



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, 2010-2011

--: 0 :--

SYLLABI AND COURSES OF READING FOR M. COM. EXAMINATION, 2010-2011

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

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

INSTRUCTIONS TO THE PAPER SETTERS :

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

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

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

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

SCHEME OF EXAMINATION

1st Semester

M.C.510-I	Economic Analysis for Business
M.C.511-I	Advance Business Statistics & Research Methodology
M.C.512-I	Operation Research
M.C.513-I	Contemporary Issues in Accounting
M.C.514-I	Organizational Behaviour & HRM
M.C.516-I	Seminar on Current Issues Related to Globalization

2nd Semester

M.C.510-II	Business Environment
M.C.511-II	Information Technology
M.C.512-II	Production Management
M.C.513-II	Corporate Financial Policy
M.C.514-II	Marketing Management
M.C.515-II	Research Project
M.C.516-II	Workshop on Applied Aspects on Financial Services.

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

3rd Semester

M.C.610-I	Corporate Governance
M.C.611-I	Management Information Systems
M.C.612-I	Cost Analysis & Control
M.C.613-I	Seminar on Innovative Financial Products

Any one of the following Groups**

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

Any one of the following Groups**

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

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

4th Semester :

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

One paper of the already opted Group in 3rd Semester

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

One paper of the already opted Group in 3rd Semester**Any one of the following Groups :**

M.C.614-Ib Computer Application in Costing

M.C.614-IIb Learning Organisation

M.C.614-IIIb Insurance Legislation

M.C.614-IVb Quantitative Models for Business Decisions

M.C.614-Vb International Financial Management

M.C.614-VIb Regulatory Frame work for E-Commerce

615 Viva Voce

(Comprehensive viva-voce based on all the four semesters)

OUTLINES OF TESTS AND SYLLABI OF M. COM. SEMESTER SYSTEM FOR 2010-11

SEMESTER-I

M.C. 510-I : ECONOMIC ANALYSIS FOR BUSINESS

OBJECTIVES : Decision making in any business organization is a complex process. The objectives of this course is to study the basic knowledge of the concepts and tools of economic analysis are relevant for business decision making.

UNIT-I

Nature and scope of business economics; Demand theory and techniques for demand estimation : demand forecasting. Theory of Production–Production function for a single product, technological progress and the production function, production function of a multi product firm. Cost theory - traditional, modern and engineering, empirical evidence on the shape of cost; the relevance of cost theories in business decision making; business cost and incremental costs. Market structure and Degree of competition. Profit maximizing price and output in the short run and the long run in perfect competition monopoly, monopolistic and oligopoly.

UNIT-II

Price Policy: Pricing under multiple products, discriminatory pricing, oligopolistic Inter-dependence. Consumption function, multiplier, factors affecting the level of aggregate consumption, Role of investment. Investment Demand Schedule, Keynesian and classical theory of income employment and output. Wages and employment, evaluation of Keynesian theory of employment, Keynesian theory and underdeveloped countries.

BOOKS RECOMMENDED :

1. A. Koutsoyianis : Modern Micro-Economics.
2. D.C. Hague : Managerial Economics.
3. Thomas F. Dernburg : Macro Economics.
4. M. Adhikary : Business Economics.

M.C. 511-1 : ADVANCE BUSINESS STATISTICS & RESEARCH METHODOLOGY

OBJECTIVE : This course aims to appraise the students of various quantitative models that can be used in Business decision making and ability to conduct research and process data. They will be exposed to the different concepts, principles and practices of research methodology and data processing.

UNIT-I

Frequency distributions, graphical representation, measures of central tendency, measure of dispersion/ range variation, standard deviation. Probability: Introductory ideas, probability rules, states, independence. Joint probability, marginal probability: Notion of random variables. Expectation, Discrete distribution (Binomial and Poisson) : Continuous distribution.

Sampling Design : Sampling & non-Sampling error, random sampling, systematic sampling with probably proportions of size, stratified sampling, Cluster sampling & multi sampling Test of significance: Type I & II Error power of test, test using (chi) & distribution.

UNIT-II

- An introduction to research in business
- Phases and principles of the research process
- The research proposal
- Research design
- Formulating hypothesis
- Secondary data
- Measurement and scaling
- Design of questionnaires and schedules
- Communication and observation methods of data collection
- Sampling design
- Data preparation and preliminary analysis
- Hypothesis testing
- An introduction to multivariate analysis

The computer, its role in research

REFERENCES :

1. Goxlen, Cowdon & Bolch : Practical Business Statistics.
2. Holl & Jasson : Business Statistics for Business & Economics.
3. Stockton & Clark : Introduction to Business & Economic Statistics.
4. Sidney & Siegel : Non parametric Statistics.
5. M.P. Gupta & S.P. Gupta : Business Statistics.
6. Richard I Larriv & David S. Ruber : Statistics for Management.
7. S.P. Gupta : Statistical Methods.
8. Kothari, C. R. : Research Methodology - Methods & Techniques.
9. Rao, K.V. : Research Methodology in Commerce & Management.
10. Cooper Donald R. & Pamela S. Scheudkr : Business Research Method.

M.C. 512-I : OPERATION RESEARCH

OBJECTIVE : The objective of the course is to acquaint the students with the applications of the operations research to business and industry and help them to grasp the significance of analytical approach to decision making.

UNIT-I

Concepts of Optimization in Operations Research, Linear programming, Simplex Method, Sensitivity Analysis, Transportation Model, Assignment Model, Sequencing Problems and Related Problems. Replacement problem. Group replacement, PERT/CPM, Shortest Path Algorithm.

UNIT-II

Game Theory, Dominance and Graphical Method, 2*2 games, n-persons zero sum games. Queuing theory, Single Server, Monte Carlo Simulation to Business Salvation.

REFERENCES :

1. Operations Research for Management : M.P. Gupta & J. K. Sharma, Mayoor Paperbacks, Delhi (2000).
2. Operations Research : P.K. Gupta & D.S. Hira, S. Chand & Co. Ltd., New Delhi (2001).
3. Operations Research : H.A. Taha, Prentice Hall of India, New Delhi (1999).
4. Operations Research : C.K. Mustafi, New Age International Pvt. Ltd., New Delhi (2000) .

M.C. 513-I : CONTEMPORARY ISSUES IN ACCOUNTING

OBJECTIVE : The objective of this course is to familiarise the students with the recent and emerging trends confronted by the contemporary financial manager.

UNIT-I

Introduction to Inflation Accounting, its utility. Methods of Accounting for Inflation. Periodic Revaluation of Fixed Assets, Current Purchasing Power Accounting, Current Cost Accounting, Net Realisable Value Accounting, Value to Business Accounting and Current Cost, Current Purchasing Power Accounting, Inflation Accounting Standards and practices USA's FAS-33, UK's, SSAP-16, Inflation Accounting Practices in India, Australia and Canada and Inflation Accounting in selected Indian Companies.

Value Added and Value Chain Analysis. Accounting for Currency Translation.

Introduction to Human Resource Accounting and Audit. Methods of Accounting for Human Resources: Human Resource Cost accounting and Human value accounting. Significance, Limitations, problem areas and practices in selected Indian Companies.

UNIT-II

Introduction of social responsibility accounting, justification for additional disclosure, classification and conceptual models of social responsibility accounting. Total impact accounting and social reporting issues. Practices in selected Indian Companies.

Corporate Reporting Issues: Lease accounting. Accounting for mergers/consolidation, Accounting for financial instruments. Accounting for Brand Equity Accounting for stock options and redeemable preferred stock. EPS reporting; time for an overhaul.

REFERENCES :

1. Jawahar Lal : Contemporary Accounting Issues
2. Porwal, L.C. : Contemporary Accounting Issues
3. Zeff, Stepher A. & Dharam, Bala, G. (1994) : Readings and Noted on Financial Accounting–Issues & Controversies.

M.C. 514-I : ORGANIZATIONAL BEHAVIOUR & HRM

OBJECTIVES : The objectives of the present subject is to make the students become aware of the organizational dynamics working in the organizations. Organizations are made of people. Hence this course is designed to help students understand why people behave as they do. Secondly, this course gives an input to “Managing People” which are the most delicate assets of any organization.

UNIT-I

What is Organisation Behaviour, Contributing disciplines to OB, Challenges and opportunities for OB; Foundations of Individual Behaviour; Values, Attitudes and Job satisfaction; Motivation; Leadership-nature, style and approaches; Foundations of Group Behaviour; Team working; Communication and its processes & barriers; Conflict Management.

UNIT-II

HRM, Manpower Planning, Job Analysis, Job Design, Job Evaluation, Recruitment, selection, training, HRD Performance Appraisal and Compensation Management.

REFERENCES :

1. Stephen, P. Robbins : Organisational Behaviour.
2. Herbert, G. Hicksi, C. Ray : Organisation : Theory & Behaviour.
Gullett
3. K. Aswathappa : Human Resource and Personnel Management.
4. Gary Dessler : Human Resource Management
5. Arun Manappa, Mirza S. Saiyadain : Personnel Management.
6. Michael Armstrong : Human Resource Management.

M.C. 516-I : SEMINAR ON CURRENT ISSUES RELATED TO GLOBALIZATION

OBJECTIVES : The course aims to make the students aware of the recent changes in the International Environment, and the impact of these changes on an organization.

Globalization—Meaning & Scope.

International Economic Environment.

- (a) World Trade Organization (WTO) with Special Emphasis on Agreements on Textiles, Agriculture, TRIPS, Market Access Impact on India of these agreements.
- (b) Regional Economic Groupings, European Union, NAFTA; Multinational Enterprise & Culture in different countries; Political and Economic Systems.

BOOKS :

1. Rugman M.Alan & Hodgetts : International Business, Pearson Publishers.
2. Paras Ram : Exports—How, Why & What.
3. Varshney & Bhattacharyya : International Marketing Management.

Each Seminar/Workshop shall consist of 50 marks and time allowed shall be 2 hours per week.

Testing Scheme:

50% marks shall be based on 'End Semester Test'. Conducted internally by the Institution and remaining 50% marks shall be based on presentation, assignment and snap test. The record shall be preserved by the institution concerned for at least 6 months after the semester.

Further Workshop Courses should have applied aspect i.e. identification of procedures relating to the topics and filling up of forms and documents.

SEMESTER-II**M.C. 510-II : BUSINESS ENVIRONMENT**

OBJECTIVES : The objective of this course will also highlight all the external environmental forces which affect the decision making process of an organization.

UNIT- I

Concept of business environment : Its significance and nature, interaction matrix of different environment factors. Process of environment scanning. Economic environment: The philosophy, strategy and planning in India, Monetary policy, Fiscal policy, Budget, Industrial Policy, Foreign trade policy and their impact on Indian business. Political environment; relationship between business and government in India. Constitutional provisions related to concept of state, ideology of different parties, bureaucracy. Technological environment. Policy for research and development in India, appropriate technology, MNC as a source of modern technology.

UNIT-II

Socio cultural environment in India: Salient features of Indian culture and values and their implication for industrialization and economic growth. Middle class in India and its implications on industrial growth in India. Consumerism as a emerging force. Social responsibility of business. International environment: MNC, foreign collaborations and Indian Business. NRI and corporate sector, World Bank, IMF and India. World as a global village. WTO–its impact: trade barriers, TRIPS, TRIMS. Public sector and private sector, Development Banks, Economic reforms, SAP. Changing dimensions of various industries in India like Tractor, T.V., Soft drink, etc.

REFERENCES :

1. F. Cherulimum : Business Environment.
2. A. Adhikari : Economic Environment of Business.
3. V.K. Puri & S.K. Misra : Indian Economy.
4. K. Aswathappa : Essentials of Business Environment.

M.C.511-II : INFORMATION TECHNOLOGY

OBJECTIVE : The objective of the course is to develop skills in identifying and analyzing information needs for managerial decision making. The course aims at restructuring the framework of IT in various functional areas so as to excel in developing prototype systems.

UNIT-I

Introduction to Information Systems, Information Systems for competitive advantage, System approach to problem solving. Developing information system solutions, management of information as a resource Technical aspect of information systems, Managerial, overview of telecommunication and data base management. Transaction processing and reporting systems. Decision support systems.

UNIT-II

Project planning for M.I.S. System Analysis and Design, Implementation, evaluation and maintenance of M.I.S. Network architectures and protocols, Data flow diagrams, Data dictionaries. Computer viruses, Computers, Ethics and Society.

REFERENCES :

1. Murdick and Ross : Information Systems for Management.
2. J. Kanter. : Management Information Systems.
3. O.' Brien : Management Information Systems.

M.C. 512-II : PRODUCTION MANAGEMENT

OBJECTIVE: The objective of course on Production Management is to acquaint the students with various tools and techniques of purchasing and inventory control and some other quantitative techniques so as to prepare them for shouldering responsibilities as production manager.

UNIT-I

Introduction of Inventory Control, Static Inventory problem under risk. Dynamic Model under risk, policy coordinated, Replacement with discount. Introduction to purchasing, Functions of purchasing, procedure of purchasing, Selection Sources of Supply, Negotiation with Suppliers.

UNIT-II

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

REFERENCES :

1. Gopalkrishnan & Sandilya : Purchasing Strategies Inventory Management.
2. E. A. Silver & R. Peterson : Decision System for Inventory Management & Production Planning.
3. M. Starr & D. W. Miller : Inventory Control Theory and Practice.
4. J.H. Westing Fine & Zenz : Purchasing Management
5. Monk : Operations Management
6. Buffa, E. S. : Modern Production Management.

M.C. 513-II : CORPORATE FINANCIAL POLICY

OBJECTIVES : At the conclusion of the paper, students will have a thorough knowledge about the issues involving financing and investment decision and their application in Capital Expenditure Projects Acquisitions and Mergers.

UNIT-I

Introduction to Corporate Finance—The objective function in Corporate Finance—Role of Financial Manager—Present Value—Introduction to Risk and Return.

Capital Structure : An overview of Financing Choices—Marketing Efficiency Lessons for Corporate Finance –Capital Structure : Trade offs and Theory, Models and Application and the Financing Details.

Capital budgeting decision Rules—Estimating Cash flows—Issues in Capital Budgeting –Uncertainty and Risk in Capital Budgeting –Organizing and Following up on Investment Decision.

UNIT-II

Working, Estimation and Financing. Dividend Theories, The Determinants of Dividend Policy – A framework for analyzing Dividend Policy.

Shareholder Value Creation, Mergers and Acquisitions, Option pricing.

REFERENCES :

1. Aswath Damodaran : Corporate Finance Theory and Finance.
2. R.A. Brealey & S.C. Myers : Principles of Corporate Finance.
3. I.M. Pandey : Financial Management.
4. James C. Vanhorne : Financial Management and Policy.

M.C. 514-II : MARKETING MANAGEMENT

OBJECTIVE : The objective of this course is to help the students understand the conceptual framework of marketing management. It intends to expose the participants to the various decisions the marketing executives are required to take.

UNIT-I

Marketing tasks, concepts and orientations; customer satisfaction, value and retention; Buyer behaviour in customer marketing and Business Marketing; Marketing environment; strategic planning in marketing; Market measurement and forecasting; Dealing with competition.

Marketing segmentation, Targeting and Positioning; Marketing of services, Relationship Marketing.

UNIT-II

Marketing strategies, Programmes and Decisions related to the following: Product—including branding and packaging; pricing, marketing channels. Marketing strategies, programmes and decisions related to the following : Logistics, advertising, Sales Promotion, Personal selling and sales force. Marketing Organization, Marketing control.

REFERENCES :

1. Cross, Andrew : Business Marketing.
2. Gultinan, Paul, Madden : Marketing Management Strategies and Programmes.
3. Kotler, Phillip : Marketing Management Strategies and Programs.
4. S. Neelamegham : Marketing Management and the Indian Economics.
5. Ramaswamy, Namakumari : Marketing Management, Planning Implementation and Control –The Indian Context.
6. Rajan Saxena : Marketing Management.
7. Stanton et. al. : Fundamentals of Marketing.
8. Xavier, M.J. : Marketing in the New Millennium.

M.C. 515-II : RESEARCH PROJECT**M.C. 516-II : WORKSHOP ON APPLIED ASPECTS ON FINANCIAL SERVICES**

OBJECTIVES : This course aims at orienting the students towards the procedural and operational aspects involved in financial services through discussions with professionals and visiting organizations dealing in financial services.

A. *Merchant Banking [under SEBI (MB) Regulations 1992] :*

Introduction, Filing application for grant of certificate under regulation 3, Detailed exercise before issuing due diligence certificate under regulation 23, Preparing public issue programme under public issue process, Process of getting an issue listed on stock exchanges, allotment system in case of over subscription of an issue, Book building process in detail.

B. *Mutual Funds [under SEBI (MF) Regulations 1996] :*

Introduction, Studying contents of Trust Deed and Investment Management Agreement of a mutual fund, Computation of N.A.V. considering all relevant provisions. Understanding accounting policies and standards, understanding contents of annual report and standard after document for mutual fund schemes.

C. *Credit Rating :*

Understanding process and symbols of credit rating as prevailing in India.

D. *Depository Services : [SEBI (Depositories and Participants) Regulations, 1996]:*

Introduction, opening and account, filling of dematerialization and rematerialisation request forms, filling the forms for sale and purchase instructions to DPs.

E. Stock Market Trading, Clearing and Settlement system of NSE or BSE.

F. *Financial Mathematics :*

Computation of EMIs of Consumer Loans; Calculation of Effective Rate of Interest; structure of Lease Rentals.

REFERENCES :

1. L.M. Bhole : Financial institutions and Markets.
2. Lalit K. Bansal : Merchant Banking and Financial Services.
3. M.Y. Khan : Financial Services.

SEMESTER-III**M.C. 610-I : CORPORATE GOVERNANCE**

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

UNIT-I

Meaning, Role & Importance of Corporate Governance, Relationship between Corporate Governance and Corporate Strategy. Corporate Governance and Investors Relationship Management. Factors influencing quality of Governance. Principles of Corporate Governance.

UNIT-II

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

UNIT-III

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

UNIT-IV

Corporate Governance in India, The Companies (Amendment) Act, 1999; Securities Laws (Amendment) Act, 1999, Committees on Corporate Governance; CII Code-Desirable Corporate Governance (1998), Kuman Mangalam Birla Committee on Corporate Governance (2001), Companies (Appointment of Small Shareholders' Director) Rules, 2001 and SEBI efforts for Corporate Governance.

BOOK RECOMMENDED :

1. N. Gopalsamy : Corporate Governance : The New Paradigm (New Delhi Wheeler Pub, 1998).
2. Surendar Kumar : Corporate Governance : A Question of Ethics (New Delhi, Galgotia Pub., 2000).
3. N. Balasubramanian : Corporate Boards and Governance (New Delhi, Sterling Pub. 1998).

4. Harvard Business Review : Harvard Business Review on Corporate Governance (Boston Harvard Business School, 2000).
5. CII : Desirable Corporate Governance : A Code (New Delhi Confederation of Indian Industry, 1998).

JOURNALS :

Harvard Business Review

Journal of General Management

Chartered Accountant

Chartered Financial Analyst

Chartered Secretary

Management Accountant

SEBI and Corporate Laws

M.C. 611-I : MANAGEMENT INFORMATION SYSTEMS

OBJECTIVE: The objective of the course is to harness the skills already developed in the course on Information Technology. The focus of this course is to help the participants in development information systems in various functional areas and to sensitize them with the challenges encountered in M.I.S. implementation.

UNIT-I

Developing a long range information system plan.

Strategies for determining information requirements including database requirements.

Outsourcing information systems.

Control of information system performance and security

Causes of information system failures.

Ensuring Quality with Information Systems.

Auditing information systems.

UNIT-II

Issues in Information Technology Management in India.

Problems and prospects of I.T. implementation in Business Organizations.

Information Systems in Marketing Operations. Human Resource Management.

Accounting and Finance.

Project Management.

Management Information Services.

Managing International Information Systems.

Suggested Readings :

1. Laudon and Laudon (1996) : Management Information System, IV Ed. Prantice Hall India (Pvt. Ltd.), New Delhi.
2. James O. Brien (1998) : Management Information Systems : Managerial End User Prespective, Galgotia Pub., New Delhi.
3. Davis, G. B. and M.H. Olson (2000) : Management Information Systems : Conceptual Foundations Tata McGraw Hill, New Delhi.
4. Arora, A., and A., Bhatia (1999) : Information System for Manage, Excel Books, New Delhi.

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

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

UNIT-I

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

Direct Costing : Theory and Practice, Cost-volume-profit analysis, Special decisions based on differential cost analysis, Standard Costing : Development of Standard Costs, Target Costing, significance, analysis and investigation of variances, Accounting for variances single plan and partial plan.

UNIT-II

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

Performance Evaluation : Evaluating cost centre, profit centre and investment centre performance, Evaluation criteria, return on capital employed and residual income. Nonfinancial quality performance measures.

Transfer Pricing : Divisional performance and transfer pricing.

Corporate view point. Transfer pricing determination.

BOOK RECOMMENDED :

1. Horngren & Foster : Costing Accounting - A Managerial Emphasis.
2. Usry & Hammer : Cost Accounting : Planning & Control.

M.C. 613-I : SEMINAR ON INNOVATIVE FINANCIAL PRODUCTS

1. Evolution and Role of Financial Services Companies in India, Evolution of NBFC's service Provided with Bank. Categories of NBFC's. Innovative Source of Financing.
2. Securitisations : Concept securitisation as a funding mechanism. Mortgaged Traditional & Non-Traditional securitization of Mortgages and Non-Mortgages Asset securitization in India.
3. Venture Capital in India : Theoretical Framework, Indian Venture Capital Scenario.
4. Derivatives : An Introduction, Forward and Futures, Swap options and Management of Risk in derivatives.
5. E-Finance Products and Services : e-money, e-trading and e-procurement.
6. Leasing, Introduction, types. tax aspect, Accounting Treatment and Financial Evaluation of Leasing.

REFERENCES :

1. Bhaskare Mahapatra : Derivatives
2. V.C. Joshi : E-finance.
3. M.Y. Khan : Financial Services.
4. Prasannachandra : Financial Management.

M.C. 613-Ia : INVESTMENT MANAGEMENT

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

UNIT-I

Nature and Scope of Investment Decisions; Investment Risk Analysis Techniques. Valuation of equities, debts convertible etc. Securities Markets in India and their working.

UNIT-II

Security Analysis : Economic Analysis, Industry Analysis, Fundamental Analysis, Company Level Analysis and Technical Analysis.

UNIT-III

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

UNIT-III

Investment Management : Investment management and tax planning.

BOOKS RECOMMENDED :

1. Fisher & Jordon : Security Analysis & Portfolio Management.
2. Puller & Farrel : Modern Investment & Security Analysis.
3. V.K. Bhalla : Investment Management, S. Chand and Company Ltd.
4. Sharpee, Alexander Bailey : Investments.
5. Jack Clark Francis : Management of Investment, McGraw-Hill.
6. Preeti Singh : Investment Management.
7. V.A. Avadhani : Security Analysis and Portfolio Management.

M.C.613-II a : ORGANISATION DEVELOPMENT

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

UNIT-I

O.D. Concept, Nature, Meaning, Definition and Need Values : Assumptions and Beliefs of O.D., Foundations of O.D., Process of O.D., Planned change.

UNIT-II

Term Interventions, Intergroup and Third Party Peace Making Interventions.

UNIT-III

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

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

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

UNIT-IV

Issues in consultant client relationship, Power Politics and O.D. Conditions and Techniques for successful O.D. efforts. Future Prospects.

BOOKS RECOMMENDED :

1. Organisation Development : Richard Backhard
2. Organisation Development : Warren Bennis
3. O.D. and Change : Edger and Huse
4. O.D. : French and Bell
5. O.D. for Operating Managers : M.E. Megill
6. O.D. Theory, Practice and Research : French, Bell and Zawacki

7. O.D. and Change : Meenakshi Malhotra
8. O.D. : Mergulies and Raia
9. O.D. : Warner Burke
10. O.D. and Change : T.G. Cummings and C.G. Worley
11. Managing Change : Philip Sadler
12. Reengineering the Corporation—a Manifesto for Business Revolution : M. Hammer and J. Champy
13. Process Consultation : Edger Schein

JOURNALS

1. California Mgt. Review
2. Journal of Applied Behavioural Science
3. Harvard Business Review
4. Human Capital
5. Personnel
6. H.R. Focus

M.C.613-III a : PROJECT PLANNING AND ANALYSIS

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

UNIT-I

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

UNIT-II

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

REFERENCES :

1. UNIDO : Guidelines for Project Evaluation, United Nations, 1972 (Oxford IBH).
2. Manual for the Preparation of Industrial Feasibility Studies, United Nations, 1978.
3. Manual for Evaluation of Industrial Projects, United Nations, 1980 (Oxford IBH).
4. IMD Little and J.A. Mirrlees : Project Appraisal and Planning in Developing Countries, Oxford IBH, 1974.
5. Presanna Chandra : Projects: Preparation, Appraisal Budgeting and Control, Tata McGraw Hill, 1987.
6. D.W. Pearce & C.A. Nash : Social Appraisal of Projects, ELBS, 1981.
7. Singh, Narendra : Project Management and Control, Himalaya Pub. House 2000.
8. Singh, Narendra : Problems and Solutions in Project Management and Control.
9. Patel, Bhavesh M. : Project Management, Vikas Pub. House Pvt. Ltd, 2000.
10. Jack R. Meredith, Samuel J. : Project Management–A Managerial Approach, 2000.
11. Robert Buttrick : Project Workout, Prentice Hall, 2000.
12. S. Chaudhary : Project Management, Tata McGraw Hill Pub. Co. Ltd., 1990.

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

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

UNIT-I

Entrepreneurship : Need, Scope and philosophy. Entrepreneurship Development in India. Historical evaluation of Entrepreneurship during pre and post-industrial era. Factors affecting entrepreneurial development–Religious, social, cultural, political, ancestral and demographic creativity and Entrepreneurship. Entrepreneurship : A function of innovation. Entrepreneurship : Theory of social change. Intrapreneuring and Entrepreneurship. Barriers to intrapreneurship. Intrapreneurial grid. Becoming an Intrapreneur. Phases in Intrapreneurship.

UNIT-II

Entrepreneurial Behaviour in India. Entrepreneurial Competencies and traits. Characteristics of being entrepreneur. Classification of entrepreneurs. Functions of an entrepreneur. Entrepreneurial Development Programmes. Entrepreneurship and new venture opportunities. Project Appraisal and Feasibility Analysis. Family enterprises : Viability of Family Business; Family Management Practices. Managing family business : some case studies of family run businesses in India–Vardhman, Hero, Oswal etc. Relationship between small and large business.

REFERENCES :

1. Peter Kilby : Entrepreneurship and Economic Development, The Free Press, New York, 1971.
2. Peter, F. Drucker : Innovation and Entrepreneurship, Harper & Row, 1985.
3. Udai Pareek & T. Venkateshware Rao : Developing Entrepreneurship - A Hand Book on Learning Systems, 1978.
4. B.C. Tandon : Environment and Entrepreneurship : A Chang Publication, 1979.

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

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

UNIT-I

Export-Import Policy (1997-2002). Balance of trade & Balance of payments, Capital Account convertibility. Trends in world trade direction & its composition. Export promotion and institutional set up Export Promotion Measures.

UNIT-II

100% Export Oriented Units, special export zones. Export House/Trading House/Star Trading House/Super Star Trading House : Role of State Trading in Exports. Foreign Direct Investment in India. An overview. Foreign collaboration. Project & Consultancy Exports.

UNIT-III

Foreign Exchange Rate Determination. Fixed & Flexible Exchange Rate. Spot & Forward Exchange rate, Swaps, Futures & Options. Processing of an Export Import order : Procedures & documents related to quality control, Export constraints, Marine Insurance, Customs & Port clearance. Containerization in India. ICDs.

UNIT-IV

Methods of Payment : Protuberant credit - Meaning, Procedures and documents needs. Post shipment credit-negotiation of Export bills. Various types of letter of credit. Export credit guarantee corporation. Its working & functions. Advances against classes for export incentives, export credits.

REFERENCES :

1. Paras Ram : Exports what where & how
2. S.C. Jain : Export Procedures & Documents.
3. Nablus : Foreign Exchange Manual & Procedures.
4. Export-Import Policy (1947-2002) : Ministry of Commerce, Govt. of India, New Delhi.
5. G.S. Lall : Financing of Foreign Trade & Foreign Exchange.
6. Foreign Exchange Mannual, RBI.
7. Deepak Nayyar : Indian Export & Import Policies.
8. Report of Working Group on Export Houses, Ministry of Commerce, New Delhi.
9. Economic Survey, Ministry of Finance, Govt. of India, New Delhi.

M.C. 613-VI a: CONTEMPORARY ISSUES IN AUDITING

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

UNIT-I

Auditing in the contemporary world. Concept of true and fair view. Relevance of Internal Control for the auditor. Position of auditor under Companies Act, 1956. Auditor Report. Liabilities.

UNIT-II

Audit of Limited Companies—Audit Report –MAOCARO. Audit of Government, Banking, Co-operative and Insurance Companies, Case Histories.

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

UNIT-III

Cost Audit—Maintenance of Cost Record, Study of Cost Accounting.

Record rules, the cost auditor, Planning for Cost Audit, Format of Cost Audit Report.

Internal Audit—Scope, Purpose and Significance. Independence and code of ethics. Relationship between internal auditor and external auditor. Internal auditor report.

UNIT-IV

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

BOOKS RECOMMENDED :

1. Kamal Gupta : Contemporary Auditing
2. Arens & Lobbecke : Auditing : An Integrated Approach
3. Hubbard & Johnson : Auditing
4. Pratt : Auditing
5. Kamal Gupta & Ashok Kumar : Fundamentals of Auditing.

M.C. 614-Ia: COMPUTER APPLICATION IN ACCOUNTING

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

UNIT-I

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

UNIT-II

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

BOOKS RECOMMENDED :

Spreadsheet Accounting - Tutorial and Applications, G.E. Anders, C.R. Schaber and R.D. Fish, Glencoe, McGraw-Hill, 1995.

Microsoft Office 2000 Excel Comprehensive, Shelly Cashman, Course Technology, 2000.

Integrated Accounting – Using ACCPAC BEDFORD Software, D.H. Klooster & W.W. Allen, 1991.

“Effective Writing : A Handbook for Accountants,” Claire May and Gordon S. May (Fourth Edition), Prentice-Hall.

Computer Accounting Applications Using Business Works, Roger A. Gee (San diego mesa college).

M.C. 614-II a : KNOWLEDGE MANAGEMENT

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

REFERENCES :

1. Devenport, T. H. and Prusak, L. : Working Knowledge; How organizations manage what they know; Harvard Business School Press, 1997.
2. Dorothy Leonard Barton : Well Springs of Knowledge, Harvard Business Press, 1998.
3. John Sparrow : Knowledge in Organisations, Sage, 1998.
4. J.W. Cortada, and J. A. Woods : Knowledge Management year book 1999-2000, Butterworth, 1999.
5. Richard Huseman and Jon Goodman : Leading with Knowledge, Sage.
6. Leif Edvinsson Micheal Malone : Intellectual Capital
7. Ikujiro Nonako and Hirotaka Tekeuchi : Knowledge Creating Company, OUP, 1998.
8. Madhukan Shukla : Competing Through Knowledge, Response Books, 1997.

KPMG Knowledge Management Survey 2000 (www.kpmgconsulting.com)

M.C.614-III a : BANK LEGISLATION

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

UNIT-I

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

UNIT-II

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

BOOKS RECOMMENDED :

1. P.N. Varshney : Banking Law and Practice.
2. B.M. Lall Nigam : Banking Law and Practice.
3. Tannan : Banking Law and Practice in India.
4. Tax mann : Banker's Manual.
5. Diwan, Prag and Sunil Sharma : Electronic Commerce–A Manager's Guide to E. Business, Varsity Books International, Delhi.
6. V.K. Jain and Hemlata : Electronic and Mobile Commerce, Cyber-tech Pub, New Delhi.
7. Uppal, K.K., Chawla, A.S. & Chawla & Malhotra Keshav : Banking Towards 21st Century, Published by Deep and Deep Publications, New Delhi.
8. Tripathi, S.D. & Uppal, K.K. : Banking and New Economic Programme, Published by Panjab University Publication Bureau, Panjab University, Chandigarh.

M.C. 614-IV a : ECONOMETRICS

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

UNIT-I

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

UNIT-II

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

UNIT-III

The nature of multicollinearity
Theoretical and practical consequences of multicollinearity

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

REFERENCES :

1. A. Kmitosyiannis : Theory of Econometrics
2. J. Johnston : Econometrics Methods
3. G.S. Maddala : Introduction of Econometrics
4. P. Rao & R. LeRoy Miller : Applied Econometrics
5. D. Gujarati : Basic Econometrics
6. G.M.K. Madnani : Introduction to Econometrics

M.C. 614-Va : INTERNATIONAL ACCOUNTING

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

SUGGESTED READINGS :

1. Arpon, Jeffery S. and Radebaugh Lee H : International Accounting and Multinational Enterprises, New York, John Wiley, 1985.
2. Choi, Fredrick D.S. and Mueller Gerhard G. : International Accounting, Englewood and Cliffs, New Jersey, Prentice Hall Inc., 1984.
3. Evans, Thomas G. : International Accounting and Reporting, London Macmillan, 1985.
4. Gray, S.J. : International Accounting and Transactional Decisions, London, Butterworth, 1983.
5. Holzer, H. Peter : International Accounting, New York, Harper and Row, 1984.
6. Prodhan Bimal : Multinational Accounting, London, Groom, 1986.
7. Rathore Shirin : International Accounting, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1996.

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

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

UNIT-I

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

UNIT-II

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

Security and ethical Issues in e-commerce : Security Risks of e-commerce , exposure of resources, types of threats, sources of threats, security tools, digital identity and electronic signature, encryption and concept of public and private key infrastructure, risk-management approach e-commerce security, towards a rational security policy for e-commerce.

REFERENCES :

1. Diwan, Prag and Sunil : Electronic Commerce – A Manager’s Guide to E-Business, Vanity Books International, Delhi.
2. Kalakota, Ravi and Shinston : Frontiers of Electronic Commerce, Addison Wesley.
Andrew B.
3. Minoli and Minoli : Web Commerce Technology Handbook, Tata McGraw Hill, New Delhi.
4. Schneider, Gary P. : Electronic Commerce, Course Technology, Delhi.
5. Young, Margaret Levine : The Complete Reference to Internet, Tata McGraw Hill, New Delhi.
6. Bajaj, Kamlesh K. : E-Commerce–The Cutting Edge of Business, Tata McGraw Hill, New Delhi.

SEMESTER-IV**M.C. 610-II : CORPORATE TAXATION**

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

UNIT-I

Structure of Direct and Indirect Taxes in India.

Concepts, Significance and Problems of Tax Planning, Tax Avoidance and Tax Evasion–Recognized methods of Tax Planning : Ensuring maximum claims for deduction for companies with special emphasis on depreciation allowance, expenses of scientific research, amortization of preliminary expenses and amounts not claimed otherwise. Taking advantages of available reliefs, rebates and tax free sources of income.

UNIT-II

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

Residential status of companies and implications for Tax Planning.

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

UNIT-III

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

Tax Planning with reference to location of business.

Tax Planning with reference to nature of business.

Tax Planning with reference to form of organization.

UNIT-IV

Tax Planning with reference to Financial Management Decisions.

Tax Planning with reference to Managerial Decisions.

Tax Planning in respect to Employee's Remuneration.

Tax Planning and Adoption of Method of Accounting.

Tax planning regarding Capital Gains.

Tax Planning in respect of Amalgamation or Demerger.

BOOKS RECOMMENDED :

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

M.C. 611-II : MANAGEMENT CONTROL SYSTEMS

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

UNIT-I

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

Corporate Level Strategies, Business Unit Strategies.

Behaviour in Organization – Goal congruence. Informal and Formal Control System. Types of Organizations. Functions of the Controller.

UNIT-II

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

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

Measuring and Controlling Assets Employed–Structure of the analysis.

Measuring assets employed, EVA Vs ROI Alternative Approaches.

UNIT-III

Analyzing Financial Performance–Variance Analysis.

Performance Measurement–Information used in Control System.

Performance Measurement–The Techniques, Interactive Control.

Management Compensation–Characteristics of Incentive Compensation Plans, Stock Options, Phantom.

Shares, Performance Shares, Performance Criteria and Agency Theory.

UNIT-IV

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

Implications of Management-Accounting, Positioning of Management Accounting, Controls for differentiated.

Modern Control Methods–Just-in-time (JIT), Total Quality Management, Computer Integrated Manufacturing, Decision Support Systems.

Service Organisations and Financial Service Organisations and M.C.S.

Multinational Organisation and M.C.S.

M.C. Projects.

BOOKS RECOMMENDED :

1. Usry and Hammer : Cost Accounting : Planning and Control.
2. Morse and Rodh : Cost Accounting : Processing, Evaluating and Using Cost, Data.
3. Robert N. Anthony : Management Control System.
4. Horgrew and Datar : Cost Accounting–A Managerial Emphasis.
5. Edwin H. Caplan : Managements Accounting and Behaviour Science.

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

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

BANKING**UNIT-I**

Role of Commercial Banks and Development Banks in the development of Indian Economy. Reserve Bank of India and its functions. Liberalisation in financial services. Narasimham Committee Report, Verma Committee Report and other recent developments in Indian Banking. Deregulation of financial services in India. Prudential norms, NPA's and Income Recognition Norms.

UNIT-II

Corporate Planning in Banks. Spread Management. Risk Management. Bank Investments. Investment risk management. Assets–Liability Management Bank Marketing.

INSURANCE**UNIT-III**

History of Insurance, Nature of Insurance Contract. Principles of Life, Fire, Marine, Accident and other forms of General Insurance. Life Insurance in India, Organisation, Management and Policies of Life Insurance Corporations. Role in National Economy. Nature of General Insurance, General Insurance in India–Organisation and Management of General Insurance in India.

UNIT-IV

Insurance and Capital Market in India. Application of Management concepts in the field of Insurance, Marketing of Insurance Policies. Business Planning , Personnel Management and Office Administration, Insurance and Taxation. Attitude Toward Insurance Covers. Insurance and Information Technology.

BOOKS RECOMMENDED :

1. NCAER : Attitude Toward Insurance Cover
2. R.S. Sharma : Insurance Principles & Practice
3. S.P. Sharma : Organisation of Indian Insurance
4. N.N. Mishra : Insurance Principles & Practice

5. S.S. Heubnes & Kemnch : Life Insurance
Black
6. Magazine : Yogashekama, Insurance Post
7. S. R. Deva : Law & Practice of Banking
8. H. L. Tandon : Banking Law & Practice in India
9. P.N. Varshney : Banking Law & Practice
10. Reed Cottors : Commercial Banking
11. Joshi : Managing Indian Banks
12. M. K. Singh : Banking Sectors Management
13. Richard Hands Combe : Bankers' Management
14. Timothyw Koch S. Scott : Bank Management.
Macdonald

M.C. 613-II : WORKSHOP ON E-BUSINESS

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

UNIT-I

Business Models of E-Commerce and infrastructure B2C, B2B, B2G and other business models of E-Commerce. Applications of E-Commerce to business–Supply Chain Management, product and service digitisation. Remote Servicing. Procurement, On–Line Marketing and Advertising E-Commerce Resources and Infrastructure–Resources and Planning for Infrastructure.

UNIT-II

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

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

UNIT-III

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

UNIT-IV

Business to Business E-Commerce : Need and alternative models of B2B e-commerce technologies. Using public and private computer networks for B2B trading, EDI and paperless trading, EDI architecture, EDI standards. VANs, Costs of EDI infrastructure, Characteristics features of EDI service arrangement, Internet based EDI, reasons for slow acceptability of EDI for trading.

E-Marketing : Web Marketing & Statistics, Traditional Web Promotion, Web Counters, Web Advertisement.

M.C.613-Ib : FINANCIAL SERVICES MANAGEMENT

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

UNIT-I

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

UNIT-II

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

UNIT-III

Mutual Funds: Introduction, Management, Working, Indian experiences. Venture Capital in India. Consumer Finance Practices in India.

REFERENCES :

1. J.C. Verma : Merchant Banking Organisation & Management.
2. M.Y. Khan : Financial Services.
3. V.A. Avadhani : Investment and Securities Market in India.
4. S. Ramesh & Arun Gupta : Venture Capital and Indian Financial Sector.

M.C. 613-II b : LABOUR LAWS AND INDUSTRIAL RELATIONS

OBJECTIVE : The objective of the course is to enhance the participants understanding of Indian Legal Environment relating to Industrial Relations. Emoluments and Welfare. Emphasis would be given to the provisions and case law of various acts.

UNIT-I

Legal regulation of employment conditions in India : Law of master and servant. The concept of social justice. Guiding principles of industrial adjudication, Industrial Disputes Act, 1947.

UNIT-II

Trade Union Act, 1926, Industrial Employment (Standing Orders) Act, 1946. Contract Labour (Regulation and Abolition) Act, 1970.

UNIT-III

Payment of Wages Act, 1936

Minimum Wages Act, 1948

Payment of Bonus Act, 1965

UNIT-IV

Factories Act, 1948

Mines Act, 1952

Bonded Labour Systems (Abolition) Act, 1976

Child Labour (Prohibition and Regulations) Act, 1986

BOOKS RECOMMENDED :

1. O.P. Malhotra : The Law of Industrial Disputes
2. S.C. Srivastava : Industrial Relations and Labour Laws
3. S.N. Mishra : Labour and Industrial Law
4. P.L. Malik : Industrial Law
5. H.K. Sanaray : Industrial and Labour Laws of India
6. K.P. Chakravarti : Labour Management and Industrial Relations.
7. G.M. Kothari : Labour Demands and their Adjudication

M.C. 613-III b : MANAGEMENT OF ENVIRONMENT

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

UNIT-I

Environmental Management : Fundamentals–Sustainable Development, Implications of human population growth, Limits to growth, Environment and Business Schools; Energy Management. Fundamentals–Fossil Fuels use. Energy production and trade, Energy Balance : Ecosystem Concepts : Basic Concepts and their application in Business, Industrial Ecology and Recycling Industry.

UNIT-II

Environment Management System : EMS Standards, ISO 14000. Environmental Auditing. Clearance/Permissions for establishing industry; Environmental Management & Valuation : Environmental Accounting, Economics–Environmental Taxes Shifts, Green Funding, Corporate Mergers, Environmental Ethics; Environmental Management Trade and Environmental Management, Debt and Environment.

UNIT-III

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

SUGGESTED READINGS :

1. Uberoi, N.K. : Environmental Management Excel, A-45, Naraina Phase-I, New Delhi, 2000.
2. Pandey, G.N. : Environmental Management, Vikas Publishing House, New Delhi, 1997.
3. Gupta, N. Dass : Environmental Accounting, Wheeler Publishing, 19 K.G. Marg, New Delhi, 1997.
4. Mohanty, S. K. : Environment & Pollution Law Manual, Universal Law Publishing, G T Karnal Road, New Delhi, 1996.
5. Harley, Nick : Environmental Economics, MacMillan India Ltd., Ansari Road, New Delhi, 1997.
6. Kolstad Charles D. : Environmental Economics, Oxford University Press, 2000.

The list of cases and specific references including recent articles will be announced in the class at the time of launching of the course.

M.C. 613-IV b : SMALL BUSINESS MANAGEMENT

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

UNIT-I

Small Business : Concept and Definition, Nature and characteristics. Role of Small business in modern Indian economy. Organizational structure and ownership pattern of small-scale business. Growth of small business in India. Industrial sickness in SSI-causes, consequences & remedial measures. Operating the small-scale enterprises, Financial management, Operation management and Marketing management issues in SSI. Entrepreneurship Development in Small Industrial units. Managerial Problems of small scale unit.

UNIT-II

Government Policies towards small business. Recent development in small enterprises in India-Economic & Social aspects. Aspects of growth and structural changes in modern small industry. Public policy frame work for small enterprise development. Quantitative significance of small firms : contribution to national income & employment aspects. Institutional set up for small industry development in India; Small industries development organization (SIDO). National Small Industries Corporation (NSIC), Commission for Industrial cooperatives, Specialized Institution for training and development. State level institutions; Directorate of industries, Industrial development corporation, State Financial Corporation.

REFERENCES :

1. V. Deasi : Organisation and Management of Small Scale Industries, Himalaya Pub., Barley, 1983.
2. K.B. Suri : Small Scale Enterprises in Industrial Development, Sage Pub.,1988.
3. D. Strenloff & J. Burges : Small Business Management Fundamentals, McGraw Hill,1980.
4. Vijay, K. Jain : Marketing Management for Small Units, Management Pub. Co., 1980.

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

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

UNIT-I

Bases of International Trade. Theories of International Trade : Classical Theory. Opportunity Cost Theory. Heckscher-Ohlin Theory. Price Equalization Theorem. Gains from Trade & Terms of Trade.

UNIT-II

Foreign Trade Multiples. Free Trade Vs Protection. Tariffs and Non-Tariffs Business to Trade. Foreign Exchange Market. International Financial Markets : Recent Changes in International Money & Capital Markets.

UNIT-III

Regional Economic Groupings. European Union. SAARC, ASEAW, APEC. Their set up & performance & trade with India. New International Economic Order. International Economic Environment, Legal Environment for International Trade.

UNIT-IV

Structure of International Economic & Monetary System. WTO : Emerging Issues & Implications on India's trade. UNCTAD, IMF : Structure & Functions. International Liquidity. IBRD, IDA, ADB : its structure, functions & role.

REFERENCES :

1. B.O. Soderston & Geoffrey : International Economics
2. Kindlebenger : International Economics
3. Heller : International Trade, Theory & Empirical Evidence
4. Kraurs (Ed.) : The Economic of Integrates
5. Grubel : International Economics
6. Singer, Hatti Tandon : International Commodity Policy
7. M.L. Verma : International Economics
8. Economic Survey, Ministry of Commerce, Govt. of India, New Delhi.
9. Varshney & Bhattacharya : International Economics
10. Foreign Exchange Manual "Reserve Bank of India".

M.C.613 VI b : MANAGEMENT OF SERVICES

(TRANSPORT, TOURISM AND HOSPITAL)

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

UNIT-I

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

UNIT-II

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

UNIT-III

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

REFERENCES :

1. Lele, R. D. : “Computers in Medicine”, Tata McGraw Hill, New Delhi, 1988.
2. Saini, Anil Kumar : “ Management Information Systems in Hospitals”, Deep and Deep, 1993.
3. Hall, Derek R. (ed.) : Tourism and Economic Development, Belhaven Press, London, 1991.
4. Mazanee, Joseph A. (ed.) : International City Tourism, Pinter, London, 1977.
5. Lea, J. : Tourism and Development in Third World, Routledge, London, 1988.
6. Fair and Williams : “Economics of Transport and Logistics”.
7. Khan, R. R. : “Transport Management”.

M.C. 614-Ib : COMPUTER APPLICATIONS IN COSTING

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

UNIT-I

Cost accounting information system - an overview.

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

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

UNIT-II

Strategic and project planning for computer based cost information system.

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

BOOKS RECOMMENDED :

1. Applications in Cost Accounting : David M. Buehlmann et. al
2. Encyclopaedia of Cost Accounting Systems (Vol. 1, 2, 3)
3. Management Control System : Robert N. Anthony
4. Cost Accounting – A Managerial Emphasis : Horngren

614- II b : LEARNING ORGANISATION

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

UNIT-I

The Profile of Future Organisation.

The Pursuit of Excellence.

Corporate Learning as a Competitive Edge.

Meaning and Premises of Learning Organisation.

Distinctive Features of Learning Organisation.

UNIT-II

Building a Learning Organization-Kindling Learning Process in Organization.

Developing a Capable Organization :

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

UNIT-III

Seven Perspectives of Learning Organization.

The Organizational Learning Cycle.

Learning as Improving for Getting Better.

Systems Approach to Learning.

Organization as Learning Systems.

The Knowledge Creating Company.

Designing the Structure of Learning Organization.

Five Fold Discipline for Organizational Learning.

UNIT-IV

Sustaining the Learning Organization.

The Role of Leadership in Learning Organization.

Conditions for Learning Organizations.

Learning Organization and Managing Change.

SUGGESTED READINGS :

1. S. Ramnaryan T.V. Rao & Kuldeep Singh : O.D. Interventions and Strategies (Ed.) Response Books : A Div. of Sage Publications, N.E. (1998).
2. P.N. Rastogi : Building A Learning Organization, Wheeler Publishing (1998).
3. D.D. Sharma : Total Quality Management : Principles, Practice & Cases, Sultan Chand & Sons, 2001.

M.C. 614-III b : INSURANCE LEGISLATION

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

UNIT-I

Indian Insurance Contract. A Study of Indian Insurance Act, 1938. Principle, Policy Conditions, Policies and Organizations of Life Insurance.

General Insurance Business Act, 1972. General Insurance Corporation of India Act, 1976. Practice of Fire, Marine and Miscellaneous Insurance General Insurance in India–Organisation and Management of General Insurance Companies in India.

UNIT-II

Insurance and Investment. Insurance and Taxation. Attitude Towards Insurance Cover. Insurance in India–Problem & Prospectus.

A detailed study of Life Insurance Corporation of India Act, 1956, Marine Insurance Act, 1963. Export Credit and Guaranteed Corporation Act. The Insurance Regulatory Development Authority Act, 1999.

RECOMMENDED BOOKS :

1. S. S. Srivastava : Insurance Administrator and Legislation in India.
2. Govt. of India : Life Insurance Corporation of India Act, 1956.
3. Govt. of India : General Insurance Corporation of India Act, 1956.
4. M.J. Methew : Insurance.
5. Attitude Towards Life Insurance Cover : NCAER.
6. J. Francos Outroxe : Theory & Practice of Insurance.
7. Black Skipper : Life and Health Insurance.
8. Mehr Osler : Modern Life Insurance.
9. S.P. Sharma : Organisation of Indian Insurance.
10. R.S. Sharma : Insurance Principles & Practices.
11. S.S. Herbner & Kennesh Black : Life Insurance.

M.C. 614-IV b : QUANTITATIVE MODELS FOR BUSINESS DECISIONS

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

UNIT-I

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

UNIT-II

Inventory Models : Selective Inventory Management Techniques, Inventory Costs, Economic lot size models, Price break and quantity discounts, Q. System and P. System of inventory control. Queuing Models : Basic concepts of Queuing models, (M/M/1) : (FCFS/D/D) Queuing System. Replacement Models: Individual replacement, Group replacement problems.

REFERENCES :

1. H.A. Taha : Operations Research—An Introduction.
2. M.P. Gupta and J.K. Sharma : Operations Research for Management.
3. P.K. Gupta and D.S. Hira : Operations Research.
4. Shiv K. Gupta : Fundamentals of Operations Research.
5. R.J. Thierauf, R.C. Klekamp : Decision Making through Operations Research.

M.C. 614-V b : INTERNATIONAL FINANCIAL MANAGEMENT

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

UNIT-I

Financial Management in the Global Context–International Financial Management–Reward and Risk Foreign Exchange Markets–Cash, Spot, Forward and Options Markets.

UNIT-II

Foreign exchange risk and exposure–nature of exchange rate risk, accounting exposure, economic exposure and translation exposure. Management of risk and exposure through hedging and speculation.

UNIT-III

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

Long Term Financial Markets, Equity and bond investments, International aspects of long-term financing.

UNIT-IV

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

REFERENCES :

1. Levi : International Finance
2. Rodriguez and Caster : International Financial Management
3. Dennis J. Connor and Abert. : International Dimensions of Financial Management
T. Busco
4. Manju Aggarwal : International Finance
5. P.G. Apte : International Financial Management

6. Allan C. Shapiro : Multinational Financial Management
7. Shrin Rathore : International Accounting
8. J. Fred Weston & Bert Serge : Guide to International Financial Management
9. Ramesh K.S. Rao : Fundamental of Financial Management
10. S. Neelamegham : Competing Globally Challenge and Opportunities.

M.C. 614-VI b : REGULATORY FRAMEWORK FOR E-COMMERCE

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

UNIT-I

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

UNIT-II

Uncertain International Legal Rules, Evolving Contract Formation, Principles, Consumer Protection Laws, Privacy Laws and Policies. Protecting Databases. Taxation, Digital Signatures and Legislation. I. T. Policy of Government.

BOOKS RECOMMENDED :

1. Adam Nabil R. (Editor) : Electronic Commerce: Technical Business and Legal Issues.
2. Diwan, Prag and Sunil : Electronic Commerce–A Manager’s Guide to E–Business, Vanity Books International, Delhi.
3. Kalakota Ravi and Whinston Andrew B. : Frontiers of Electronic Commerce, Addison Wesley.
4. Minoli and Minoli : Web Commerce Technology Handbook, Tata McGraw Hill, New Delhi.
5. Schneider, Gary P. : Electronic Commerce, Course Technology, Delhi.
6. Young Margaret Levine : The Complete Reference to Internet, Tata McGraw Hill, New Delhi.

M.C. 615 : Viva-Voce

(Comprehensive viva-voce based on all the four semesters)

Published by : Prof. S.S. Bari, Registrar, Panjab University, Chandigarh.