

# **SCHOOL OF COMMERCE**

## **Syllabus**

**For**

**All Courses  
in  
Commerce**

**Examinations: 2013 and Onwards**



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**H.N.B. GARHWAL UNIVERSITY  
SRINAGAR GARHWAL  
(A Central University)**

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## ORDINANCES

### **B.Com. (Three Year Degree Course)**

1. (a) The examination for the degree of Bachelor of Commerce (B.Com.) shall consist of three parts
  - (i) B.Com. Part – I
  - (ii) B.Com. Part – II
  - (iii) B.Com. Part – III

(b) A candidate who has passed the following examinations shall be eligible for admission to B.Com. Part I:

The Intermediate Examination of Commerce of the Board of High School and Intermediate Education, Uttaranchal or the Central Board of Secondary Education or any other examination recognized by the University as equivalent there to with a minimum of 40% marks in aggregate.

(c) A candidate who has not passed the Intermediate examination in commerce shall be required to pass an additional course on Elementary Book-keeping and Accountancy. It will be a “Qualifying Course” and shall be offered by those candidate who have not passed Book-keeping and Accountancy as a subject in Intermediate or equivalent examination. If a candidate has passed 1<sup>st</sup> year examination of the Three year Degree Course and has not offered Book-keeping & Accountancy as a subject, he/ she shall be required to offer this “Qualifying Course”. Marks obtained by him in the qualifying course shall not be added to the marks obtained by him in aggregate.

2. A candidate who has passed Part I/II B.Com. Examination of another university may also be admitted to part II/III. B.Com. examination provided that he/ she has offered for his/ her part I/II examination of course of equivalent standard with almost identical syllabus as is required for part I/II examination of this University and has attended a regular course of study for an academic year in constituent/ affiliated college of the university. Prior Permission is necessary from university with this regard.

3. (a) A candidate shall be examined in three groups of B.Com. Part I / II examination and total four groups in B.Com – III examination. In B.com. – III, Group – V is compulsory for regular and private students.

(b) There will be one Computerized Accounting Group i.e. Group - IV

Computerized Accounting (Group - IV) can be opted by a maximum number of 30 students in B.Com. I (to continue without change to B.Com. II and III) in place of Group II i.e. Accounting Group. This group can be run only where appropriate computers laboratory and staff is available. Private students can not opt group of computerized accounting. Practical examination will be held in group IV as under:

B.Com. I	Paper I – Theory [50 max. marks] Paper II – Theory 35 marks, Practical 15 marks [50 max. marks]
B.Com. II	Paper I – Theory [50 max. marks] Paper II – Theory 35 marks, Practical 15 marks [50 max. marks]
B.Com. III	Paper I – Theory 35 marks, Practical 15 marks [50 max. marks] Paper II – Theory 35 marks, Practical 15 marks [50 max. marks]

The Following shall be the number of paper in each group:

Group	No. of Papers		
Group	Part I	Part II	Part III
I	2	2	2
II	2	2	2
III	2	2	2
IV	2	2	2
V	-	-	2 (Compulsory Group)

4. In B.Com. Part I, II & III examination, each group shall carry 100 marks. In order to pass B.Com. Part I, Part II and Part III examination, a candidate must obtain 33% marks in each group and also in aggregate.
5. Each candidate shall have to pass the B.Com. Part I, B.Com. Part II and B.Com. III examinations separately, but the division shall be awarded on the basis of the aggregate marks obtained by him/her in all the three examinations together.
6. A candidate who has obtained 33% marks and above but less than 45% marks in the aggregate shall be placed in III division, a candidate who has obtained 45% marks and above but less than 60% marks shall be placed in II division, a candidate who has obtained 60% marks and above shall be placed in I division.
7. In B.Com. Part III, three grace marks in any one group shall be awarded on the basis of one mark on every 10 marks, over and above the minimum pass marks.
8. The details of the courses of each group of study shall be as contained in the syllabi and the existing regulations, to the extent they are inconsistent with the new ordinances and regulations, shall stand amended or superseded, as the case may be.

### **SCHEME OF EXAMINATION**

- (1) The examination for the degree of Bachelor of Commerce shall consist of B.Com. Part I, Part II and Part III examinations spread over three years.

#### **B. Com. Part - I Examination, 2014 and onwards**

Group	Marks
<b>Group I – Management Group</b>	
Paper I – Principles of Management	50
Paper II – Business Environment	50
<b>Group II – Accounting Group</b>	
Paper I – Financial Accounting	50
Paper II – Business Statistics	50
<b>Group III – Business Economics &amp; Legal Aspects of Business</b>	
Paper I – Business Economics	50
Paper II – Business Laws	50
<b>Group IV – Computerized Accounting</b>	
Paper I – Financial Accounting	50
Paper II – Computerized Financial Accounting	50

**Qualifying Course (Only for Non commerce students who have passed class 12<sup>th</sup> with science or arts subjects and not studied commerce and accounts in class 12<sup>th</sup>)**

**Elementary**

**Book-Keeping & Accountancy**

50

Those who fail to pass this paper in B. Com. Part I shall be required to pass this paper either in B. Com. Part II or B. Com. III examination. Candidates shall not be awarded the B.Com. degree unless they qualify in this paper or unless exempted. Minimum pass percentage is 33% in the group. If a candidate has passed any of the following courses of national Institute of Banking Mgt./Institute of chartered Accountants/ Cost & works Accountants/Company Administration/Management he/she will be exempted from appearing in the qualifying paper.

Division will be assigned on the following basis:-

First : 60% marks or above.  
Second : 45% marks or above but below 60% marks  
Third : 33% marks or above but below 45%

**B. Com. Part - II Examination, 2015 and onwards**

	Marks
<b>Group I – Management Group</b>	
Paper I – Basic Business Finance	50
Paper II – Personnel Management	50
<b>Group II – Accounting Group</b>	
Paper I – Cost Accounting	50
Paper II – Corporate Accounting	50
<b>Group III – Business Economics &amp; Legal Aspects of Business</b>	
Paper I – Money Banking and Financial Institutions	50
Paper II – Legal Aspects of business	50
<b>Group IV – Computerized Accounting</b>	
Paper I – Cost Accounting	50
Paper II – Computerized Cost Accounting	50

**B. Com. Part - III Examination, 2016 and onwards**

	Marks
<b>Group I – Management Group</b>	
Paper I – Marketing Management	50
Paper II – Management Accounting	50
<b>Group II – Accounting Group</b>	
Paper I – Income Tax Law & Accounts	50
Paper II – Auditing	50

<b>Group III – Business Economics &amp; Legal Aspects of Business</b>	
Paper I – Indirect Tax Laws	50
Paper II – Fundamentals of Insurance	50
<b>Group IV – Computerized Accounting</b>	
Paper I – Computer Applications in Management Accounting	50
Paper II – Computer Applications in Income Tax	50
<b>Group V – Communication group (Compulsory for all)</b>	
Paper I–Business Communication	50
Paper II–Viva Voce (Oral Communication)	50

## B. Com. - I

### Group – I: Management Group

#### Paper – I: Principles of Management

1. Management – Meaning, nature and importance, Different Schools of management thought. Contribution of Taylor, Henri Fayol and Elton Mayo.
2. Planning. Concepts, Types of plans, Process and limitations of planning.
3. Communication – Concept, types and process, barriers to communication.
4. Organisation – Departmentation, types of organisation, line, staff and functional organisation.
5. Staffing – Recruitment, selection procedure, training methods, performance appraisal.
6. Motivation – Meaning and importance, Financial and non-financial incentives.
7. Leadership ;styles, traits, theories,
8. Coordination - Meaning, importance and methods.
9. Decision making – Meaning process and importance.
10. Control – Meaning and importance, relationship with planning, Process & techniques of control.

**Note: Kindly refer the pattern of the theoretical question paper printed at the end of the syllabus**

#### Paper – II: Business Environment

1. Business Environment: Concept, importance, components, micro and macro environment,internal environment.
2. Economic Trends (overview) : Income; Savings and investment; industry; Trade and balance of payments, Money; Finance; Prices.
3. Problems of Growth: Unemployment; Poverty; Regional imbalances; Social injustices; Inflation; Parallel economy; Industrial sickness.
4. Role of Government: Monetary and fiscal policy; Industrial policy; Industrial licensing, Privatization, Liberalisation and Globalisation; Devaluation; Export-Import Policy; Regulation of foreign investment; Collaborations in the light of recent changes.
5. The Current Five Year Plan: Major policies; Resource allocation.
6. The Consumer Protection Act 1986: Basic Concepts: Consumer, goods, service, defects in goods, deficiency in service, Grievance redressal machinery.
7. Foreign Exchange Management Act 2000: Basic Concepts and overview of major provisions.
8. International environment:trends in world trade and problems faced by developing countries;trends in foreign trade and economic growth.
9. International economic grouping:GATT,WTO,UNCTAD,WORLD BANK, IMF ,counter trade

**Note: Kindly refer the pattern of the theoretical question paper printed at the end of the syllabus**

## **Group – II: Accounting Group**

### **Paper – I: Financial Accounting**

1. Nature of financial statements, Accounting concepts and conventions.
2. Accounts of Insurance companies(as per revised proforma)
3. Double accounting system.
4. Accounts of Banking Companies – Accounting requirements of banking companies. The classification of Book Debts, Profit & Loss Account and Balance Sheet of Banking companies.
5. Departmental and Branch Accounts – Preparation of departmental accounts-allocation of expenses. Preparation of Accounts of branches keeping incomplete records, Account of independent branches maintaining complete records,stock and debtors method; Foreign branches; Inter-branches transactions.
6. Insolvency accounts of sole trader and partnership firms-statements of affairs and deficiency account.
7. Hire purchase account(including problems of default in hire purchase, H P trading A/c,goods of small value, stock and debtors method of branch), Instalment payment system.
8. Royalty accounts.
9. Partnership Accounts: Fundamentals (including treatment of goodwill as per AS10 revised), Admission of a Partner, Retirement and Death of a Partner, Dissolution of Partnership including Insolvency.

**Note: Kindly refer the pattern of the numerical question paper printed at the end of the syllabus**

### **Paper – II: Business Statistics**

1. Introduction: Nature, scope, importance and limitations of statistics, Misuse of statistics.
2. Statistical Investigation: Collection and classification of data, planning a statistical investigation, questionnaire, methods of collecting primary and secondary data, Methods and principle of sampling. Methods of classification and tabulation.
3. Diagrammatic and Graphic Presentation: Location of median, quartiles and mode graphically; one and two dimensional diagrams.
4. Statistical Average: Uses, limitation and calculations of various averages, Mean, Mode, Median, Partition Values, Geometrical and Harmonic Mean.
5. Dispersion and Skewness: Various measures.
6. Correlation and Regression analysis: Simple correlation, scatter diagram, methods of computing correlation, Karl Pearson and rank correlation, Standard error and probable error. Regression analysis, Regression coefficients,
7. Index Number: Fixed base and chain base, base shifting, weighted index numbers, consumer price Index no., Fisher's Index, tests of reversibility.
8. Analysis of time series: Meaning, components of time series, measurements of trend.
9. Indian Statistics: National income, population census, statistics relating to agriculture, statistical organisations at the centre and in Uttaranchal.

**Note: Kindly refer the pattern of the numerical question paper printed at the end of the syllabus**

**Group – III: Business Economics and Legal Aspects of Business**

**Paper – I: Business Economics**

1. Introduction: Definition and nature of economics, Scope and methodology of economics, Micro and macro economics.
2. Consumption: Measurements of Utility, Law of Diminishing Marginal Utility, Law of Equi-marginal Utility.
3. Law of Demand: Demand Schedules and Curves, Elasticity of Demand, methods of measurement of elasticity of demand, measurement of cross elasticity, Law of Supply ,Measurement of Elasticity of Supply, ,
4. Consumer's surplus, Study of Consumer Behaviour through indifference curve technique.
5. Production: The Factors of Production and their characteristics, Factors affecting productivity of labour and capital, Theories of Population. Law of variable proportion, The laws of return, economy of scale, law of return to scale, different concepts of cost of production. SAC curve ,LAC curve ,
6. Exchange: The theory of exchange, Definition and extent of market, Determination of price under conditions of perfect competition, imperfect competition and monopoly. Effect of monopoly in economic life, monopolistic competition,oligopoly,
7. Theories of distribution, marginal productivity theory of distribution
8. Concept and theories of profit and wages

**Note: Kindly refer the pattern of the theoretical question paper printed at the end of the syllabus**

**Paper – II: Business Laws**

1. The Indian Contract Act, 1872: Nature of contract: Classification; Offer and acceptance; Capacity of parties to contract; Free consent; Consideration Legality of object; Agreement declared void; Performance of contract; Discharge of contract; Remedies for breach of contract. Special Contracts; Indemnity; Guarantee; Bailment and pledge; Agency.
2. The Sale of Goods Act, 1930. Formation of contracts of sale; Goods and their classification, price; Conditions and warranties; Transfer of property in goods; Performance of the contract of sale; Unpaid seller and his rights, sale by auction; Hire - purchase agreement.
3. The Negotiable Instrument Act, 1881: Definition of negotiable instruments; Features; Promissory note; Bill of Exchange, Cheque; Holder and holder in due course; Crossing of a cheque, Types of crossing, Negotiation, Dishonour and discharge of negotiable instruments.
4. The Partnership Act, 1932 and Limited Liability Partnership Rules.

**Note: Kindly refer the pattern of the theoretical question paper printed at the end of the syllabus**



## **QUALIFYING COURSE**

### **Book-Keeping and Accountancy**

(It is compulsory for students joining B. Com. Part I, who have not studied commerce and accountancy before (pass marks 17 out of 50).

Note: The objective is to impart to non-commerce students who join B.Com., and elementary knowledge of Book-keeping & Accountancy.

The Principle of double entry Book-keeping. The Journal, The Ledger, The Trial Balance, The Trading Account, Profit & Loss Account and Balance Sheet of a Sole-Trader, Bill of Exchange, Capital and Revenue, Depreciation Reserves and Sinking Funds, Receipts and Payments, Income & Expenditure Accounts.

(There shall be one compulsory question on Final Accounts).

**Note: Kindly refer the pattern of the numerical question paper printed at the end of the syllabus**

### **Group IV – Computerized Accounting**

#### **Paper – I: Financial Accounting**

1. Nature of financial statements, Accounting concepts and conventions.
2. Accounts of Insurance Companies(as per revised proforma).
3. Double accounting system.
4. Accounts of Banking Companies – Accounting requirements of Banking companies. The classification of Book Debts, Profit & Loss Account and Balance Sheet of Banking companies.
5. Departmental and Branch Accounts – Preparation of departmental accounts-allocation of expenses. Preparation of Accounts of branches keeping incomplete records, Account of independent branches maintaining complete records, stock and debtors method; Foreign branches; Inter-branches transactions.
6. Insolvency accounts of sole trader and partnership firms-statements of affairs and deficiency account.
7. Hire purchase accounts (including problems of default, hirepurchase trading A/c,goods of small value, stock and debtors method), Instalment payment system.
8. Royalty accounts.
9. Partnership Accounts: Fundamentals (including treatment of goodwill as per revised AS10), Admission of a Partner, Retirement and Death of a Partner, Dissolution of Partnership including Insolvency.

**Note: Kindly refer the pattern of the numerical question paper printed at the end of the syllabus**

## **Paper – II: Computerized Financial Accounting**

1. Computer Fundamentals Brief History, Hardware and Software, Classification of Computer introduction to different computer languages, Memory Concepts, Operating System and its types, Elementary idea of MS-DOS and Window operating system.
2. Treatment of Data and Basic Statistical Analysis: Mean mode median and hypothesis testing (t test and  $x^2$  test) on Computer.
3. Tally and its basics.
4. Basic rules of journal entries ,ledgers ,trial balance and final accounts.
5. Use of Tally to obtain financial accounting output for the following:

- |                      |                            |
|----------------------|----------------------------|
| 1. Day books         | 5. Trial Balance           |
| 2. Journals          | 6. Balance Sheet           |
| 3. Journal Ledger    | 7. Profit and Loss Account |
| 4. Subsidiary Ledger | 8. Other statement         |

Note:separate practical will be held for 15 marks in computerised accounting.

**Note: Kindly refer the pattern of the numerical question paper printed at the end of the syllabus**

## **B.Com. - II**

### **Group I: Management Group**

#### **Paper – I: Basic Business Finance**

1. Financial Management: Financial goals; Profit Vs. wealth maximization; Financial functions – investment, financing, and dividend decisions, Financial planning.
2. Capital Budgeting: Nature of investment decisions, investment evaluation criteria, payback period, accounting rate of return, net present value, internal rate of return, profitability index: NPV and IRR comparison.
3. Cost of Capital: significance of cost of capital: calculating cost of debt; Preference shares, equity capital, and retained earnings; Combined (weighted) cost of capital.
4. Operating and Financial Leverage: Their measure; Effects on profit, analysing alternate financial plans, combined financial and operating leverage.
5. Capital Structure: Theories and determinants.
6. Dividend Policies; Issues in dividend policies; Walter's model Gordon's model; M.M. Hypothesis, forms of dividends and stability of dividends, determinants.
7. Management of Working Capital: nature of Working capital, Significance of working capital, operating cycle, factors determining working capital requirements; Management of working capital – cash, receivables, and inventory.

**Note: Kindly refer the pattern of the numerical question paper printed at the end of the syllabus**

#### **Paper – II: Personnel Management**

1. Personnel Management: Meaning, importance and scope, Organisation and functions of personnel department: Personnel policies.
2. Manpower Planning – Meaning, importance and process.
3. Recruitment & Selection: Job description and Job specification, selection procedure.
4. Training: Need, methods, induction of new employees.
5. Promotion, demotion, transfer, discipline, discharge and dismissal and related problems and procedures.
6. Motivation concept and theories (Maslow, McGregor, Herzberg etc.).
7. Compensation: Wage and Salary administration. Methods of wage payment including incentive wage plan
8. Performance Appraisal: Nature, importance and techniques.

**Note: Kindly refer the pattern of the theoretical question paper printed at the end of the syllabus**

## **Group II: Accounting Group**

### **Paper – I: Cost Accounting**

1. Introduction: Nature and scope of cost accounting; Cost concepts and classifications; Methods and techniques; Installation of costing system: Concept of cost audit.
2. Accounting for Material: Material control; concept and techniques, Pricing of material issues; Treatment of material losses.
3. Accounting for Labour: Labour cost control procedure; Labour turnover; Idle time and overtime; Methods of wage payment – time and piece rates; Incentive Schemes.
4. Accounting for Overheads: Classification and departmentalization; Allocation, Apportionment, Reapportionment and Absorption of overheads; Determination of overhead rates, Under and over absorption, and its accounting treatments.
5. Cost Ascertainment: Unit costing, Job, batch and contract costing: Operating costing; Process costing – including joint and by-products.
6. Cost Records: Integral and non-integral system;
7. Standard costing and variance analysis, material, labour and overhead
8. Reconciliation of cost and financial accounts.

**Note: Kindly refer the pattern of the numerical question paper printed at the end of the syllabus**

### **Paper – II: Corporate Accounting**

Note: Students are requested to follow Revised Schedule VI for presenting Final Account wherever needed

1. Company Accounts: Issue of Shares . Forfeiture & reissue of shares(including problems of prorata)
2. Issue and Redemption of Debentures
3. Redemption of preference shares
4. Profits prior and after incorporation.
5. Preparation of final A/C of joint stock company(including problems of managerial remuneration)with adjustment as per revised schedule VI of companies act
6. Underwriting of shares.
7. Amalgamation, Absorption and Reconstruction. As per accounting standard - 14.
8. Liquidation of companies.
9. Holding companies: Preparation of consolidated Profit and Loss Accounts and Balance Sheet.
10. Valuation of shares and valuation of goodwill.

**Note: Kindly refer the pattern of the numerical question paper printed at the end of the syllabus**

### **Group III: Business Economics and Legal Aspects of Business**

#### **Paper – I: Money, Banking and Financial Institutions**

1. Money and Monetary System: Evolution, Function and Importance of Money, kinds of Money, Money Standards: Essentials of a good currency system. Gold Standard Bimetallism: Paper standard, Various methods of Note Issue with particular reference to their working in India Managed Money.
2. The value of money. The Quantity Theory of Money – Fisher's equation and its criticism; Inflation and deflation, Present monetary system.
3. Banks and Banking System: The definition of Banking, types of Banks: Functions of different types of Banks: Central Banking; Functions of Central bank, Critical study of method of credit control.
4. The Indian Money Market – Its constituents and its defects, Banking operations, sources of funds, Principles of investment, Uses of Banks funds.
5. Foreign Exchange: Mint par; Specie points and Purchasing Power Parity Theory: Balance of payment, Exchange Control Regulation of Foreign Exchange.
6. Major financial institution: IDBI, IFCI, SIDBI and SFCs..

**Note: Kindly refer the pattern of the theoretical question paper printed at the end of the syllabus**

#### **Paper II: Legal Aspects of Business**

##### **Section “A” Company Law (50%)**

Provisions of the Companies Act, amended up to date with special reference to:

1. Incorporation; raising of capital, commencement of business, membership- types, rights & duties.
2. Management of companies: Board of Directors, Manager, Company Secretary.
3. Meetings and Resolutions.
4. Oppression and Mis-management.
5. Winding up : Various kinds and consequences.

##### **Section “B” Industrial Laws (50%)**

Statutory provisions of the following legislations:

1. The Factories Act, 1948.
2. The Trade Unions Act, 1926
3. The Workmen Compensation Act, 1923
4. The Minimum Wages Act, 1948
5. The Industrial Disputes Act, 1947

**Note: Kindly refer the pattern of the theoretical question paper printed at the end of the syllabus**

## **Group IV: Computerized Accounting**

### **Paper – I: Cost Accounting**

1. Introduction: Nature and scope of cost accounting; Cost concepts and classifications; Methods and techniques; Installation of costing system : Concept of cost audit.
2. Accounting for Material: Material control; concept and techniques, Pricing of material issues; Treatment of material losses.
3. Accounting for Labour: Labour cost control procedure; Labour turnover; Idle time and overtime; Methods of wage payment – time and piece rates; Incentive Schemes.
4. Accounting for Overheads: Classification and departmentalization; Absorption of overheads; Determination of overhead rates, under and over absorption, and its accounting treatments.
5. Cost Ascertainment: Unit costing, Job, batch and contract costing; Operating costing; Process costing – including joint and by-products excluding problems of inter process profits
6. Cost Records: Integral and non-integral system;
7. standard cost and variance analysis, material, labour and overheads
8. Reconciliation of cost and financial accounts.

**Note: Kindly refer the pattern of the numerical question paper printed at the end of the syllabus**

### **Paper – II: Computerized Cost Accounting**

1. Introduction to spread sheets, working on spread sheet, MS excel and its applications working of MS-Excel.
2. Cost Accounting System: Elements of cost; Classification; Cost sheet; Cost accounting methods and techniques.
3. Use of Tally and MS-Excel to obtain cost accounting outputs for the following:
  1. Analysis of cost – Cost centres wise
  2. Analysis of cost – Cost elements wise
  3. Allocation of overheads
  4. Apportionment of overheads
  5. Preparation of cost sheet, contract A/c and process A/c.
  6. Variable and fixed costs – BEP, P/V analysis
  7. Standard cost and variance analysis
  8. Differential cost

Note: separate practical will be held for 15 marks in computerised accounting

Note: Kindly refer instructions for paper setting given at the end of the syllabus of B.Com

**Note: Kindly refer the pattern of the numerical question paper printed at the end of the syllabus**

## B.Com. – III

### Group I – Management Group

#### Paper I: Marketing Management

1. Introduction: Nature and scope of marketing; Importance of marketing, Marketing concepts – traditional and modern, Selling Vs. marketing, Marketing mix, Marketing environment.
2. Consumer Behaviour and Market Segmentation: An introduction to factors affecting consume behaviour; Market segmentation – concept and importance; Bases for market segmentation.
3. Product: Concept of product, consumer and industrial goods : Product planning and development; packaging – role and functions; Brand name and trade mark; After - sales service; Product life cycle concept.
4. Price: Importance of price in the marketing - mix, factors affecting price of a product/ service: Discounts and rebates.
5. Distribution Channels and Physical Distribution: Distribution Channel – concept and role: Types of distribution channels: Factors affecting choice of a distribution channel; Retailer and wholesaler; Physical distribution of goods, Transportation; Warehousing, Inventory control; Order processing.
6. Promotion: Methods of promotion, Optimum promotion mix; Advertising media – their relative merits and limitations; Characteristics of an effective advertisement; Personal selling, Selling as a career, Characteristics of a successful sales person: Functions of salesman.
- 7.

**Note: Kindly refer the pattern of the theoretical question paper printed at the end of the syllabus**

#### Paper – II: Management Accounting

1. Management Accounting: Nature, scope and functions of management accounting; Role of management accounting in decision - making; Management accounting Vs. financial accounting : Tools and techniques of management accounting
2. Ratio analysis; Classification of ratios – profitability ratios, turnover ratios, solvency and liquidity ratios, ratios for investors, Advantages of ratio analysis; Limitations of accounting ratios.
3. Funds Flow Statement, Cash Flow Statement(as per revised AS)
4. Absorption and Marginal Costing: Marginal and differential costing as a tool for decision making – make or buy; Change of product mix, Pricing, Exploring new markets, Shutdown decisions, Break-even analysis.
5. Budgeting for Profit Planning and control: Meaning of budget and budgetary control; Objectives; Merits and limitations; Types of budgets; Cash budget, Fixed and flexible budgeting; Zero base budgeting, Performance budging.
6. Capital Investment decisions(capital budgeting),methods,
7. Standard Costing and Variance Analysis: Meaning of standard cost and standard costing; advantages and applications; Variance analysis: material, Labour and overhead variances.
8. Responsibility accounting.

**Note: Kindly refer the pattern of the numerical question paper printed at the end of the syllabus**

## **Group II – Accounting Group**

### **Paper – I: Income Tax Law and Accounts**

1. Important Definitions including income, Agricultural income, Assessee, Previous year, assessment year, Person.
2. Residential status and incidence of residence on Tax Liability, computation of Total income with reference to the residence.
3. Exemption and Exclusions: Exempted Incomes and Incomes included in total income but not Taxable.
4. Computation of Income: Salaries; Income from House Property : Profits and gains from business or profession; Capital gains and Income from other sources.
5. provisions of carry forward and set off.
6. Deductions and Reliefs: Deductions to be made in computing Total income: Provisions regarding rebates of Income Tax and Relief.
7. Deductions and collection of Tax at source; Advance payment of Tax and Payment of Tax After Assessment.
8. Assessment of Individuals and Hindu Undivided Family and Computation of Tax Liability.

**Note: Kindly refer the pattern of the numerical question paper printed at the end of the syllabus**

### **Paper – II: Auditing**

1. Introduction: Meaning and objectives of Auditing: Types of audit; Internal audit.
2. Audit Process: Audit programme; Working paper and evidences; Consideration for commencing an audit; routine checking and test checking.
3. Internal control, Internal Check System and Internal Audit.
4. Audit Procedure: Vouching: Verification of assets and liabilities.
5. Audit of Limited Companies :
  - a. Company auditor – Appointment, power, duties, and liabilities.
  - b. Divisible profits and dividend.
  - c. Auditor’s report – types of reports with specimen.
  - d. Special audit of banking companies.
  - e. Audit of educational institutions.
  - f. Audit of insurance companies.
  - g. Audit of non profit companies.
6. Investigation: reasons , merits , difference between auditing and investigation, procedure
  - a. where fraud is suspected, and
  - b. when buying of a business is proposed.
7. Recent Trends in Auditing: Nature and significance of cost audit; Tax audit; Management audit.

**Note: Kindly refer the pattern of the theoretical question paper printed at the end of the syllabus**



## **Group III – Business Economics and Legal Aspects of Business**

### **Paper – I: Indirect Tax Laws**

**Important Note: Latest amended provisions, which are applicable presently relating to the following laws are to be studied. If GST comes into existence in future as a replacement of some of following laws then GST will be treated as part of syllabi. Latest provisions are to be studied, abolished laws are not to be studied.**

#### **1. Central Excise**

The Central Excise Law, Goods, Excisable goods, Manufacture and Manufacturer, Classification, Valuation, Related Person, Captive, Consumption, CENVAT, Basic Procedures, Export, SSI, Job Work, Assessment, Demands, Refund, Exemptions, Powers of Officers, Adjudication, Appeals, Settlement Commission, Penalties, Central Excise Audit and Special Audit under 14 A and 14 AA of Central Excise Act, WTO, Anti dumping processing, Tariff Commission and other Tariff Authorities.

#### **2. Customs Laws**

Basic concepts of customs law, Territorial waters, high seas, Types of custom duties, Anti-Dumping Duty, Safeguard Duty, Valuation, Customs Procedures, Import and Export Procedures, Baggage, Exemptions, Warehousing, Demurrage, Project Imports and Re-Imports, Penalties and Offences, Export Promotion Schemes, EOU, Duty Drawback, Special Economic Zones.

#### **3. Service Tax**

Introduction, Nature of Service Tax, Service Provider and Service Receiver, Registration procedure, Records to be maintained, Classification of taxable services, Valuation of taxable services with numerical problems Exemptions and Abatements, Negative list, Payment of service tax, Return, Cenvat Credit Rules, Export and import of services, Other aspects of Service Tax, Taxable Services, Special Audit under 14 A and 14 AA of Central Excise Act

#### **4. Central Sales Tax Act & VAT Act.**

Introduction, definition of sale under CST, Stock Transfer, branch transfer under CST, Inter - state sale, Various forms for filling of sales tax returns under CST, Sales outside territorial waters under CST, Procedures, Numerical problems on CST and VAT, Salient features of state VAT Acts, Treatment of stock & branch transfer under State VAT Acts, Filing & Return under State VAT Acts, Accounting & Auditing VAT

**Note: Kindly refer the pattern of the theoretical question paper printed at the end of the syllabus**

### **Paper – II: Fundamentals of Insurance**

1. Principles of Insurance: Concepts of Insurable Risk, Methods of handling risk; Concepts, characteristics, importance and advantages, functions, principles and classification of insurance, kinds of insurance organizations; essentials of insurance contract, Insurable

- interest, Indemnity, warranty, utmost good faith, Doctrine of subrogation, Doctrine of Contribution, Double Insurance and Reinsurance.
2. Life Insurance: Features, Importance, Advantages, contract of life insurance, Hazards; Procedure of effecting life insurance (from proposal to policy); Selection, Substandard Lives; Kinds of policies, Annuities, Policy conditions; Computation of premium, numericals of premium computations Mortality table, kinds, methods of construction of mortality table, investment of life fund, valuation and bonus, Organization and working of the Life Insurance Corporation of India. entry of private sector insurance companies in life insurance business.
  3. Marine Insurance: Elements of Contract, subject matter of marine insurance, Procedure; kinds of policies, fixation and return of premium. Policy conditions, perils of marine insurance, doctrine of cause proxima, warranty, marine losses.
  4. Fire Insurance: Meaning, scope, hazards, functions of fire insurance, kinds of policies, policy conditions, computation of premium, settlement of claims, numericals of premium computations and settlement of claims, application of average clause.
  5. Miscellaneous Insurance: Types, extent of coverage and the policy conditions in respect of motor insurance, workmen's compensation insurance, export risk insurance and war risk insurance.
  6. General insurance business in India. Nationalisation, entry of private sector in general insurance business.

**Note: Kindly refer the pattern of the theoretical question paper printed at the end of the syllabus**

#### **Group IV – Computerized Accounting**

##### **Paper – I: Computer Applications in Management Accounting**

Retracing management accounting system and use of Tally and MS-Excel packages to obtain different management accounting outputs for the following:

1. Fund flow statement
2. Ratio analysis
3. Budget and budget variances
4. Analysis of account payable, account receivable and sales.
5. Inventory control
6. Projected financial statements
7. Cash forecasting
8. Standard costing
9. Marginal costing

**Note: separate practical will be held for 15 marks in this paper .**

**Note: Kindly refer the pattern of the numerical question paper printed at the end of the syllabus**

## **Paper – II: Computer Applications in Income Tax**

1. Important Definitions including income, Agricultural income, Assessee, Previous year, assessment year, Person.
2. Residential status and incidence of residence on Tax Liability, computation of Total income with reference to the residence.
3. Exemption and Exclusions: Exempted Incomes and Incomes included in total income but not Taxable.
4. Computation of Income: Salaries; Income from House Property : Profits and gains from business or profession; Capital gains and Income from other sources.
5. provisions of carry forward and set off
6. Deductions and Reliefs: Deductions to be made in computing Total income: Provisions regarding rebates of Income Tax and Relieves.
7. Deductions and collection of Tax at source; Advance payment of Tax and Payment of Tax After Assessment.
8. Assessment of Individuals and Hindu Undivided Family and Computation of Tax Liability. Using Tally and MS-Excel.

**Note: separate practical will be held for 15 marks in this paper .**

**Note: Kindly refer the pattern of the numerical question paper printed at the end of the syllabus**

## **Group V – Communication Group (Compulsory for all)**

### **Paper – I: Business Communication**

1. Meaning, Importance, Process, Types: Oral, Written, Verbal, Non-Verbal, Problems of Communication, Listening as a Communication Tool, Techniques of Better Communication.
2. Communication and decision making in small groups: roll of groups, characteristics of small groups, solving problems in small groups etc., examining group discussions – its role in team work.
3. Communication within the organisation:
  - a) Memo writing
  - b) Proposal writing
  - c) Report writing
  - d) Office orders, circular, writing notes
4. Communication outside the organization:

a) Business Correspondence: request for quotations, tenders, orders, drafting of sales letters, circular letters, proposals, correspondence with local and foreign customers and suppliers regarding dues, complaints, follow-up letters.

b) Correspondence with banks regarding overdrafts, cash credit and current account.

#### 5. Resume Writing

Suggested Readings:

Business communication, Urmila Rai and S.M. Rai.

Business Communication by Rajender Paul

Business Communication by Asha Kaul

Business Communication by Rohini Aggarwal.

**Note: Kindly refer the pattern of the theoretical question paper printed at the end of the syllabus**

#### **Paper – II: Viva Voce**

Objective of viva voce exam is to boost the confidence of students in oral communication skill, so that they can face the challenges of competitive world. Questions will be asked based on the general awareness related to commerce economics and accounts. Students should update their knowledge related to latest events in the field of commerce ,economics and accounts. More questions will be asked from the syllabus of B.Com IIIrd year.

## **Pattern of Question Papers for Theoretical Subjects in B.Com. I/II/III for the examination 2013-14 and onwards.**

**Instruction: Theoretical papers in B.Com. I/II/III will follow the under mentioned pattern of question paper in annual examination.**

### **SECTION – A**

All questions shall be compulsory. Five objective type questions (T/F or multiple choice giving brief reasons for the choice). Each question will carry 2 marks including 1 marks for the correct choice and 1 mark for the correct reason).

[10 marks maximum]

Question: 1 – 5 (Such types of questions should be asked for which students can give reason in support of the answer).

### **SECTION – B**

**Note: All questions are compulsory. Five short answer questions shall be asked. Each question shall carry 2 marks.**

[10 marks maximum]

Question : 6 – 10

### **SECTION – C**

Note: Total number of questions in this section will be 8 (eight) of which any four are to be answered. Each question shall carry 7½ marks.

[Maximum 30 marks]

Question: 11 to 18 (Essay type)

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## **Pattern of Question Papers for Numerical Subjects in B.Com. I/II/III for the examination 2013-14 and onward.**

**Instruction: Numerical papers in B.Com. I/II/III will follow the under mentioned pattern of question paper in annual examination.**

### **SECTION – A**

All questions shall be compulsory. Five objective type questions (T/F or multiple choice giving brief reasons for the choice). Each question will carry 2 marks including 1 marks for the correct choice and 1 mark for the correct reason).

[10 marks maximum]

Question: 1 – 5 (Such types of questions should be asked for which students can give reason in support of the answer).

### **SECTION – B**

**Note: All questions are compulsory. Five short answer questions shall be asked. Each question shall carry 2 marks.**

[10 marks maximum]

Question : 6 – 10

### **SECTION – C**

Note: Total number of questions in this section will be 8 (eight) of which any four are to be answered. Each question shall carry 7½ marks.

[Maximum 30 marks]

**Question: 11 to 15 (Numerical type)**

**Question: 16 to 18 (Theoretical type)**

Following papers are termed as numerical papers.

B.Com Ist Year

Group II

Paper I – Financial Accounting

Paper II – Business Statistics

Group IV – Computerized Accounting

Paper I – Financial Accounting (same as Group II Paper I)

Paper II – Computerized Financial Accounting

B.Com IInd Year

Group I

Paper I -Basic Business Finance

Group II

Paper I – Corporate Accounting

Paper II – Cost Accounting

Group IV – Computerized Accounting

Paper I – Cost Accounting(same as group II paper II )

Paper II – Computerized Cost Accounting

B.Com III

Group I

Paper II – Management Accounting

Group II

Paper I – Income Tax Laws and Practice

Group IV

Paper I – Computer Applications in Management Accounting

Paper II – Computer Applications in Income Tax

**Qualifying course for non commerce students: Book-Keeping and Accountancy will also be treated as numerical paper**

## **Ordinances and Syllabus for Diploma in Advertising, Sales Promotion and Sales Management**

1. There will be a one year full time diploma programme in Advertising, Sales Promotion and Sales Management (DASPSM). The maximum number of seats will be 30.
2. The programme will be open to those candidate who have passed the intermediate examination in any subject from the Board of High School and Intermediate Education, Uttaranchal, or of the Central Board of Secondary Education or I S C or any other examination recognized by the university as equivalent there to with a minimum of 45% marks in aggregate. Those who are studying in higher classes (BA, B. Sc., B. Com., MA, M. Sc., M. Com etc.) will also be considered eligible for the admission to the programme along with their other full time course.
3. In order to select candidate from among the applicants for admission to the programme, the Department may conduct a written test cum interview. (80:20 distribution of marks respectively).
4. The programme will be divided into two semesters of six month each (July-Dec., Jan. – June).
5. The examination for the programme will consist of ten Papers including project and viva-voce.
  - i) The maximum number of marks for each paper will be 100 of which 30% marks will be awarded internally (internal assessment) excluding project/viva-voce. The internal assessment shall be carried out as follows:
    - 10 marks for assignments
    - 10 marks for internal test
    - 10 marks for class room performance and attendance
  - ii) Each paper (excluding seminar/project/viva-voce) will be of three hours duration.
  - iii) The minimum marks required for passing the examination will be 50% in aggregate but not less than 40% in each paper.
6. Maximum of two back papers are allowed in each semester subject to the condition of one such attempt in a paper.
7. The seminar will be an individual presentation to be evaluated internally.

8. The candidates are expected to complete a three week training in an advertising organization after approval of the department at the end of the 1<sup>st</sup> semester. After which the candidate will submit a training report in a form of project report which will be assessed in 2<sup>nd</sup> semester.
9. Tuition and other fee will be charged as per university rules. In addition a course fee on an annual basis will be payable. (to be decided the University)
10. The course of the study will comprise of the following:

**Semester – I**

1. Principles of marketing
2. Advertising – I
3. Salesmanship and Personal Selling
4. Sales Promotion and Public Relations
5. Seminar

**Semester – II**

1. Advertising – II
2. Introduction to Marketing Research
3. Management of the Sales Force
4. Project Work
5. Viva-Voce

**DIPLOMA IN ADVERTISING, SALES PROMOTION  
AND SALES MANAGEMENT**

**Semester - I**

**Paper – I: Principles of Marketing**

1. Marketing: Basic concepts of marketing, 4 P's of marketing.
2. Consumer Behaviour: Nature and Importance, An introduction to factors affecting consumer behaviour, Buying decision process.
3. Communication process. Elements of the communication process. Application of communication process in marketing. Steps in developing effective marketing communication
4. Nature and importance of communication.
5. Methods of Marketing Communication: Advertising, Personal Selling, Public relations, Sales promotion. Their meaning and distinctive characteristics.



**Suggested Readings:**

1. Kotler and Armstrong: Principles of Marketing..
2. Etzel, Walker and Stanton & Ajay Pundit: Marketing
3. Rosenberg L.J.: Marketing
4. S. Jayachandran: Marketing Management

**Paper – II: Advertising – I**

1. Importance of advertising in modern marketing. Role of advertising in the national economy.
2. Types of advertising: Commercial and non-commercial advertising; Primary demand and selective demand advertising; Classified and display advertising; Comparative advertising; Institutional advertising, Difference between product advertising and institutional advertising.
3. Setting of advertising objectives.
4. Setting advertising budget. Factors affecting the advertising expenditure of a company.
5. Advertising Media, Types of Media; Print Media (News Paper and Magazine, Pamphlets, Posters and Brochures), Electronic media (Radio, Television, Audio Visuals, Cassettes), other media (Direct mail, outdoor media), Their characteristics, merits and limitations. Media scene in India. Problems of reaching rural audience and markets. Exhibitions and Mela. Press conference.
6. Media Planning – Selection of media category, their reach, frequency and impact. Cost and other factors influencing the choice of media.
7. Media scheduling.

**Suggested Readings:**

1. Batra, Aaker & Myers: Advertising Management
2. Chunawalla and Sethia: Advertising – Theory and Practice
3. Belch and Belch: Advertising
4. Sengupta, S.: Advertising Management
5. Manendra Mohan: Advertising Management.

### **Paper – III: Personal Selling and Salesmanship**

1. Nature and importance of personal selling. Door-to-door selling. Situations where personal selling is more effective than advertising. Cost of advertising Vs cost of personal selling.
2. A model of selling. Types of selling situations. Type of sales persons.
3. Type of markets: Consumer and industrial markets, their characteristics and implications for the selling function.
4. Process of effective selling. Prospecting, pre-approach, presentation and demonstration, handling objections, closing the sale, post-sale activities.
5. Qualities of successful sales person, with particular reference to consumer services.
6. Selling as a career, advantages and difficulties; measures for making selling an attractive career.
7. Distribution network relationship.
8. Reports and documents, sales manual, order-book, cash memo, tour diary, daily and periodical reports.
9. Special problems in selling in rural areas.

### **Suggested Readings:**

1. Buskirk and Buskirk: Selling.
2. Charles Futrell: Sales Management
3. Kotler and Armstrong: Principles of Marketing.

### **Paper – IV: Sales Promotion and Public Relations**

1. Nature and importance of sales promotion. Its role in marketing.
2. Forms of sales promotion: Consumer-oriented sales promotion, trade-oriented sales promotion and sales-force oriented sales promotion.
3. Major tools of sales promotion: Samples, Point-of-purchase sales promotion. Displays and demonstrations. Exhibitions and fashion shows. Sales contests and games of chance or skill, lotteries, gifts offers. Premium and free goods. Price packs, rebates, patronage rewards.
4. Conventions, conferences and trade shows, specialties and novelties.
5. Developing a sales promotion programme, pre-testing, implementing and evaluating the results and making necessary modifications.

6. Public relations: Meaning, features, growing importance, role in marketing.
7. Major tools of public relations: News, speeches, special events, handouts and leaflets, audio-visuals, public service activities, Miscellaneous tools.
8. Ethical and legal aspects of sales promotion and public relations.

**Suggested Readings:**

1. Balan, K.R.: Applied Public Relations and Communication
2. Mehta, D.S.: A Handbook of Public Relations in India
3. Kotler and Armstrong: Principles of Marketing
4. Etzel, Walker and Stanton, Ajay Pandit: Marketing
5. Kazmi, SHH & Batra, SK: Advertising and Sales Promotion

**Paper – V: Seminar**

Seminar on any one of the topics specified in the syllabus to be evaluated by internal faculty.

**SEMESTER – II**

**Paper – I: Advertising – II**

1. Creative strategy –Selling proposition, core concept and message of advertisement, creative process, copy writing for different media of advertising, copy research, motivational approaches and appeals.
2. Introduction to computer, software, hardware, definition of computer communication networks, introduction to World Wide Web (WWW). Advertising through Internet.
3. Introduction to Web advertising. Elementary treatment of computer applications in advertising.
4. Evaluation of advertising effectiveness. Importance and difficulties. Methods of measuring advertising effectiveness. Pre-testing and post-testing. Communication effect. Sales effect.
5. Advertising Agencies. Their role and importance in advertising. Their organisation patterns. Functions, selection of advertising agency. Agency commission and fee.
6. Advertising department. Its functions and organisation.
7. Regulation of advertising in India. Misleading and deceptive advertising and false claims.

**Suggested Readings:**

1. Batra, Aaker & Myers: Advertising Management
2. Sengupta, S.: Advertising Management
3. Chunawalla and Sethia: Advertising – Theory and Practice
4. Manendra Mohan: Advertising Management.
5. Belch and Belch: Advertising

**Paper II – Marketing Research**

1. Introduction: Nature, Scope, Role and limitations of marketing research, Marketing research process.
2. Introduction to research method: Preliminary, Exploratory, Descriptive and experimental.
3. Research design: Meaning, purpose, types, problem and hypothesis formulation.
4. Sampling techniques, Probability and non-probability sampling. Simple random sampling, systematic, stratified, multi - stage and clustered sampling, Judgement sampling, convenience sampling. Sampling size and bias.
5. Data Collection: Methods – primary and secondary, questionnaire preparation and scales, scaling techniques – Likert, Semantic differential, Classification, tabulation and editing.
6. Interpretation and analysis of data: Measurements of Central Tendency and Dispersion, Correlation Techniques, Testing of hypothesis:  $\chi^2$ , t-test, F-test. An overview of regression, cluster analysis and factor analysis.
7. Preparation of research report: Format, contents, points to be considered in preparation of an effective report.

**Suggested Reading**

1. G.C.Berry: Marketing Research
2. Sharma, K.R.: Research Methodology
3. Charchill: Basic Marketing Research
4. Malhotra, Naresh.k.:Marketing research

**Paper – III: Management of the Sales-Force**

1. Importance of sales-force and its management.
2. Functions of sales manager.
3. Recruitment and selection.

4. Training and development.
5. Motivation and compensation.
6. Performance appraisal.
7. Sales-force size, organization of the sales department, Geographic, Product wise, market-based.
8. Sales planning and control: Market analysis and sales forecasting. Methods of sales forecasting.
9. Sales budget: Importance, process of sales budgeting, uses of sales budget.
10. Sales Territory: Considerations in allocation of sales territory.
11. Sales quota: Objectives, principles of setting sales quota; uses of sales quota.
12. Sales and Cost analysis: Methods & uses.

### **Suggested Reading**

1. Stanton: Management of Sales Force
2. Candiff Still & Govani: Sales Management
3. Tosdal: Management of Sales Force
4. Spiro :Management of sales force.

### **Paper – IV: Project Work**

The project should be an original work based on the training. Students shall be required to submit the project report at least 30 days before the commencement of the University examinations. The project report shall be assessed externally.

### **Paper – V: Viva-Voce**

Viva-voce shall be based on the course curriculum of the programme.

**ORDINANCE AND SYLLABI FOR POST-GRADUATE DIPLOMA IN ADVERTISING  
AND PUBLIC RELATIONS**

- a. The University and its affiliated colleges will run a one year full time Post-Graduate Diploma Programme in Advertising and Public Relations. The maximum number of seats will be forty (40) in this programme.
- b. The programme will be open to those candidates who have passed their graduation in any subject from any recognized university with a minimum of 40% marks in aggregate. The candidate who are doing their post-graduation (M.A./M.Sc./M.Com) as a regular student of the college will also be considered eligible for admission along with their full time P.G. course provided they fulfill the criterion of 40% marks in aggregate at graduation.
- c. In order to select candidates from amongst the applicants, the college may either prepare a merit-list giving weightage to marks obtained in previous qualifications and other factors or may conduct a written test cum interview or may adopt both of these two methods giving suitable weightage to them.
- d. The programme will be divided into two semesters of six months each (July – Dec; Jan – June).
- e.
  - (i) The examination for the programme will consist of four papers carrying maximum number of 100 marks and one viva-voce carrying maximum number of 50 marks in each semester. Besides one Project Report carrying maximum number of 100 marks will have to be submitted at the end of second semester.
  - (ii) Each paper (excluding project-report and viva-voce) which do not contain any practical work will carry 30% marks for internal assessment. The papers containing practical work will carry only 20% marks for internal assessment and 30% marks will be for practical examination in such papers.
  - (iii) The internal assessment shall be carried out by the respective faculty member in consultation with the course co-ordinator in the following manner:  
For papers containing practical work:
    - a. Presentation carrying 10 marks.
    - b. Assignment and Attendance carrying 10 marks.For other papers

- c. Presentation carrying 10 marks.
- d. Assignment and attendance carrying 10 marks.
- e. Internal Test carrying 10 marks.
- (iv) Each theory paper (excluding project work and viva-voce) will be of three hour duration.
- (v) The minimum marks required for passing the examination will be 40% in each paper and 50% in aggregate.
- f. A candidate will be allowed to appear in a maximum of two back papers in each semester subject to the condition of one such attempt in a paper.
- g. Each candidate will have to undergo an internship/training for three weeks in the field of either 'Advertising' or 'Public Relations' or both in any organisation. The prior approval of the course co-ordinator for both the 'organization' and the 'field of specialization' will be necessary for this purpose. After the training/internship the candidate will have to submit a training report in the form of a 'Project Report' which will be assessed in second semester.
- h. The fee-structure for the programme will be decided by the college. The examination fees will be charged as per the university rules.
- i. The syllabi of the study will comprise of the following:

## **COURSE STRUCTURE**

### **P.G. DIPLOMA IN ADVERTISING & PUBLIC RELATIONS**

#### **SEMESTER-I**

<b>Sl. No.</b>	<b>Paper</b>	<b>Theory</b>	<b>Practical</b>	<b>Internal Assessment</b>	<b>Total</b>
I	Fundamentals of Advertising and Public Relations	70	-	30	100
II	Advertising Management	70	-	30	100
III	Principles of Marketing and Market Research	70	-	30	100
IV	Creative Writing for Advertising and Public Relations	70	-	30	100

V	Viva-Voce	-	-	-	50
				<b>Total</b>	450
<b>SEMESTER-II</b>					
	<b>Paper</b>	<b>Theory</b>	<b>Practical</b>	<b>Internal Assessment</b>	<b>Total</b>
I	Computer Applications	50	30	20	100
II	Advertising: Art & Production	50	30	20	100
III	Corporate Public Relations	70	-	30	100
IV	Communication and Presentation Skills	70	-	30	100
V	Project Report (On Internship)	-	-	-	100
VI	Viva-Voce	-	-	-	50
				<b>Total</b>	<b>550</b>

**DETAILED SYLLABI FOR POST-GRADUATE DIPLOMA IN ADVERTISING AND  
PUBLIC RELATIONS  
SEMESTER-1**

**Paper-1: Fundamentals of Advertising & Public Relations**

**A. Advertising**

1. Introduction:  
Concepts and Definitions, History of Advertising, Role and importance of Advertising, Criticisms against advertisement, Advertising in India.
2. Type of Advertising:  
Classification on Geographical and Target Group basis. Primary and Selective demand advertising, Institutional Advertising, Public Service Advertising, Classification and Display advertising.
3. Advertising Media:  
Introduction, Types of Advertising Media: Print Media (News paper, Magazines), Electronic or Broadcast Media (Radio, T.V. Cable TV Cinema, Ad Films etc.), Outdoor Media (Hoarding, Banners, Poster, etc.), Transit Media. Other Emerging Media (Internet



Advertising, Exhibitions, Road shows, Special events, Direct Mail), and Direct Marketing. Characteristics, Merits and Limitations of various Media, Problems of reaching rural audience and markets.

4. Advertising Appeal:

Introduction, Advertising Appeals- Rational, Direct, Indirect and Moral, Use of personalities.

5. Advertising Models and Theories:

Ogilvy's Tanets for 'Advertising that sells. AIDA Model, Lavidge & Steiner Model.

## **B. Public Relations**

1. Introduction:

Concept and Definitions of Public Relations, History and Development of PR. Advent of PR in India, Types of Public, Public Opinion, Basic Elements and Principles of PR. PR in the India context, PRO – Function and Qualities.

2. Tools and Media:

- Photography, the Spoken Words, the Printed Words, Audio-Visual Aids.
- Propaganda, Publicity, Lobbying, Diplomacy, Campaigns, Fairs and Exhibitions.

3. PR Organizations and Consultancies:

Public Relations as a Profession, PR Department in an Organization, PR Consultancies

4. Professional Code:

Public Relation and Code of Ethics. PRSI Code of ethics Code of Ethics of International Public Relations Association.

### **Suggested Readings:**

1. Applied Public Relations and Communications by K.R. Balan (Sultan Chand & Sons, New Delhi).
2. Management of Public Relations and Communication by Shailesh Sen Gupta (Vikas Publishing House Pvt. Ltd.)
3. Hand Book of Public Relations in India by D.S. Mehta (Allied Publishers Ltd.)
4. Ogilvy on Advertising' by David Ogilvy, Vintage Published.
5. Foundations of Advertising- Theory and Practice by S.A. Chunawalla and K.C. Sethia (Himalaya Publishing House).

## **Paper – II: Advertising Management**

1. Advertising Agencies:  
Introduction, their role and importance in advertising, Their organization pattern and functions, Selection of an advertising agency. Agency commission and fee.
2. Advertising Campaign:  
Introduction to Ad Campaign, Campaign planning. Appraisal and Analysis for a campaign, Creative Strategy, Evaluation of a campaign.
3. Advertising Department: Functions and organization.
4. Setting of Advertising Objectives:  
Introduction. Approaches to objective setting, DAGMAR approach.
5. Setting of Advertising Budget:  
Introduction, Sales Generating Effect of advertising, Marginal Analysis, Factors Affecting Ad. Budget, Methods of Ad budget appropriation.
6. Media Planning & Scheduling:  
Planning: Selection of media category, their reach, frequency and impact. Cost and other factors influencing the choice of media.  
Scheduling: Introduction, Types of Schedules, National Readership Surveys, Methods of Audience Surveys and TRP Report., Factors affecting scheduling for TV Channel, Multi-Media Strategy.
7. Evaluation of Advertising Effectiveness:  
Importance and difficulties. Methods of measuring advertising effectiveness – pre-testing and post-testing. Communication Effect and Sales Effect.
8. Social Aspects of Advertising, Ethics and Regulations:  
Introduction, Adv. and children, Adv. and Women, Adv. and cultural values, Adv. and standard of living Ethical values in advertising Regulations of Advertising in India, AAAI, ASCI, DAVP, Code of ASCI.

### **Suggested Reading:**

1. Ogilvy on Advertising by David Ogilvy, Vintage Published.
2. Foundation of Advertising – Theory and Practice by S.A. Chunawalla and K.C. Sethia (Himalaya Publishing House).
3. Advertising Management by Aaker & Myers.

4. Advertising Management by Manendra Mohan
5. Advertising Management by P.K. Agarwal, Pragati Prakashan.

### **Paper – III: Principles of Marketing & Market Research**

#### **A. Principles of Marketing**

1. Marketing Management:

Marketing: Introduction, Definitions, Importance and Limitations.

Marketing Management: Introduction, Definitions, Functions & Problems.

Marketing Mix & Promotion Mix.

2. Consumer Behaviour:

Introduction, Human Needs & Buying Motives, Buying Decision making process, Factors affecting consumer behaviour.

3. Target Marketing & Market Segmentation:

Target Marketing: Introduction, Mass Marketing, Market Segmentation & Multi Segmentation.

Market Segmentation: Introduction, Niches, Bases for segmentation, Benefits & Limitations of Market Segmentation.

4. Product Management:

Product: Introduction, Components and Classification.

Services: Introduction, Characteristics.

Product Planning: Introduction, Steps in New Product development.

Product Life Cycle: Introduction, Stages, Strategies for the different stages of PLC.

5. Channels of Distribution:

Introduction, Importance, Functions, Types & Factors in Selection of Distribution Channels.

6. Pricing Policies & Strategies:

Introduction, Pricing method and policies, factors affecting pricing policies, pricing a new product.

7. Branding & Packaging:

Branding: Concept, Classification of Brands, Essential features of a good brand, Brand Equity.

Packaging: Concept, Objects, Importance.

## **B. Market Research**

1. Introduction:  
Definition, Nature and Scope of Marketing Research. The Research Process.
2. Collection of Data:  
Introduction, Primary and Secondary Data, Methods of Collecting Primary Data, Sources or Secondary Data.
3. Analysis of Data and Attitude Measurement:  
Introduction to Techniques of Analysis of Data, Introduction to Attitude Measurement & Scaling.

### **Suggested Readings:**

1. Marketing Management by Phillip Kotler, Pearson.
2. Marketing Management by Sherlarkar, Himalaya Publications.
3. Marketing Management by P.K. Aggarwal, Pragati Prakashan.
4. Marketing Research, Pearson Publication.
5. Marketing Research by Suja R. Nair, Himalaya Publications.

### **Paper-IV: Creative Writing for Advertising & Public Relations**

1. Fundamental of Writing:  
Introduction to Creative Writing, Lucidity and Directness, Authenticity and Credibility, Authorised Voice, Coherency, Consistency Transition.
2. Structure and Content of Writing:  
Preparation for Writing. Importance of Vocabulary. Word Play. Structure: In Introduction-Body-Conclusion. Presentation of ideas, Styles of Writing, Description, Dialogues.
3. Creativity in Advertising:  
Creativity: Concept and Definition, Creativity in Advertising, Idea generation, Copy platform, creativity in layout and direction. Appeals in advertising Interface of copy creativity and visual creativity.
4. Writing for Advertising:  
→ Advertisement Copy – Types and Functions, Headlines, Body Text, Slogans, Scripts for Radio Jingles and TV Commercials.

→ Copy Writing – An Introduction, Writing for Print Ad Writing Jingles for TV Commercials, Writing for Direct Mail and Directories, Writing for other publicity Material.

5. Writing for PR:

→ Introduction to PR Writing: Presentation in writing, Empathy, Writing for Specific Audience, Difference between writing for PR and other types of writings.

→ Writing for various types of PR material: News Releases, Backgrounders, Features and Profiles, Writing for House Journals and News letters.

**Suggested Readings:**

1. Advertising: Creative Communication with Consumers by H.W. Hepner (McGraw Hill).
2. The craft of Copy writing by J.A. Valladores, Sage Publications.
3. Advertisement Writing by Frank Jefkins (Mac Donald & Evam).
4. Klappner's Advertising Procedure by J. Thomas Russel & W. Ronal Lane.
5. Ogivy on Advt. By David Ogilvy. Vintage Publication.
6. Advertising Made Simple by Frank Jefkins (Rupa & Co., Calcutta).

**Paper-V: Viva-Voce:**

Each student will develop a portfolio of Advertising and PR Productions. Viva-Voce will cover such portfolio (Advertising and PR material) and entire syllabi of First Semester.

**SEMESTER-II**

**Paper-1: Computer Applications**

**Theory**

i. Introduction to Computers: Definition, Generations, Memories and Classification of Computers, Hardware and Software Devices.

ii. Introduction to MS Office: Special Emphasis on MS-Word and Power Point.

MS WORD: MS Word basics, Typing and Editing, Formatting Text, Page Design and Layout, Mail merge and document management. Table.

Power Point: Introduction to PowerPoint, Presentation Graphics, Creating and presentation and Customizing the slide show.

Excel: Tabulation & Graphics.

- iii. PageMaker, CorelDraw and Photoshop and their use in Mass Communication.
- iv. Introduction to Internet: Definition, Various activities on Internet, Tools and Services on Internet, Search Engines, Browsing the Internet and E-Mail.
- v. Introduction to Graphics, Multimedia and animation.
- vi. Introduction to web designing: HTML and Dream weaver.

### **Practical**

The student will be required to exhibit their proficiency in the use of MS Word, PowerPoint, Excel, PageMaker, CorelDraw and Photoshop.

#### **Paper – II: Advertising: Art and Production:**

1. Concept and Philosophy of Graphics and Production:
  - Elements of design
  - Principles of design (design syntax)
  - Type and Type faces
  - Choosing Types in design
  - Layout
  - Logo and Trademark
  - Composing Methods
  - Desktop Publishing
  - Printing Process and Methods
  - Colour and its Production aspects.
  - Printing Paper
  - Costing and Estimation
2. Introduction to Various Types of Print Publications:
  - Leaflets
  - Brochures
  - Posters etc.
3. Still Photography:

Origin and History, Camera Parts and Types of Cameras, Photographic Techniques – Exposing, Developing and Printing, Black and White Photography, Colour Photography, Special Photographic techniques.

4. Introduction to Audio Visual Production:
  - Basic of Audio Recording
  - Basic of Film Production Techniques.
  - Basics of Video Production Techniques – News, Documentary and Ad Production.
  - Sound and Slide Productions.

**Suggested Reading:**

1. Art and Production by N.N. Sarkar (Sagar Publications, New Delhi)
2. Advertising: Art & Production by R.M. Schlemmer (Prentice Hall).
3. Designing Print Communication by N.N. Sarkar (Sagar Publications, New Delhi).
4. Advertising Production by T.B. Stanley (Prentice Hall).
5. TV Production, Surjeet Publications.

**Paper – III: Corporate Public Relations**

1. Introduction:

Definition, Concept, Scope and need for Corporate Public Relations, Essentials of good Corporate Public Relations, Public Relations as a Management function, Challenges of Public relations.
2. Corporate Public:

Meaning of Corporate Public and Importance to the organization, Major areas of Corporate Public Relations and Current trends in Corporate relations.
3. Media Relations:

Media scene in India: Press, Radio, TV Film, - Govt. and Private Media.  
PR Opportunities in Media – the need for effective media relations.  
Principles of good media relations. Media Information Services, Media Conference, Media Tours, Fact Sheets, Backgrounders, Principles of Deserve and desire in Media Coverage, Inter-media Publicity Coordination Committee, Media kit-uses and contents.
4. Employee Relations:

Responsibility for Employee Relations, Employee Communications Oral, Written, Audio Visual. Open House, Get together, Cultural and Welfare programmes. Participation of Employees in the organization at various levels.  
Communication from Employee to management – Suggestion boxes, Action of Management during crisis – Death, Accident, Unrest, Indiscipline.

5. Government Relations:

Concept and significance of Government Relations. Liaisoning and Lobbying, Public Relations and Information system of Govt. of India. PIB and its role.

6. Consumer Relations:

Responsibility for consumer relations. Basis for good consumer Relations. Objectives of consumer Protection Act. Consumer Grievances and Redressal mechanism. Consumer Education.

7. Community Relations:

Objectives of Community Relations, Policy & Programmes. Benefits of good community relations.

8. Public Relations in Crisis Management:

Meaning of Crisis Man-made and Natural crisis. Corporate Policy for Crisis Management. Crisis Management Plan, Media Spokes-person.

**Suggested Readings:**

1. Public Relations by K.R. Balan, Himalaya publications
2. Public Relations by Rayudu & Balan, Himalaya publications.
3. Handbook of Public Relations by D.S. Mehta, Surjeet Publications.
4. Public Relations by S. Sengupta, Vikas Publications.

**Paper-IV: Presentation & Communication Skills**

1. Introduction to Communication:

Meaning and Definitions of Communications, Objectives, Communication Process, Application of Communication Process in marketing. Importance of Communication. Barriers in Communication. Essentials of effective communication skills.

2. Forms of Communications:

Downward, Upward, Horizontal, Diagonal and Grapevine Communication; Inter personal and Intra personal communication; Small Group Communication and Public Speaking; Verbal and Non-verbal Communication.

3. Interviews, Group Discussions and Conferences:

- Interviews: Meaning, Types of Interviews, Facing interview and Conducting interviews.



- Considerations in Group Discussions.
  - Participation in Conferences.
4. Presentation Skills:
- Pre-presentation preparations.
  - Presentation skills.
  - Post-presentation followup.
  - Presentation aids: Audio aids, Visual Aids, Audio-Visual Aids and Printed aids, Computer aided presentations-Use of PowerPoint.
5. Meetings:
- Meaning of Meetings.
  - Procedure of Convening a Meeting:  
Pre-meeting preparation.  
Management of meetings – meeting manners, presiding over a meeting and participating in a meeting.
  - Minutes and Post meeting follow-up.
6. Listening Skills:  
Listening Process, Significance of Listening, Types of Listening, Barriers to listening, Commandments of effective listening.
7. Written Presentation:
- Presentation of CV/Resume.
  - Business Letter: Essentials; Approaches to Business letter; Types of Business Letter – Information Letters, Sales Letters, Problem Letters, goodwill letter.
  - Report Writing.

**Suggested Readings:**

1. Business Communication by R.K. Madhukar, Vikas Publishing.
2. Business Communication by T.N. Chhabra, Sun India Publication.
3. Communication today by Reuben Ray, Hiamalya Publishing House.

**Paper-V: Project Report**

100 Marks

Each candidate will have to undergo an internship/training for at least three weeks in the field of Advertising or Public Relations or both in any organization. The prior approval of the course – coordinator for both the ‘organization’ and the ‘field of specialization’ will be necessary

for this purpose. After the training/internship the candidate will have to submit a training – report in the form of a ‘Project-Report’ which will be assessed externally.

**Paper –VI: Viva-Voce:**

50 Marks

Each student will develop a portfolio of Advertising and PR Productions. Viva-Voce will cover such portfolio (Advertising and PR material) and entire syllabi of Second Semester.

## ORDINANCES AND SYLLABUS FOR POST GRADUATE DIPLOMA IN BUSINESS

### ADMINISTRATION

#### ORDINANCES

1. There will be a one year full-time Post Graduate Diploma Course in Business Administration namely P.G. Diploma in Business Administration (PGDBA).
2. The course will be open to those students who have passed Bachelors Degree with a minimum of 40% in aggregate from any University established by law in India
3. The candidate seeking admission to the course will be selected on the basis of a written test cum interview and their past academic achievement, the details of which are to be worked out by the Head of Department.
4. The number of seats for the diploma course will be 15 (fifteen).  
(Application from employed candidates will not be entertained unless duly sponsored by industrial corporations, and allowed paid leave for one whole session).
5. The course will be of the duration of one academic session.
6. The examination of the course will consist of seven papers including a viva-voce:
  - i) The maximum marks for each paper will be 100.
  - ii) Each paper (I to V) will be of three hours duration.
  - iii) The minimum marks required for passing the examination will be 50% in aggregate but not less than 40% in each paper.
  - iv) A candidate should have attended at least 75% of the lectures in order to qualify for written examination.
  - v) The course of study consists of the following papers:
    - 1) Organisational Behaviour.
    - 2) Human Resource Management
    - 3) Business Finance and Accounting for Management
    - 4) Statistical Analysis
    - 5) Marketing Management
    - 6) Project Study.
    - 7) Viva-voce and Sessional Work.
  - vi) The candidate will be expected to complete a Project and submit a report of the same to the Head of Department towards the end of the course. All

expenses in this connection will be borne by the candidates. The topic and place of study for the Project will be approved by the Head of Department.

vii) The fees payable by the candidates will be as per the rule of the University.

**Paper – I: Organizational Behaviour:**

1. Basic principles of management. Major contributors to management thought; Management process.
2. Organisation – Meaning, structure and process of organisation types of organisation, Dimensions of organisational behaviour.
3. Organisational decision making.
4. Communication in organisation.
5. Theories of motivation.
6. Theories of work-group behaviour-transactional analysis and conflict.
7. Leadership – styles and theories.
8. Organisational change and development.

**Paper – II: Human Resource Management:**

1. Introduction: Nature, scope and significance of human resource management.
2. Man-power planning, Assessing the need, recruitment, selection, induction and training.
3. Wage and salary administration-methods of wage payment, Provisions of minimum wages Act, Incentive plans.
4. Performance appraisal: Job description, analysis and evaluation, transfer and promotion.
5. Employee motivation and morale, job rotation, job enlargement and enrichment, absenteeism and labour turnover.
6. Industrial Relations in India: Industrial dispute and their settlement, collective bargaining, Grievance handling machinery, Role of Trade unions in the maintaining of Industrial Peace, Worker's participation in management in India.

**Paper – III: Business Finance and Accounting for Management:**

**Group-A: (50%)**

1. Finance Function-Traditional and modern concepts; importance, organisation and responsibility.
2. Sources of supply of funds-Short, medium and long term merits and limitations.
3. Capitalisation-Capital structure and leverage effects.

4. Management of current assets-Cash, receivables and inventory.
5. Dividend policy-Importance; major determinants.

**Group-B: (50%)**

1. Nature and importance of Management accounting.
2. Techniques of Financial Analysis – Ratio analysis, Cash-flow and funds-flow analysis.
3. Accounting for decision making-Capital budgeting, Marginal costing & Break-even analysis.
4. Accounting for control-Budgetary control, standard costing, responsibility accounting

**Paper – IV: Statistical Analysis:**

1. Introduction: Nature, scope, importance and limitations of statistics, Misuse of statistics.
2. Statistical Investigation: Collection and classification of data, planning a statistical investigation, questionnaire, methods of collecting primary and secondary data, Methods and principle of sampling. Methods of classification and tabulation.
3. Analysis of Time Series: Meaning and components, Measurement of Trend.
4. Linear regression and regression coefficients.
5. Interpolation and extrapolation.
6. Association of two attributes: Coefficient of Association and contingency,  $X^2$ , Test.
7. Probability: Progressions and elements of set theories. Calculation of simple and compound Probabilities.
8. Theoretical Distribution: Binomial, Poisson, normal and their simple applications to business problems.
9. Large and small sample analysis; Test of significance Application of 'T' and 'F' Tests.
10. Statistical Quality Control.
11. Analysis of variance (ANOVA).
12. Indian Statistics: National Income, Statistics relating to agriculture, Industrial production and foreign trade of India, Statistical organisation at the centre and in Uttarakhand.

**Paper – V: Marketing Management:**

1. Marketing Management: Meaning, Nature, Scope and concepts, Marketing mix.
2. Marketing Environment.

3. Consumer Behaviour: Buying process, Buying motives, Factors influencing buying behaviour, different models of consumer behaviour. Market segmentation. Organisational buying behaviour.
4. Product decisions: Product concept, branding, packaging and labeling; Product support services. Product and brand positioning. New product development; Product life cycle.
5. Pricing: Factors influencing price determination, different methods of price determination. Price policies & strategies.
6. Distribution: Management of distribution channels and physical distribution.
7. Promotion: Communication Process; Promotion mix, different tools of promotion: their characteristics & limitations.
8. Marketing Research: Importance, process and types of marketing research.
9. International Marketing: Meaning, importance and difference between National & International marketing.
10. Consumer Protection & regulation of marketing in India.

**Paper – VI: Project Study:**

The purpose of this course is to enable a student to apply the knowledge obtained in various subject to specific business problems both in the Public and Private sectors. The Paper will include:

- a) Theoretical frame-work of project studies and writing project reports.
- b) Preparation of project report.

The typical areas of study include:

- a) Management and organisation.
- b) Internal Management teams and controls.
- c) Marketing and Distribution.
- d) Production.
- e) Financial Management.
- f) Personnel Management.
- g) Public Policy.

**Paper –VII:**

- |                   |          |
|-------------------|----------|
| 1. Viva-voce      | 50 Marks |
| 2. Sessional Work | 50 Marks |

Sessional work shall include seminars, class performance, participation in group discussions etc. (The marks shall be awarded by the Head of Department on the basis of periodical reports given to him by the teachers).

**SYLLABUS OF TWO YEARS FULL TIME MASTER OF COMMERCE (M. Com)  
DEGREE PROGRAMME (SEMESTER WISE)**

1. There shall be a full-time Master's Degree programme viz Master of Commerce (M.Com). The duration of the course shall be two years (i.e. two academic sessions). Each year shall be divided into two semesters (July – December & January – June). There shall be about 90 teaching days, across 16 weeks, in a semester. The examination shall be held in around December and May for the First / Third and Second/Fourth semesters, respectively, or as decided by the University.
2. A candidate for admission to M.Com Ist Semester must have passed B.Com. Examination of any recognized Indian or Foreign University with minimum 45% marks in aggregate, or B.A. with Economics or Mathematics, or B.Sc. with Mathematics or Economics with minimum 50% in aggregate, from a recognized Indian or Foreign University. Those appearing for their final examinations of Bachelor Degree programme may also apply, provided, they can produce their result at the time of admission.
3. A candidate who has passed the previous examination for the degree of Master of Commerce of any other recognized University (following the Semester system) may also be admitted to the final examination provided that he has offered, for his previous examination, a course of an equivalent standard, with almost similar syllabus as is required for the previous examination of this University and has attended a regular course of study of one academic year.
4. A candidate who does not possess a commerce background in the qualifying class (i.e. graduation BA/B.Sc. shall be required to pass the qualifying course in Book- Keeping and Accountancy, by securing at least 18 marks out of 50. He shall not be awarded the M.Com. degree unless he/she qualifies this course. However, the marks secured in the qualifying examination shall not be added to his aggregate marks.
5. There shall be a maximum of 100 seats for the M.Com. programme for Srinagar Campus and 60 seats for Tehri Campus. Reservation as per the Central Government Rules shall be applicable.



6. The candidates seeking admission to the course shall have to appear at a written test, a group discussion and an interview if and when conducted by the University. The written test shall generally carry questions related to comprehension (English language), Reasoning, General Awareness, Business and Finance Aptitude and Mathematics (Intermediate level).
7. Only those qualifying at the written test in the order of merit shall be called for interview and group discussion, which shall carry a maximum of 25 (Twenty five) marks each. The number of candidates called shall generally be equal to three times the number of seats available or as decided by the University.
8. The relative merit list for admission shall be prepared on the basis of all the three components as follows:
  - i) Written Test/ graduation marks (75%), ii) Group Discussion (10%), iii) Interview (15%).The criterion for inviting students for the Group Discussion and Interview shall be the performance in written test, or a candidate's previous academic record at Graduation level or both as decided by the University. While the final selection shall be on the basis of performance at the Interview and Group Discussion as well as the marks obtained at the written test.
9. Those qualifying in the final merit (after interview / group discussion) shall be eligible for admission. If some seats fall vacant, those in the subsequent order of merit (waiting list upto a cut off point to be decided by the department) shall be eligible for admission.
10. The examination of the course shall consist of six papers in each of the semesters including, the project report and seminar/ viva-voce. Only seminars shall be evaluated internally, rest of the courses, including the project and the viva voce, shall be evaluated externally.
  - i. The maximum marks for each paper shall be 100 of which 40 marks shall be awarded on the basis of internal assessment in each paper excluding Project Report and seminar/ Viva-Voce (for which details have been provided ahead) and 60 marks

kept aside for the end semester examinations. There shall be a maximum of 10 marks for attendance, 10 marks for assignments, 10 marks for midterm tests, and 10 marks for surprise test (overall 40 marks) under internal assessment.

**The Scheme of Courses along with their credits in the Programme shall  
be as follows:**

**Semester-I**

<b>M.Com.101:</b> Corporate Financial Accounting	<b>3 Credits</b>
<b>M.Com.102:</b> Management Principles and Practice	<b>3 Credits</b>
<b>M.Com.103:</b> Business Environment	<b>3 Credits</b>
<b>M.Com.104:</b> Managerial Economics	<b>3 Credits</b>
<b>M.Com.105:</b> Computer Applications in Business	<b>3 Credits</b>
<b>M.Com.106:</b> Business Communication	<b>3 Credits</b>

**Semester-II**

<b>M.Com.201:</b> Financial Management	<b>3 Credits</b>
<b>M.Com.202:</b> Marketing Management	<b>3 Credits</b>
<b>M.Com.203:</b> Human Resource Management	<b>3 Credits</b>
<b>M.Com.204:</b> Research Methods & Statistics	<b>3 Credits</b>
<b>M.Com.205:</b> Management Accounting	<b>3 Credits</b>
<b>M.Com.206:</b> Legal Aspects of Business	<b>3 Credits</b>
<b>M.Com.207:</b> Organizational Design, Development and Change (Self Study Course)	<b>3 Credits</b>

**Semester-III**

**Core Papers**

<b>M.Com. 301:</b> International Business	<b>3 Credits</b>
<b>M.Com. 302:</b> Management of Financial Services	<b>3 Credits</b>
<b>M.Com. 303:</b> Income Tax Laws and Practice	<b>3 Credits</b>

**Elective Group:**

The students have to opt one whole group as a major course and one paper from another group as a minor course

**Group A: Finance:**

<b>M.Com.304:</b> Financial Markets and Institutions	<b>3 Credits</b>
<b>M.Com.305:</b> Security Analysis and Portfolio Management	<b>3 Credits</b>

**Group B: Marketing**

**M.Com.306:** Consumer Behaviour **3 Credits**

**M.Com.307:** Marketing Communication **3 Credits**

**M.Com.308 :** E-Commerce (Self Study Course) **3 Credits**

**Semester –IV****Core Paper :**

**M.Com.401:** Project Planning and Evaluation **3 Credits**

**M.Com.402:** Project Report **3 Credits**

**M.Com.403:** Seminar and Viva Voce (Marks Equally Divided) **3 Credits**

**Elective Group:**

The students have to opt one whole group as a major course and one paper from another group as a minor course. Group selected by the student as major group in 3<sup>rd</sup> semester cannot be changed in the 4<sup>th</sup> semester.

**Group A: Finance**

**M.Com.404:** Risk Management and Insurance **3 Credits**

**M.Com.405:** International Financial Management **3 Credits**

**Group B: Marketing**

**M.Com.406:** Marketing of Services **3 Credits**

**M.Com.407:** International Marketing **3 Credits**

**M.Com.408 :** Entrepreneurship Development **3 Credits**  
(Self Study Course)

**Note:** The detailed course outlines for each course, mentioned above is explained, as follows.

**Detailed Syllabus for M. Com.****Semester-I****M.Com. 101: Corporate Financial Accounting:**

**Course Objectives:** The objective of paper is to help students understand accounting with relation to the corporate world and to introduce to the recent accounting concepts and conventions. Students are requested to follow Revised Schedule VI for presenting Balance sheet wherever needed.

**Course Outline:**

**Unit 1: Preparation of Final Accounts of Companies:** Preparation of Final Account with adjustments as per revised schedule VI.

**Unit II: Valuation of Goodwill and Share:** Valuation of goodwill and shares with all the available methodology.

**Unit III: Corporate Accounting:** Issue and redemption of debentures.

**Unit IV: Holding Companies:** Preparation of Consolidated Profit & Loss Accounts and Balance-sheet.

**Unit V: Accounting for Amalgamation of Companies as per A.S.-14:** Accounts of amalgamation, absorption and reconstruction of companies

**Note: Question paper will contain 50% Numerical questions and 50% Theoretical questions.**

**Suggested Reading:**

1. M.C. Shukla & T.S. Grewal: Advanced Accounts, S. Chand & Co. (Pvt.) Ltd. New Delhi.
2. S.M. Shukla & S.P. Gupta: Corporate Accounting, Sahitya Bhawan Publications Agra.
3. R.L. Gupta & M. Radha Swamy: Ad. Accounting, Sutan Chand & Sons, Delhi
4. S.M. Maheshwari: Financial Accounting,
5. G.R. Mouna: Corporate Accounting, Mayur Publication, New Delhi

**M.Com. 102: Management Principles and Practice:**

**Course objectives:** The objective of this course is to provide an understanding of the tasks and functions of management and to acquaint the participants with the developments in the concept, theories and practices in the field of management.

**Course Outline:**

**Unit I: Management:** Nature and Significance of Management, Classical, Neo-Classical and Modern Theories of Management. Contingency and System Approach to Management, Functions of Management.

**Unit II: Planning:** Meaning and Process, Goals, Objectives, Plans and Programmes. Premises of Planning – Forecasting, Process of Decision Making. Rationality and Bounded Rationality. Risk and Uncertainty in Decision Making.

**Unit III: Organization:** Theory, Structure, Departmentation, Vertical and Horizontal Growth in Organization, Line and Staff Functions and Conflicts, Span of Management, Authority, Accountability, Delegation, Centralization and Decentralization, Formal and informal organization Group Functions in Organization: Formation and Role of Groups in organization.

**Unit IV: Staffing:** Nature and Purpose of Staffing: Selection, Performance Appraisal, Organizational Development.

Leading: Motivation – Meaning and Theories of Motivation, Motivation in Practice Leadership – Types and Traits of a Leader, Leadership Styles. Communication: Forms, Process, Barriers and Effective Communication.

**Unit V: Controlling:** Meaning and Process of Controlling. Techniques of Controlling. Management of Change: Adaptability to Change, Resistance to Change. Emerging Challenges for the Managers.

**Suggested Reading:**

1. Stoner, James A.F., Management, Pearson (Textbook)
2. Robbins, Stephen P. and Coulter, Mary, Management, Prentice Hall
3. Koontz, Harold and Weihrich, Heinz, Essentials of Management, McGraw-Hill
4. Bateman, Thomas S. and Snell, Scott A., Management, McGraw-Hill
5. Hill, Charles W.L. and McShane, Steven L., Principles of Management, McGraw Hill
6. Pareek, Udai, Understanding Organizational Behaviour, OUP, New Delhi (Textbook)
7. Thakur and Burton, Management, McGraw-Hill

**M.Com.103: Business Environment:**

**Course Objectives:** The objective of this course to develop ability to understand and scan business Environment in order to analysis opportunities and take decisions under uncertainty.

**Course Outline:**

**Unit I: Theoretical Framework of Business Environment:** Concept, significance and nature of business environment; Elements of environment micro and macro; Techniques of environmental scanning and monitoring.

**Unit II: Economic Environment of Business:** Significance and elements of economic environment; Economic system and business environment; Economic planning in India; Government policies, industrial policy, fiscal policy, monetary policy, EXIM policy.

**Unit III: New Economic Policy:** Privatization, Liberalization and Globalization and their Implications for Indian Business, MNCs.

**Unit IV: Political and Legal Environment of Business:** Critical elements of political environment; Government and business; Competition Act 2002, FEMA and Consumer Protection Act.

**Unit V Technological Environment:** Factors Influencing Technological Environment. Role and Impact of Technology on Business. Transfer of technology-Channels, Methods and limitations.

**Suggested Reading:**

1. Adhikary, M.: Economic Environment of Business Sultan Chand & sons New Delhi.
2. Ashwathappa, K.: Legal Environment of Business Himalaya Publication New Delhi.
3. Cherunilam, Francis: Business Environment Himalaya Publishing House New Delhi.
4. Rajvaid: Business Environment.
5. I.C. Dhingra, Indian Economy: Environmental and Policy, Sultan Chand & sons New Delhi.
6. S.K. Mishra and V.K. Puri: Economic Environment of Business.

**M.Com.104: Managerial Economics:**

**Course Objectives:** To develop managerial perspective on economic fundamentals as aids to decision making under given environmental constraints.

**Course Outline:**

**Unit 1: Introduction:** Nature and Scope of managerial economics and its relationship with other disciplines; Its role and significance in decision making; Basic concepts; Positive Vs Normative analysis.

**Unit II: Market Forces: Demand and Supply:**

**a) Demand Analysis:** Theory of demand; Objectives of demand analysis and determinants of demand; Theory of consumer behaviour; Elasticity of demand and its measurement methods; Importance in decision-making.

**b) Supply Analysis:** Objectives of supply analysis; Determinants of supply.

**Unit III: Production Function and Cost Analysis:** Theory of production and cost analysis; Production function and its managerial uses; Laws of production and analysis; Empirical estimates of production and cost; Short-run and long-run average cost curves and their analysis; Economies and diseconomies of scale.

**Unit IV: Organisation of the Firm:** Pricing decision; Pricing under different market structure; Perfect and imperfect (monopoly, monopolistic and oligopoly markets); Pricing strategies; Collusive and non-collusive oligopoly; Baumol's marries; and O. Williamsons' models.

**Suggested Reading:**

1. Baumal, Shalliam J. Economic theory and operations analysis, Prentice hall, Landon.
2. Baya, Michail R. Managerial economics and business strategy, Mc Graw hill New York.
3. Chopra O.P. Managerial economic, Tata Mc Graw hill Delhi.
4. Dean, Joel. Managerial economic, prentice hall Delhi.
5. Crag W. Peterson, W.Cris Lewis, and Sudhir K. jain, managerial Economics, Prentice-Hall of India/ Pearson, New Delhi, 2004.
6. H.L Ahuja, Managerial Econimics, S. Chand, 2004.
7. DN Dwivedi, Managerial Economics, 4<sup>th</sup> ed., Vikas Publishing House, New Delhi, 2006.
8. Paul Samuelson and Nordhaus, Economics, 19<sup>th</sup> ed. Tata McGraw-Hill, New Delhi, 2005.

**M.Com.105: Computer Applications in Business:**

**Course objectives:** The main objectives of the course is to familiarize the students with the concept of data base, a term which is used to denote all the data that is manipulated by means of the computer and develop basic competence in the case of a data base and other day to day use packages.

## **Course Outline:**

**Unit I: Introduction to Computer:** Evaluation of Computer, Functional part of computer, Input Devices, Output Devices, Central Processing Unit, Memory (Primary and Secondary), Introduction to Software (System Software, Application Software)

### **Unit II:**

- a) **Operating Systems:** Type of Operating Systems, Functions of Operating Systems, Features of a good operating system, Introduction to WINDOWS.
- b) **Application Softwares:** Type of Application software, Introduction to Word Processing (MS word), Introduction to Presentation Software (MS Power Point).
- c) **Introduction to Spreadsheets** (MS Excel), Introduction to Database (MS Access).

**Unit III: Introduction to SPSS:** descriptive analyses

**Unit IV: Introduction to Computer Networks:** Need for Networking, Type of Networks, Networks Topologies, Transmission Media, Networking Components (BRIDGE, GATEWAY, ROUTER, REPEATER, HUB, SWITCH), Introduction to Internet (WWW, HTTP, FTP, TCP/IP).

**Unit V: The Internet Environment:** Surfing & Searching, Protocols, World Wide Web, Elementary Idea of E-Commerce & Its Types, future of information technology.

## **M.Com.106: Business Communication:**

**Course Objective:** The objective of this course is to introduce students to the principles, processes and skills of communication, equip them with skills to critically analyze oral, written and multi-modal texts based on purpose, audience, message, organization and style.

### **Course Outline:**

**Unit I: Introduction:** Nature of communication; Myths about communication; Communication process and stages in communication cycle; Barriers to effective communication; Formal and informal communication; Communication channels; Choosing the means of communication, like letters, memos, reports, fax, e-mail, presentation, telephone and multimedia; Improving the communication; Verbal and non-verbal communication; Organisational culture; Communication and ethics.

**Unit II: Communication for Managers:** Importance of communication to managers; Internal and external audiences in the organization; Planning and creating business managers; Analysing the problem and defining the purpose; Analysing business communication situations; Adapting the message to the audience.

**Unit III: Written Communication:** Planning, writing and revising business document; Designing documents; Slides and screens; Polishing the writing; Editing for grammar and punctuation; Choosing the right word; Revising sentences and paragraphs, letters, memos, e-mails and web writing, informative and positive message, negative messages, persuasive messages; Reports: Types, characteristics of business reports, purpose of reports; Planning and techniques of writing a report.

**Unit IV: Recruitment and Employment Correspondence:** Researching job; Job application letter; Curriculum vitae/ resumes; Employment; Interview; References; Offers of employment; Job description; Letter of acceptance; Letter of resignation.

**Unit V: Interpersonal Communication:** Listening, working and writing in teams; Planning, conducting and recording; Meetings; making effective oral presentation; Overcoming stage fright; Telephonic communication; Conversation and discussion; Public speaking; Seminar presentation; Conference; Group discussion.

**Suggested Readings:**

1. Raman and Singh, Business Communication, Oxford University Press, 2006, 12th impression
2. Business Communication Today, Bovee, Thill and Chaturvedi, Pearson Education, Ninth Edition
3. Deborah Britt Roebuck. Improving Business Communication Skills.
4. Lesikar and Flatley. Basic Business Communication. 11<sup>th</sup> Ed. New Delhi: Tata McGraw-Hill Publishers 2008.
5. Locker, K.O., and Kaczmarek, S.K., Business Communication: Building Critical Skill, 2<sup>nd</sup> ed., Tata McGraw-Hill, 2002.
7. Bovee, C.L., et al., Business Communication Today, Pearson Education, 200.

## Semester II

**M.Com.201: Financial Management:**

**Course objectives:** To develop adequate level of knowledge of broad areas of financial decisions and also to introduce to the students the basic analytical techniques and methods of Financial Management of Organizations.

**Course Outlines:**

**Unit I: Financial Management:** Nature, Objectives and Scope, Modern concept of finance, Financial Decision- Types of Financial Decisions, Role of Finance Manager, Risk Return Framework for Financial Decision Making, Time value of money.



**Unit II:**

- a) **Cost of capital:** Concept of value, present value, basic valuation models.
- b) **Capital Structure:** Concept, Financial Leverage and its Impact on the Valuation of firm, Theories of Capital Structure- net income approach, operating income approach, miller – Modigliani approach, Determinants of Capital Structure.

**Unit III: Investment Decisions:** Nature and Kinds of Capital Budgeting, Techniques of Evaluating Capital Budgeting Decisions, Capital Budgeting Under Risk and Uncertainty, Analysis of Real Life Capital Budgeting Decisions- Some Case Studies.

**Unit IV:**

- a) **Dividend Decisions:** Dividend and its form, Theories of Dividend Policy and their Impact on the Value of a Firm, Determinants of Dividend Policy.
- b) **Working Capital Management:** Meaning and Concepts of Working Capital. Estimating Working Capital Requirements. Management of Cash Receivables and Inventory.

**Unit V: Corporate Restructuring:** Merger and Acquisitions-Types, Sources of Takeover Gains, Valuation and Financing of Acquisitions, Analysis of some Case Studies. The Empirical Evidences on Theories and the Case Studies Relevant for above Topics are Required be Discussed.

**Note: Question paper will contain 50% Numerical questions and 50% Theoretical questions.**

**Suggested Readings:**

1. Van Horne James C.: Financial Management and Policy, Prentice Hall of India 12<sup>th</sup> Ed,208.
2. Prashna Chandra: Financial Management. McGraw Hill.
3. Pandey, I.M: Financial Management. 9<sup>th</sup> Ed. Vikas Publishing.
4. Khan and Jain: Financial Management. McGraw Hill.
5. Ross S.A., R.W: Westerfield and J. Jaffe, Corporate Finance, 7<sup>th</sup> Ed. McGraw Hill.
6. Brealey R.A. and S.C. Myers: Principles of Corporate Finance, McGraw Hill, 6<sup>th</sup> Ed.
7. V.Saran, Financial Management, PHI.

**M.Com.202: Marketing Management:**

**Course Objectives:** The objective of this course is to facilitate understanding of the conceptual framework of marketing and its applications in decision making under various environmental constraints.

## Course Outlines:

### Unit I:

- a) **Marketing Concept:** marketing management; Nature and scope; Evolution of marketing; Selling vs marketing; CRM; Emerging role of marketing; Marketing mix.
- b) **Marketing Environment:** Concept; Need for study; Major elements and their impact on marketing decisions.

### Unit II:

- a) **Consumer Behaviour:** Consumer vs. organizational/industrial buyer; Their characteristics; Importance of understanding consumer behaviour; Determinants of consumer behaviour; Theories of consumer behaviour; Various buying roles in family; Types of buying behaviour; Consumer decision-making process in buying.
- b) **Market Segmentation:** Nature and importance of segmentation; Pre-requisites for effective segmentation; Bases of segmenting consumer markets; Market selection strategies; Positioning.

**Unit III: Product Decisions:** Concept of product; Classification of products; Product line and product mix; Branding, packaging and labeling; Customer services; Development of new product; Product life cycle; The new product (Consumer); Adoption process.

### Unit IV:

- a) **Price Decisions:** Pricing as a marketing variable-its role and importance; Price vs. non-price competition; Factors influencing price determination; Price setting in practice; Price policies and strategies.
- b) **Distribution Channels and Physical Distribution Decisions:** Why are marketing intermediaries used? Marketing channel functions; Selecting channels distribution; Determining the intensity of distribution; Channel management decisions- selection, motivation and evaluation of individual middlemen; Manufacturer- distribution relationship; Retailing and wholesaling; Logistics of distribution.

### Unit V:

- a) **Promotion Decisions:** Nature; Objectives and importance of promotion; Communication process; Promotion mix and methods; Advertising; Personal selling; Public Relations and Sales promotion.
- b) **Legal, Ethical and Social Aspects of Marketing:** Consumerism; Consumer protection measure in India; Recent Developments in consumer protection in India.

### Suggested Reading:

1. Kotler Philip and Gray Armstrong: Principles of marketing, Prentice hall New Delhi.
2. Kotler Philip: Marketing Management-Analysis, Planning, Implementation and Control, Prentice hall New Delhi.
3. Ramaswami, V.S and Namakumari, S: Marketing Management Mac Millan India New Delhi.
4. Stanton, Shallian J. and Charles Futrell: Fundamentals of Marketing Mc Graw hill New York.
5. Rajan Saxena, Marketing Management, 3<sup>rd</sup> ed, Tata MCGraw Hill, New Delhi, 2009

## **M.Com.203: Human Resource Management:**

**Course Objectives:** To enable students to understand procedures, processes and techniques applied in the management of Human Resource in an organization.

### **Course Outlines:**

**Unit I: Introduction to Human Resource Management:** Evolution of HRM , Objectives and functions of HRM , Role and responsibilities of HR Manager , Relevance of HRM , Systems approach to HRM

**Unit II: Acquisition of Human Resource Management:** Human Resource Planning: Purpose and process , Recruitment and selection: Sources of recruitment, stages in selection process , Placement, goals analysis: Job description and job specification.

**Unit III: Developing Human Resources:** Training and Development: Training needs, training methods, application of computers in training, developing effective training programmes, Concept of HRD, Management development programmes.

### **Unit IV:**

1. **Performance Appraisal:** Concept and objective of performance appraisal , Process of performance appraisal , Criteria for performance appraisal , Benefits of performance appraisal , Limitations and constraints , 360 degree performance appraisal , Promotion-degree, transfer and separation: Promotion, purpose, principles and types; Transfer: Reasons, principles and types; Separation: Lay-off, resignation, dismissal, retrenchment, voluntary, retirement scheme.
2. **Motivating Human Resources:** Motivation at work, major motivation theory: An overview, Participative management, Compensation Management, Incentives: Concepts, types of incentives; Incentives schemes in Indian industries; Fringe benefits, Discipline and employees' grievance redressal.

### **Unit V:**

- a) **Individual Behaviour:** Attitude, perception, learning, values.
- b) **Group Processes:** Group dynamics, power, policies, organizational culture and climate. Forms of groups.
- c)

### **Suggested Readings:**

1. Dessier, Gary and Biju Varkkey, Human Resource Management, 11<sup>th</sup> ed., Pearson Education, New Delhi, 2009.
2. Gomez-Mejia, et al., Managing Human Resources, 3<sup>rd</sup> ed. Pearson Education.
3. Ivancevich, Human Resource Management, Tata McGraw-Hill.
4. David S. Decenzo and Stephen P. Robbins, Personal/ Human Resource Management, 3<sup>rd</sup> ed., Prentice Hall of India, New Delhi, 2006

5. Biswajeet Pattanayak, Managing Human Resources, 3<sup>rd</sup> ed., Prentice Hall of India, New Delhi.
6. K. Aswathappa, Human Resource and Personnel Management, Tata McGraw-Hill.
7. RS Dwivedi, Managing Human Resources in Indian Enterprises, Galgotia Publishing Co., New Delhi, Latest ed.

### **M.Com.204: Research Methods & Statistics**

**Course Objectives:** The objective this course is to help students design and carry out research, as well as, the application of statistical tools and techniques for decision making.

#### **Course Outline:**

**Unit I: (a) Business research:** purpose, steps, objectives, preliminary research.

**(b) Research design:** preparing a blue print, establishing hypotheses, process. Sources of data.

**Unit II: Developing research instruments:** questionnaires and scales- types, preparation, standardisation.

**Unit III: (a) Sampling methods & techniques:** Probability and non- probability methods, random, non random techniques, stratification, focus group.

**(b) Probability:** Progressions and elements of set theories. Calculation of simple and compound Probabilities.

**Unit IV: (a) Analysis of Time Series:** Meaning and components, Measurement of Trend.

**(b) Linear regression:** equations, coefficients, introduction to multiple regression analyses.

**Unit V: Testing Hypotheses:** Test of significance Application of 'T' and 'F' Tests. Analysis of variance (ANOVA). Coefficient of Association and contingency,  $X^2$  Test

**Note: Question paper will contain 50% Numerical questions and 50% Theoretical questions.**

#### **Suggested Reading:**

1. Research Methodology: William Zikmund
2. Marketing research: Aaker & Day
3. Marketing research, Westfall, Boyd & Stasch
4. Marketing research: Naresh Malhotra.
5. Bhardwaj, R.S.: Business Statistics
6. Business Statistics: Gupta, S.P.
7. Business Statistics: Hooda, R.P.
8. Business Statistics: Singh, S.P.

## **M.Com.205: Management Accounting**

**Course objectives:** The objective of this course to impart knowledge of various accounting tools and techniques useful for business decision making.

### **Course Outline:**

**Unit I: (a) Management Accounting:** Concept, Importance, Nature and Functions, Financial vs Management Accounting, Cost vs Management Accounting, Role of Management Accountant.

**(b) Basic Concepts of Costing:** Basic Cost Terms and Concepts, Type and Elements of Cost, Cost Allocation- Absorption Costing, Marginal Costing, Activity Based Costing.

**Unit II: Financial Statement Analysis:** Trend Analysis, Ratio Analysis, Preparation and Analysis of Fund Flow Statement and Cash Flow Statement (Revised AS).

**Unit III: (a) Use of Marginal Costing in Decision Making.**

**(b) Cost Volume Profit (CVP) Analysis:** Contribution Margin, Break-Even Analysis, Profit Volume (P/V) Analysis, Multiple Product Analysis, Optimal Use of Limited Resources.

**Unit IV: Budget and Budgetary Control:** Preparation of Different Types of Budgets, Fixed Versus Flexible Budgets.

**Unit V: (a) Standard Costing:** Concept, Advantage, Types of Standards, Variance Analysis- Material, Labour, Overheads, Managerial Use of Variances.

**(b) Responsibility Accounting:** Concept of Responsibility Accounting, Responsibility Central-Cost Centre, Revenue Centre, Profit Centre, Investment Centre.

**Note: Question paper will contain 50% Numerical questions and 50% Theoretical questions.**

### **Suggested Reading:**

1. Horngreen : Management Accounting. PHI
2. Homgreen Charies T., and Gary L. Sundem and Shalliam O. Stration, Introduction to Management Accounting, Prentice Hall of In dia, 2006.
3. Dury Colin, Management and Cost Accounting, Thomson Learning, 2001.
4. Jawahar Lal, Advanced Management Accounting, Text Problems and Cases, S. Chand & Co., New Delhi, 2009.
5. S.N. Maheswari: Management Accounting.

**M.Com.206: Legal Aspects of Business:**

**Course Objectives:** The objective of this course is to help students become familiar with the relevant provisions of various laws, influencing business.

**Unit I: Company Act; Selected Aspects:** Nature, kinds of companies, formulation of company; Company management, powers, functions and duties and liabilities of directors, managerial compensation, oppression and mismanagement.

**Company Meetings;** Types of meetings, resolutions, winding up.

**Unit II: The Consumer Protection Act, 1986:** Basic Concepts: Complaint, complainant, consumer, rights of consumer, consumer forums, their role, powers and functions, procedure for consumer grievance redressal, major decided cases.

**Unit III: The Competition Act, 2002:** Basic concepts, powers of central government under the competition act, major provisions of the competition act: Role and working of competition commission of India.

**Unit IV: Information Technology Act,** major provisions.

**Unit V: Right to Information Act (RTI)** .major provisions

**Suggested Reading:**

1. Avtar Singh, Principles of Mercantile Law, 7<sup>th</sup> ed., Eastern Book Company, Lucknow
2. M.C. Kuchhal, Business Law, 6<sup>th</sup> ed., Vikas publishing House, New Delhi
3. Ravindra Kumar, Legal Aspects of Business, Cengage learning, New Delhi, 2009
4. Avtar Singh, Consumer Protection Law, Eastern Book Co., Lucknow, 2006
5. M.C. Kuchhal, Indian Company Law, Shree Mahabir Book Depot, Delhi, 2008

**M. Com 207: Organizational Design, Development & Change (Self Study Course):**

**Course Objectives:** The objective of this course is to help the students become familiar with the different aspects of Organizational Design, Development & Change.

**Unit I: Understanding Organisations:** Approaches to Understanding Organisations, Types of Organisations.

**Unit II: Organisational Design:** Principles of Organisational Designs, Forms of Organisational Design.

**Unit III: Work Organisation:** Analysing & Organising Work, New Forms of Organisation, Emerging Issues of Work Organisation and Quality of Working Life.

**Unit IV: Organisation Analysis:** Organisational Diagnosis, Tools and Techniques, Questionnaire as a Diagnostic Tool, Interview as a Diagnostic Tool, Workshops, Task Forces and Other Methods.

**Unit V: Organisational Development and Change:** Organisational Development, Alternative Interventions, Skills of Change Agents, Follow up and Consolidations, Institution Building.

### **Suggested Readings**

1. Kavita Singh – Organisation Change and Development
2. M.N. Mishra – Organisational Behaviour through Indian Philosophy
3. Pattanayak & Ravishanker – Organisational Development Skills for Competitive Edge

## **Semester III**

### **M.Com.301: International Business**

**Course Objective:** The objective of this course is to acquaint students with the theoretical framework of International Business and the Impact of its Environmental dynamics on International Business operations of a firm.

#### **Course Outline:**

**Unit I: International Business:** Meaning, Concept, Importance and Scope of international business, Environment analysis; Geographical, Socio-cultural, Political and legal. Theoretical Foundations of International Business: Theories of International trade, Gains from international trade; Balance of payments analysis.

**Unit II: International Economic Environment:** International economic institutions and agreement; WTO, IMF, IFC, World Bank.

**Unit III: (a) Regional Economic Co- Operation:** Forms of regional groupings; Integration efforts among countries in Europe, North America, and Asia.

**(b) International Financial Environment:** International financial system and institution; Foreign exchange markets and risk management; Foreign investments types and flows; Foreign investment in Indian perspective.

**Unit IV: (a) Organisational Structure for International Business Operations:** Key issues involved in making international production, finance and human resource decisions; International business negotiations.

**(b) Developments and Issues in International business:** Outsourcing and its potentials for India; strategic alliances, mergers and acquisitions; Role of IT in international business; international business and ecological considerations.

**Unit V: (a)** Foreign trade promotion measures and organizations in India; special economic zones (SEZs) and 100% export oriented units (EOUs); measures for promoting foreign investments into and from Indian; Indian joint ventures and acquisitions abroad.

**(b)** Financing of foreign trade and payments terms.

**Suggested Reading:**

1. Adhikari Manab: Global Business Management Mac Millan New Delhi.
2. Black and Sundaram: International Business Environment prentice hall New Delhi.
3. Sodersten, B.O: International Economics Mac Millan Landon.
4. Tayeb, Monis H: The Global Business Environment-An Introduction sage publication New Delhi
5. Charles, W.L. Hill and Arun K. Jain, International Business, Tata McGraw- Hill, New Delhi, 2008
6. Johnson, Derbe, and Colin Turner, International Business- Themes and Issues in the Modern Global Economy, London: Roulledge, 2003
7. Cherunilam, Francis, International Business: Text and Cases, Prentice-Hall of IndiaLtd., 2004
8. Justin, Paul, International Business, Prentice- Hall of India Ltd., 2003

**M.Com.302: Management of Financial Services:**

**Course objectives:** The objective of the course is to help the students understand the role of financial services in project management and also equip them with skills required to handle the problems of financial markets and services.

**Course Outline:**

**Unit I: Financial Services:** Meaning and Concepts, Need for Financial Services, Various Types of Financial Services, Fund Based and Non Fund Based, Characteristics and Role of Financial Intermediaries.



**Unit II: (a) Depository Institutions and Financial Services:** Commercial Banks and their Changing Role, Functioning of banks, Financial Services and Banking System.

**(b) Non Depository Institutions:** Finance Companies and Mutual Funds and Pension Funds-A Financial Services and their Role.

**Unit III : Merchant Banking and Venture Capital:** The Concept of Merchant banking Services of Merchant Bankers, Merchant Banking in India- Rules and Regulations Management of Capital Issues, Fixed Deposits and Debenture Issues, Venture Capital- The Concept and Characteristics, Growth of Venture Capital Services in India.

**Unit IV: (a) Leasing:** Concept, Types, Legal and Tax Aspects, Hire- Purchase, Lease Structuring.

**(b) Factoring:** Concept and Characteristics, Types of Factoring, Factoring in India, Factoring and Bill Rediscounting.

**(c) Forfeiting:** Meaning and Mechanism of Forfeiting.

**Unit V: Credit Rating Services:** Concept and Types, Function of Credit Rating Agencies, Credit Rating Agencies in India.

### **Suggested Reading:**

1. Bhole L.M.: Financial Institutions and Markets, 4<sup>th</sup> ed., McGraw Hill Co. New Delhi, 2008
2. Anthony Saunders, Financial Markets and Institutions, 4<sup>th</sup> ed., McGraw Hill Publishing Company, New Delhi.
3. Khan M.Y: Financial Services, 4<sup>th</sup> ed., McGraw Hill, New Delhi, 2008
4. K Sasidharan, Financial services and System (2008), McGraw Hill Publishing Company, New Delhi.
5. Clifford Gomez, Financial Markets, Institutions and Financial Services, Prentice Hall of India, 2008.
6. Anthony Saunders, Financial Institutions Management- A Risk management Approach, 6<sup>th</sup> ed., McGraw Hill Publishing Company New Delhi
7. M.Y. Khan Indian Financial System, 6<sup>th</sup> ed., McGraw Hill Publishing Company, New Delhi, 2008.
8. Sharma, management of Financial Institutions: With Emphasis on Bank and Risk Management, Prentice Hall of India, New Delhi

### **M.Com.303: Income Tax Laws and Practice:**

**Course Objective:** The purpose of this course is to enable the student to understand the tax liabilities under the Acts, as well as, be able to file returns.

**Course Outline:**

**Unit I: Introduction:** Basic concepts, Residential Status, Exempted Income.

**Unit II:** Various heads of Income and Computation of Income under different heads of Income

**Unit III:** Deduction from gross total income, Rules of set off and carry forward of losses, clubbing of income, tax authorities, various types of Assessment.

**Unit IV:** Assessment and computation of Income of Individuals, Firms and Company.

**Unit V:** Appeal and Revision, Payment of Advance Tax, Deduction at source and Tax Planning.

**Note: Question paper will contain 50% Numerical questions and 50% Theoretical questions.**

**Suggested Readings:**

1. Ahuja Girish: Direct Tax Laws and Practice
2. Singhanian: Direct Tax Laws and Practice
3. Mehrotra, H.C: Direct Tax Laws and Practice
4. Aggarwal, B.K: Direct Tax Laws and Practice

**Elective Group:**

The students have to opt one whole group as a major course and one paper from another group as a minor course

**Group A: Finance:****M.Com.304: Financial Markets and Institutions:**

**Course objectives:** The main objective of the course is to provide a sound information and knowledge of broad framework of Financial Systems and its constituents.

**Course Outline:**

**Unit I: (a) Financial Markets:** Nature, Functions and Efficiency, Financial System and Economic Development, Flow of Funds in Indian Economy, An Overview of Indian Financial System.

**(b) Money Market:** Organization, Instruments, Functioning and its Regulations and Recent Developments, RBI.

**(c) Capital Market:** Structure of Capital Market in India-Primary and Secondary Markets, NSC, OTCEI, SEBI and its Role as Regulator.

**Unit II: Financial Institutions:** Functions and working of IDBI, IFCI, ICICI, NABARD, SIDBI and SFCs.

### **Unit III: Management of Banking and Other Institutions:**

**(a) Depository Institutions:** Commercial Banks and Industrial Finance, Bank Credit, Performance of Indian Banking, Regulatory Aspect of Banking.

**(b) Non Depository Institutions:** Mutual Funds, Measuring Performance of Mutual Funds, Functioning and Regulatory Aspects, Working and Regulatory Framework of UTI, LIC and GIC.

**Unit IV: Financial Instruments:** Equity Shares, New Issue Market and Secondary Market- The Allocative and Operational Efficiency, Preference Shares, Private Placement-Channels, Debentures and Other Fixed Income Securities, Engineered Financial and Monetary Instruments.

**Unit V: Foreign Capital:** Foreign Capital as a Source of Finance, Place of Foreign Capital in the Over all Framework of Indian Financial System, The Regulatory Framework and NRI Investments.

### **Suggested Reading:**

1. Kohn Meir Financial Institutions and Markets, Oxford University Press 2<sup>nd</sup> Edition 2007.
2. Madura Jeff: Financial Markets and Institutions, South Western Cengage Learning, 8<sup>th</sup> Edition 2008.
3. Mishkin, Fredrick S. and Stanley G. Eakins: Financial Markets Institutions, Pearson Education Ltd., 6<sup>th</sup> Edition.
4. Reserve Bank of India: Report on Currency & Finance.
5. Bhole L.M.: Financial Institutions and Markets, 4<sup>th</sup> ed., McGraw Hill Co. New Delhi, 2008
6. Khan M.Y: Financial Services, 4<sup>th</sup> ed., McGraw Hill, New Delhi, 2008
7. M.Y. Khan Indian Financial System, 6<sup>th</sup> ed., McGraw Hill Publishing Company, New Delhi, 2008.

### **M.Com.305: Security Analysis and Portfolio Management:**

**Course Objective:** Security Analysis & Portfolio Management, as an academic discipline, is constantly changing and stimulating. The main objective of paper is to explain the investment decision making and investment process. It focuses on the investment analyses.

### **Course Outline:**

**Unit I: Securities and Risk and Return:** Meaning, nature and types of securities, concept of portfolio management, Measurement of return, meaning of risk, types of risk-systematic and unsystematic risk, Basic valuation models (with numerical).

**Unit II: Fundamental Analysis:** Economic Company and industry analysis. Technical analysis and random walk hypothesis, efficient market hypothesis.

**Unit III:** Valuation of Shares, Debentures and Preference Shares

**Unit IV:** Concepts of portfolio diversification and its effects, Theories of Portfolio: Capital asset pricing model, arbitrary pricing model.

**Unit V: Portfolio Performance Evaluation and Revision**

**Note: Question paper will contain 50% Numerical questions and 50% Theoretical questions.**

**Suggested Readings:**

1. Fisher & Jordon: Security Analysis and Portfolio Management
2. Jack Clark Francis: Management of Investments McGraw Hill.
3. Markowitz: Portfolio Selection Yale University Press, Yale.
4. Boltem: Security analysis and Portfolio Management.
5. Jones Tuttle, Heaton: Essentials of Modern Investments.
6. Prasannachandra, International management Tata McGraw Hill New Delhi.
7. Avdhani, V.A, Investment and Security Market in India, Himalaya Publishing house, 3<sup>rd</sup> Edition.

**Group B: Marketing:**

**M.Com.306: Consumer Behaviour:**

**Course Objectives:** The course helps students to develop basic understanding of the concepts and theories of consumer behaviour and their applications in marketing decision making.

**Course Outline:**

**Unit I: Introduction:** Defining consumer behaviour; reasons for studying behaviour, applying consumer behaviour knowledge; scope of consumer behaviour; market segmentation; bases of segmentation, criteria for effective targeting of market segments.

**Unit II: Consumer as an Individual:** Consumer motivation; consumer involvement, personality and self concept; perception consumer learning and memory; information processing, attitudes and changing attitudes

**Unit III: Consumer in Social and cultural settings:** Reference groups and family influences; Social class, cultural; sub cultural and cross cultural influences on consumer behaviour; personal influences and diffusion of innovations; impact of media and globalization.

**Unit IV: Consumer Decision Process:** Problem recognition; search and evaluating; purchasing processes; post purchase behaviour; consumer behaviour models; consumerism; organizational buying behaviour.

**Unit V: Consumer Satisfaction:** Measurement of consumer satisfaction and dis-satisfaction, repeat buying, brand switching and loyalty, opinion leadership, complaining behaviour.

**Suggested Readings:**

1. Schiffman and Kanuk: Consumer Behaviour
2. Engle, Blackwell and Miniard: Consumer Behaviour
3. Zaltman and Wallendorf: Consumer Behaviour
4. Mellot, Douglas W. Tr. : Consumer Behaviour
5. Loudon and Della Bitta: Consumer Behaviour
6. Benneton: Consumer Behaviour

**M.Com.307: Marketing Communication**

**Course Objectives:** The purpose of this course is to enable a student gain understanding of the concepts, strategies and issues involved in marketing communication

**Course Outline:**

**Section A: Advertising**

**Unit 1: Communication process:** Nature of communication process and its different elements, obstacles in communication process. Communication process, communication process in marketing: Importance and applications of communication process in marketing, different elements of promotional mix and communication process relevant to them, communication process in corporate image building.

**Unit II: Advertisement:** Importance of advertising in modern marketing, Different types of advertising, role of advertising in the national economy, setting of advertising objectives, advertising budget, factors affecting the advertising expenditure in a company, advertising department and its organization, advertising agencies, their organization and functions.

**Unit III: Message and copy:** Message strategy and design, elements of advertising copy, developing effective advertising copy, creativity and visualizing in advertising, media planning: Comparative study of different advertising media, Media selection, media scheduling.

## **Section B: Sales Management**

**Unit IV: Introduction:** Nature and importance of personal selling, personal selling versus advertising, types of sales persons, selling as a career, process of effective selling.

**Unit V: Management of the sales force:** recruitment and selection; Training and development; direction, motivation, compensation, performance appraisal, sales planning and control; Market analysis, sales budget, sales territory, sales quota.

### **Suggested Readings:**

1. Wright, Winters and Zeigler: Advertising Management
2. Dunn and Barban: Advertising: Its role in modern marketing advertising
3. Chunnawala & Sethia: Advertising management
4. Still, Cundiff & Govoni: Sales Management
5. Subroto Sengupta: Cases in advertising and communication
6. Spiro: Management of sales force.

## **M.Com.308: E-Commerce (Self Study Course)**

**Course Objective:** The aim is to help students develop insight on how electronic commerce affects the strategic intent and operations function of the firm, how electronic commerce can be used to create a strategic competitive advantage for an enterprise, and explain some of the best practices in Ecommerce that are currently available

### **Course Outline:**

**Unit I: Introduction to e-Commerce:** e-Commerce Infrastructure, Business Models and e-Commerce Strategy

**Unit II: Supply Chain Management and e-Commerce**

**Unit III: Marketing Strategies and e-Commerce**

**Unit IV: Mobile Commerce and e-Commerce Security and Controls**

**Unit V: Global, Social, Legal and Ethical Issues in e-Commerce**

### **Suggested Readings:**

Turban, E., King, D., McKay, J., Marshall, P., Lee, J., & Viehland, D. (2008). *Electronic commerce: A managerial perspective 2008* Pearson

## Semester IV

### **M.Com.401: Project Planning and Evaluation**

**Course objectives:** To provide adequate knowledge to the students for formulating and handling of project.

**Course Outline:**

**Unit I: Project Management:** Nature, Scope, Process, Elements, Significance and Emerging Issues. Identification of Investment Opportunities and their Feasibility. Market and Demand Analysis.

**Unit II: Technical Analysis:** Choice of Technology, Analysis of Materials and Inputs, Plant Locations and Layout Pollution Control and Government Regulations. **Financial Analysis:** Fund flow analysis and sources of funds.,

**Unit III: Project Appraisal:** Cash Flow estimate under different financing pattern ( LTF, TF) capital expenditure decisions(using capital budgeting techniques),

**Unit IV: Risk Analysis:** Different techniques, project evaluation under special circumstances,CAPM model,

**Unit V:** Net Work Techniques for Project Management: PERT / CPM Techniques. Time-Cost Trade-off. Resource Leveling. Social cost benefit analysis; SCBA approach,UNIDO approach,shadow pricing

**Note: Question paper will contain 50% Numerical questions and 50% Theoretical questions.**

**Suggested Reading:**

1. Prasanna Chandra: Project: Preparation, Appraisal, Budgeting and Implementation.
2. P.K. Matto: Project Formulation in Developing Countries
3. Dass Gupta & Sen : Guideline for Project Evaluation
4. D.K. Jain : Project Planning and Appraisal in Planned Economy

### **M.Com.402: Project Report:**

As part of the M.Com curriculum, all students are required to undertake the Project Report (PR) in their major specialization . For this purpose, each student shall be assigned a Faculty member as his/her Project Guide.

**Course Objectives:** Project report writing trains a student to communicate information in an effective and convincing way, thus, contributing to the organizational planning and decision making. (PR) in itself is a complete and compact training programme.

The PR would commence at the beginning of the IV semester. To carry out the study students can associate themselves with any business organization or can do the study independently.

The student would choose a topic of his/her choice, conduct an investigative research into the nature, reasons, causes, effect of the problem on different aspects of business and carry out a detailed research based on the current literature and collected data and compile a comprehensive report on the topic. The essential aspect shall be to analyze the existing knowledge and data to present new findings or propose a new model.

**Note:** *The detailed instructions are provided in the appendix given below:*

**Appendix**  
**(Project Report activity and format)**

The following activity schedule has been developed to facilitate the process.

IMPORTANT DATES		
ACTIVITY	LAST DATE (TENTATIVE)	MAX CREDITS
Topic finalization with mentor	30 Jan	-
Synopsis submission to mentor	15 <sup>th</sup> March	-
Approval by Mentor	31 <sup>st</sup> March	
Preliminary Report submission	30 April	-
Viva-voce for Report I (by internal panel)	5 <sup>th</sup> and 6 <sup>th</sup> May (tentative dates)	
Final report submission	31 <sup>st</sup> May	-
Viva-voce (by external panel)	8 <sup>th</sup> , 9 <sup>th</sup> and 10 <sup>th</sup> of June	
	<b>Total</b>	<b>3 Credits</b>

- Following are the steps: **Preliminary Report:** This task shall be performed just before embarking on the data collection exercise. It should contain the following in detail:
  - Problem background and significance of the study
  - Literature Review and theoretical background
  - Objectives
  - Hypotheses
  - Research Design and sampling design
  - Theoretical Model (if any)
  - Data collection tools & Data analysis tools to be used
  - Bibliography and references

Soft-copy should be submitted for evaluation and 'progress review viva-voce'.

- Final Report Submission:** This part would involve data collection, tabulation, data analysis, findings, suggestions, limitations, conclusion, and scope for further studies. Students should Use appropriate data analysis tools and software.  
Every report must be hard bounded with Black Leatherette cover duly embossed in Golden in BOLD letters with the Project Title, Student's name & roll no., class, batch and year and must be submitted to the Department. Copy of Synopsis should also be submitted.  
Following should be the chapterization scheme of the report. The list of chapters is indicative in nature and can be modified by the Faculty guide if required.



### **Indicative chapters for Final Research Report**

- Introduction (Background and significance)
- Literature Review & Theoretical background
- Objectives
- Hypothesis
- Research Design and sampling design & Theoretical model
- Data Analysis
- Findings
- Suggestion & Limitations
- Conclusion
- Appendix, Bibliography & Reference, Questionnaires, Scales

### **Plagiarism/ Cheating/ Unfair Means in Projects/ Assignments**

Plagiarism is when you steal the thoughts or writing of others and offer them as your own. Everyone repeats someone else's ideas at some point in their academic career but when doing so, it is important to acknowledge it. You can avoid plagiarism by quoting within inverted commas and acknowledging the source. But mostly the reference must be in your own words.

**Final Submission of the Project: Hard copy and Soft copy of the Project Report along with the Synopsis shall be submitted to the University for evaluation.**

### **M.Com.403: Seminar and Viva Voce**

#### **(a) Seminar (50 marks)**

**Course Objective:** The objective is to help develop the art of public speaking among the students as well as, face interviews.

The students shall be expected to give several presentations during the semester with the final one on the day of the examination. The viva voce shall give them an opportunity to experience an interview. Regular quizzing sessions shall be held with the students throughout the semester under this course.

#### **(b) Viva Voce (50 marks)**

**Course Objective:** The objective is to help them gain the experience of a final interview before they go out seeking jobs in industry and also develop confidence in a face to face interaction in a formal setting.

At the end of the semester, a viva voce shall be conducted with an external and internal examiner wherein the students shall be expected to answer questions related to both their project report and the courses studied in the IVth semester, as well as, previous semesters.

## **Elective Group:**

The students have to opt one whole group as a major course and one paper from another group as a minor course. Group selected by the student as major group in the 3<sup>rd</sup> semester cannot be changed in the 4<sup>th</sup> semester.

## **Group A: Finance:**

### **M.Com.404: Risk Management and Insurance**

**Course objectives:** To develop an understanding among students about indentifying and analyzing and managing various types of risk and to understand principles of insurance and its usefulness in business.

#### **Course Outline:**

**Unit I: Introduction:** Concept of risk; objective of risk management; need for a risk management; types of risk; Identification and measurement of risk; risk evaluation and prediction

**Unit II: Risk Aversion and Risk Management:** Risk aversion and demand for insurance by individual; business risk management and demand for insurance; Application of statistical techniques in risk avoidance; disaster risk management; Insurability of risk contractual provisions and legal doctrines; premium loading; moral hazards; deductibles and claim processing costs; risk retention and transfer; legal aspects of insurance contract; principle of indemnity; estoppels.

**Unit III: Types of Insurance:** Fire and motor insurance; health insurance; social insurance; home-owners insurance; life insurance and annuities; term insurance; endowment insurance; whole life insurance; life insurance pricing; employees benefits group; medical coverage; retirement plans; marine insurance; ships and goods policy; marine risk institute cargo clauses reinsurance

**Unit IV: Assessment and control:** control of malpractices; negligence, loss assessment and loss control; exclusion of perils, actuaries, computation of insurance premium.

**Unit V: Globalization of Insurance Sector:** Globalization of insurance sector; regulation of risk reduction by IRDA; reinsurance; coinsurance assignment

#### **Suggested Reading:**

1. Scott Harrington and Gregory Niehaus, Risk Management and Insurance, 2<sup>nd</sup> ed., Tata McGraw- Hill, 2004.
2. Dorfman, Risk Management and Insurance, PHI
3. Gupta, PK, Insurance and Risk Management, Himalaya Publishing House, 2004
4. Mishra, MN, Principles and Practices of Insurance, S. Chand and Co., 2004
5. Panda, GS, Principles and Practices of Insurance, Kalyani Pub. 2004
6. Jeevanandam, C, Risk Management, Sultan Chand and Sons, 2005

## **M.Com.405: International Financial Management**

**Course objectives:** The objective of the course is to acquaint the students with Financial Management problems of multinational corporations and prepare them to tackle these problems.

### **Course Outline:**

**Unit I: (a) Financial Management in Global Perspective:** Development in the International Monetary System, Gold Standard, Britain Woods System of Exchange Rate, Exchange Rate Regime, IMF and International Liquidity, System of Exchanging Currencies.

**(b) Exchange Rate Determination:** Determination of Exchange Rate in Spot and Forward Market, PPP Theory, IRP Theory, Monetary Theories of Exchange Rate determination, Overshooting Models.

**Unit II: Foreign Exchange Market:** Spot and Forward, Participants in Foreign Exchange Market-Arbitraging, Hedging and Speculation, Covered Interest Rate Arbitrage, Borrowing and Investing Markets.

**Unit III: Risk Exposures and Their Management:** Translation, Transaction and Operating Exposures: Their Measurement and Management.

**Unit IV: Financial Swaps:** Types and Uses, cash management by MNCs

**Unit V: (a) International Financial Markets:** International Equity Issues and Long Term Borrowings. GDRs, ADRs and Euro Bonds. International Development Banks, Foreign Currency Financing by Indian Financial Institutions.

**(b) Short Term Financial Management:** Management of Cash, Inventory and Accounts Receivable in Global Context, Inter-Company Fund Flow Mechanism, Short Term Financing. Financing of International Trade.

### **Suggested Reading:**

1. Levi, Maurice: International Finance, Routledge, 2009
2. Eiteman, David K: Arthur Stonehill and Michael H. Moffett, Multinational Business Finance, Pearson, 2008
3. Shapiro AC: Multinational Financial Management: PHI
4. Apte : International Financial Management: PHI
5. Seth, A.K.: International Financial Management.
6. Vij, madhu: International Financial Management, Excel Publications, 2006

## **Group B: Marketing**

### **M.Com.406: Marketing of Services**

**Course objective:** To enable students to understand the conceptual aspects of services marketing.

#### **Course Outline:**

**Unit I: Introduction to Services Marketing:** Services as a marketing concept; factors for the growth of service sector; characteristics of services; dimensions of services; classification of services; managing customer expectations: level of expectations; zone of tolerance; segmentation, targeting and positioning of service.

**Unit II: Services Marketing Mix:** Product: service package, core and supplementary services; Product levels, service levels and delivery; price: pricing concepts and issues in pricing, pricing policy, pricing approaches, price and customer values; Promotion: Internal and external communication, issues in services promotion; place: Service distribution, channel options, service distribution strategy.

**Unit III: Service Design:** Essentials of a service system; components of services; designing the service package; front office interface; back office interface; operations system; service delivery system; customer satisfaction and conflicts; service recovery system; service quality; concept of service quality, measuring service quality; SERVQUAL system; concept of CRM: CRM objectives, technology impact on services, concept of e-CRM.

**Unit IV: Globalization of services:** Stages of globalization; international marketing services; emerging trends; principal driving forces in global marketing of services; key decisions in global marketing; services strategy and organizing for global marketing.

**Unit V: Marketing of Financial and Hospitality Services:** Application of the component of marketing of services in marketing of financial, tourism, travel and transport services.

#### **Suggested Reading:**

1. Zeithaml, Gremler, Bitner, and Ajay Pandit, Services Marketing, Tata McGraw- Hill, 4<sup>th</sup> ed., 2008.
2. Lovelock, Services Marketing: People, Technology and Strategy, Pearson Education, 5<sup>th</sup> ed., 2007.
3. Baron S and Harris K, Services Marketing: Text and Cases, Palgrave, 2003
4. Rajendra Nargundkar, Services Marketing: Text and Cases, Tata McGraw- Hill, 2<sup>nd</sup> ed., 2007.
5. Harsh V Verma, Services Marketing: Text and Cases, Pearson Education, 2008.
6. Rama Mohana Rao, Services Marketing, Pearson Education
7. Govind Apte, Services Marketing, Oxford Univ. Press

## **M.Com.407: International Marketing**

**Course objective:** To enable the students to understand the concept, implications and procedures of International Marketing and to be able to apply those in management of International Business.

### **Course Outline:**

**Unit I: Introduction to International Marketing:** Meaning, nature and scope of international marketing; international marketing distinguished from domestic marketing. Exporting, international trade and international business; international marketing management process- an overview.

**Unit II: International marketing Environment:** Geographic, demographic, economic, political, legal, socio cultural environments- their nature and effects on international marketing operations, tariff and non-tariff barriers; WTO, UNCTAD, generalized system of preferences (GSP), regional economic groupings-European Union (EU), NAFTA, ASEAN, etc., facilities and incentives schemes for exporters.

**Unit III: International Product/ Market Selection and Entry Modes:** Selection products, selection market, various modes of entry into international markets and their evaluation, export licensing/franchising contracting, joint venture, setting up wholly owned subsidiary.

**Unit IV: International Product Planning and Pricing:** Product in international context, standardization vs. adoption decision, other considerations; packaging, branding after sales services, ISO 9001:2000 quality system standard, factors influencing price, pricing methods, decisions and pricing process, price quotations and related considerations.

**Unit V: International Distribution and Promotion:** Types and functions of foreign distribution channels, selection of middlemen, distribution logistics- transportation and warehousing decisions, International advertising- standardization vs. adaptation, selection of media, selection of agency, measuring advertising effectiveness.

### **Suggested Reading:**

1. Vern Terpestra, International Marketing, Southwest Publication, 2005
2. Varshney RL and B. Bhattacharya, International Marketing- Indian Perspective, Sultan chand publication 2006.
3. Fayerweather, J, International Marketing Management, Sage Publication, 2006
4. Ceteroa, R, Phylip, International Marketing, Tata Mc Graw Hill, 2006
5. Jain Subash, International Marketing Management, Southwest Publication, 2005

**M.Com.408: Entrepreneurship Development: (Self Study Course)**

**Course objective:** The objective of the course is to provide adequate knowledge to the students for formulating and handling projects.

**Course Outline:**

**Unit I: Entrepreneurship:** Definition and Structure, Entrepreneurial Culture, Theories of Entrepreneurship, Classification and Types of Entrepreneurship. Factor Effecting Entrepreneurial Growth, Entrepreneurial Competencies, Women Entrepreneurship.

**Unit II: Entrepreneurial Development:** Entrepreneurial Environment, Process of Entrepreneurial Development, Entrepreneurial Development Programme, Role of Government and Specialized Institutions in Entrepreneurship Development.

**Unit III: Issues Related to Entrepreneurship in Uttarakhand.**

**Unit IV: Entrepreneurship Development and Government:** Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants etc.

**Unit V: Project Financing:** Estimation of Financial Requirements, Capital Structure and Source of Financing, Various Financing Schemes of Financial Institutions. Foreign Currency Financing.

**Suggested Readings:**

1. Prasanna Chandra: Project Preparation, Appraisal and Implementation, 5th ed., Tata McGraw Hill, 2002
2. Holt: Entrepreneurship
3. S.S. Khanka: Entrepreneurial Development
4. Vasant Desai: Entrepreneurial Development
5. Madhurima Lall & Shikha Sahai: Entrepreneurship
6. Clifford Gray: Project Management, Richard D. Irwin, 2005

## **MASTER OF FINANCE AND CONTROL (MFC)**

### **ORDINANCE**

1. There will be one full-time Master's Degree Programme in Finance and Control (MFC). The duration of the course will be two years (i.e. two academic sessions). Each year will be divided into two semesters (July – December & January – June). There will be about 90 teaching days in a semester. The examination will be held in around December and May for the first / third and Second/Fourth semesters respectively or as convenient to the university.
2. The eligibility for the course will be graduate degree in any discipline from a recognized university with at least 50% marks in aggregate. Those appearing for their final examinations of Bachelor Degree classes may also apply, provided, they can produce their result at the time of interview.
3. There will be a maximum of 30 (Thirty) seats for each year of the programme of which 15 will be reserved for general category and 15 (Fifteen) for self financed category including NRI/NRI sponsored / industry sponsored. Foreign nationals seeking admissions to the course shall have to produce a no objection certificate from the Ministry of Human Resource Development, Department of Education, Govt. of India, New Delhi. Where seats reserved for NRI / sponsored are vacant until the last date for application / depositing fees, the same shall be filled by candidates in the other self financed category. But in no case seats reserved for self finance category be filled by general category students.
4. Reservations in the general category seats will be as per Central Government Rules. There will be not any reservation in self financed category seats.
5. The candidates seeking admission to the course in all categories will have to appear in entrance test. Only those qualifying in the entrance test in the order of merit will be called for interview and group discussion by the University.

6. Those qualifying in the final merit (after interview / group discussion) will be eligible for admission to the course after completing fees and other formalities. If some seats are lying vacant on failure of candidates to take admission to the course, those in the subsequent order of merit (waiting list upto a cut off point to be decided by the University) will be eligible for admission but only within two weeks of commencement of classes.
7. The examination of the course will consist of 6 (Six) papers in each of the semesters including of seminar, training report and viva-voce. The project shall be of 100 marks (as prescribed in the syllabus). The training project report as well as, viva-voce will be evaluated externally, while seminars will be evaluated in internally. The maximum marks for each paper will be 100 of which 40 marks will be awarded on the basis of internal assessment in each paper excluding Project Report, Summer Training Report, Viva-Voce. Self-study courses - Maximum 9 credits (one minimum 03 credits course shall be mandatory but not to be included while calculating the grades) .

**MFC: Semester-I (2013-14 and onwards)**

<b>MFC 101</b>	Principles of Management	3 Credits
<b>MFC 102</b>	Business Environment	3 Credits
<b>MFC 103</b>	Business Economics	3 Credits
<b>MFC 104</b>	Introduction to Computers and its Applications	3 Credits
<b>MFC 105</b>	Business Laws	3 Credits
<b>MFC 106</b>	Financial Accounting	3 Credits

**MFC: Semester-II**

<b>MFC 201</b>	Operations Management and Quantitative Techniques	3 Credits
<b>MFC 202</b>	Marketing Management	3 Credits
<b>MFC 203</b>	Human Resource Management	3 Credits
<b>MFC 204</b>	Accounting for Decision Making	3 Credits
<b>MFC 205</b>	Financial Management	3 Credits
<b>MFC 206</b>	Viva-Voce & Seminar (50 marks each)	3 Credits



**Self Study Paper:**

**MFC 207** Marketing of Services 3 Credits

**MFC: Semester-III (2014-15 and onwards)****Core Papers:**

**MFC 301** Corporate Strategy and Policy 3 Credits

**MFC 302** Business Research Methodology 3 Credits

**MFC 303** Training Report & Viva-Voce 3 Credits

**Elective Papers:**

The Candidate has to opt three papers from the following Elective papers

**MFC 304** Working Capital Management 3 Credits

**MFC 305** Direct Tax Laws and Accounts 3 Credits

**MFC 306** Management information system 3 Credits

**MFC 307** Management of Financial Institutions 3 Credits

**Self Study Paper:**

**MFC 308** E-commerce 3 Credits

**MFC: Semester IV****Core Paper:**

**MFC 401** Financial Markets and Services 3 Credits

**MFC 402** International Financial Management 3 Credits

**MFC 403** Project Report & Viva-Voce (**50 Marks Each**) 3 Credits

**Elective Papers:**

The Candidate has to opt three papers from the following Elective papers

**MFC 404** Corporate Tax Planning 3Credits

**MFC 405** Security Analysis 3Credits

**MFC 406** Portfolio Management 3Credits

**MFC 407** Project Management 3Credits

**Self Study:**

**MFC 408** Entrepreneurship Development

## MFC Ist Semester

### MFC-101: Principles of Management

#### **Course objectives:**

The objective of this course is to provide an understanding of the tasks and functions of management and to acquaint the participants with the developments in the concept, theories and practices in the field of management.

#### **Course Outline:**

##### **Unit I:**

Nature and Significance of Management, Classical, Neo-Classical and Modern Theories of Management. Contingency and System Approach to Management, Functions of Management.

##### **Unit II:**

Planning: Meaning and Process, Goals, Objectives, Plans and Programmes. Premises of Planning – Forecasting, Process of Decision Making. Rationality and Bounded Rationality. Risk and Uncertainty in Decision Making.

##### **Unit III:**

Organization: Theory, Structure, Departmentation, Vertical and Horizontal Growth in Organization, Line and Staff Functions and Conflicts, Span of Management, Authority, Accountability, Delegation, Centralization and Decentralization, Formal and informal organization Group Functions in Organization: Formation and Role of Groups in organization.

##### **Unit IV:**

Staffing: Nature and Purpose of Staffing: Selection, Performance Appraisal, Organizational Development.

Leading: Motivation – Meaning and Theories of Motivation, Motivation in Practice Leadership – Types and Traits of a Leader, Leadership Styles. Communication: Forms, Process, Barriers and Effective Communication.

##### **Unit V:**

Controlling: Meaning and Process of Controlling. Techniques of Controlling. Management of Change: Adaptability to Change, Resistance to Change. Emerging Challenges for the Managers.

#### **Suggested Reading**

Koontz & Weilrich – Management: A Global Perspective.

L.M. Prasad – Principles and Practice of Management.

Stoner et. al.: Management

Newman and Summer: Management

### **MFC-102: Business Environment**

#### **Course objectives:**

The aim of this course is to study factors affecting business decisions.

#### **Course Outline:**

##### **Unit I:**

Introduction: Importance of Environmental Analysis, Elements of Business Environment: Economic, Demographic, Socio-Cultural, Political and Legal, Technological Forces affecting Business Decisions and Operation.

##### **Unit II:**

New Economic Policy: Privatization, Liberalization and Globalization and their Implications for Indian Business, MNCs.

##### **Unit III:**

Industrial Policy: Trends in the Industrial Licensing, Delicensing, Small Scale Industries. Law relating to Industrial Development and Regulation.

##### **Unit IV:**

Fiscal Policy and Monetary Policy. Salient Features of Competition Act 2002, Consumer Protection Law.

**Unit V:** Export Import Policy: Regulation of Foreign Trade, Export Promotion and Import Substitutions. Foreign Exchange Management Law.

#### **Suggested Reading**

Cherunilam: Business Environment

Ghosh P. & Kapoor, G.K. – Business & Society – A Study of Business Environment

Adhikari, M.: Economic Environment of Business

## **MFC-103: Business Economics**

### **Course objectives:**

The objectives of the paper are to provide basic knowledge about decision making using economic tools.

### **Course Outline:**

#### **Unit I:**

Meaning and Scope of Economics, Micro and Macro Economics, Static and Dynamic Analysis, Inductive and Deduction Analysis. Branches of Economics, Managerial Economics: Its Role in Decision Making.

#### **Unit II:**

Utility Concept and Indifference Curve Analysis, Demand and Supply Analysis, Determinants of Demand Elasticities, Demand Forecasting.

#### **Unit III:**

Cost Concept: Monetary, Imputed and Opportunity Cost. Social and Private Costs. Fixed and Variable Cost. Total, Marginal and Average Cost, Cost-Output Relationship in Short & Long Run, Accounting Vs Economic View, Cost and Optimum Size of Plant. Production Functions, Law of Variable Proportions and Returns to Scale.

#### **Unit IV:**

Determination of Price under Perfect Competition, Monopoly and Imperfect Competition, Equilibrium of the Firm, Kinked Demand Model for Oligopoly, Price Leadership and Discrimination. Profit Theories, Measurement of Profit, Profit Policies and Profit Planning with Reference to Break-Even Analysis.

#### **Unit V:**

Concept of Economic Growth & Development, National Income – Meaning & Measurement, Business Cycles, Inflation – Meaning & Causes.

### **Suggested Reading**

Joel Dean: Managerial Economics

Richard & Brackfor: Business Economics

Mote, Paul & Gupta: Managerial Economics

Maheswari & Varshney: Managerial Economics

Dwivedi, R.N.: Managerial Economics.

## **MFC- 104: Introduction to Computers and its Applications**

### **Course objectives:**

The main objectives of the course is to familiarize the students with the concept of data base a term which is used to denote all the data that is manipulated by means of the computer and develop basic competence in the case of a data base package.

### **Course Outline:**

#### **Unit I:**

Introduction to Computer

- (a) Evaluation of Computer
- (b) Functional part of computer
- (c) Input Devices, Output Devices, Central Processing Unit, Memory (Primary and Secondary)
- (d) Introduction to Software (System Software, Application Software)

#### **Unit II:**

Operating Systems

- (a) Type of Operating Systems
- (b) Functions of Operating Systems
- (c) Features of a good operating system
- (d) Introduction to DOS, UNIX, WINDOWS

#### **Unit III:**

Application Softwares

- (a) Type of Application software
- (b) Introduction to Word Processing (MS word)
- (c) Introduction to Spreadsheets (MS Excel)
- (d) Introduction to Presentation Software (MS Power Point)
- (e) Introduction to Database (MS Access)

#### **Unit IV:**

Introduction to Computer Networks

- (a) Need for Networking
- (b) Type of Networks
- (c) Networks Topologies

(d) Transmission Media

(e) Networking Components (BRIDGE, GATEWAY, ROUTER, REPEATER, HUB, SWITCH)

(f) Introduction to Internet (WWW, HTTP, FTP, TCP/IP)

**Unit V:**

The Internet Environment, Surfing & Searching, Protocols, World Wide Web, Elementary Idea of E-Commerce & Its Types

**Suggested Reading**

**MFC- 105: Business Laws**

**Course objectives:**

To give an understanding and basic knowledge of some of the important commercial laws to students thus making them fully aware of the legal implications of the general activities of a modern business organization.

**Course Outline:**

**Unit I:**

The Indian Contract Act 1872: Essentials, Performances, Termination of Contracts. Indemnity and Guarantee, Bailment, Agency.

**Unit II:**

The Sale of Goods Act 1930: Contract of Sale, Conditions and Warranties, Transfer of Ownership, Performance of Contract of Sale, Unpaid Seller's Rights, Auction Sales.

The Negotiable Instruments Act 1881: Meaning and Types of Various Negotiable Instruments, Parties to a Negotiable Instruments – Rights, Duties, Liabilities and Discharge, Material Alteration, Crossing, Payment and Collection of Cheque and Bank Draft.

**Unit III:**

Indian Partnership Act 1932: Definition and Nature of Partnership, Liabilities of Various Types of Partners Including those of Newly Admitted, Retiring, Deceased and Minor Partners,

Dissolution of Firms and Partnership, Partnership Distinguished From Joint Hindu Family and Co-ownership.

**Unit IV:**

Indian Companies Act: Features and types of Companies, Formation of a Company, Memorandum of Association, Articles of Association, Prospectus.

**Unit V:**

Management of Company Directors of Companies, Meetings and Resolutions, Prevention of Oppression and Mismanagement, Winding Up.

**Suggested Reading**

Kuchhal, M.C.: Mercantile Law

Singh, Avtar: Mercantile Law

Jain, J.D.: Indian Contract Act

Kapoor, N.D.: Mercantile Law

Shukla, M.C.: A Manual of Mercantile Law

**MFC-106: Financial Accounting**

**Course objectives:**

The purpose of this course is to develop an insight into the nature and uses of financial accounting information.

**Course Outline:**

**Unit I:**

Accounting Conventions and Postulates. Basic Principles of Double Entry System – Journal, Ledger and Trial Balance.

**Unit II:**

Preparation of Final Accounts – Horizontal and Vertical Formats.

**Unit III:**

Final Accounts of Company and Annual Report: Legal Requirement Relating to Preparation of Final Accounts of Company. International and National Accounting Standards. A Detailed Study of Indian Accounting Standards.

**Unit IV:**

Accounting for Shares and Debentures – Issue and Redemption. Accounting of Holding Companies. Accounting for Amalgamation and Merger. Investment Accounting.

**Unit V:**

New Developments in Accounting: Accounting for Price Level Changes – CCA, CPPA. Human Resource Accounting, Social Accounting, Value Added and Economic Value Added, Brand Valuation.

**Suggested Reading**

Shukla & Grewal Advanced Account

S.N. Maheshawri – Financial Accounting

R.L. Gupta – Advanced Accountancy

**MFC IInd Semester****MFC- 201: Operations Management and Quantitative Techniques****Course objectives:**

The basic objective of this course is to get students acquainted with the design aspects of operations and to impart knowledge of basic statistical tools and techniques with emphasis on their application in business decision process and management.

**Course Outline:****Unit I:**

Production Management I- Concept, Nature and Scope, Production Functions. Types of Manufacturing Processes, Routing Scheduling, Plant Location and Plant Layout. Production, Planning and Control. Material Management.

**Unit II:**

Production Management II- The Concept of Productivity, Measurement of Productivity Input-Output Analysis. Product Development and Designing. Development of Efficiency Work Method, Quality Control and Inspection. Purchasing and materials managements.

**Unit III:**

Probability: Basic Concept of Probability, Conditional Probabilities and Baye's Theoram. Expected Value. Theoretical Probability Distribution – Binominal, Poission and Normal.

Testing of hypothesis – Z, t and  $\chi^2$  Tests



**Unit IV:**

Statistical Decision Theory: The Decision Environment, Decision Process, Decision Making Under Risk and Uncertainty – Different Techniques; Decision Tree, Utility Criterion.

**Unit V:**

Operational Research – Meaning and Applications, Linear Programming – Graphical Method. Simplex Method, Duality and Sensitivity Analysis.

Simulation Techniques and Its Application in Business Finance.

**Suggested Reading**

Taha: Operational Research: PHI

Vohara: Operational Research: TMH

C.B. Gupta: Introduction to Statistical Methods Sultan Chand

Sancheti and Kapoor: Operations Research: Sultan Chandra

**MFC- 202: Marketing Management****Course objectives:**

The objectives is to develop an understanding of the basic concepts of marketing, its functions and its relevance for managers.

**Course Outline:****Unit I:**

Introduction, Nature and Importance of Marketing Management, Evolution of Marketing Concepts: Old and New, Marketing Mix, Marketing Environment.

**Unit II:**

Market Segmentation, Purpose and Bases and Purpose of Market Segmentation, Selection of Target Market Consumer Behaviour: Nature and Factors Influencing Consumer Behaviour, Consumer Buying Decision Process.

**Unit III:**

Product Decision: Concept, Classification of Product, Product Line and Product Mix, Basic Product Decision, Branding Decisions, Packaging and Labeling, Product Support Services, New Product Development and Product Life Cycle

**Unit IV:**

Pricing: Factors Affecting Price Determination, Pricing Policies and Strategies. Role and Type of Distribution Channels, Factors Influencing Channel Decisions, Distribution Logistics.

**Unit V:**

Promotional Decision: Communication Process, Elements of Promotional Mix: Advertising, Personal Selling, Publicity and Public Relations, Sales Promotion.

**Suggested Reading**

Philip Kotlar: Marketing Management

Edgel, Walker and Stanton: Foundation of Marketing

**MFC- 203: Human Resource Management**

**Course objectives:**

The objective of this course is to familiarize the students with theories and techniques of production and human resource management.

**Course Outline:**

**Unit I:**

Production Management I – Concept, Nature and Scope, Production Functions. Types of Manufacturing Processes, Routing Scheduling, Plant Location and Plant Layout. Production, Planning and Control. Material Management.

**Unit II:**

Production Management II – The Concept of Productivity, Measurement of Productivity Input – Output Analysis. Product Development and Designing. Development of Efficiency Work Method, Quality Control and Inspection. Purchasing and materials managements.

**Unit III:**

Human Resource Management – Concept, Nature and Scope of Personnel Functions, Personnel Policy, Philosophy of Management of Human Resources – Its Various Dimensions, Functions and Operation of A Personnel Office, Manpower Planning.

**Unit IV:**

Human Resource Management Process – Recruitment, Selection, Induction, Training and Development of Human Resources, Job Analysis and Evaluation, Performance Monitoring and Appraisal. Employee Compensation, Benefits and Welfare.

**Unit V:**

Industrial Relations – Meaning of Industrial Relation, Regulatory Mechanism Employee Discipline, Suspension, Dismissal and Retrenchment, Grievance Handling, Industrial Conflicts, Resolutions, Trade Unionism, Collective Bargaining. Industrial Democracy and Workers Participation in Management.

**Suggested Reading**

Flippo, E.B.: Principles of Personnel Management

Yoder, Dale: Personnel Management and industrial Relations.

Beardwell: Human Resource Management (MacMillian)

**MFC- 204: Accounting for Decision Making****Course objectives:**

The objective of this course to impart knowledge of various accounting tools and techniques useful for business decision making.

**Course Outline:****Unit I:**

Concept and Importance of Management Accounting, Analysis of Financial Statements – Trend Analysis, Ratio Analysis, Preparation and Analysis of Fund Flow Statement.

**Unit II:**

Cost Accounting: Basic Cost Terms and Concepts, Type and Elements of Cost, Cost Allocation – Absorption Costing, Marginal Costing, Activity Based Costing.

**Unit III:**

Use of Marginal Costing in Decision Making. Cost Volume Profit Analysis.

**Unit IV:**

Budget and Budgetary Control: Various Functional Budgets. Flexible Budgets.

**Unit V:**

Standard Costing and Variance Analysis: Material, Labour, Overheads and Profit Variance. Treatment of Variances. Divisional Performance Measurement – Responsibility Accounting and Transfer Prices.

### **Suggested Reading**

Horngreen : Management Accounting. PHI

R.N. Anthony: Management Accounting.

S.N. Maheswari: Management Accounting.

Khan and Jain: Management Accounting.

### **MFC- 205: Financial Management**

#### **Course objectives:**

To develop adequate level of knowledge of broad areas of financial decisions.

#### **Course Outline:**

##### **Unit I:**

Introduction to Financial Management. Time Value of Money. Risk and Return. Basic Valuation Models.

##### **Unit II:**

Capital Structure, Cost of Capital Leverage Analysis. Theories of Capital Structure. Factors Affecting Capital Structure Policies.

##### **Unit III:**

Investment Decision – Process, Techniques of Capital Budgeting. Capital Budgeting under Risk and Uncertainty.

##### **Unit IV:**

Working Capital Management: Meaning and Concepts of Working Capital. Estimating Working Capital Requirements. Management of Cash Receivables and Inventory.

##### **Unit V:**

Dividend Decisions and Management of Earning.

Various Sources of Short Term and Long Term Financing. Issues Relating to Merger and Acquisition.

### **Suggested Reading**

Van Horn: Financial Management and Policy. PHI

Prashna Chandra: Financial Management. TMH

I.M. Pandey: Financial Management. Vikas

Khan and Jain: Financial Management. TMH

**MFC 206: Viva-Voce & Seminar (50 Marks each)**

**Self Study Paper:**

**MFC 207: Marketing of Services**

**Course objective:** To enable students to understand the conceptual aspects of services marketing.

**Course Outline:**

**Unit I: Introduction to Services Marketing:** Services as a marketing concept; factors for the growth of service sector; characteristics of services; dimensions of services; classification of services; managing customer expectations: level of expectations; zone of tolerance; segmentation, targeting and positioning of service.

**Unit II: Services Marketing Mix:** Product: service package, core and supplementary services; Product levels, service levels and delivery; price: pricing concepts and issues in pricing, pricing policy, pricing approaches, price and customer values; Promotion: Internal and external communication, issues in services promotion; place: Service distribution, channel options, service distribution strategy.

**Unit III: Service Design:** Essentials of a service system; components of services; designing the service package; front office interface; back office interface; operations system; service delivery system; customer satisfaction and conflicts; service recovery system; service quality; concept of service quality, measuring service quality; SERVQUAL system; concept of CRM: CRM objectives, technology impact on services, concept of e-CRM.

**Unit IV: Globalization of services:** Stages of globalization; international marketing services; emerging trends; principal driving forces in global marketing of services; key decisions in global marketing; services strategy and organizing for global marketing.

**Unit V: Marketing of Financial and Hospitality Services:** Application of the component of marketing of services in marketing of financial, tourism, travel and transport services.

**Suggested Reading:**

1. Zeithaml, Gremler, Bitner, and Ajay Pandit, Services Marketing, Tata McGraw- Hill, 4<sup>th</sup> ed., 2008.
2. Lovelock, Services Marketing: People, Technology and Strategy, Pearson Education, 5<sup>th</sup> ed., 2007.
3. Baron S and Harris K, Services Marketing: Text and Cases, Palgrave, 2003
4. Rajendra Nargundkar, Services Marketing: Text and Cases, Tata McGraw- Hill, 2<sup>nd</sup> ed., 2007.
5. Harsh V Verma, Services Marketing: Text and Cases, Pearson Education, 2008.
6. Rama Mohana Rao, Services Marketing, Pearson Education
7. Govind Apte, Services Marketing, Oxford Univ. Press

## **MFC IIIrd Semester**

### **Core Paper:**

### **MFC- 301: Corporate Strategies and Policy**

#### **Course objectives:**

The main objectives of this course is to develop the perspective of the management of total enterprise from the point of view of top management.

#### **Course Outline:**

##### **Unit I:**

Corporate Planning: Nature and Scope of Corporate Planning – Determinants of Corporate Objectives, Factors Governing Corporate Business Plans. Types of Plans, Techniques of Corporate Planning, Short Range, Medium Range and Long Range Plan.

##### **Unit II:**

Nature and Scope of Corporate Policy: Determinants of Corporate Policies, Features of Corporate Policies, Credibility, Feasibility, Acceptability Overall Company Policy, Analysis and Formulation of Organizational Policies – Marketing, Production, Financial and Personnel, Policy Frame Work for Multinationals.

##### **Unit III:**

Nature and Scope of Corporate Strategy – Determinant, Concept and Approach to Strategy Formation. Situation Audit and SWOT Analysis. Portfolio Analysis, Strategic Choices. Strategy Evaluation and Control.

##### **Unit IV:**

Corporate Appraisal: Significance of Corporate Appraisal, Assessment of Internal Capabilities, Capabilities Profile, Strategic Advantage Profile (SAP).

##### **Unit V:**

Corporate Governance and Social Responsibility – Corporate Governance, Role of BOD and top Management in Corporate Governance. Social Responsibilities of Strategic Decision Makers. Ethics in Business and Corporate Governance.

#### **Suggested Reading**

Business Policy – Azhar Kazmi

Corporate Strategy – H. Iger Anseff

Concept of Corporate Strategy – Kenneth A andraws

Business Policy and Strategy – L.M. Prasad.

### **MFC-302: Business Research Methodology**

#### **Course Objectives:**

To develop and understanding of the research methodology used in social sciences and its business applications.

#### **Course Outline:**

##### **UNIT I:**

Meaning of Research. Basic and Applied Research. Research in Social Sciences. Types of Research – Descriptive, Exploratory and Cause – Effect Relationship studies. Process of Research. Research in Business.

##### **UNIT II:**

Data Collections: Primary and Secondary Data. Process of Data Collection, Techniques of Sampling Preparation of Data Collection Tools. Interviewing Biasness and its Prevention.

##### **Unit III:**

Measurement and Scales, Distributions, Measurement of Central Tendency – Arithmetic and Geometric Mans. Median and Mode. Dispersion – Measurement of Variance and Standard Deviation. Variance of Sum, Difference and Product of Random Variables. Variance of Correlated Variables.

##### **Unit IV:**

Covariance and Correlation: Regression – Bi-variate Regression, Computation of Multi-variate Regression Using Computer Programmes and Interpretation of Results. Use of Regression Analysis of Time Series – Trends and Seasonal Components. Index Numbers

#### **Suggested Readings**

Research for Marketing Decisions – Green and Tull

Marketing Research – Aakar, Day and Batra

Marketing Research – Beri

Research Methodology – Kothari

Statistics – C.B. Gupta

### **MFC 303: Training Report Evaluation and Viva-voce**

#### **Elective Papers:**

The Candidate has to opt three papers from the following elective papers.

### **MFC-304: Working Capital Management**

#### **Course objectives:**

To develop among students expertise to analysis the issues relating to working capital management in organizations and to formulate effective policies.

#### **Course Outline:**

##### **Unit I:**

Concept of Working Capital. Approaches of Working Capital. Liquidity Vs Profitability Trade – Off. Working Capital Polices. Operating Cycle. Weighted Average Duration of Operating Cycle. Estimating Working Capital Requirements – Various Techniques.

##### **Unit II:**

Inventory Management: Purpose of Holding Inventory. Cost of Holding Inventory. Cost Benefit Trade Off. Economic Order Quantity, Economic Lost Size, Reorder Point and Safety Stock. Inventory Management and Monitoring Techniques.

##### **Unit III:**

Receivable Management: Basic Issues in Receivable Management. Credit Standards. Evaluating Credit Worthiness. Terms of Credit. Evaluating Changes in Credit Policy. Techniques of Credit Monitoring.

##### **Unit IV:**

Management of Cash: Motives of Holding Cash. Cost Benefit Trade Off of Liquidity. Cash Management Models. Cash Planning and Budgeting. Management of Collection and Disbursement. Management of Marketable Securities Purpose of Holding Securities. Evaluating Different Types of Securities.

##### **Unit V:**

Financing Working Capital Requirement: Various Sources of Working Capital Financing. Trade Credit, Bank Financing – Recent Policies of Bank Financing. Market Based Financing. [Lease, Factoring, Commercial Papers etc.]

#### **Suggested Reading**

I.M Pandey: Financial Management



Prashana Chandra: Financial Management. TMH

Manju Agrawal: Working capital management. IIF

### **MFC-305: Taxation Laws and Accounts**

#### **Course objectives:**

The course aims to provide students indepth knowledge of laws and accounts relating to income tax and other taxes in India.

#### **Course Outline:**

##### **Unit I:**

Income Tax – The Concept of Income Heads of Income, Aggregation and Clubbing of Income, Computation of total Income and Tax Liability of Individuals Hindu Undivided Families and Firms, Relates of Tax.

##### **Unit II:**

Income Tax – Computation of total Income and Tax Liability of Companies and Co-Operative Societies.

##### **Unit III:**

Income Tax – Income Tax Authorities, Assessment Procedures Appeals Revision and Settlement, Deduction of Tax at Source and Advance Payment of Tax.

##### **Unit IV:**

Main Provisions of the Law Relating to Excise Duties and Custom Duties.

##### **Unit V:**

Provisions Related to State and Central Sales Tax.

#### **Suggested Reading**

Kanga and Palkiwal: Income Tax Law

Mehrotra H.C.: Income Tax Law

Prasad Bhagwati: Income Tax Law

Bare Acts: Income Tax Act 1961, Excise & Custom Duties Act, Central and State Tax.

Singhania V.K.: Direct Taxes, Income Tax Guide

Singhania V.K.: Indirect Tax Laws

### **MFC- 306: Management Information System**

Course objectives: The course aims to provide the knowledge about MIS to the students.

#### **Course Outline:**

##### **Unit I:**

Introduction to Management Information System, Systems Approaches, Decision Making & Need for Information, MIS Organization within the Company.

##### **Unit II:**

Introduction to system analysis & design with respect to MIS, Evolution of An Information System, Decision Making Process & MIS, Decision Assisting Information System, Decision Support Systems and Expert Systems.

##### **Unit III:**

MIS Design – Defining Problem, Set System Objectives, Determine Information Needs & Sources, Development of Alternative Conceptual Designs & Conceptual Design Report.

##### **Unit IV:**

Structure of MIS, Development of MIS, MIS Reports, Making MIS Effective & Efficient, Limitations of MIS.

##### **Unit V:**

Computation to approach to Accounting and Finance (Tally)

#### **Suggested Reading**

Brein James, O.: Computers in Business Management: An introduction

Scot, George M.: Principles of MIS

Murdick, Robert G. etc.: information system for modern management

Bocchino William A: MIS tools and design

### **MFC- 307: Management of Financial institution**

#### **Course objectives:**

The objectives of the course is to familiarize the students with concepts, tools and techniques which are useful to a manager in management of a bank and other financial institution.

**Course Outline:****Unit I:**

Financial Institutions – Definition, Types and Role of Financial Institutions in Economic Development, Reserve Bank of India. Organisation, Management, Role and Functions, Credit Control.

**Unit II:**

Management of Commercial Banks: Objectives, Functions and Organizational Setup, Management of Deposits, Mobilization of Funds, Management of Cash Position and Liquidity, Management of Primary and Secondary Reserve. Management of Loan, Management of Capital Funds.

**Unit III:**

Development Banks: Role, Management, Organizational Setup and Operational Policies of IDBI, IFCI, ICICI, SFCS and SIDBI.

**Unit IV:**

Organizational Setup and Operational Policies of Life Insurance Corporation (LIC), Unit Trust of India (UTI), GIC and Mutual Funds and Private Insurance Companies.

**Unit V:**

Management of other Non-Banking Financial Institutions: Policies and Practices Regarding Mobilization and Management of Funds in NBFCs and Their Performance.

**Suggested Reading**

Robinson: Financial Institution

Srivastava R.M.: Management of Indian Financial institution

Bhole L.M.: Financial Markets and Institutions

Jacoles: Financial Institution

**Self Study Paper:****MFC 308: E-Commerce**

**Course Objective:** The aim is to help students develop insight on how electronic commerce affects the strategic intent and operations function of the firm, how electronic commerce can be used to create a strategic competitive advantage for an enterprise, and explain some of the best practices in Ecommerce that are currently available

**Course Outline:**

**Unit I: Introduction to e-Commerce:** e-Commerce Infrastructure, Business Models and e-Commerce Strategy

**Unit II: Supply Chain Management and e-Commerce**

**Unit III: Marketing Strategies and e-Commerce**

**Unit IV: Mobile Commerce and e-Commerce Security and Controls**

**Unit V: Global, Social, Legal and Ethical Issues in e-Commerce**

**Suggested Readings:**

Turban, E., King, D., McKay, J., Marshall, P., Lee, J., & Viehland, D. (2008). *Electronic commerce: A managerial perspective 2008* Pearson

**MFC IVth Semester**

**Core Papers:**

**MFC-401: Financial Markets and Services**

**Course objectives:**

The main objectives of the course is to equip students with skills required for handling the problems of financial markets and services.

**Course Outline:**

**Unit I:**

An Overview of Financial System: Structure and Significance of Financial Markets, Money Market in India, Constituents Regulations and Recent Developments.

**Unit II:**

Capital Market in India, Constituents Regulation and Recent Development, New Issue Market. SEBI Guidelines Relating to Primary Market.

**Unit III:**

Merchant Banking and Venture Capital – The Concept of Merchant Banking Services of Merchant Bankers, Merchant Banking in India – Rules and Regulations Management of Capital Issues. Fixed Deposits and Debenture Issues. Venture Capital – The Concept and Characteristics Growth of Venture Capital Services in India.

**Unit IV:**

Leasing: Concept, Types, Legal and Tax Aspects, Hire-Purchase, Lease Structuring.

**Unit V:**

Other Financial Services: Factoring – Concept and Characteristics, Types of Factoring, Factoring in India, Factoring and Bill Rediscounting, Credit Rating – Concept and Types, Function of Credit Rating Agencies. Credit Rating Agencies in India. Forfeiting –Meaning and Mechanism.

**Suggested Reading**

J.C. Verma – Merchant Banking

P. Chandra – Financial Management

J. Vanhorne – Financial Management and Policy

L.K. Bansal – Merchant Banking

**MFC-402: International Financial Management****Course objectives:**

The objective of the course is to give insight relating to financial management applications in the realm of international business with special reference to international financial markets, systems & problems of MNCs.

**Course Outline:****Unit I:**

Financial Management in Global Perspective: International Monetary System and Financial Market. The Foreign Exchange Market. Currency Derivatives. Financial Swaps. Determinants of Exchange Rates, Parity Theories and Their Relevance.

**Unit II:**

Exposure and Risk: Translation, Transaction and Operating Exposures: Their Measurement and Management.

**Unit III:**

International Capital Market: International Equity Issues and Long Term Borrowings. GDRs, ADRs and Euro Bonds. International Development Banks, Foreign Currency Financing by Indian Financial Institutions.

**Unit IV:**

Corporate Strategy and FDI, Designing a Global Expansion – International Project Appraisal, Cost of Capital and Capital Budgeting Techniques. Tax Considerations and Assessment of Political Risk. Foreign Direct Investment in India. International Portfolio Investment – Risk and Return on International Portfolio. Portfolio Investment in India.

**Unit V:**

Short Term Financial Management: Management of Cash, Inventory and Accounts Receivable in Global Context. Inter–Company Fund Flow Mechanism. Short Term Financing. Financing of International Trade.

**Suggested Reading**

Shapiro AC – Multinational Financial Management : PHI

Apte : International Financial Management: PHI

Seth, A.K.: International Financial Management.

Sharan, V.: International Financial Management.

**MFC 403: Project Report & Viva-Voce (50 Marks each)****Elective Papers:**

The candidate has to opt three papers from the following elective papers.

**MFC- 404: Corporate Tax Planning****Course objectives:**

The course aims at basically, to sharpen, the skills of the students to enable them to organize planning of corporate taxes.

**Course Outline:****Unit I:**

Introduction: The Concept of Tax Planning, The Scope of Tax Planning, Tax Evasion, Tax Avoidance and Tax Planning, Tax Obligation of Management System of Accounting, Tax Audit, Statutory Obligation and Procedure.

**Unit II:**

Tax Planning Through Organization Set-Up – Comparative Tax Obligations of Different Forms of Business Organizations: Individuals, Partnership Firms and Companies.

**Unit III:**

Tax Planning for Managerial Decisions – Capital Structure, Dividend Policy, Depreciation Policy Inventory Policy, Make or Buy, Own or Lease, Set down or Continue, Foreign Collaborations.

**Unit IV:**

Tax Planning Through Incentives – Tax Provisions Relating to Free Trade Zones, Infrastructure Sector and Backward Areas, Tax Incentives for Exporters.

**Unit V:**

Tax Planning and Corporate Succession – Amalgamation, Mergers and Buy-Outs.

**Suggested Reading**

Srivastava, E.A. – Corporate Tax Planning

Agarwal J.D. & Agarwal, R.K. – Tax Planning for Industrial Units

Agarwal, R.K. – Tax Obligation under Income Tax Law

Prasad Bhagwati – Law and Practice of Income Tax in India

Singhania, U.K. – Students Guide to Income Tax

Shah D.D. – A Treaties on Tax Planning

Santhonam, R. – Tax Planning in respect of Capital Gains

**MFC- 405: Security Analysis****Course objectives:**

The objectives of the course is to provide knowledge regarding securities the risk associated with the functioning of stock market and its regulation.

**Course Outline:****Unit I:**

Investment Scenario: Investment and Speculation Investment Objectives, Investment Opportunities, Securities – Types of Securities: Shares, Bonds, Government Securities and Derivatives.

**Unit II:**

Risk and Return: Measurement of Return, Risk: Sources of Risk, Types of Risk – Systematic and Unsystematic Risk, Measurement of Risk, Basic Valuation Models.  
Efficient Market Hypothesis: Its Various Forms and Implications.

**Unit III:**

Fundamental Analysis – Economic, Industry and Company Analysis, Technical Analysis.

**Unit IV:**

Valuation of Equity Shares, Bond Valuation. Interest Rate Risk and Bond Value, Yield Curve, Duration of Bond. Default Risk

**Unit V:**

Market of Derivatives: Futures, Forwards, Options and Swaps. Types and Valuation. Hedging Strategies and Arbitration Opportunities in Derivative Market.

**Suggested Reading**

W. Sharpe – investment: PHI

Fischer and Jordon: Security Analysis and Portfolio Management: PHI

S. Barua and J. Verma: Portfolio Management: TMH

A.V. Avadhani: Security Analysis and Portfolio Management: Himalaya

**MFC- 406: Portfolio Management****Course objectives:**

The objectives of this course is to expose the students to an in depth study of portfolio management.

**Course Outline:****Unit I:**

Meaning of Portfolio Management – Diversification: Meaning, Types and Needs, Risk and Return on a Diversified Portfolio, Markowitz's Portfolio Theory, Market Model of Sharp.



**Unit II:**

Capital Asset Pricing Model. Its Implication and Validity. Anomalies in Stock Market. Arbitration Pricing Model and Factor Models.

**Unit III:**

Portfolio Selection and Management: Defining Portfolio Objectives and Constraints. Portfolio Investment Strategies – Active and Passive Portfolio Management. Selection of Securities for Portfolio. Portfolio Revision Techniques. Formula Plans.

**Unit IV:**

Portfolio Evaluation: Meaning of Portfolio Performance. Value At Risk (Var). Different Models of Portfolio Evaluation. Benchmarking and Portfolio Evaluation.

**Unit V:**

Mutual Funds: Meaning , Importance and Types of Mutual Funds. Regulatory Framework for Mutual Funds. Marketing of Mutual Funds.

**Suggested Reading**

Sharpe et. al. – investments: PHI

Fisher and Jordan: Security Analysis and Management. PHI

Francis: investment Analysis and Management: PHI

**MFC- 407: Project Management****Course objectives:**

To provide adequate knowledge to the students for formulating and handling of project.

**Course Outline:****Unit I:**

Project Management: Nature, Scope, Process, Elements, Significance and Emerging Issues. Identification of Investment Opportunities and their Feasibility. Market and Demand Analysis.

**Unit II:**

Technical Analysis: Choice of Technology, Analysis of Materials and Inputs, Plant Locations and Layout Pollution Control and Government Regulations.

**Unit III:**

Project Appraisal: Major Cost Components and Estimation of the Cost. Financial Projections. Project Appraisal Techniques under Certainty, Risk and Uncertainty. Social Cost Benefit Analysis. Project Appraisal in Practice Process followed by Financial Institutions in India.

**Unit IV:**

Project Financing: Estimation of Financial Requirements, Capital Structure and Source of Financing, Various Financing Schemes of Financial Institutions. Foreign Currency Financing.

**Unit V:**

Net Work Techniques for Project Management: PERT / CPM Techniques. Time-Cost Trade-off. Resource Leveling.

**Suggested Reading**

Prasanna Chandra: Project: Preparation, Appraisal, Budgeting and Implementation.

P.K. Matto: Project Formulation in Developing Countries

Dass Gupta & Sen : Guideline for Project Evaluation

D.K. Jain : Project Planning and Appraisal in Planned Economy

**Self Study Paper****MFC 408: Entrepreneurship Development**

**Course objective:** The objective of the course is to provide adequate knowledge to the students for formulating and handling projects.

**Course Outline:**

**Unit I: Entrepreneurship:** Definition and Structure, Entrepreneurial Culture, Theories of Entrepreneurship, Classification and Types of Entrepreneurship. Factor Effecting Entrepreneurial Growth, Entrepreneurial Competencies, Women Entrepreneurship.

**Unit II: Entrepreneurial Development:** Entrepreneurial Environment, Process of Entrepreneurial Development, Entrepreneurial Development Programme, Role of Government and Specialized Institutions in Entrepreneurship Development.

**Unit III: Issues Related to Entrepreneurship in Uttarakhand.**

**Unit IV: Entrepreneurship Development and Government:** Role of Central Government and State Government in promoting entrepreneurship with various incentives, subsidies, grants etc.

**Unit V: Project Financing:** Estimation of Financial Requirements, Capital Structure and Source of Financing, Various Financing Schemes of Financial Institutions. Foreign Currency Financing.

**Suggested Readings:**

1. Prasanna Chandra: Project Preparation, Appraisal and Implementation, 5th ed., Tata McGraw Hill, 2002
2. Holt: Entrepreneurship
3. S.S. Khanka: Entrepreneurial Development
4. Vasant Desai: Entrepreneurial Development
5. Madhurima Lall & Shikha Sahai: Entrepreneurship
6. Clifford Gray: Project Management, Richard D. Irwin, 2005

**HNB Garhwal University Srinagar Garhwal**  
**Syllabus for Ph. D Entrance Examination**  
**Subject: Commerce**

**Note:** There will be one question paper which will cover 100 objective type questions (Multiple choice, matching type, true/false) carrying 100 marks.

**I: Financial and Management Accounting:** Basic Accounting Concepts, Capital and Revenue, Financial Statements Analysis, Advance Company Accounts: Issue, Forfeiture, Purchase of Business, Liquidation, Valuation of Shares, Amalgamation, Absorption and Reconstruction, Holding Company Accounts Cost and Management Accounting: Ratio Analysis, Funds Flow Analysis, Cash Flow Analysis, Marginal Costing and Break –Even Analysis, Standard Costing, Budgetary Control, Costing for Decision- Making.

**II: Business Economics:** Nature and Meaning, Scope of Business Economics, Concept of Profit and Wealth Maximization, Demand Analysis and Elasticity of Demand, Indifference Curve Analysis, Law of Returns, Price Determination in Different Market Situation, Concept of Economic Growth and Development, national Income, Business Cycles, Inflation.

**III: Business Environment:** Elements of Business Environment, new Economic Policy, Fiscal and Monetary Policy, Industrial Policy, Exim Policy, Legal Environment of Business in India, Competition Policy, Consumer Protection, Environment Protection.

**IV: Financial Management and Institutions:** Time Value of Money, Risk and Return, Capital Structure, Cost of Capital and Leverage Analysis, Investment Decisions, Working Capital Management, Dividend Policy, Development Banking, Security Market, Stock Exchange, SEBI.

**V: Business Management:** Meaning, Concepts, Nature and Significance of Management, Theories of Management, Planning, Organization, Staffing, Motivation and Control.

**VI: Marketing Management:** Evolution of Marketing, Marketing Mix, Marketing Environment, Market Segmentation, Consumer Behaviour, Product Decisions, Pricing Decisions, Distribution Decisions and Promotional Decisions.

**VII: Human Resource Management:** Concepts, Nature and Scope of HRM, Planning, Recruitment and Selection, training and Development, Wage and Salary Administration, Incentive and Fringe Benefits, Morale and Productivity, Performance Appraisal, Industrial Relations- Health, Safety, Welfare and Social Security.

**VIII: Business Research Methodology:** Descriptive and Exploratory Research, Data Collection and Analysis, Sampling, Need, Errors and methods of Sampling, Normal distribution, Hypothesis Testing, Analysis and Interpretation of Data, Correlation and Regression, Small Sample Tests- T-Test, F-Test and Chi Square Test.

**SCHOOL OF COMMERCE**

**Syllabus**

**For**

**Pre-Ph.D. Course  
in  
Commerce**

**Examinations: 2011 and Onwards**



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**H.N.B. GARHWAL UNIVERSITY  
SRINAGAR GARHWAL  
(A Central University)**

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## SCHEME OF COURSES

### Semester I

Course No.	Course Title	L	T	P	Total Credits
<b>Core Courses:</b>					
Ph.D.-101	Research Methodology	4	--	--	4
Ph.D.-102	Term paper & Seminar	1	--	2	3
<b>Elective Course:</b>					
Ph.D.-103	Students are required to opt one paper from the following Group A:	4	--	...	4
Ph.D.-104	Students are required to opt one paper from the following Group B:	4	--	--	4
<b>Total Credits</b>		<b>13</b>	<b>--</b>	<b>2</b>	<b>15</b>

### Elective Papers of Group A and B:

Course No	Course Title	L	T	P
<b>Group A:</b>				
Ph.D.-103	Contemporary Issues in Accounting and Finance	4	--	--
Ph.D.-103	Contemporary Issues in Human Resource Management	4	--	--
<b>Group B:</b>				
Ph.D.-104	Contemporary Issues in Marketing	4	-	--
Ph.D.-104	Contemporary Issues in International Business.	4	--	--

**Grand Total: 15 (Credit Hours)**

## **Ph.D.-101: Research Methodology**

**Objective:** To familiarize the students with conceptual and application aspects of various research tools and methods.

**Credits: 4-0-0**

- **Overview of Research in Commerce & Management,** Meaning, Purpose, Concept and types of research, Significance of research in social and business sciences.
- **Hypothesis formulation,** Techniques of data collection – Questionnaire, interview, observation, case study; Content analysis and projective techniques. Review of literature based on areas specific study.
- **Sampling Technique:** Sampling theory-Types of sampling-Steps in sampling-Sampling and Non-sampling error-Sample size –Advantages and limitations of sampling.
- **Measurement and Basic Scaling Techniques:** Normal, ordinal, interval, ratio scales, measuring attitudes – Summated rating scale (Likert scale), semantic differential scale, Reliability-Split-half test and retest. Cronbach alpha, Validity, Content/face, construct validity – Convergent discriminant.
- **Data Analysis through SPSS – Univariate & Bi-variate:** Data feeding, descriptive statistics, correlation, regression, ANOVA, post-hoc analysis, hypotheses testing, t-test, f-test,  $\chi^2$  test.
- **Data Analysis through SPSS – Multivariate Analysis:** Multiple correlation, Multiple regression, Factor analysis, Cluster analysis, Discriminant, MANOVA, SEM.
- **Structuring the Report:** Chapter format- Pagination- Identification- Using quotations- Presenting footnotes – abbreviations- Presentation of tables and figures- Referencing- Documentation-Use and format of appendices- Indexing.
- **Research Report:** Types of reports-Contents-Styles of reporting- Steps in drafting Reports-Editing the final draft-Evaluating the final draft.

### **References:**

1. Donald R.Cooper, Pamela : Business Research Methods, Tata S.Schindler McGraw Hill Publishing 2009
2. Uma Sekaran : Research Methods for Business Wiley India 2007
3. Nandagopal, Arul Rajan Vivek : Research Methods in Business Excel

- |     |                                      |   |
|-----|--------------------------------------|---|
|     |                                      | Book 2007   |
| 4.  | Wiliam G Zikmud                      | : Business Research Methods, Cengage Learning 2008        |
| 5.  | Paneerselvam                         | : Research Methodology, Prentice Hall of India 2009       |
| 6.  | Dipak Kumar Batacharyya              | : Research Methodology Excel Book 2006                    |
| 7.  | Krishnaswamy, Sivakumar, Marthirajan | : Management Research Methodology, Pearson, 2009          |
| 8.  | Murthy                               | : Business Research Methods for Business Excel Books 2008 |
| 9.  | Bhattacharya                         | : Research Methodology, Excel Books, 2009                 |
| 10. | Hair et.al.                          | : Multivariate Data Analysis, Pearson Education           |

### **Ph.D.-102: Term Paper & Seminar**

#### **Objective:**

How to formulate a viable research proposal?

To develop analytical skills among the business students.

To Develop the presentation skills in a seminar/ class.

How to write a research paper?

How to write a research dissertation?

**Credits: 1-0-3**

#### **Course Outline:**

##### **Weekly Assignments: (40%)**

Each student will be given two assignments on the subject relating to major area of study. Each student is expected to work individually on the research assignments to be evaluated by the department.

##### **Research Paper Writing and Research Proposal: (40%)**

This is the main requirement of the course. This paper will serve as an important requirement as to how to design a research paper, research proposal and project. For those who plan to conduct research, this paper should form the basis of their research dissertation proposal and final dissertation. The student should submit one term paper maximum of 25 pages on their specialized area of research.

##### **Class Participation :( 20%)**

Student will be expected to attend all seminars and contribute to class participation and discussions. Seminars topic shall be decided in consultation with the chief advisor.

#### **Elective Papers:**



**There are two groups i.e. A and B consisting of two papers. The student will have to opt one paper from each group compulsory.**

**Group- A:**

**Ph. D. 103: Contemporary Issues in Finance and Accounting**

**Course Overview**

**Credits: 4-0-0**

The objective of this course is to acquaint the students of Ph.D. with the advanced knowledge of finance and accounting function. This course also highlights the emerging issues of corporate restructuring and contemporary accounting.

**Course Syllabus**

**Emerging Trends in Financial Markets: An Overview of** Global Financial environment, Capital Market and Money Market., Sub-prime crisis- Reasons, impact, remedies and lessons to be learnt.

**Pricing of IPOs:** Conceptual and research issues.

**Issues in Corporate Restructuring:** Need, Methods of restructuring, Mergers and Acquisitions, Divestiture, Contracting Out, Outright Sale, Disinvestments, Leveraged buyout

**Behavioral finance;** Conceptual and research Issues, Micro Financing in India; Financial inclusion and role of banks

**Financial Risk Management-**Rationale, Significance, types of financial risks. Role of derivatives in managing financial risk

**Contemporary Accounting:** Human Resource Accounting, Environment Accounting, Social Accounting and Value added Accounting

**Financial Reporting:** Indian GAAP, An overview of International Financial Reporting Standards, Convergence of Accounting Standards and IFRSs. Need for online reporting. Balanced Score Card as Performance Measurement Tool.

**References :**

- J.J. Hamton, *Financial Decision Making: Concepts, Problems and Cases*, Prentice-Hall of India, New Delhi, 4<sup>th</sup> Edition.
- Khan and Jain, *Financial Management*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 4<sup>th</sup> Edition.
- Stephan A. Ross, Randolph W. Waterfield and Jeffery Jaffe, *Corporate Finance*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 7<sup>th</sup> Edition.
- Richard A. Brealey and Stewart C. Meyers, *Principles of Corporate Finance*, Tata McGraw-Hill Publishing Co. Ltd., New Delhi, 6<sup>th</sup> Edition.
- Cost and Management Accounting-Horngren

## **Ph. D. 103: Contemporary Issues in Human Resource Management**

### **Course Overview**

The student should be able to critically analyze organizational situations, prescribe courses of action necessary for problem solving, and integrating the steps necessary for effective implementation. Upon completion, the Ph.D. student should be able to indicate and explain various research issues in HR interventions that may be required when dealing with the work environment, people, and problems.

**Credits: 4-0-0**

### **Course Syllabus**

**An overview of Human Resource Management:** Framework of HRM in the present day corporate sector; environmental scanning, building up skills for effective HR manager. HRM in the Global Context

**Human Resource Planning:** Factors affecting, process, and barriers. Stock taking, Work Force Flow Mapping, Age and Grade Distribution Mapping; Behavioural factors in Human Resource Planning.

**Analyzing Work and Designing Jobs:** Induction, Placement, Socializing, Promotion and Succession. Job Analysis, Evaluation and Job description

**Retention Strategies:** Need for Retention, Causes of attrition of managerial personnel in modern day service and manufacturing organizations. Managing Separations and Rightsizing. Managing Change in Organisations.

**Emerging Issues in Performance Management:** Rationale, Methods of Performance Appraisal and Potential Evaluation.

**Ethical Issues in Human Resource Management:** Need and Implications of Ethics for Human Resource Management, Cross cultural issues in HRM

### **References:**

- Garry Desseler, *Human Resource Management*, Prentice-Hall of India Pvt. Ltd., New Delhi, 10<sup>th</sup> Edition.
- Edwin B. Flippo, *Personnel Management*, McGraw-Hill Book Company, 6<sup>th</sup> Edition.
- Raymond Noe, Wright, Gerhart & Hollenbeck, *Human Resource Management – Gaining A Competitive Advantage*, Tata McGraw –Hill Publishing Company Ltd., New Delhi, 5<sup>th</sup> Edition.

## **Group- B**

### **Ph. D. 104: Contemporary Issues in Marketing**

**Objectives of Course Work:** To develop knowledge and understanding of Ph.D. students on the various aspects of modern marketing management

**Credits: 4-0-0**

#### **Course Syllabus**

##### **Orientation of Modern Marketing and Analyzing Market Opportunities:**

Marketing Tasks and Approaches to Modern Marketing, Marketing Environment and Environment Scanning, Analyzing Market Environment

**Consumer Behaviour:** Factors Influencing, Consumer Buying Behaviour Process, Models and Scaling Techniques; Market Segmentation, Targeting and Positioning.

**Measurement Process in Marketing Research:** Measurement in Marketing, Difficulties in Measurement, Attitude Measurement: Importance of Attitude in Marketing, Nature of Attitudes and their Measurement.

**Applied Marketing Research:** Demand Measurement and Forecasting, Product Research, Advertising Research, Distribution Research, Sales Control Research, Pricing Research, Motivation Research.

**Customer Evaluation of Service Quality:** Gaps Model for improving the Quality of Service - knowledge gap, standards gap, delivery gap, communications gap. Service Recovery.

**Supply Chain Management:** Components of SCM, Physical Distribution System; Distribution Channels, Types & Functions, Selection, Cooperation and Conflict Management

**Retail Marketing:** Forms of Retail organization – levels of organization. Retail Organization Structures; Demographic Analysis in Retailing - Age distribution population, Income Urbanization, shrinking household, working women, diversified minorities. Emerging Trends and research Issues in Retailing.

**Global Marketing:** Rationale, India and World trade, Foreign Trade policy in Indian context, Constraints in Global marketing, Destination wise and Commodity Wise Trends; Outsourcing and its marketing Implications for home and host countries.

**Emerging Issues in Marketing:** Green Marketing, Holistic Marketing, Network Marketing, Event Marketing, Nucleus Marketing; Mergers and Acquisitions: Regulatory Framework, Marketing Issues and Relevance in 21st century business Enterprises

**References:**

- Kotler Philip & Armstrong, G., *Principles of Marketing*, Prentice-Hall of India, , 2008.  
Kotler Philip, *Marketing Management*, Prentice-Hall of India, 2007.  
Kotler Philip & Keller, *Principles of Marketing*, Prentice-Hall of India, 2007.  
Saxena Rajan, *Marketing Management*, Tata McGraw-Hill Publishing Co. Ltd., 3<sup>rd</sup> Edition.

**Ph.D.-104 CONTEMPORARY ISSUES IN INTERNATIONAL BUSINESS**

**Objectives of Course Work:** To develop knowledge and understanding of Ph.D. students on the various aspects of modern business and factors affecting business decisions and also to develop insight of students as to the area and topic in the area that they may work up to develop their Ph.D. proposals.

**Credits: 4-0-0**

- **International Business:** Concept, Importance, Rationale; Globalization and its Phases.
- **International Trade Theories:** Absolute Advantages, Comparative Advantages, Factor Proportions Theory; The Product Life Cycle Theory and Modern Theories.  
Government Influences on Trade: Economic and Non-Economic Rationale for Govt. Intervention; Instruments of Trade Control: Tariffs and Non-Tariff Barriers
- **Regional Integration and Economic Blocks:** Levels of Regional Economic Integration; Leading Economic Blocks: European Union(EU): North America Free Trade Agreement (NAFTA); South Asian Association of Regional Cooperation (SAARC); Association of South East Asian Nations (ASEAN).
- **Foreign Investments:** Portfolios Vs Foreign Direct Investments (FDI); Role and Impact on Developing Countries.  
Development in International Monetary Systems: Foreign Exchange Mechanism and its Determinants.
- **Evolution of World Trade Organization (WTO):** General Agreement on Tariffs And Trade ( GATT,1994): Trade Related Investment Measures(TRIMs); Agreement on Subsidies and Countervailing Measures; Agreement on Trade Related Aspects of Intellectual Property Rights (TRIPS); and General Agreement On Trade And Services (GATS).Impact of WTO on Developing Countries.
- **References:**
  1. Cavusgil, S. Knight Gary and Riesenberger, John R(2009), *International Business-Strategy Management and the New Realities*, Person Education, Dorling Kindersley (India) Pvt. Ltd, Delhi.

2. Rao, M.B and guru Manjula(1998), *WTO and International Trade*, Vikas Publishing House Pvt.Ltd, New Delhi.
3. All India Management Association (1998), *Global Trends in Finance and –Opportunity for India*, Excell books , New Delhi.
4. Rao, P. Subba (2008), *International Business, Text and Cases*, IInd edition, Himalaya Publishing House Pvt. Ltd. New Delhi.
5. Shailaja G, (2008), *International Finance*, University Press (India), Pvt. Ltd, Hyderabad, India.
6. Daniel, John D., Radebangh, Lee H. and Sulivan Daniel P., *International Business – Environment and Operations*, 19<sup>th</sup> ed., New Delhi.
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8. C. Paul Hallwood and Ronald Macdonald, *International Money and Finance*, Blackwell, Oxford U.K., 1995.
9. Sharan Vyuptakesh, *International Business – Concept, Environment and Strategy*, 2<sup>nd</sup> Edition, Pearson Education, Delhi, 2006.
10. Hill, Charles W.L. and Jain, Arun Kumar, *International Business – Competing in the Global Market Place*, 5<sup>th</sup> Edition, The McGraw Hill Publishing Co. Ltd., New Delhi, 2006.
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