV**


**References:**

Comprehensive Viva based on all the four (4) Semesters

The Comprehensive VIVA-VOCE will be conducted at the end of the 4th Semester by the External Examiner appointed by the University. The VIVA-VOCE will be based on the content of the subjects studied by the student during the all four semesters.
MB 7206: MARKETING OF FINANCIAL SERVICES (INSURANCE AND BANKING)

Time : 3 Hours
Max. Marks : 100
External : 80
Internal : 20

Objective: The objective of this course is to help the participants to understand the conceptual framework of marketing management in banking and insurance sector.

Unit-I

Unit-II

Unit-III

Unit-IV
Banking Products and Services: Deposit Products Credit Products, Fee Based Products, Bank Marketing Features of Retail Banking, Cooperate Banking and Core Banking. Market Planning and Strategies in Banks Vis-À-Vis Banking Regulations Covering Structural and Prudential Regulations and Investor Protection, Service Marketing Mix for Banks.

Unit-V
Channels of Distribution for Banks, Direct Selling In Banks Types of Branches, Electronic Banking, Internet Banking, Online Banking, Segmentation of Banking Services, Product and Pricing Strategy in Banks, Principles of Customer Relations in Banks, Relationship and Transaction Banking.

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Objective: The objective of this course is to expose the students to the operations and working of international banks.

Unit-I
Introduction To International Banking; Organizational Features of International Banking; Contributory Factors for Growth of International Banking; Intermediation and Resource Allocation, Policy Implications of International Banking, Correspondent Banking, Resident Representatives, Bank Agencies, Foreign Branches, Foreign Subsidiaries and Affiliates, Consortium Banks.

Unit-II

Unit-III

Unit-IV

Unit-V
International and Regional Financial Centers Offshore Banking, Growth, Features and Functioning, Major off Shore Centers, Supervision of Off Shore Banking. International Monetary Fund International Bank for Reconstruction and Development. India in international Banking; operations of Indian banks.

References:
1. International Banking Principles and Practice, edited by Emmanuel N. Roussakis.
MB 7208: RETAIL AND SUPPLY CHAIN MANAGEMENT

Time : 3 Hours

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Objective: The objective of this course is to help the participants to understand the concept of retailing and supply chain management.

Unit-I

Retailing and types of retailers – Specialty Store, Department Store, Supermarket, Convenience Stores, Discount Store, Importance of Retailing in the marketing strategy. Types of Retail Organizations – Chain Store, Co-Operatives, Franchise, Conglomerates.

Unit-II


Unit-III

Concept of logistics, physical distribution and supply chain. Importance of supply chain for retail outlets, Systems approach to supply chain, activity centers. Concept of service package, service quality – concept and measurement.

Unit-IV


Unit-V


Books:

2. Logistics Business Management – Ballou Ronald H.
4. Supply Chain Management – Chopra Sunil and Meindl Peter.
MB 7209: INTERNATIONAL BUSINESS LAWS

Time : 3 Hours
Max. Marks : 100
External : 80
Internal : 20

Objective: The objective of this course is to expose the participants to the basic legal principles and issues involved in international business.

Unit-I

Unit-II
Export/import contracts for products, uniform law on international sale of goods : project export contracts; service contracts; contracts with shipping, air and overland. The carriage of goods and the liability of air and sea carrier.

Unit-III
Issues regarding methods of payments laws and overseas distribution; technology imports; regarding protection to intellectual WTO and property rights, patents trade marks, inventions, intellectual property rights.

Unit-IV
Marine insurance, foreign investment laws, international taxation and double taxation agreements international conventions and trade laws, international arbitration.

Unit-V

References:
3. Govt. of India, Handbook of Import Ý Export Procedures.
6. Schaffer, Earle, Agust Ý GATT Law and World Trade Organisation

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