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, 2017-18

(For Regular College/University/USOL Students)
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:

For Regular Students:
(a) Attendance : 20%
(b) Written Assignments : 30%
(c) Mid Semester Test : 50%

For University School of Open Learning (USOL) Students:
100% Internal Assessment will be based on Written Assignments

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

### SEMESTER-I

<table>
<thead>
<tr>
<th>Paper</th>
<th>Course Code</th>
<th>Course Title</th>
<th>Marks</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>M.C.101</td>
<td>MANAGERIAL ECONOMICS</td>
<td>100</td>
</tr>
<tr>
<td>2</td>
<td>M.C.102</td>
<td>QUANTITATIVE METHODS FOR BUSINESS</td>
<td>100</td>
</tr>
<tr>
<td>3</td>
<td>M.C.103</td>
<td>MODERN ACCOUNTING THEORY &amp; REPORTING PRACTICES</td>
<td>100</td>
</tr>
<tr>
<td>4</td>
<td>M.C.104</td>
<td>ORGANISATION THEORY AND BEHAVIOUR</td>
<td>100</td>
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<tr>
<td>5</td>
<td>M.C.105</td>
<td>MARKETING MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td>6</td>
<td>M.C.106</td>
<td>MANAGEMENT INFORMATION SYSTEM</td>
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<tr>
<td>7</td>
<td>M.C.107</td>
<td>WORKSHOP ON IT APPLICATIONS IN COMMERCE</td>
<td>100</td>
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<tr>
<td></td>
<td>M.C.107 A</td>
<td>IT APPLICATIONS IN COMMERCE (For USOL Students Only)</td>
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### SEMESTER-II

<table>
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<tr>
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<tbody>
<tr>
<td>1</td>
<td>M.C.201</td>
<td>BUSINESS ENVIRONMENT</td>
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</tr>
<tr>
<td>2</td>
<td>M.C.202</td>
<td>RESEARCH METHODOLOGY IN COMMERCE</td>
<td>100</td>
</tr>
<tr>
<td>3</td>
<td>M.C.203</td>
<td>FINANCIAL MANAGEMENT AND POLICY</td>
<td>100</td>
</tr>
<tr>
<td>4</td>
<td>M.C.204</td>
<td>PRODUCTION AND MATERIALS MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td>5</td>
<td>M.C.205</td>
<td>OPERATIONS RESEARCH</td>
<td>100</td>
</tr>
<tr>
<td>6</td>
<td>M.C.206</td>
<td>BUSINESS POLICY &amp; STRATEGIC MANAGEMENT</td>
<td>100</td>
</tr>
<tr>
<td>7</td>
<td>M.C.207</td>
<td>SUMMER TRAINING REPORT AND VIVA VOCE</td>
<td>100</td>
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<td></td>
<td>M.C.207 A</td>
<td>ENTREPRENEURSHIP DEVELOPMENT AND PROJECT MANAGEMENT (For USOL Students Only)</td>
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<td></td>
<td>OR</td>
<td></td>
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<tr>
<td></td>
<td>M.C.207 B</td>
<td>FINANCIAL SERVICES (For USOL Students Only)</td>
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(ii)
**SEMESTER-III**

<table>
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<th>Marks</th>
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<tbody>
<tr>
<td>1</td>
<td>M.C.301</td>
<td>BUSINESS PERFORMANCE MEASUREMENT</td>
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<tr>
<td>2</td>
<td>M.C.302</td>
<td>TAX PLANNING AND MANAGEMENT</td>
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For Paper 3, Paper 4, Paper 5, Paper 6 Students has to select two groups from the given groups A to F having two papers each. (MC. 303 to MC. 314)

<table>
<thead>
<tr>
<th>Paper</th>
<th>Course Code</th>
<th>Course Title</th>
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</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>M.C.315</td>
<td>MC. 315-WORKSHOP ON FINANCIAL MARKETS AND INSTRUMENTS (For Regular Students Only)</td>
<td>100</td>
</tr>
<tr>
<td>4</td>
<td>M.C.315 A</td>
<td>FINANCIAL MARKETS AND INSTRUMENTS (Theory paper For USOL Students Only)</td>
<td>100</td>
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</table>

Total 700 Marks

**Group A: Marketing**
- MC. 303 Integrated Marketing Communication & Brand Equity 100 Marks
- MC. 304 Marketing Research 100 Marks

**Group B: Human Resource Management**
- MC. 305 Human Resource Development 100 Marks
- MC. 306 Industrial Relations 100 Marks

**Group C: International Business**
- MC. 307 India’s Foreign Trade and Investment 100 Marks
- MC. 308 Management of International Business Operations 100 Marks

**Group D: Accounting & Finance**
- MC. 309 Strategic Cost Management 100 Marks
- MC. 310 International Accounting 100 Marks

**Group E: Applied Economics**
- MC. 311 Industrial Economics 100 Marks
- MC. 312 Applied Econometrics 100 Marks

**Group F: Banking and Insurance**
- MC. 313 Bank Management 100 Marks
- MC. 314 Insurance Management 100 Marks

(iii)
**SEMESTER-IV**

<table>
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<th>Paper</th>
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<th>Title</th>
<th>Marks</th>
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<tbody>
<tr>
<td>Paper 1</td>
<td>M.C.401</td>
<td>PROJECT PLANNING AND CONTROL</td>
<td>100</td>
</tr>
<tr>
<td>Paper 2</td>
<td>M.C.402</td>
<td>KNOWLEDGE MANAGEMENT</td>
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</tr>
<tr>
<td>Paper 3</td>
<td>M.C.403</td>
<td>BUSINESS ETHICS AND CORPORATE GOVERNANCE</td>
<td>100</td>
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Every student has to select any one group from the two groups selected in the third semester.

(Selected group in the 4th semester will be having three papers) (MC. 404 to MC. 421)

<table>
<thead>
<tr>
<th>Paper</th>
<th>Code</th>
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<th>Marks</th>
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<tbody>
<tr>
<td>Paper 4</td>
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<td>Select Group from A-F</td>
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<tr>
<td>Paper 5</td>
<td></td>
<td>Select Group from A-F</td>
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<tr>
<td>Paper 6</td>
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<td>Select Group from A-F</td>
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<tr>
<td>Paper 7</td>
<td>M.C.422</td>
<td>COMPREHENSIVE VIVA-VOCE</td>
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<table>
<thead>
<tr>
<th>Group A: Marketing</th>
<th>Code</th>
<th>Title</th>
<th>Marks</th>
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</thead>
<tbody>
<tr>
<td>MC. 404</td>
<td></td>
<td>Advertising and Sales Management</td>
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</tr>
<tr>
<td>MC. 405</td>
<td></td>
<td>Services Marketing</td>
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<tr>
<td>MC. 406</td>
<td></td>
<td>Consumer Behavior</td>
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<table>
<thead>
<tr>
<th>Group B: Human Resource Management</th>
<th>Code</th>
<th>Title</th>
<th>Marks</th>
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<tbody>
<tr>
<td>MC. 407</td>
<td></td>
<td>Organizational Change and Development</td>
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<tr>
<td>MC. 408</td>
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<td>Training and Development</td>
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<tr>
<td>MC. 409</td>
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<td>Compensation Management</td>
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<thead>
<tr>
<th>Group C: International Business</th>
<th>Code</th>
<th>Title</th>
<th>Marks</th>
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<tbody>
<tr>
<td>MC. 410</td>
<td></td>
<td>International Business Environment</td>
<td>100</td>
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<tr>
<td>MC. 411</td>
<td></td>
<td>Global Financial Management</td>
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<tr>
<td>MC. 412</td>
<td></td>
<td>International Marketing Management</td>
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<thead>
<tr>
<th>Group D: Accounting &amp; Finance</th>
<th>Code</th>
<th>Title</th>
<th>Marks</th>
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<tbody>
<tr>
<td>MC. 413</td>
<td></td>
<td>Advanced Corporate Accounting</td>
<td>100</td>
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<tr>
<td>MC. 414</td>
<td></td>
<td>Security Analysis and Portfolio Management</td>
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<tr>
<td>MC. 415</td>
<td></td>
<td>Advanced Auditing</td>
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<table>
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<tr>
<th>Group E: Applied Economics</th>
<th>Code</th>
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<th>Marks</th>
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<tbody>
<tr>
<td>MC. 416</td>
<td></td>
<td>Macro Economic Analysis and Policy</td>
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</tr>
<tr>
<td>MC. 417</td>
<td></td>
<td>Economics of Services</td>
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</tr>
<tr>
<td>MC. 418</td>
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<td>World Trading System</td>
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<table>
<thead>
<tr>
<th>Group F: Banking and Insurance</th>
<th>Code</th>
<th>Title</th>
<th>Marks</th>
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</thead>
<tbody>
<tr>
<td>MC. 419</td>
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<td>Bank Legislation</td>
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<tr>
<td>MC. 420</td>
<td></td>
<td>Risk Management</td>
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</tr>
<tr>
<td>MC. 421</td>
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<td>Actuarial Practice</td>
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</table>

Total: 700 Marks
Objective: The objective of the course is to acquaint students with the concepts of microeconomic theory and their use in business decision making. The effort is to make them capable of using various concepts to deal with business problems in a global economic environment.

UNIT-I

UNIT-II
The demand for a commodity: Individual's demand, Market demand, and the firm demand; Price, Income & Cross elasticity of demand; Using elasticity in managerial decisions; Theories of consumer behavior.

UNIT-III
Pricing Practices and Risk Analysis: Price and Output relationship under different market structures; Pricing Theories; Pricing of multiple products; Price discrimination - International price discrimination & Dumping, Transfer Pricing; Risk and Uncertainties in managerial decision making; Measuring risk with probability distribution; Utility Theory and risk aversion.

UNIT-IV
Technological change and the global market economy: Impact of technological change on productivity, labor and market structure; Industrial innovation and technology and technological environmental forecasting.

Reference Books:
2. Varian, Micro-Economic Analysis (ed. 3), Norton.
PAPER 2: MC. 102 - QUANTITATIVE METHODS FOR BUSINESS

Objective: The objective of the course is to acquaint students with some of the important statistical techniques for managerial decision making. The emphasis will be on their applications to business and economic situations.

UNIT-I


UNIT-II

Statistical Estimation and hypothesis testing: Introduction to Hypothesis testing - Meaning of Population, sample and sampling distribution - parameters and statistics - Central limit theorem - Concept of Standard Error - Confidential limits - 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-III

Sampling Variables: Large Samples - Difference between large and small samples - Estimating population mean - testing the significance of Mean - Significance of the difference between means of two samples - Significance between the standard deviations of two samples - Small Samples - t-test - fixing fiducial limits to population mean - testing the significance of the mean - testing the significance of the difference between two independent means - testing the significance of the difference between two dependent means - F test - meaning - Applications of F test - ANOVA - Assumptions - Procedure - one way and two-way analysis of variance.

UNIT-IV


Reference Books:

PAPER 3: MC. 103 - MODERN ACCOUNTING THEORY & REPORTING PRACTICES

Objective: In view of the convergence of the Indian Accounting Standards with the IFRS, it is desirable to equip the students with the required knowledge of International financial reporting standards and practices. The students are expected to achieve a clear conceptual understanding of the IFRS and possess sufficient knowledge expected out of an expert.

UNIT-I

The Regulatory and Financial Reporting Framework: The International Accounting Standards Board (IASB)-The role and the standard setting process. Progress towards international harmonization. The IASB-Framework for the Preparation and Presentation of Financial Statements; The first time adoption of international financial reporting standards: Objective of financial statements, Qualitative characteristics of financial statements, Elements of financial statements, Recognition and measurement of elements of financial statements, Fair value basis of measurement, Concepts of capital and capital maintenance.

UNIT-II


UNIT-III

Presentation and additional disclosures as per International Financial Reporting Standards (a). Events after the balance sheet date (b). Earnings per share (c). Related party disclosures (d). Interim financial reporting (e). Effects of changes in foreign exchange rates (f.) Segment reporting.

UNIT-IV

Preparation of external financial reports for single entities as per International Standards (a) Income statements and discontinuing operations (b) Cash flow statements (c) Statement of changes in equity
(d) Preparation of external financial reports for combined entities and joint ventures (e) Definitions of subsidiaries, investments in associates and joint ventures (f) Exclusions from consolidations (g) Preparation of consolidated balance sheets and income statements (h) Equity accounting (i) Proportionate consolidation and joint ventures.

Reference Books:

5. Bhabatosh Banerjee, Regulation of Corporate Accounting and Reporting in India, World Press.

PAPER 4: MC. 104 - ORGANISATION THEORY AND BEHAVIOUR

Objective: The objective of the course is to develop a theoretical understanding among students about the structure and behavior of organization as it develops over time. The course will also make them capable of realizing the competitiveness for firms.

UNIT-I


UNIT-II

Group Decision making and Communication: Concept and nature of decision making process, Individual versus group decision making, Nominal group technique and Delphi technique, models of communication, communication effectiveness in organizations. Feedback, TA, Johari Window. Motivation: Need hierarchy, Maslow's Need Hierarchy, Two factor theory, Contemporary theories of motivation (ERG, Cognitive evaluation, goal setting, and equity) expectancy model. Behaviour modification, Motivation and organizational Effectiveness.
UNIT-III


UNIT-IV

Organizational Culture, Organizational Development and Stress Management: Concept and determinants of organizational culture, Organizational Development: Concept and intervention techniques. Individual and organizational factors to stress, Consequences of stress on individual and organization, management of stress. Case Studies: Some cases of real business world are required to be discussed.

Reference Books:

2. Fred Luthans, Organizational Behavior, McGraw Hill.
7. McSchane, Organization Behavior, TMH.

PAPER 5: MC. 105 - MARKETING MANAGEMENT

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

Introduction to Marketing Management; Marketing - Meaning and approaches, Role of Marketing in Organizations, 4Ps & beyond, Marketing Challenges, Marketing Process and Marketing Planning, Marketing information system.
UNIT –II

UNIT –III

UNIT –IV

Reference Books:

PAPER 6: MC. 106 - MANAGEMENT INFORMATION SYSTEM
Objective: The objective of the paper is to offer a comprehensive overview of Management information systems (MIS). It will explore technical, strategic and tactical issues related to MIS. Basic concepts in analyzing and designing information systems will be presented.

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. 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-II**

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, outputs for users), activity subsystems, functional subsystems and decision support synthesis of multiple approaches into a conceptual structure for MIS.

**UNIT-III**


**UNIT-IV**

Systems 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 system audit. Security of information resources; threats to information resources; security systems for risk management. Enterprise Resource Planning Systems Features-ERP Modules - implementation of ERP.

**Reference Books:**

PAPER 7: MC. 107 - WORKSHOP ON IT APPLICATIONS IN COMMERCE
(For Regular Students studying in Colleges/University Department Only)

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 Ŧ 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 Ŧ EOQ and Quantity discounts- Leasing decisions Ŧ 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 Ŧ 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.

Reference Books:


PAPER 7: MC. - 107A - IT APPLICATIONS IN COMMERCE
(For USOL Students Only)

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 ĭ 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 ĭ EOQ and Quantity discounts- Leasing decisions ĭ Flexible budgets ĭ Break even analysis-goal seek- scenario management and pivot table applications.

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

Objective: The objective of the course is to acquaint students with the concepts of macroeconomics and the macro environment in which a business organization operates. The course would also make the student capable of analyzing and understanding the macroeconomic policies of the government implemented from time to time and assess their impact on business.

UNIT-I

Business Environment: Cultural, social, political, technological, economic and legal environment - scanning - techniques of environmental forecasting - SWOT - Internal environment - their impact on policy formulation.

UNIT-II

Economic reforms in India - Liberalization - privatization and globalization - Competitive Strength of Indian industry - Impact of liberalization policy on different sectors - Foreign Investments policy in India. Multi-national corporations - Their participation in India - Their strategies, competitive strengths policies and performance.

UNIT-III


UNIT-IV


Reference Books:

3. Kazhmi Azhar, Business Policy, TMH.

**PAPER 2: MC. 202 - RESEARCH METHODOLOGY IN COMMERCE**

**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: - Meaning of the Research ṭ Qualities of a research worker ṭ Scientific Method ṭ Definition ṭ stages of scientific study ṭ Different steps in scientific study ṭ Logical Methods ṭ Inductive & Deductive Methods ṭ Nature of the Phenomena & the use of the scientific methods. Approach to a Research Project :- Purpose of Research ṭ Functions in Research ṭ Research Programme ṭ Problem solving through research /financial aspects of research ṭ Research Design ( Selective topic, Coverage, Hypothesis) ṭ Sources of Information ṭ Nature of study ṭ Definition of terms ṭ Techniques of study ṭ Collection, Analysis & presentation of the data ṭ Testing hypothesis ṭ Stating results.

**UNIT-II**


**UNIT-III**

Presentation of Information:-Analysis of information ṭ Classification, tabulation & interpretation ṭ Presentation of data & its application ṭ Pictorial presentation ṭ Composition of information (quotation, footnotes, bibliography - tables, standards, 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. ) ṭ Text proper ( Chapter wise information ) ṭ Back matter ( appendices, glossary, bibliography, index, blank sheet).
UNIT-IV

Multivariate analysis - an overview of dependence and interdependence methods (multiple regression, discriminate analysis, conjoint analysis, factor analysis, cluster analysis); research report; ingredients and constructions of research report - procedure of preparation of reference and bibliography. Research Findings and Preparation and writing of a Research Report: - Benefits of implementation of actual research findings - carrying forward the studies - Management of research unit - Preparation and writing of a Research Report.

Reference Books:

PAPER 3: MC. 203 - FINANCIAL MANAGEMENT AND POLICY

Objective: The objective of the course is to acquaint the students with the basic analytical techniques and methods of financial management of business firms. The course also provides students the exposure to certain sophisticated and analytical techniques that are used for taking financial policy decisions.

UNIT-I


UNIT- II

Investment decisions; importance, difficulties, determining cash flows, methods of capital budgeting; risk analysis (risk adjusted discount rate methods and certainly equivalent methods) cost of different sources of raising capital; weighted average cost of capital.
UNIT- III


UNIT- IV

Determinants of dividend models - Walter, Gordon & M.M. models. Working Capital І Meaning, need, determinants; estimation of working capital need; management of cash; inventory & receivable.

Reference Books:


PAPER 4: MC. 204 - PRODUCTION AND MATERIALS MANAGEMENT

Objective: To impart knowledge regarding production and management techniques, process, tools, and acquaint the students with the knowledge of marketing functions, techniques and strategies.

UNIT-I

UNIT-II

Price determination; Price Cost Analysis, Quality determination and control value analysis. Scope &
functions of operations management, Forecasting of demand. Delphi. Methods, Statistical Quality Control
Technique.

UNIT-III

Facilities Location & Layout ñ Strategic importance - Factors affecting location & layout - Installation of
facilities ñ Single location, multi-location decisions. Principles and Types of Facilities Layout. Importance
and Functions of Production Planning & Control. Introduction to PERT / CPM - Network Crashing.

UNIT-IV

Productivity - Work Study - Objectives, Scope and Uses - Methods Study ñ Flow process chart, Flow
diagram & Process mapping - Work Measurement - Elements ñ Performance Rating - Allowances -

Reference Books:
1. Alan Mulemann, John Oakland, Keith Locker, ‘Production and Operations Management’ Macmillan
   India Ltd.
5. R. Panneerselvan, Production and Operations Management, Prentice Hall of India.
7. Mukhoipadhyay, Production Planning and Control, TMH.

PAPER 5: MC. 205 - OPERATIONS RESEARCH

Objective: To understand the concepts and techniques of Operations Research for business decision
making and to acquire required skills to solve various problems in OR.

UNIT-I

Operations Research: Evolution, methodology and role in decision making; Linear programming: Meaning,
assumptions, advantages, scope and limitations; Formulation of Problem and its solution by graphical and
simplex methods (Including Big M Method and Two Phase Simplex Method); special cases in simplex
method; infeasibility, degeneracy, unboundedness and multiple optimal solutions; duality. Dual Simplex
Method.
UNIT-II
Transportation problems including transshipment problems; Special cases in transportation problems; unbalanced problems, degeneracy; maximization objective and multiple optimal solutions; assignment problems including travelling salesman problem. Special cases in assignment problems; unbalanced problems, maximization objective and multiple optimal solutions.

UNIT-III
PERT/CPM: Difference between PERT and CPM, network construction, calculating EST, EFT, LST, LFT and floats, probability considerations in PERT, time cost trade off. Decision theory: decision making under uncertainty and risk, Bayesian analysis, decision trees. Replacement problem (Individual and Group replacement problems both).

UNIT-IV
Game theory, pure and mixed strategy games; principle of dominance; two person zero sum game; Queuing theory: concept, assumptions and applications; analysis of queue system, Poisson distributed arrivals and exponentially distributed service time model (MMI and MMK); simulation; meaning, process, advantages, limitations and applications.

Reference Books:

PAPER 6: MC. 206 - BUSINESS POLICY & STRATEGIC MANAGEMENT

Objective: The objective of the course is to help the students develop an understanding of the basic inputs in making and implementing corporate strategic decisions and also familiarize them with the issues and practices involved.

UNIT-I
Strategic Management - An Introduction - Evolution of business policy as a discipline - Strategy and the

UNIT-II

UNIT-III

UNIT-IV
New Business Models and strategies for Internet Economy: Shaping characteristics of E-Commerce environment - E-Commerce Business Model and Strategies - Internet Strategies for Traditional Business - Key success factors in E-Commerce - Virtual Value Chain. Cases in strategic management. A minimum of 10 cases encompassing the above topics to be analyzed and discussed in the class. Cases to be incorporated in the Question Paper.

Reference Books:
Paper 7: MC. 207- SUMMER TRAINING REPORT AND VIVA VOCE
(For Regular Students Only)

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 List of the internal supervisors so appointed must be communicated to the Controller of examination within 10 days from the date of appointment. The Internal supervisor will also be acting as Internal Examiner at the time of Conduct of VIVA-VOCE and sit with External Examiner.

PAPER 7: MC. 207-A - ENTREPRENEURSHIP DEVELOPMENT & PROJECT MANAGEMENT
(For USOL Students Only)

Objective: The purpose of this paper is to prepare a ground where the students view Entrepreneurship as a desirable and feasible career option. In particular the paper seeks to build the necessary competencies and motivation for a career in Entrepreneurship.

UNIT-I


UNIT-II

UNIT-III

Project Management Technical, Financial, Marketing Personnel and Management feasibility Reports Financial schemes offered by various financial institutions like Commercial Banks, IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding, Angle Capitalist.

UNIT-IV

Entrepreneurship Development and Government Role of Central Government and State Government in promoting Entrepreneurship with various incentives, subsidies, grants etc. ìwith special reference to ìExport oriented unitesî Role of the following agencies in the Entrepreneurship Development DIC îDistrict Industrial Center, SISI îSmall Industries Services Institute, EDII îEntrepreneurship Development Institute of India NIESBUD îNational Institute of Entrepreneurship and Small Business Development. NEDB îNational Entrepreneurship Development Board.

Recommended Books:-


OR

PAPER 7: MC. 207-B - FINANCIAL SERVICES
(For USOL Students Only)

Objective: 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

An overview of Indian financial system: Introduction, structure, components and mechanism of the financial system. Financial Services: An overview. Introduction to SEBI.
UNIT–II
Merchant Banking: Functions and SEBI regulations and Non Fund-based and Fund-based activities including role in mobilization of funds. Depository Services in India (including regulatory aspects).

UNIT–III
Leasing - Introduction, financial evaluation of lease from lessor’s and lessee’s point of view, lease structuring, Tax, legal and accounting aspects especially in Indian context. Factoring: Features, process and agreement for factoring.

UNIT–IV

REFERENCES:
1. L.M. Bhole Financial Institutions and Markets
2. J.C. Verna Merchant Banking Organisation and Management
3. Lalit K. Bansal Merchant Banking and Financial Services
4. M.Y. Khan Financial Services
5. V.A. Avadhani Investment and Securities Markets in India.

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PAPER 1: MC. 301 - BUSINESS PERFORMANCE MEASUREMENT

Objective: The objective of this paper is to make the students familiar with the performance measurement techniques for business.

UNIT-I

Corporate Performance Measurement - Need and Importance; Historical Overview; Product Costing in price estimates and profit management; Techniques to measure and enhance profitability and quality of products and services; Activity Based Management, Target and Kaizen costing; benchmarking and environmental costing; Flexible Budgeting, and Activity Based Budgeting.

UNIT-II

Setting of performance goals and incentives, and the use of diagnostic tools and control; systems to achieve the goals; Strategic Profitability Analysis; Measuring performance using Economic Value Added (EVA) methodology; Comparison between Return on Investment (ROI) and EVA methodology of measuring performance.

UNIT-III

Measurement of Corporate Performance through Balanced Scorecard and its value creation potential; Rationality behind balance score card; performance dimensions of the balance score card; Throughput Accounting; Comparison of Activity Based Costing.

UNIT-IV

Information Systems aspects of management control; Control-needs of Information flow, and its consolidation in multi-locational setting; Management Control System and its applications; Responsibility Accounting - Meaning and Methodology, types of responsibility centres, organizational structure of responsibility centres; objectives and methods of transfer pricing, pricing corporate services and administration of transfer pricing.

Reference Books:

Objective: The aim of this course is to familiarize the student with major latest provisions of the Indian tax laws and related judicial pronouncements pertaining to corporate enterprises having implications for various aspects of Corporate planning with a view to derive maximum possible tax benefits admissible under the law.

UNIT-I


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 implications in planning of business unit as Proprietorship, Partnership, Pvt. Ltd. & Public Ltd. Tax planning in the context of exemptions, incentives, export promotions & various deductions under Chapter VI of Income Tax Act. Setting up of a new Industrial Establishment: location aspects; nature of business; planning for tax holiday benefits. Specific management decisions such as (1) make or buy; (2) own or lease, (3) repair or replace; (4) export vs. local sale; (5) shut down or continue; (6) expand or contract.

UNIT-IV

An overview of goods and service tax: Introduction to GST, reasons for introducing GST, pros and cons of GST. Registration procedure of trader / service provider under GST. Levy and collection of CGST/SGST under GST. Composite levy scheme of GST. Levy and collection of IGST. Input tax credit and relief to consumers and traders under GST. Applicable rates of tax on various goods and services under GST.

Reference Books:

MC. 303 - INTEGRATED MARKETING COMMUNICATION & BRAND EQUITY

Objective: The objective is to introduce the students to the integrated role of promotion techniques with the special emphasis on advertising.

UNIT-I
Marketing communication; functional areas of marketing communication; integrated marketing communication; types of advertising agencies; media partners and their role; compensating the advertising agencies; agency evaluation; brands - its meaning; creating and maintaining the brand; selecting desired brand position; developing brand identification; creating a brand image; creating and maintaining brand relationship with customers; brand-customer touch points; prospects and customers; AIDA model; think/feel/do models; brand decision making process; attitude formation and attitude change; brand likeability.

UNIT-II
Branding concepts; branding challenges and opportunities; brand equity concept; strategic brand management process; customer based equity; building a strong brand and its implications; identifying and establishing brand positioning; defining and establishing brand values; internal branding.

UNIT-III
Campaign planning; IMC planning process; internal marketing; segmenting and targeting; types of segmentation; message and profitability targeting; digitization of brand information; customer database; building relationship through data management; developing creative message strategy; process of developing IMC message strategy; methods of getting creative ideas; brand-message execution; copywriting; writing for point and electronic media; print layout and design; executional and strategic consistency.

UNIT-IV
Media classification; media strength and weakness; wireless communication; e-mail marketing; website marketing; integrating online brand communication; media planning; consumer sales promotion; sales promotion tools; determining consumer sales promotion strength and limitations of sales promotion; trade promotion; trade promotion for new products and existing brands; trade promotion strategies; objectives of co-marketing communication.

Reference Books:
2. Clow, Kenneth & Baack, Donald; Integrated Advertising, Promotion and Marketing Communication; Pearson Education, New Delhi.
3. Belch, George and Belch, Michael; Advertising and Promotion; Tata McGraw Hill, New Delhi.
4. Wells, William, Burnett, John ad Moriarty, Sandra; Advertising Principles and Practice; Pearson Education; New Delhi.
5. Jethwaney, Jaishree and Jjain, Shruti; Advertising Management; Oxford University Press; New Delhi.
MC. 304 - MARKETING RESEARCH

Objective: The course aims at exposing the students to the concept, tools and techniques of marketing research and developing their skills to be able to apply research techniques to aid marketing decision making.

UNIT I

Introduction: Meaning, nature and importance of marketing research; Marketing research and scientific method; Research reliability and validity; Problems in conducting marketing research; Marketing Information System (MIS); Ways of conducting marketing research; Syndicated research. Marketing Research Process: Steps involved in conducting marketing research; Problem identification; Determining information needs; Developing marketing research proposal.

UNIT II

Research Design: Meaning and importance; Types of research designs—explorative, descriptive and conclusive researches; Secondary data—sources, uses and limitations; Primary data collection methods—questioning techniques and observation methods; Online data sources and research; Questionnaire preparation. Sample Design and Field Work: Defining universe and sampling unit; Determining sampling frame; Probability and non-probability sampling methods; Sample size determination; Field work and data collection—sampling and non-sampling errors.

UNIT III

Data Analysis and Report Preparation: Data editing, coding tabulation and graphical presentation; Univariate and multivariate data analysis techniques and their applications in marketing research; Report preparation, presentation and follow-up. Marketing Research Applications: Consumer research—behaviour and motivation research, attitude measurement and scaling techniques.

UNIT IV

Product research; Advertising research; Marketing and sales forecasting; Sales analysis. Marketing Research in India: Status, organization and developments; Ethical issues in marketing research.

Suggested Readings:

MC. 305 – HUMAN RESOURCE DEVELOPMENT

Objective: The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course is intended to make students capable of applying the principles and techniques as professionals in organizations they work for.

UNIT I

Human resource development: Concept and evolution, human resource mobilizations, HRD Conceptual base, strategic interventions in HRD sector and target groups, HRD mechanisms, processes and outcomes, HRD instruments, HRD. HRD and Management: Attitude of top management towards HRD, Motivational aspects of HRD, Trends and Practices, Line manager and HRD.

UNIT II

HRD Activities: HRD culture and climate, Elements of HRD climate, measurement of HRD climate, factors to HRD climate, Determinant needs, developmental supervisor, HRD for Workers: HRD mechanisms for workers, Role of trade unions.

UNIT III

HRD in Organizations: Government organizations, educational institutions, armed forces, police and industry, private sectors and public sectors units.

UNIT IV

Emerging Issues in HRD: Creating awareness and commitment to HRD, Industrial relations and HRD, Utilization of HRD efforts, Future of HRD, International comparison of HRD (Commonalities and differences).

Reference Books:

5. Strategic HRM- Charles Greer, Pearson Education Asia, New Delhi.
MC. 306 – INDUSTRIAL RELATIONS

Objective: The objective of the course is to make student aware of the concept of industrial relations. The course will make them understand the importance of industrial relations for an organization and how these relations provide dynamics to organizations.

UNIT I

Industrial Relations: Concepts and scope, Historical development, Unilatarist, Pluralist and Marxist perspective of IR. Trade Unionism: role of trade unions, trade union in India, national level federations, Goals and objectives of unions and union leadership, weaknesses in trade unions, trade unions, politics and government. Theories of trade unionism. Cross cultural aspects of union management relations.

UNIT II

Trade Union Act 1926: An overview. Union recognition; de-unionization strategies. Union Management Relations: conceptual framework, union management perspectives, organizational factors affecting union management relations. Public policies and union management relations, role of state, constitution and labour policies, ILO, Major events and international issues, changes affecting HR/IR perspectives, perspectives in India.

UNIT III


UNIT IV


Reference Books:

2. C.S. Venkat Ratnam, Industrial Relations: Text and Cases, Oxford University Press, Delhi.
4. Farnham and Limlott, J., Understanding Industrial Relations Cassell.
MC. 307 - INDIA’S FOREIGN TRADE AND INVESTMENT

Objective: The objective of this course is to acquaint the students with structure and policy framework of India's foreign trade and investments.

UNIT I

India's Foreign Trade: Pattern and Structure of India's foreign trade; India's trade in service; Terms of trade; India on the world trading map; Analysis of thrust export products and markets. Foreign Trade Policy and Economic Relations: Policy making body and regulatory framework; Trends and developments in India's foreign trade policy; Bilateralism and multilateralism in India's trade relations; India and WTO, WTO and emerging trading environment, India's trade and economic relations with EU and other regional groupings; India and regional economic cooperation in South Asia.

UNIT II

Export Promotion Measures and Facilities: Export promotion measures and schemes; Export and trading houses, Import facilities for exports; Export processing/special economic zones (EPZs/SEZs) and 100% EOU's – Policy framework and operational aspect. Institutional Arrangements and Infrastructure Support: Export promotion councils, Commodity boards/export development authorities; other service organizations; Infrastructure Support – Transportation and warehousing infrastructure, Indian ports and shipping system.

UNIT III

Procedural and Documentary Framework – An Overview: Trade operations and documentation; Procedure for getting started in export-import business. Trade contract and INCO terms; Export payment terms and UCDPC; quality inspection; Excise and customs clearance. Foreign Trade Finance and Insurance: Pre-shipment and post-shipment finance; Sources and schemes of foreign trade finance; Exim Bank and foreign trade finance; Coverage of Credit, transit, commercial and political risks; ECGC and risk coverage.

UNIT IV

Foreign Exchange facilities and Regulations; Foreign exchange facilities and exchange rate mechanism; Regulatory framework – FEMA and its objectives and provisions; Other acts and regulations. Foreign Investments: India's foreign investment policy and flows: India's investments abroad – pattern and structure; Indian Joint ventures in foreign countries and their operations. Balance of Payment Account: India's Balance of Payment account and adjustment policies; foreign reserves and debt situation.

Reference Books:

4. Nayyar Deepak, Foreign Trade Sector, Planning and Industrialisation in India, in Terance J. Byres (ed.), The State Development Planning and Liberalisation in India, Delhi.
MC. 308 - MANAGEMENT OF INTERNATIONAL BUSINESS OPERATIONS

Objective: The course intends to acquaint the students with the management of international business operations of a business firm.

UNIT I

International Business Management: Complexities and issues; Approaches to international management; Cross-cultural values and business management; Foreign market entry mode decisions and level of international involvement; International management orientation; International business management - A strategic perspective. International Planning: Environmental scanning and monitoring; Resource allocation and portfolio compositions of a global firm; Linkages and synergies among business units across borders; Locus of decision making; Headquarter - subsidiary relationships in international business enterprises; International management information system.

UNIT II

Organizational and Control Aspects of International Operations: Organizational design and structure of international companies; Managing communication across cultures; Co-ordinating and controlling international business operations. International Production and Procurement: International production and location decisions; Procurement for international operations - International sourcing World class manufacturing and international quality standards; Supply chain management and global business operations.

UNIT III


UNIT IV

International Human Resource Management: Selection, training and development of people in international firms; Compensation and reward systems among international firms; Motivation and leadership in international firms. International Business Negotiations: Process and skills; Management of International Collaborative Arrangements.

Reference Books:

GROUP D: ACCOUNTING AND FINANCE

MC. 309 - STRATEGIC COST MANAGEMENT

Objective: This course aims to acquaint the students with concepts and various aspects of cost management from strategic perspective.

UNIT-I

Conceptual framework of SCM, environmental influences in cost management practices, role of SCM in strategic positioning; cost management tools-life cycle costing, target costing, kaizen costing, JIT & theory of constraints, BPR and bench marking.

UNIT-II

Nature of activity-based costing (ABC); benefits and limitations of ABC; limitation of volume-based costing system, indicates of ABC; activity hierarchic; cost drivers; designing an ABC system, Activity-based management; operational and strategic application of ABC; customer profitability analysis, process value analysis, financial measures of activity efficiency; Nature of value-chain analysis; activity analysis an linkage analysis; application of linkage analysis in cost reduction and value addition.

UNIT-III

Functional-based planning and control; budgeting — nature, administration and effectiveness; budgeting cycle; activity-based budgeting; kaizen approach; ZBB; performance budgeting; human aspects of budgeting; responsibility centers and financial control - nature and role of responsibility centers; accounting and evaluation of responsibility centers, measuring the performance of investment centre — ROI, RI, EVA; transfer pricing and its applications.

UNIT-IV

Strategic-based performance measurement system: Balanced score card—prospective and limitations; establishing objectives and performance measures in different perspectives of balance score card; productivity measurement and control; productivity efficiency; partial and total productivity measurement; measuring changes in activity and process efficiency; quality cost management and reporting.

Reference Books:
2. Horngren, Datar Foster, Cost Accounting, Pearson Education.
4. Kaplan, Atkinson and Young, Management Accounting, Pearson Education.
5. Kaplan, Atkinson, Advanced Management Accounting, Pearson Education.
MC. 310 - INTERNATIONAL ACCOUNTING

Objective: The objective of this course is to develop some conceptual knowledge and Understanding of international accounting issues among students. In addition, this course makes students capable of tackling issues in prevailing regulatory environments.

UNIT-I


UNIT-II

Specific Reporting Issues: Regulatory Disclosure Requirements; Foreign Operations Disclosure; Social Responsibility Disclosures. Managerial Accounting Issues: Strategic Planning; Management Control Systems; Performance Evaluation of foreign operations.

UNIT-III


UNIT-IV

Transfer pricing, methods, objectives, strategies. Emerging issues in International Accounting.

Reference Books:

2. Sandagaran S.M., International Accounting, South Western.
5. Frederick D.S. Choi and Gary K. Meek, International Accounting, Pearson Education.
GROUP E: APPLIED ECONOMICS

MC. 311 - INDUSTRIAL ECONOMICS

Objective: The objective of the course is to acquaint students of economic concepts as applied to industrial behaviour. The course makes student capable to analyse 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. Economics of ownership structure.

UNIT-III


UNIT-IV


Reference Books:

MC. 312 - APPLIED ECONOMETRICS

Objective: The objective of the course is to acquaint students of the methodology of econometrics and make them capable of applying it to business problems. The emphasis will be on application aspects with theoretical understanding.

UNIT-I

Basic Concepts: Definition and scope of econometrics; model specification; desirable qualities of models; evaluating an econometric model; Random variables, stochastic variables and the stochastic error term; probability distributions (review); estimators, desirable qualities of a good estimator; maximum likelihood estimators (definition). The multiple regression model; The 3 variable model; partial regression and correlation coefficients; assumptions of the classical linear model; Derivation of Ordinary Least Squares Estimators; Properties of OLS estimators, OLS AS BLUE; Variances and Standard deviations; Goodness of fit: R-squared and adjusted R-squared; Tests of significance t and F tests; Hypothesis testing involving more than one parameter; Forecasting: Evaluation of Forecasts; Mean Squared error, RMS error.

UNIT-II

Extensions of the basic linear model: 1) Model transformable to linear form: Estimation of elasticity by log-linear models; Growth rates by semi-log models; linear -log models; polynomial regression models (espquadratic). 2) Qualitative variables: Qualitative independent variables and dependent variables (into only); applications of dummy variables; Time dummy, intercept dummy and structural change.

UNIT-III

Relaxing the assumptions of the basic linear model: 1) Multicollinearity: Perfect and imperfect multicollinearity; consequences of multicollinearity, detection and solution. 2) Heteroscedasticity: Nature and Causes; Consequences; Detection by graphical analysis of residuals and Parks test; Solution of Heteroscedasticity: Weighted Least Squares. 3) Autocorrelation: nature and causes; Consequences; Detection by graphical analysis and D-W Test, Solution for AR. 4) Error in measurement. 5) Specification bias. 6) Simultaneous Equation Bias.

UNIT-IV

Estimation and specifications: Demand, Sales, Cost, Production and Consumption functions. Simultaneous equation system: Identification and Estimation of the model.

Reference Books:

GROUP F: BANKING AND INSURANCE

MC. 313 - BANK MANAGEMENT

UNIT-I

Banking structure in India - banking functions and services - Foreign commercial banks - Private commercial banks - capital adequacy. Principles of lending - financial adequacy assessing the borrower - project appraisal - structural and infrastructural analysis - legal formalities - follow up loans, asset management companies.

UNIT-II


UNIT-III

Investment management - priorities in allocation of bank funds - investment in government securities - maturity and yield - quality and diversification, profitability management - profit planning.

UNIT-IV


Reference Books:

1. Varshney, PN. Banking Law & Practice, Sultan Chand, New Delhi.
2. S.N. Maheswari, Banking Law & Practice, Ludhiana, Kalyani Publications.
4. K. Subramanian, Banking Reforms in India, TMH, New Delhi.
5. Joseph Sinkey, Commercial Bank Financial Management, Pearson Education (Prentice Hall)
MC. 314 - INSURANCE MANAGEMENT

Objective: This course aims at a familiarizing the participants with the concept of insurance, the risk and its management, various insurance policies and their structure along with the legal dimensions involved. This course also aims at providing the knowledge of Insurance Company’s Management.

UNIT-I


UNIT-II


UNIT-III


UNIT-IV


References Books:
Objective: To provide an overview of the financial system in India and functioning of various segments of the financial markets and the financial instruments traded in those markets.

UNIT – I


UNIT – II


UNIT – III


UNIT – IV


Reference Books:

3. Fabozzi and Modigliani, Capital Markets: Institutions and Instruments (Prentice Hall of India, New Delhi

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 (d) Presentation session of the students on the assigned project.
Objective: To provide an overview of the financial system in India and functioning of various segments of the financial markets and the financial instruments traded in those markets.

UNIT–I


UNIT–II


UNIT–III


UNIT–IV


Reference Books:

SEMESTER-IV

PAPER 1: MC. 401 – PROJECT PLANNING AND CONTROL

Objective: The objective of the course is to provide the student with skills necessary to create, plan and control a new Enterprise.

UNIT – I


UNIT – II


UNIT – III


UNIT – IV

Project Implementation and Management : Project Organisation and Control Network Analysis – PERT & CPM Cost and Time Over-run Project Follow up and Monitoring.

Reference Books:
5. Yound, Trevour L. : Planning and Implementing Project, Sterling Publishing Ltd.
6. Krishnan and Moorthy : Text Book of Project Management, Mac Millan India Ltd.
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.

UNIT-II

Knowledge management systems, Barriers to knowledge sharing, Expert systems.

UNIT-III

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

UNIT-IV

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

Reference Books:

6. Ikujiro Nonako and Hirotaka Tekeuchi : Knowledge Creating Company, OUP.
SYLLABUS OF M.COM. (SEMESTER SYSTEM) EXAMINATIONS

PAPER 3: MC. 403 – BUSINESS ETHICS AND CORPORATE GOVERNANCE

UNIT-I

UNIT-II

UNIT-III
Internal Corporate Governance Mechanism: Board of Directors ï Functional Committees of Board; Code of conduct, whistle blowers. External Corporate Governance Mechanism: Regulators, Gate keepers, Institutional Investors, Corporate raiders, Corporate Governance Ratings Corporate Governance in India: corporate form in India 50s to 90s ï developments in Corporate Governance in India in nineties and 2000s ï CII, Kumaramangalam, Narayanamoorthy, Naresh Chandra, JJ Irani Committee reports ï Legal and Regulatory Changes ï introduction and modification of Clause 49, Corporate governance in practice in India .

UNIT-IV
Cases:
1. A Dent in Wal Mart ï Public Image - The PR Strategy.
2. China Aviation Oil ï Collapse: Singapore INC ï challenges.
5. Bhopal Gas Tragedy

Source
(a) Case Studies for Managers, Vol. II, IBSPCD
(b) BECG Main Reference Book

Reference Books:
4. Fernando, A C., Corporate Governance, Pearson Education.
SEMESTER IV (ELECTIVES) GROUP A: MARKETING MANAGEMENT

MC. 404 - ADVERTISING AND SALES MANAGEMENT

Objective: The course aims at enabling the students to develop an in-depth understanding of the modern concepts and latest techniques of advertising and personal selling and sales force Management which constitute a fast-growing area of marketing.

UNIT-I

Advertising: Communication Basics: Role of communication; Communication process and flows; Planning the promotion mix; Advertising: Nature and importance; Advertising and the economy; Advertising and publicity; Advertising management process: an overview; Determining target audience; Advertising objectives and positioning decisions; Advertising budget decisions. Message Decision: Determining advertising message; Developing advertising copy: Headline main copy, logo, illustration, appeal, layout, creativity in advertising.

UNIT-II

Advertising through the internet; Media selection; Media scheduling. Organization of Advertising Operations: In-house vs. advertising agency arrangements; Managing advertising agency relations; valuation of advertisement and campaign effectiveness: Before and after advertising tests and techniques. Advertising in India; Social and regulatory aspects of advertising. Recent developments and issues in advertising.

UNIT-III

Sales Management: Fundamentals of Personal Selling: Nature and importance of Selling; Types of selling; Personal selling, salesmanship and sales management; Process of effective selling; Strategic Sales management. Sales Planning: Setting personal selling objective; Market analysis and sales forecasting; Sales budget; Sales territory; Sales quota.

UNIT-IV

Sales Organization: Organization structure; relationship of sales department with other departments; Distribution networks relationship. Sales Force Management: Recruitment and selection; training and development; motivating, supervising and compensating sales personnel; Controlling the sales effort; Evaluation of sales personnel; Sales and cost analysis. Ethical and legal aspects of selling.

Reference Books:
MC. 405 - SERVICES MARKETING

**Objective:** To understand the service product and key elements of services marketing mix. Another objective deals with managing the service delivery process and the implementation of services marketing.

**UNIT-I**

Introduction to services marketing: role of services marketing; consumer behaviour in service encounters; customer interaction, purchase process, needs and expectations of customers; positioning services in competitive markets; search for competitive advantages; market segmentation, positioning vis-à-vis competitors.

**UNIT-II**

Creating the service product: Identifying and classifying supplementary services, planning and branding service-products, new service development; designing communication mix; branding and communication; effective pricing objectives and foundations for setting prices; distributing services; options for service delivery, place and time decisions, delivery in cyberspace, role of intermediaries.

**UNIT-III**

Designing and managing service processes; service process redesign, customer misbehavior; balancing demand and capacity: fluctuations in demand, capacity constrain, planning the service environment; consumer responses to and dimensions of service environment; managing people for service advantage: service leadership and culture.

**UNIT-IV**

Managing relationship and building loyalty; customer-firm relationship, analyzing and managing customer base; customer management relationship system in services marketing; customer feedback and service recovery; customer complaining behaviour, principles and responses to effective service recovery, service quality and the gap model, measuring and improving service quality, defining, measuring and improving service productivity; organizing for service leadership; search for synergy in service management, creating a leading service organization.

**Reference Books:**

1. Lovelock, Christopher, Wirtz, Jocken and Chatterjee, Jayanta; Services Marketing - People, Technology, Strategy; Pearson Education; New Delhi.
MC. 406 - CONSUMER BEHAVIOUR

Objective: Knowledge of consumer behaviour is a prerequisite for developing effective marketing strategy. The purpose of the course is to provide an in-depth understanding of the consumer and industrial buying processes and their determinants as relevant for marketing decision making.

UNIT-I

Consumer Behaviour: Importance and nature of consumer behaviour; Types of consumers and their role; Consumer buying process and determinants; Changing profile of Indian consumers.

UNIT-II

Individual Differences in Consumers: Needs and motivation; Perception; Attitude and attitude change; Learning and learning theories; Personality and life style analysis.

UNIT-III

External determinants of Consumer Behaviour: Family and its influence on consumer buying behaviour; Group and their influences; Social class; Culture and sub-culture.

UNIT-IV

Models of consumer behaviour; Business buying behaviour. Cross-cultural dimensions of consumer behaviour; Consumer research complexities and issues.

Reference Books:

GROUP B: HUMAN RESOURCE MANAGEMENT

MC. 407 - ORGANISATIONAL CHANGE AND DEVELOPMENT

Objective: This course is designed to provide in-depth understanding of behavioural interventions and enable the students to apply these interventions for building individual, team, system, systems and process-related competencies and helping organizational to achieve peak performance and become self-sustaining.

UNIT-I

Organizational Change - Meaning, nature, types; theories of planned change; Organizational development - nature and characteristics; process of organizational development.

UNIT-II

Human Process Interventions - T-group, process consultation, third party interventions, team building; organizational confrontation meeting, coaching and mentoring, role-focused interventions.

UNIT-III

Techno structural Interventions - Restructuring organization, reengineering, employee involvement, work design; Strategic Interventions - Organisation and environment relationships, organization transformation.

UNIT-IV

Contemporary issues and applications - Organizational development in global context, organizational development in service sector, OD Practitioners - role, competencies requirement, professional ethics and value and experiences; future trends in OD.

Reference Books:

MC. 408 - TRAINING AND DEVELOPMENT

Objective: The objective of the course is to familiarize the students with basic concepts and principles of Training and Development of Human Resource and train them to understand the learning environment of a firm. The knowledge so obtained will make them capable of providing training to Human Resource of a business firm.

UNIT-I

Conceptual Framework: The functions of training, relationship of training to organizational and individual goals, Factors effecting successful training process, Skills of a successful trainer – Internal and external trainer. Training and Learning: The learning process, learning curve, principles of learning, training guidelines, experience versus training, kinds of training, system approach to training, programmed instruction, transfer of training.

UNIT-II

Training Needs Assessment and Curriculum Development: Identification of Training and Development needs, training needs assessment - various approaches (the job and the Individual), Advantages and disadvantages of basic needs assessment techniques.

UNIT-III

Assessing curriculum needs, curriculum standards, matching organizational training needs, Developing training materials. Training Methods: Three Stages of training (Preparatory, implementation and follow-up stage), On the job and off -the job methods,, experiential versus non-experiential methods.

UNIT-IV

Evaluation of Training and Development, and Emerging Pattern: Reasons of evaluating training, Criteria for evaluation, problems of evaluation, steps involved in evaluation, methods for training evaluation, analysis and costing of training. Emerging Pattern of Training and development in India.

Reference Books:

MC. 409 - COMPENSATION MANAGEMENT

Objective: This course is designed to promote understanding in issues related to compensation in corporate sector and impart skills in designing, analyzing and restructuring compensation management system, policies and strategies.

UNIT-I

Role of compensation in organization: Economic and behavioural theories related to compensation; strategic perspectives of compensation; compensation as motivational tool; compensation policy.

UNIT-II

Internal and external equities in compensation system; determining the worth of jobs; understanding inter and intra-industry compensation differentials, designing pay structure and administrating compensation package; understanding different components of compensation package like fringe benefits, incentives and retirement plans; pay for performance plans.

UNIT-III

Compensation of special group: Corporate Directors, Chief Executives, Senior Managers; components of executive compensation package; compensation of professionals and knowledge workers, R&D staff, sales compensation plan, international compensation.

UNIT-IV

Statutory provisions governing different components of reward system; working of different institutions related to reward system like wage boards, pay commissions, role of trade unions in compensation management; tax planning.

Reference Books:

GROUP C: INTERNATIONAL BUSINESS

MC. 410 - INTERNATIONAL BUSINESS ENVIRONMENT

UNIT-I

UNIT-II

UNIT-III
International Investment : Types and significance of foreign investments Í factors affecting international investment Í growth and dispersion of FDI Í cross border mergers and acquisitions Í foreign investment in India Í The New Policy Í EURO/ADR issues Í M&A Í Indian companies going global. Multi National Corporation : Definition and Meaning Í Importance and dominance of MNCs Í Code of conduct Í MNCs in India Í Transfer of Technology Í global competitiveness Í indicators of competitiveness - competitive advantage of nations Í Technology and Global competitiveness.

UNIT-IV
International Monetary System and Foreign Exchange Marketing: The Pre- Bretton Wood's period, Break down of Bretton Wood system and emergence of EMS, EU and EURO. Social Responsibilities and Ethics, MNE Social Responsibilities, Efficiencies, Perspectives, Ethics, Technological Perspective, Foreign Corrupt Practices Act.

Reference Books:
3. International Management Managing Across Borders and Cultures, Fourth Edition by Helen Deresky Í PHI
4. Dynamics of Successful International Business Negotiations by Robert T. Moran, William G. Stripp Í JAICO
MC. 411 - GLOBAL FINANCIAL MANAGEMENT

UNIT-I


UNIT-II


UNIT-III


UNIT-IV


Reference Books:

MC. 412 - INTERNATIONAL MARKETING MANAGEMENT

UNIT-I


UNIT-II


UNIT-III


UNIT-IV


Reference Books:

3. Keegan, Global Marketing Management, PHI.
5. Gitman, Global Marketing, Pearson.
GROUP D: ACCOUNTING & FINANCE

MC.413: ADVANCED CORPORATE ACCOUNTING

Objectives: Corporation is the most important part of the economic development of a company. With pace of development of the emerging scenario, the corporate accounting is also becoming little bit tougher. This paper will enable the students to learn the advanced accounting in the field of corporate world.

UNIT-I

Business Acquisition and Conversion of partnership into limited company and Limited Liability Partnership (LLP): Profit/loss prior to incorporation; Accounting for Acquisition of business. Conversion of Partnership into Limited Company with and without same set of books Amalgamation of firms, accounting in the books transferor and transferee firm.

Investment Accounts: Maintenance of Investment Ledger; Preparation of Investment Account (transaction with brokerage, STT, cum & ex-interest), Valuation of Investment under FIFO and Average method; Investment Account for Shares (with Right Shares, Bonus Shares and Sale of Right). Relevant Accounting Standard.

UNIT-II

Company Merger and Reconstruction: Amalgamation, Absorption and Reconstruction Meaning; relevant standard and meaning of different terms, Accounting in the books of Transferor Company. Accounting in the books of Transferee (both for amalgamation in the nature of Merger and of Purchase); inter-company transactions (including inter-company share holding). Internal reconstruction meaning, provisions and Accounting, Surrender of Shares for redistribution; preparation of Balance Sheet after reconstruction.

UNIT-III

Valuation: Goodwill Valuation using different methods i.e., Average Profit, Super Profit, Capitalization and Annuity. Shares Valuation using different methods: Intrinsic, Earnings, Dividend Yield, Earnings-Price, Cum-div and Ex-div, Majority and Minority view and Fair Value.

UNIT-IV

Meaning of Holding Company & Subsidiary Company; relevant standard; Consolidation of Balance Sheets of Parent & Subsidiary (only one); Minority Interest Basic principles and preparation of CBS; CBS with loss balance of Subsidiary Treatment for: Revaluation of Assets of Subsidiary, Intergroup Transactions, Holding of different securities. Consideration of dividend paid or proposed by Subsidiary in CBS; Bonus Shares issued or proposed to be issued by Subsidiary (excluding shares acquired on different dates by the Parent company, chain and cross holding).

Reference Books:
5. Hanif & Mukherjee, Corporate Accounting, TMH.
8. B. Banerjee, Regulation of Corporate Accounting & Reporting in India, World Press.
10. V.K.Goyal, Corporate Accounting, Excel Books.
MC. 414 - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Objective: To enable the students to understand various techniques of analysis used in investment decisions, portfolio analysis and efficient portfolio management.

UNIT-I


UNIT-II

Forms of Market Efficiency and Valuation of Securities : Random Walk Theory Form of Market efficiency Analysis of Bond/ Debentures: Valuation of bonds Analysis of risk in bonds-duration and convexity Valuation of Equity and Options.

UNIT-III


UNIT-IV


Reference Books:

MC. 415 - ADVANCED AUDITING

Objectives: The basic purpose of this paper is to provide in-depth knowledge of the auditing contemporary issues particularly related to the company audit.

UNIT-I


UNIT-II


UNIT-III


UNIT-IV


Note: Topics to be studied with reference to Standards on Auditing and Accounting including Applicable Indian Financial Reporting Standards.

Reference Books:
1. Gupta, Kamal, Contemporary Auditing, TMH.
2. Tandon, B.N., Principles of Auditing, S. Chand & Co.
5. Woolf, Emile, Auditing Today.
7. Auditing Assurance Standards and Guidelines issued by ICAI.
MC. 416 - MACRO ECONOMIC ANALYSIS AND POLICY

Objectives: The Course seeks to provide grounding in basic macroeconomic theory and policy, with a focus on applications, especially in context of developing economies like India.

UNIT-I


UNIT-II

The labour market and policy analysis in the medium and long run: AS-AD analysis, Analysis of inflation and unemployment: The Phillips curve; theories of unemployment conditional convergence.

UNIT-III

Theory of business cycles, Classical theories of economic growth: The Solow model; evidence on convergence and Theories of endogenous growth.

UNIT-IV

Open economy analysis: Models of currency crisis, exchange rate volatility. Expectations theory and financial markets, including rational expectations model.

Reference Books:

2. Abel, A.S. and B.S. Bernanke, Macroeconomics, New Delhi Pearson Education.
MC. 417- ECONOMICS OF SERVICES

Objective: The objective of this paper is to acquaint the students with the economics of various kinds of services and its related issues.

UNIT-I

Introduction: Basic concepts of services, trade in services, classification of services (CPC), economic growth and structural shifts in favour of services, cost disease hypothesis and its implications on growth, empirical evidence, service sector in India, causes of growth, implications of the service sector growth for long run growth.

UNIT-II

Economics of education: Micro theories of education, Becker’s theory, Mincerian equation, over education, measuring micro effects of education, signaling theory of education, new growth theories and macro economic effects of education, human resources and human capital development empirical evidence government policies, government funding and issues. PPP in education, the case for universal, free, primary education, structure of higher education and problems of its financing in India, other issues in education policy. Health: Economic dimensions of health care - demand and supply of health care, Grossman’s model of health care services, determinants of health - poverty, malnutrition, illiteracy and lack of information, Micro effects of health, health dimensions of macro economics development; health policy, financing of health care and resource constraints, inequalities in health - class and gender perspectives, institutional issues in health care delivery, economics of health insurance, community based health insurance.

UNIT-III

Economics of Infrastructure services : Role of infrastructure in economic development, natural monopoly and economics of infrastructure regulation, rate of return regulation, performance based regulation, pricing for infrastructure sector, role of subsidies, restructuring and privatisation of infrastructure sector with special reference to India, reform acts, competition in infrastructure sector, issues in infrastructure finance, modes of project financing, development of infrastructure projects - BOO, BOOT, BOLT etc.

UNIT-IV

Economics of ICT: ICT industry: An introduction, growth of the global ICT industry, measuring the impact of ICT, impact of IT on economic performance and trade, Impact of ICT on markets and society at large, direct and indirect macroeconomic impact on growth, theory and empirical evidence, specificities of information markets and network goods, need for specific sectoral regulation (discussions on case studies), familiarity with e-governance. The evolution of the sectoral regulation since the liberalisation of the Telecommunications market in 1998 in India.

Reference Books/Journals:

2. Gordon J. and Gupta P., Understanding India’s services revolution, working paper, IMF
4. NCAER (2006): E readiness report, India
MC. 418 - WORLD TRADING SYSTEM

UNIT-I

Basic economic principles relating to international trade mercantilism, Comparative advantage and gains from trade, Factor endowments and trade patterns, Qualifications to the case for free trade, reciprocity, the optimal tariff, infant industries, strategic trade theory, revenue-raising considerations, and national security considerations.

UNIT-II

Evolution of the multilateral trading system under GATT : Emergence of discriminatory trade policies in the inter-war years leading up to the Bretton Woods Conference in 1944, The formation the GATT ī the Havana Charter and the failed attempt to establish the International Trade Organisation, Core principles of the GATT (MFN and national treatment), GATT and its changing character during the 1950s and 1960s, The emergence of the idea of special and differential treatment for developing countries and non-reciprocity, Exceptions to the GATT rules ī textiles and agriculture ī their implications, maturing of the GATT during the 1970s, GATT and the Uruguay Round.

UNIT-III

Analysis of the covered Agreements of the WTO: Agriculture, non-agricultural market access, rules, anti-dumping, subsidies, safeguards, trade facilitation, services, trips, environment, dispute settlement, attempts to expand the remit of the WTO, investment (MAI), labour standards.

UNIT-IV

Challenges to the Multilateral Trading System: The rise of regional trading agreements and free trade areas (FTAs), Relationship with the multilateral trading system, A īspaghetti bowl ī syndrome?, North-South FTAs and South-South FTAs, US unilateralism, Use of Section.

Reference Books:

3. Aggarwal A., Anti-dumping and Developing Countries, An Introduction, New Delhi, Oxford University Press.
GROUP F: BANKING AND INSURANCE

MC. 419-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.

UNIT-III

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.

UNIT-IV

The Foreign exchange Management Act, 1999, Provisions relating to: Preliminary (Sec 1-2), Regulation and Management of Foreign Exchange (Sec 3 to 9), Authorized person (Section 10 to 12) Contravention and penalties (Section 13 to 15) Adjudication and Appeal (Sections 16 to 21 and sections 34-35) Directorate of enforcement (section 36 to 38).

Reference Books:

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.
MC.420-RISK MANAGEMENT

Objective: To provide an understanding and an appreciation of the principles and practices of risk management in order to enable production of the optimum strategy for the handling of risk in an organisation.

UNIT-I

Nature and Sources of Financial Risk: Introduction to Financial Risks, definition, including: Business Risk, Operational Risk, Financial Risk (market risk, credit risk, liquidity risk), Legal Risk; Introduction to risk management; Principles, essential features and objectives of risk management; Function and duties of a risk manager and the risk management department of a company; Content and purposes of a company’s risk management philosophy, statement, manual and report; Location and structure risk management within the organizational structure; Risk and Return.

UNIT-II

Process of Risk Management; Techniques used in identifying sources of risk : Quantitative and qualitative techniques used to identify and assess potential risks to an organization and the advantages and disadvantages of each technique. Techniques for gathering data. Methods of measuring, representing and comparing data for analysis and the relative advantages of each method. Probability theory, the ways in which probabilities are derived and their uses. Application of probability distribution.

UNIT-III


UNIT-IV


Reference Books:

MC. 421-ACTUARIAL SCIENCES

Objective: The purpose of this course is to equip the student with the principles and techniques of actuarial practice. The paper requires at least a prior general knowledge of mathematics and statistics.

UNIT-I

Basic Mathematics: Basic functions, Annuities - certain, Loans repayable by installments, Simple methods of determining the rate of interest in a transaction, Capital redemption assurance, Valuation of simple loans and debentures.

UNIT-II

Life Contingencies: Mortality tables, Elementary functions, the central death rate, Single life annuities and assurances, Commutation columns, Temporary and deferred annuities and assurances, Conversion tables.

UNIT-III

Special annuities and assurances, Periodical payments, Complete annuities, Policy value, Select and other tables.

UNIT-IV

Joint-life Annuities and Assurances: Value of and premiums for joint-life and contingent annuities and assurances.

Reference Books:

1. Donald D.W.A. "Compound Interest and Annuities Ñ Certainâ, 2nd Ed., Cambridge [Eng.] Published for the Institute of Actuaries and the Faculty of Actuaries at the University Press.
3. Harry Freeman, "Mathematics for Actuarial Students« Cambridge at the University Press.

MC. 422- COMPREHENSIVE VIVA-VOCE

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.

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