

**PANJAB UNIVERSITI**  
(Estd. under the Panjab Univ

**SCHEME OF EXAMINATION FOR M. COM. (ANNUAL SYSTEM) EXAMINATION, 2011**

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2. *u r s ,or t rn wr tt n n ton r , r s n Int rn*  
*Ass ss nt s r s,*

**INSTRUCTIONS TO THE PAPER SETTERS :**

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

**IF THERE ARE THREE UNITS :**

**Option for Optional Groups (M.C. 613 and M.C. 614) in M. Com. 2<sup>nd</sup> Year be given by the end of 1<sup>st</sup> Year**

**SECOND YEAR**

M.C.610	Corporate Governance and Corporate Taxation
M.C.611	Management Information and Control Systems
M.C.612	Cost Analysis & Control and Management of Services (Banking & Insurance)









10. S.P. Gupta : Statistical Methods.
11. Kothari, C. R. : Research Methodology – Methods & Techniques.
12. Rao, K.V. : Research Methodology in Commerce & Management.

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**M.C. 512 : OPERATIONS RESEARCH & PRODUCTION MANAGEMENT****OBJECTIVE :**

4. Operations Research : C.K. Mustafi, New Age International Pvt. Ltd., New Delhi (2000).
5. Gopalkrishnan & Sandilya : Purchasing Strategies Inventory Management.
6. E. A. Silver & R. Peterson : Decision System for Inventory Management & Production Planning.
7. M. Starr & D. W. Miller : Inventory Control Theory and Practice.
8. J.H. Westing Fine & Zenz : Purchasing Management.
9. Monk :



SYLLABUS FOR M. COM. (ANNUAL SYSTEM) FIRST YEAR EXAMINATION

**M.C. 514 : ORGANIZATIONAL BEHAVIOUR, HRM AND MARKETING MANAGEMENT**

**OBJECTIVES :** The objectives of the present subject is to make the students become aware of the organizational dynamics working in the organizations. Organizations are made of people. Hence this course is designed to help students understand why people behave as they do. Secondly, this course gives an input to “Managing People” which are the most delicate assets of any organization. The objective of Marketing Management Course is to help the students understand the conceptual framework of Marketing Management. It intends to expose the participants to the various decisions, the marketing executives are required to take.

**UNIT-I****ORGANIZATIONAL BEHAVIOUR AND HRM**

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

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

**UNIT-II****MARKETING MANAGEMENT**

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

Marketing segmentation, Targeting and Positioning; Marketing of services, Relationship Marketing; Marketing strategies, Programmes and Decisions related to the following :

Product—including branding and packaging; pricing, marketing channels.

Marketing strategies, programmes and decisions related to the following :

Logistics, advertising, Sales Promotion, Personal selling and sales force. Marketing Organization, Marketing control.

**REFERENCES :**

1. Stephen, P. Robbins : Organisational Behaviour.
2. Herbert, G. Hicksi, C. Ray : Organisation : Theory & Behaviour.  
Gullett

3. K. Aswathappa : Human Resource and Personnel Management.
4. Gary Dessler : Human Resource Management
5. Arun Manappa, Mirza S. Saiyadain

**M.C. 515 : RESEARCH PROJECT****M.C. 516 : CURRENT ISSUES IN GLOBALIZATION AND APPLIED ASPECTS OF FINANCIAL SERVICES**

**OBJECTIVES :** The course aims to make the students aware of the recent changes in the International Environment, and the impact of these changes on an organization. The objective of the course Applied Aspects on Financial Services aims at orienting the students towards the procedural and operational aspects involved in financial services through discussions with professionals and visiting organizations dealing in financial services.

**UNIT-I****CURRENT ISSUES RELATED TO GLOBALIZATION :**

Globalization—Meaning & Scope.

*International Economic Environment*

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

**UNIT-II****WORKSHOP ON APPLIED ASPECTS ON FINANCIAL SERVICES :**

A. *Merchant Banking under SEBI MB Regulations*

Introduction, Filing application for grant of certificate under regulation 3, Detailed exercise before

- D. *Depository Services SEBI Depositories and Participants Regulations*  
Introduction, opening and account, filling of dematerialization and rematerialisation request forms, filling the forms for sale and purchase instructions to DPs.
- E. Stock Market Trading, Clearing and Settlement system of NSE or BSE.
- F. *Financial Mathematics* :  
Computation of EMIs of Consumer Loans; Calculation of Effective Rate of Interest; structuring of Lease Rentals.

#### REFERENCES :

1. Rugman M. Alan & Hodgetts : International Business, Pearson Publishers.
2. Paras Ram : Exports–How, Why & What.
3. Varshney & Bhattacharyya : International Marketing Management.
4. L.M. Bhole : Financial Institutions and Markets.
5. Lalit K. Bansal : Merchant Banking and Financial Services.
6. M.Y. Khan : Financial Services.

#### For Correspondence Courses

Instead of Seminar/Workshop, there shall be one additional subject in each year. In the first year, title of the paper will be “Current Issues in Globalization and Applied Aspects of Financial Services”. The distribution of marks shall be same as in other papers i.e. the paper shall consist of 100 marks each, out of which 25 marks internal assessment and 75 marks for



**OUTLINES OF TESTS, SYLLABI AND COURSES OF READING FOR M.COM. (ANNUAL SYSTEM) 2<sup>ND</sup> YEAR EXAMINATION, 2011**

**SECOND YEAR**

**M.C. 610 : CORPORATE GOVERNANCE AND CORPORATE TAXATION**

**UNIT-I**

**CORPORATE GOVERNANCE**

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

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

Corporate Governance—A global perspective, committees on Corporate Governance; Cadbury Committee on financial aspects of Corporate Governance, Green Bury Committee on Directors' Remuneration, OECD Principles of Corporate Governance, CACH Guidelines on Principles for Corporate Governance and Global Corporate Governance Forum, Hampel Committee Report.

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

**UNIT-II**

**CORPORATE TAXATION**

Structure of Direct and Indirect Taxes in India.

Concepts, Significance and Problems of Tax Planning, Tax Avoidance and Tax Evasion--

Tax Planning with reference to nature of business.

Tax Planning with reference to form of organization.

Tax Planning with reference to Financial Management Decisions.

Tax Planning with reference to Managerial Decisions.

Tax Planning in respect to Employee's Remuneration

Tax Planning and Adoption of Method of Accounting

Tax Planning regarding Capital Gains

Tax Planning in respect of Amalgamation or Demerger.

**BOOKS RECOMMENDED :**

1. N. Gopalsamy : Corporate Governance : The New Paradigm. (New Delhi, Wheeler Pub., 1998).
2. Surendar Kumar : Corporate Governance : A Questi



**M.C. 611 : MANAGEMENT INFORMATION AND CONTROL SYSTEMS**

**OBJECTIVE :** The objective of the course is to harness the skills already developed in the course on Information Technology. The focus of this course is to help the participants in developing information systems in various functional areas and to sensitize them with the challenges encountered in M.I.S. implementation. The objective of Management Control Systems is to develop the abilities of the students to design and evaluate Management Control Systems .

**UNIT-I****MANAGEMENT INFORMATION SYSTEMS**

Developing a long range Information System plan.

Strategies for determining information requirements including data base requirements.

Outsourcing Information Systems.

Control of Information System performance and security.

Causes of Information System failures.

Ensuring Quality with Information Systems.

Auditing Information Systems.

Issues in Information Technology Management in India.

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

Information Systems in Marketing, Operations, Human Resource Management.

Accounting and Finance.

Project Management.

Management Information Services.

Managing International Information Systems.

**UNIT-II****MANAGEMENT CONTROL SYSTEMS**

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

Corporate Level Strategies, Business Unit Strategies.

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

Management Control Structure--Responsibility Centers, Revenue Centers, Expense Centers, Administrative and Support centers, Research and Development centers, Marketing centers, Profit centers.

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

Measuring and Controlling Assets Employed--Structure of the Analysis.

Measuring assets employed, EVA Vs ROI Alternative Approaches.

Analysing Financial Performance—Variance Analysis.

7. Robert N. Anthony : Management Control System.
8. Horgrew and Datar : Cost Accounting—A Managerial Emphasis.
9. Edwin H. Caplan : Managements Accounting and Behaviour Science.

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**M.C. 612 : COST ANALYSIS & CONTROL, AND MANAGEMENT OF SERVICES  
(BANKING AND INSURANCE)**

**OBJECTIVE :** To develop analytical and critical abilities to design effective cost systems, to measure and evaluate management performance and to provide

Insurance and Capital Market in India. Application of Management concepts in the field of Insurance, Marketing of Insurance policies. Business Planning, Personnel Management and Office Administration. Insurance and Taxation. Attitude Toward Insurance C





5. Jack Clark Francis : Management of Investment, McGraw- Hill.
6. Singh, Preeti : Investment Management.
7. Avadhani, V.A. : Security Analysis and Portfolio Management.
8. --do-- : Investment and Securities Market in India.
9. Verma, J.C. : Merchant Banking Organisation & Management.
10. Khan, M.Y. : Financial Services.
11. Ramesh, S. & Gupta Arun : Venture Capital and Indian Financial Sector.

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**M.C. 613-II : HUMAN RESOURCES DEVELOPMENT**

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

Factories Act, 1948.

Mines Act, 1952.

Bonded Labour Systems (Abolition) Act, 1976.

Child Labour (Prohibition and Regulation) Act, 1986.

**BOOKS RECOMMENDED :**

1. Organisation Development : Richard Backhard
2. Organisation Development : Warren Bennis
3. O.D. and Change : Edger and Huse
4. O.D. : French and Bell
5. O.D. for Operating Managers : M.E. Megill
6. O.D. Theory, Practice and Research : French, Bell and Zawacki
7. O.D. and Change : Meenakshi Malhotra
8. O.D. : Mergulies and Raia
9. O.D. : Warner Burke
10. O.D. and Change : T.G. Cummings and C.G. Worley
11. Managing Change : Philip Sadler
12. Reengineering the Corporation--A Manifesto for Business Revolution : M. Hammer and J. Champy
13. Process Consultation : Edger Schein
14. O.P. Malhotra : The Law of Industrial Disputes
15. S.C. Srivastava : Industrial Relations and Labour Laws
16. S.N. Misra : Labour and Industrial Law
17. P.L. Malik : Industrial Law
18. H.K. Sanaray : Industrial and Labour Laws of India.
19. K.P. Chakravarti : Labour Management and Industrial Relations
20. G.M. Kothari : Labour Demands and their Adjudication.

**JOURNALS**

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

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**M.C. 613-III : PROJECT PLANNING AND ENVIRONMENT MANAGEMENT**

**OBJECTIVE :** The course aims at training the students to undertake feasibility study of industrial projects, appraise the projects from private, commercial as well as social angles, and prepare detailed project reports; and the objective of this course is to acquaint the students with the world of environment. This subject will teach students as to what are the impacts and aspects of each business activity in environmental terms and how businessmen are responsible towards environment

**UNIT-I**

**PROJECT PLANNING AND ANALYSIS**

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

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

**UNIT-II**

**MANAGEMENT OF ENVIRONMENT**

*Environment Management* Fundamentals – Sustainable Development, Implications of human population

4. IMD Little and J. A. : Project Appraisal and Planning in Developing Countries, Mirrlees Oxford IBH, 1974.
5. Presanna Chandra : Projects : Preparation, Appraisal Budgeting and Control, Tata McGraw Hill, 1987.
6. D.W. Pearce & C.A. Nash : Social Appraisal of Projects, ELBS, 1981.
7. Singh, Narendra : Project Management and Control, Himalaya Pub. House, 2000.
8. Singh, Narendra : Problems and Solutions in Project Management and Control.
9. Patel, Bhavesh M. : Project Management, Vikas Pub. House Pvt. Ltd., 2000.
10. Jack R. Meredith, Samuel J. : Project Management – A Managerial Approach, 2000.
11. Robert Buttrick : Project Workout, Prentice Hall, 2000.
- 12.





**REFERENCES :**

1. Peter Kilby : Entrepreneurship and Economic Development, The Free Press, New York, 1971.
  2. Peter, F. Drucker : Innovation and Entrepreneurship, Harper & Row, 1985.
  3. Udai Pareek & T. Venkateshware Rao : Developing Entrepreneurship – A Hand Book on Learning Systems, 1978.
  4. B.C. Tandon : Environment and Entrepreneurship : A Chang Publication 1979.
  5. V. Desai : Organisation and Management of Small Scale Industries, Himalaya Pub., Barley, 1983.
  6. K. B. Suri : Small Scale Enterprises in Industrial Development, Sage Pub., 1988.
  7. D. Strenloff & J. Burges : Small Business Management Fundamentals, McGraw Hill, 1980.
  8. Vijay, K. Jain : Marketing Management for Small Units, Management Pub. Co., 1980.
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**M.C. 613-V : INTERNATIONAL BUSINESS**

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





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

**BOOKS RECOMMENDED :**

1. Kamal Gupta : Contemporary Auditing
2. Arens & Lobbecke : Auditing : An Integrated Approach
3. Hubbard & Johnson : Auditing
4. Pratt : Auditing
5. Kamal Gupta & Ashok Kumar : Fundamentals of Auditing
6. Lele, R. D. : "Computers in Medicine", Tata McGraw Hill, New Delhi, 1988.

**M.C. 614-I: COMPUTER APPLICATIONS**

**OBJECTIVES :** The aim of this course is to help students gain an awareness of computer technology and its business uses, particularly accounting applications. It will also develop proficiency in the use of internet as a business and research tool; and in order to close the communication gap that separated the cost accountant from computer specialist, student will be exposed to the steps that are taken for designing,

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

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





Systems Approach to Learning.

Organization as Learning Systems.

The Knowledge Creating Company.

Designing the Structure of Learning Organization.

Five Fold Discipline for Organizational Learning.

Sustaining the Learning Organization.

The Role of Leadership in Learning Organization.

Conditions for Learning Organizations.

Learning Organization and Managing Change.

**REFERENCES :**

- 1 Devenport, T.H. and Prusak, L. : Working Knowledge; How Organizations Manage What They Know; Harvard Business School Process, 1997.
- 2 Dorothy Leonard Barton : Well Springs of Knowledge, Harvard Business Process, 1998.
- 3 John Sparrow : Knowledge in Organisations, Sage, 1998.
- 4 J.W. Cortada, and J.A. Woods : Knowledge Management Year Book 1999-2000, Butterworth, 1999.

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**M.C. 614-III : LEGAL FRAME WORK FOR SERVICES**

**OBJECTIVE :** The objective of this course is to apprise the students with the banking law and practice and develop an understanding of various laws affecting banks; and the objective of this course is to familiarize the students with Principles and Practices of Insurance in general and the Indian context in particular.

**UNIT-I****BANK LEGISLATION**

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

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

**UNIT-II****INSURANCE LEGISLATION**

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

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

Insurance and Investment. Insurance and Taxation, Attitude Towards Insurance Cover. Insurance in India--Problems & Prospectus.

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

**BOOKS RECOMMENDED :**

1. P.N. Varshney : Banking Law and Practice
2. B.M. Lall Nigam : Banking Law and Practice
3. Tannan : Banking Law and Practice in India
4. Tax mann : Banker's Manual



**M.C. 614-IV : BUSINESS ECONOMICS**

**OBJECTIVES :** This course aims to apprise the students to various

Theoretical and practical consequences of multicollinearity

Detection of multicollinearity

Remedial measures

The nature of heteroscedasticity



**M.C. 614-V : INTERNATIONAL FINANCE**

**OBJECTIVE :** To expose the students to various accounting issues relating to international business operations; and the objective of the course is to acquaint the students with the latest developments in the area of International Finance and also to equip them with the techniques of management of risk and decision making relating to capital structure in the International Finance.

**UNIT-I****INTERNATIONAL ACCOUNTING**

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

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





**M.C. 614-VI : E-COMMERCE****OBJECTIVES :**

4. Schneider, Gary P. : Electronic Commerce, Course Technology, Delhi.
5. Young, Margaret Levine : The Complete Reference to Internet, Tata McGraw Hill, New Delhi.
6. Bajaj, Kamlesh K. : E-Commerce—The Cutting Edge of Business, Tata McGraw Hill, New Delhi.
7. Adam Nabil R. (Editor) : Electronic Commerce: Technical Business and Legal Issues.

**M.C. 615 : VIVA-VOCE**

**(Comprehensive viva-voce based on both the years)**

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**M.C. 616 : E-BUSINESS AND INNOVATIVE FINANCIAL PRODUCTS****UNIT-I**

1. Evolution and Role of Financial Services Companies in India. Evolution of NBFC's services provided with Bank. Categories of NBFC's, Innovative Source of Financing.
2. Securitisation : Concept securitisation as a funding mechanism, Mortgages. Traditional & Non-

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

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

*E Marketing* Web Marketing & Statistics, Traditional Web Promotion, Web Counters, Web Advertisement.

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