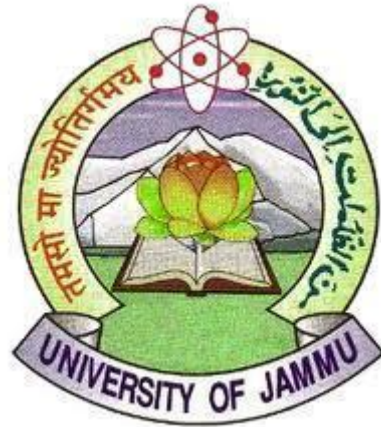


**Post Graduate Department of Commerce
M COM I, II, III & IV Semester Syllabi**



UNIVERSITY OF JAMMU
M.COM FIRST SEMESTER

S.No	Course Title	C. No.	Credit	External Examination	Internal Assessment
1	Accounting Theory and Practice	101	4	80	20
2	Organisational Behaviour	102	4	80	20
3.	Quantitative Techniques for Business Decisions	103	4	80	20
4.	Corporate Governance and Business Ethics	104	4	80	20
5.	Tax Planning and Procedures	105	4	80	20
6	Seminar	106	2	50	

UNIVERSITY OF JAMMU
M.COM FIRST SEMESTER
ACCOUNTING THEORY AND PRACTICE

Course No.: 101
Time: 3 Hours

Maximum Marks: 100
Internals: 20
Externals: 80

OBJECTIVE : The course aims to acquainting the students with coherent set of logical principles, general frame of reference for the evaluation of sound accounting practices and recent trends in accounting.

UNIT –I

INTRODUCTION

Nature and foundation; Accounting environments-Social, economic and legal; Accounting theory-Methodology; Levels and approaches; Accounting-Variou stakeholders, Their needs and modes of presenting information; Accounting concepts and conventions; Accounting standards- Its meaning and setting procedures for Indian and International accounting standards.

UNIT-II

INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)

Meaning of standardization; International Financial Reporting Standards issued by the IASB; The structure of IFRS; Process of IFRS standard setting; Problems in understanding and application of IFRS; IFRS adoption or convergence in different countries.

UNIT-III

CORPORATE REPORTING

Concept and objective of financial reporting; International financial reporting qualities; True blood Report and Stamp Report- Objectives; Specific issues in corporate reporting ; Segment reporting and interim reporting- Needs and problems; Harmonization in reporting-Need, problem and measures.

UNIT-IV

CONTEMPORARY ISSUES

Meaning , definitions, features and objectives of responsibility accounting; Steps involved in responsibility accounting; Responsibility centers; Cost-benefit analysis; Human resources accounting- Its meaning, need and methods; Conceptual framework of Balance Scorecard; Environment accounting; Intellectual capital; Forensic accounting.

Numerical: Preparation of responsibility accounting report, comparative profit and loss statement.

BOOKS RECOMMENDED

1. Accounting Theory: L.S Porwal, Tata McGraw Hill Publications.
2. Accounting Theory: JawaharLal, Himalaya Publications House.
3. Corporate Financial Reporting: Theory and Practices : JawaharLal, Taxman Publication
4. Accounting Theory : Hendriksen, Richard Irwin Press
5. Corporate Financial Reporting -Text and Cases: David F Hawkins Irwin Publications
6. Interpretation and Application of International Financial Reporting Standards: Barry J. Epstein, Eva K. Jermakowicz, John Wiley Publications.
7. Practical Implementation Guide and Workbook by Barry J. Epstein,
8. Financial Accounting: IFRS, Jerry J. Weygandt, Paul D. Kimmel, Donald E. Kieso, John Wiley Publications.
9. The Vest Pocket IFRS : Steven M. Bragg, John Wiley Publications

**UNIVERSITY OF JAMMU
M.COM FIRST SEMESTER
ORGANISATIONAL BEHAVIOUR**

Course No.: 102
Time: 3 Hours

Maximum Marks: 100
Internals: 20
Externals: 80

Syllabus for the examination to be held in Dec. 2014, 2015, 2016

OBJECTIVE : The objective of the course is to help the students to understand conceptual framework of organizational behaviour and expose them to the contemporary issues and development facing organization.

UNIT-I: CONCEPT, APPROACHES AND MODELS OF OB

Concept of Organisational Behaviour (OB); Disciplines contributing to OB; Role and application of OB knowledge to management practices; Foundations of OB- Hawthorne experiments & Human Behaviour Approach; Individual dimensions of organizational behaviour; Individual differences; Models of man.

UNIT –II: PERCEPTION, LEARNING, PERSONALITY & ATTITUDE

Perception –Concept & meaning, perception & sensation, perceptual process, perceptual selectivity, distortion in person's perception, managerial implications of perception and developing perceptual skills. **Learning**- Meaning and components of learning process, learning theories, reinforcement principle, OB modification. **Personality**-Meaning, theories of personality, determinants of personality, personality & behavior. **Attitudes**-Concept & meaning, theories of attitude formation, factors in attitude formation, attitude change; **Stress**-Meaning, causes, effects and coping strategies for stress.

UNIT-III: INTERPERSONAL & GROUP BEHAVIOUR

Interpersonal Behaviour- Meaning; Transactional Analysis (TA) – Meaning, levels of self awareness, ego states, life script, life positions, stroking, psychological games, benefits and uses of TA. **Group Behaviour** - Meaning, types, informal group/organisation group norms, group cohesiveness, group decision making, techniques for improving group decision making, positive & negative aspects of group decision making, organisational committees, task force, quality circle, inter group behaviour

UNIT –IV: ORGANISATIONAL CONFLICT, EFFECTIVENESS AND CHANGE

Organisational conflicts-Concept and meaning, individual level conflict, inter-personal conflict, organisational level conflict and conflict management; Organisational climate and developing a sound organizational climate; **Organisational effectiveness** – Concept , goal approach, functional approach, system resource approach, maximizing or optimizing effectiveness, organizational effectiveness Vs managerial effectiveness, factors in organizational effectiveness, integration of individual-organisational goals, effectiveness through adaptive-coping cycle. **Organisational change & development**-Reasons for organisational change, objectives & process in planned change, human reaction & resistance to change, change agents, organisational failure to change, organisational growth and change, **Organisational development (OD)**: Meaning, need, limitations, OD and management development and steps in OD, OD interventions.

BOOKS RECOMMENDED

1. Steven McShane & Van Glinar, Organizational Behavior: Tata McGraw Hill Publishing Co.
2. Stephen Robbins, Organizational Behaviour, Prentice Hall India Pvt. Ltd., New Delhi.
3. Fred Luthans, Organizational Behaviour, McGraw Hill Book Company.
4. Kavita Sharma, Organizational Behavior, Pearson India.
5. Ricky Griffin & Georgy Moorehead, Organizational Behavior, Hough Co. Boston.
6. Griffin, Ricky W, Organisational Behaviour, Houghton Mifflin Co; Boston.
7. Hellreigel, Don, Jon W Slocum, Jr. and Richard W. Woodman, Organizational Behaviour, South Western College Publishing, Ohio.
8. Hersey, Paul, Kenneth H. Blanchard and Dewey E, Jonson, Management of Organisational Behaviour: Utilising Human Resources, Prentice Hall, New Delhi.

UNIVERSITY OF JAMMU
M.COM FIRST SEMESTER
QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

Course No.: 103

Time: 3 Hours

Maximum Marks: 100

Internals: 20

Externals: 80

OBJECTIVE: To develop analytical skills in structuring and analysis (scientific method) of business decision problems which characterize in the field of commerce and management sciences.

UNIT I: FUNDAMENTALS OF QT & SAMPLING

Concept of Quantitative Techniques; Classification of quantitative techniques; Distrust of statistics; Role of quantitative techniques in business and industry; Quantitative technique & management; Limitation of quantitative techniques; Use of computers in quantitative techniques; Basic techniques of sampling: Simple random sampling, Systematic sampling, Stratified sampling, Cluster sampling, Convenience and Judgement sampling.

UNIT II: ASSOCIATIONS OF ATTRIBUTES

Introduction; Notation and terminology, Consistency of data, Association and disassociation, Comparative study of methods: Comparison method, Proportion method, Yule's coefficient of association and Coefficient of colligation, Coefficient of contingency, Partial and illusory association; Partial and Multiple correlation and Regression analysis.

UNIT III: PROBABILITY AND ANALYSIS OF VARIANCE

Probability: Concepts and basic theorems of probability and their applications; Binomial distribution, Poisson distribution and Normal distribution; Mathematical expectation; Analysis of variance- Its assumptions, Computation of Analysis of variance; One-way and Two-way classifications.

UNIT IV: HYPOTHESES TESTING

Hypotheses: Null and Alternative hypotheses, Type I and Type II errors; Sample distribution and concept of standard error; Tests of significance for

large sample; Hypothesis testing-Parametric tests: Z- test, t- test, F- test; Non-Parametric tests: Chi Square, Mann Whitney and Kruskal Wallis test.

BOOKS RECOMMENDED

1. Levin, Richard and David S Rubin: Statistics for Management, Prentice Hall, Delhi.
2. Levin and Brevson, Business Statistics, Pearson Education, New Delhi.
3. Anderson, Sweeney and Williams: Statistics for Business and Economics, Thompson, New Delhi.
4. Sharma, J.K., Business Statistics.
5. Hooda, R.P: Statistics for Business and Economics. Macmillan, New Delhi.
6. Lee S.M., L.J. Moore and B.W. Taylor, Management Science, Boston: Allyn Bacon, 1994.
7. Vohra, N. D., Quantitative Techniques in Management.

UNIVERSITY OF JAMMU
M.COM FIRST SEMESTER
CORPORATE GOVERNANCE AND BUSINESS ETHICS

Course No.: 104

Maximum Marks: 100

Time: 3 Hours

Internals: 20

Externals: 80

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

UNIT-1: CORPORATE GOVERNANCE ACTS & CODE

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

UNIT-II: ROLE, IMPORTANCE AND PERFORMANCE OF 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.

UNIT-III: MEANING, ROLE AND ETHICS IN PRACTICE

Business ethics – Nature, characteristics and needs; Ethical practices in management; Values and ethics; Theories of business ethics; Values across cultures; Culture and ethics – Ethical values in different cultures; Culture and individual ethics; Ethics analysis-Resolving ethical dilemma; Ethical decision-making in business; Ethics in practice - Professional ethics for functional managers; Creating an ethical organization.

UNIT-IV: CORPORATE ETHICS AND PRACTICES

Corporate ethics and good governance; Role of various agencies in ensuring in corporate sector; Ethics in functional areas - Marketing, HRM and financial management; Cost of ethics in corporate ethics evaluation.

BOOKS RECOMMENDED

1. Ferando, A.C., Corporate Governance: Principles, Policies and Practices, Pearson Education.
2. Das, S.C., Corporate Governance: Codes, Systems, Standards and Practices.
3. Thomas Clark, International Corporate Governance: A Comparative Approach, Routledge.
4. Kesho Prasad, Corporate Governance, PHL Learning Private Limited.
5. N. Gopalaswamy, Corporate Governance: The New Paradigm, Wheeler.

UNIVERSITY OF JAMMU
M.COM FIRST SEMESTER
TAX PLANNING AND PROCEDURES

Course No.: 105
Time: 3 Hours

Maximum Marks: 100
Internals: 20
Externals: 80

OBJECTIVES: To impart knowledge about tax and tax planning to students.

UNIT – I: TAX PLANNING

Concepts of tax planning, Tax avoidance, Tax evasion and tax management; Areas, significance and problems of tax planning; Amendments by Latest Annual Finance Act; Recognized methods of tax planning – Legal diversion of income, ensuring maximum claim for deduction, taking advantage of available relief (Regarding Arrears of Salary and Double Taxation) , tax free sources of income.

UNIT – II: TAX IMPLICATIONS & CONSIDERATIONS

- a. Tax considerations in setting up of a new business regarding form of organisation : Sole Proprietorship, H.U.F , Partnership firm and Joint stock company
- b. In specific managerial decisions
 Make or Buy Decision, Own or Lease Decision
- c. In specific areas
 Dividend Policy , Foreign Collaboration Agreements , In relation to Employees“ Remuneration (Personnel Compensation Plans)

UNIT – III : RETURN OF INCOME

Provisions regarding Permanent Account Number (PAN), Return of income : Statutory obligation of filing return, Forms and time for filing return, Return of loss, belated return , Revised return and defective or incomplete return, Concept of self assessment, Provisions of advance payment of tax.

UNIT – IV: SERVICE TAX AND VALUE ADDED TAX (VAT)

- a. Service tax

Concept and applicability , Approaches to service tax, Features of service tax, Valuation of taxable services for service tax , General provisions related to payment of service tax , Registration requirements and service tax return.

b. Value added tax (VAT)

Background and justification of VAT, Merits and demerits of VAT, Concept of input tax credit, Different modes of computation of VAT, Classification of commodities and VAT rates.

BOOKS RECOMMENDED

1. Direct Taxes Laws & Practice – By Dr. Vinod K. Singhania
2. Students' Guide to Income Tax including Service Tax / VAT – By Dr. Vinod K. Singhania.
3. Law & Practice of Income Tax – By Bhagwati Prasad
4. Public Finance and Tax Planning – By Alka Gupta.
5. Corporate Tax Planning – By R.N Lakhota.

UNIVERSITY OF JAMMU
M.COM FIRST SEMESTER
SEMINAR

Course No: 106

Max. Marks: 50

Each candidate shall make preferably power point presentation on any topic of course/s studies at M.Com. I semester. The said presentation would be evaluated by a three member board internally constituted by Convener BOS in Commerce.

Each candidate shall make such presentation before a group of about 30 students and assessment will be made by Board members on the following parameters

- | | |
|-----------------------------|------------|
| 1.Contents of presentation | : 10 Marks |
| 2.Current knowledge | : 10 Marks |
| 3.Communication skill | : 10 Marks |
| 4.Quality of answers raised | : 10 Marks |
| 5.Quality of answers given | : 10 Marks |

During the presentation no candidate can leave the seminar room till the presentation of all the group candidates is complete. Moreover HOD of concerned college or University Campus or DDE would also ensure that no candidate would repeat the same presentation already made by somebody else in the seminar.

UNIVERSITY OF JAMMU
M.COM SECOND SEMESTER

S.No	Course Title	C. No.	Credit	External Examination	Internal Assessment
1	Higher Accounting	201	4	80	20
2	Strategic Management	202	4	80	20
3.	Human Resource Management	203	4	80	20
4.	Marketing Management	204	4	80	20
5.	Financial Management	205	4	80	20
6	Viva Voce	206	2	50	

UNIVERSITY OF JAMMU
M.COM SECOND SEMESTER
HIGHER ACCOUNTING

Course No.: 201

Maximum Marks: 100

Time: 3 Hours

Internals: 20

Externals: 80

OBJECTIVE: To familiarize students with the issue, forfeiture and redemption of shares & debentures, consolidation of financial statements, uses & significance of funds flow statement and reasons for mergers and consolidations.

UNIT –I: SHARES AND DEBENTURES

Issues, allotment & call, arrears and forfeiture, bonus and rights shares, underwriting and redemption of preference shares; Issue of debentures, writing off loss on debentures and redemption of debentures.

UNIT-II: CONSOLIDATED FINANCIAL STATEMENTS

Meaning, objectives, merits and demerits of Holding Companies; Rationale for Holding Companies; Advanced treatment of dividends, bonus shares, fictitious assets, unrealized profit, contingent liabilities and revaluation of assets; Treatment of goodwill already appearing in the books of Subsidiary Companies; Elimination of common transactions; Holding Companies having more than one subsidiary; Cross holdings; Sale and purchase of shares in subsidiary company; Preparation of consolidated balance sheet and profit & loss account.

UNIT-III: FUNDS FLOW STATEMENT

Meaning and definitions of funds flow statement, uses and significance of fund flow statement, objectives of funds flow statement, limitations of funds flow statement, difference between fund flow statement and cash flow statement, fund flow statement and income statement; preparation of fund flow statement on working capital basis.

UNIT-IV FINANCING FOR EXPANSION (MERGERS AND ACQUISITIONS)

Meaning and forms of expansion; Forms of combination; Economics/ Reasons of merger; Types of mergers; Legal and procedural aspects of mergers; Valuation of firms; Forms of financing a merger; Capital structure after merger and consolidations; Financial problems of merger and consolidations; Mergers in India; Accounting for amalgamations AS-14; SEBI (Substantial acquisition of shares and takeovers) Regulations, 1997; Computation of share exchange ratio, Pre- merger EPS and Post- merger EPS.

BOOKS RECOMMENDED

1. Accounting Standards by D.S. Rawat, IV Edition, Taxmann Publication
2. Corporate Accounting by S.N. Maheshwari and SK Maheshwari 4th edition, Vikas Publishing House.
3. Higher Accounting by S.P. Jain & K.L. Narang, Kalayani Publishers.
4. Advanced Accounting by Ashok Sehgal and Deepak Sehgal, Taxmann Publications
5. Advanced Accounts by R.L. Gupta, Sultan Chand & Sons, New Delhi.
6. Advanced Accounts by Shukla, Grewal& Gupta, S. Chand Publishers.
7. Introduction to Financial Accounting by Horngren, Sundens, Elliot, Pearson Education Publishers
8. Financial Accounting by PC Tulsian, Tata McGraw Hill Publications
9. Fundamentals of Financial Accounting by Welsch and Anthony, Richard D Irwin Inc.

UNIVERSITY OF JAMMU
M.COM SECOND SEMESTER
STRATEGIC MANAGEMENT

Course No.: 202
Time: 3 Hours

Maximum Marks: 100
Internals: 20
Externals: 80

OBJECTIVE: To enhance the decision making abilities of students in situations of uncertainty in the context of dynamic environment.

UNIT-I: FUNDAMENTALS OF BUSINESS POLICY AND STRATEGIC MANAGEMENT

Strategy-Meaning, kinds & importance and shift from the term business policy to strategic management; Strategic management process; Mission, objective & goals; McKinsey 7s framework; Corporate planning-Meaning, process, benefits approaches, why corporate planning fails and pre-requisites for its success.

UNIT II: STRATEGY FORMULATION

Environmental analysis-Concept, components, environment scanning and appraising; Organisational appraisal-Dynamics for internal environment, organisational capability factors, techniques used for organisational appraisal & structuring organisational appraisal; Strategic alternatives- Modernisation, diversification, integration, mergers, takeover, joint ventures, turnaround, disinvestment, liquidation, combination, strategic alliance; Strategic choice process; Corporate portfolio analysis-Industry, competition, SWOT analysis, subjective factors in strategic choice, contingency strategies and strategic plan.

UNIT-III: STRATEGIC IMPLEMENTATION

Strategy implementation-Issues, project implementation, procedural implementation, resource allocation, structural implementation & structure for strategies; Organisational design and change; Organisational system; Functional plans and policies-Marketing, operations, personnel, financial integration of functional plans and policies; Behavioural implementation-Leadership implementation, corporate culture, business ethics, social responsibilities

UNIT –IV: STRATEGIC EVALUATION

An overview of strategic evaluation and control, types of control- Strategic & operational control; Techniques of strategic evaluation and control; Role of organisational systems and control; Global issues in strategic management

BOOKS RECOMMENDED

1. Bhattachary, S.K. and N. Venkataramin, Managing Business Enterprises: Strategies, Structures and Systems, Vikas Publishing House, New Delhi.
2. Budhiraja, S.B. and M.B. Athreya, Cases in Strategic Management, Tata McGraw Hill, New Delhi.
3. Hamermesh Michael E. Porter, Business Policy Text and Cases, Irwin, Inc., Homewood Illinois.
4. Coulter, Mary K., Strategic Management in Action, Prentice Hall, New Jersey.
5. Kazmi, Azhar, Business Policy, Tata McGraw Hill, Delhi.
6. Acharaya & Grover, Business Policy and Strategic Management, Himalayan Publication, Delhi
7. Lawarance R. Jaunch and William F. Fluock, Business Policy & Strategic Management, Tata McGraw Hill, Delhi

UNIVERSITY OF JAMMU
M.COM SECOND SEMESTER
HUMAN RESOURCE MANAGEMENT

Course No.: 203
Time: 3 Hours

Maximum Marks: 100
Internals: 20
Externals: 80

OBJECTIVE: To acquaint the students with the techniques, procedure and various aspects of human resource management.

UNIT –I: CONCEPT & NATURE OF HRM

Features, functions, principles, evolution and challenges of HRM, HRM model; Qualification of HR professional; Jobs in HRM, code of ethics of society for HRM; Personnel management V/S HRM

UNIT-II: PROCUREMENT, TRAINING & APPRAISAL

Human resource planning; Job analysis-Job description & job specification; Recruitment, selection, placement and orientation; Promotion, transfers, separation, absenteeism & labour turnover; Employee training; Performance appraisal – Approach, evaluation process, methods & ethics of appraisal.

UNIT-III: COMPENSATION & GRIEVANCE REDRESSAL MECHANISM

Job evaluation- method; Wage & salary administration-Wage determination process, Broad banding, factors affecting wage & salary structure, principles of wage administration; Incentives – Monetary and non- monetary incentives; Grievance redressal mechanism – Causes, need, machinery & guiding principles.

UNIT-IV: INDUSTRIAL RELATIONS & LABOUR WELFARE

Concept & approaches of industrial relations; Industrial dispute – Causes & for settlement of disputes; Conflict resolution-Collective bargaining; Workers’ participation in management; Workers’ empowerment & quality circles; Labour welfare – Features, need & approaches; Labour welfare officer – Qualification, functions & duties.

BOOKS RECOMMENDED

1. Garry Dessler : HRM
2. P SubaRao : HRM
3. C.B. Memoria & SV Gankar : Personnel Management
4. E.B. Philipo : Personnel Management

UNIVERSITY OF JAMMU
M.COM SECOND SEMESTER
MARKETING MANAGEMENT

Course No.: 204
Time: 3 Hours

Maximum Marks: 100
Internals: 20
Externals: 80

OBJECTIVE: To acquaint the students with basics of marketing and equip them with managerial skills for decision making in marketing.

UNIT- I: MARKETING & MARKETING ENVIRONMENT

Introduction to marketing: Definition, scope and importance of marketing, Key customer markets, Concepts/Philosophies of marketing, Holistic marketing concept, Marketing tasks, Marketing mix, Marketing environment, Contemporary issues in marketing- Green marketing, Event marketing, Network marketing, Direct marketing, Social marketing, Viral marketing, Consumerism, CRM, Global marketing

UNIT- II: MARKET RESEARCH & MARKET POSITIONING

Analyzing markets: Marketing research process, Sources of data collection, Factors influencing consumer behavior, Buying decision process, Post-purchase behavior, Organizational buying, Stages in the buying process
.Market segmentation: Levels of market segmentation, Segmenting consumer markets, Niche marketing, Segmenting business markets, Michael Porter's Five Forces Model, Analyzing competitors, Strategies for market leaders, Targeting and positioning.

UNIT -III: PRODUCT & PRICE- MIX DECISIONS

Product decisions: Product characteristics, classifications, differentiation, packaging and labeling, Product Life Cycle. Pricing strategies: Understanding pricing, Setting the price, Initiating and responding to price changes, Reactions to competitor's price changes.

UNIT- IV: CHANNEL & PROMOTION –MIX DECISIONS

Marketing channels: Marketing channels, Role of marketing channels, Identifying major channel alternatives, Types of intermediaries, Channel-management decisions, Retailing, Wholesaling. Marketing communication: The role of marketing communications, Communications mix-Advertising, sales promotion, Public relations and publicity, Events and experiences, Direct and interactive marketing, Personal selling.

BOOKS RECOMMENDED

1. P. Kotler and K.J. Keller: Marketing Management: A South Asian Perspective, Prentice Hall India.
2. V.S. Ramaswamy, & S. Namakumari: Marketing Management, Planning, Implementation and Control, Macmillan.
3. Britt and Boyd (ed): Marketing Management and Administrative Action, Tata McGraw Hill.
4. T.K. Panda: Marketing Management: Text and Cases, Excel Books.
5. P. Kotler and Armstrong: Principles of Marketing, Prentice Hall India
6. Douglas, K. Hoffman, et al: Marketing, Best Practices, Thomson South-Western
7. R. Saxena: Marketing Management, Tata McGraw Hill.

UNIVERSITY OF JAMMU
M.COM SECOND SEMESTER
FINANCIAL MANAGEMENT

Course No.: 205

Time: 3 Hours

Maximum Marks: 100

Internals: 20

Externals: 80

OBJECTIVE: To develop an understanding of the finance function and relevant techniques of financial administration.

UNIT –I: BASICS OF FINANCIAL MANAGEMENT

Introduction to financial management; Objectives - Functions and scope; Interface of financial management with other functional areas ; Raising long-term finance; Venture Capital; Techniques of financial analysis; Statement of changes in financial position-Working capital and cash basis.

UNIT –II: CAPITAL BUDGETING AND COST OF CAPITAL

Capital budgeting- Nature, techniques of evaluating capital budgeting: Payback period, Accounting rate of return, Discounted cash flow techniques, Net present value method, Internal rate of return and profitability index methods.

Cost of capital- concept, importance and measurement of specific costs.

UNIT –III: LEVERAGES AND CAPITAL STRUCTURE

Leverage: Measuring and analyzing the implications of Leverage; Operating leverage, financial leverage and Total leverage.

Capital structure: Theories of optimal capital structure, capital structure approaches, Designing capital structure.

UNIT–IV: WORKING CAPITAL MANAGEMENT AND INVENTORY MANAGEMENT

Estimation of working capital needs: Objectives of working capital, Factors affecting the composition of working capital, Interdependence among components of working capital -Operating cycle approach to working capital and cash management. Inventory Management: Nature of inventory and its role in working capital; Purpose of inventories; Types and costs of inventory; Inventory management techniques; Receivables management.

BOOKS RECOMMENDED

1. I.M. Pandey, Financial Management, Vikas publishers.
2. Khan & Jain, Financial Management, Tata McGraw Hill.
3. Prasanna Chandra, Financial Management (Theory & Practice), Tata McGraw Hill.
4. Brigham, Financial Management: Text & Cases, Cengage Learning.
5. John J., Financial Decision Making: Concept, Problem & Cases, Prentice Hall.
6. G.S. Reddy, Financial Management: Principles and Practice, Himalaya Publishing.

UNIVERSITY OF JAMMU
M.COM SECOND SEMESTER
VIVA VOCE

Course No.: 206

Maximum Marks: 50

OBJECTIVE: To enable the students to express their knowledge and communication ability with logic and confidence.

Each M.Com IInd Semester student shall have to appear in viva-voce which will be conducted by a Board constituted internally by BOS in Commerce in consultation with HOD Commerce.

Viva voce will be comprehensive in nature on the topics of current relevance to Commerce studied at M.Com I and II Semesters. Students will have to answer queries in the subjects they have studied and have to express their views, exhibit their communication skills and knowledge in the subject.

The experts will evaluate the performance of a candidate during viva voce for at least 10 minutes for 50 marks. Invariably the performance will be seen in contents presented by the candidate, his/her confidence, communication skills, arguments with logic and over all knowledge etc.

UNIVERSITY OF JAMMU
M.COM. THIRD SEMESTER

S. No	Course Title		C. No	Credit	External Examination	Internal Assessment
1	Presentation on Business Performance	Presentation	300	2	50	
2	Any one of the Following Group					
1	Marketing Group	International Marketing	301	4	80	20
		Industrial Marketing	302	4	80	20
		Service Marketing	303	4	80	20
		Advertising & Sales Management	304	4	80	20
		E-Marketing	305	4	80	20
II	HRM Group	Strategic HRM	315	4	80	20
		Human Resource Development System	316	4	80	20
		Labour & Labour Laws	317	4	80	20
		Management of Training & Development	318	4	80	20
		Organisational Change & Development	319	4	80	20
III	Finance & Accounting Group	Investment Management	330	4	80	20
		Financial Policies & Practices	331	4	80	20
		Security Analysis and Portfolio Management	332	4	80	20
		Financial Markets & Institutions	333	4	80	20
		Indian Financial System	334	4	80	20

UNIVERSITY OF JAMMU
M.COM THIRD SEMESTER
PRESENTATION ON BUSINESS PERFORMANCE

Course No.: 300

Maximum Marks: 50

Each candidate shall make presentation on business performance on any company of his/her choice out of top 500 companies. The assessment of the presentation would be evaluated by an internally constituted Board prepared by Convener BOS in Commerce in consultation with HOD Commerce. Evaluation of the presentation would be done on the following parameters

- | | |
|-----------------------------|----------|
| 1. Contents of presentation | 10 Marks |
| 2. Quality of answer given | 10 Marks |
| 3. Current knowledge | 10 Marks |
| 4. Communication skill | 10 Marks |
| 5. Quality of answer raised | 10 Marks |

During the presentation, no student can leave the seminar room till presentation for the group comprising 30 candidates is over as performance of each one of them is also evaluated on the quality of questions raised during the entire session to the presenter and their participation in discussion. Moreover, no student should repeat the company whose business performance already stands presented by somebody else in the seminar presentation.

UNIVERSITY OF JAMMU
M.COM THIRD SEMESTER
MARKETING GROUP
INTERNATIONAL MARKETING

Course No.: 301
Time: 3 Hours

Maximum Marks: 100
Internals: 20
Externals: 80

OBJECTIVE: The objective of this course is to develop a conceptual framework of international marketing & its management.

UNIT- I: INTERNATIONAL MARKETING AND ITS ENVIRONMENT

Introduction to international marketing: Nature and significance; Transition from domestic to transnational marketing; International market entry strategies; International marketing environment: Internal environment; External environment: Geographical, demographic, economic, socio-cultural, political and legal environment.

UNIT- II: PRODUCT & PRICING DECISIONS

Product planning for global markets; Standardization Vs. product adaptation; Management of international packaging and labeling; Pricing decisions: Environmental influences on pricing decisions; International pricing policies and strategies.

UNIT- III: PROMOTION & CHANNEL DECISIONS

International advertising, personal selling, sales promotion and public relations; Distribution channels and logistics: Functions and sales of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions.

UNIT- IV: CONTEMPORARY ISSUES & DEVELOPMENT IN INTERNATIONAL MARKETING

International marketing planning, International marketing information system; Ethical and social Issues; International marketing of services; Impact of globalisation on marketing; WTO; Technological development.

BOOKS RECOMMENDED

1. International Marketing – Cateora, Graham – TMH 12/E, 2005
2. International Marketing – Varshney, Bhattacharya – S Chand
3. Global Marketing Management – Warren Keegan – Pearson / PHI, 7/e
4. Global Marketing, Johny K. Johannson, 4/e, TMH,
5. International Marketing – Dana – Nicoleta, Lascu – Biztantra, 2003
6. International Marketing – Francis Cherunillam – HPH, 7/e, 2004
7. Global Marketing Strategies, 6/e, Jean-Pierre Jeannet, Biztantra

UNIVERSITY OF JAMMU
M.COM THIRD SEMESTER
INDUSTRIAL MARKETING

Course No.: 302

Time: 3 Hours

Maximum Marks: 100

Internals: 20

Externals: 80

OBJECTIVE: To acquaint the students with the concepts of industrial marketing, industrial customer, market, industrial product and pricing and industrial distribution channels.

UNIT- I: MEANING AND NATURE OF INDUSTRIAL MARKETING

Concept, definitions, nature, significance and scope of industrial marketing; Difference between industrial and consumer marketing; Future of industrial marketing as a separate discipline; Industrial marketing environment.

UNIT -II: INDUSTRIAL CUSTOMER AND MARKET

Types of industrial customers- Commercial enterprises, Government customers, Institutions and Cooperative Societies; Industrial buying process; Buyer – seller relationship, Industrial marketing intelligence and research: Nature, scope and process; Industrial market segmentation- Meaning, significance and bases of industrial market segmentation.

UNIT -III: INDUSTRIAL PRODUCT AND PRICING

Meaning and classification of industrial products- Materials and parts, capital items, supplies and services; Industrial product mix; Product life cycle; Strategy for new product development; Marketing of industrial services; Pricing industrial products: Pricing objectives, Methods and factors influencing pricing, Pricing policies and strategies, Pricing across product life Cycle

UNIT- IV : INDUSTRIAL DISTRIBUTION CHANNELS

Distinctive nature of industrial distribution channels, factors affecting distribution channels; Channel participants; Physical distribution and logistics, Supply chain management; Industrial marketing communication mix: Advertising, sales promotion, publicity and direct marketing; Industrial sales force management; Controlling industrial marketing; Industrial marketing through E Commerce; Industrial marketing for global markets.

BOOKS RECOMMENDED

1. H. Robert Dodge Industrial marketing
2. Francis Cherunilam (2011) Industrial Marketing, Third Revised Ed
3. Krishna K Havaladar (2006) Industrial Marketing, Tata McGraw Hill, Third Reprint, New Delhi
4. Hory Sankar Mukerjee Industrial Marketing Excel Books, New Delhi

UNIVERSITY OF JAMMU
M.COM THIRD SEMESTER
SERVICES MARKETING

Course No.: 303

Time: 3 Hours

Maximum Marks: 100

Internals: 20

Externals: 80

OBJECTIVE : The objective of this course is to acquaint students with the services marketing concept, techniques and strategies specific to marketing of services goods.

UNIT- I : FUNDAMENTALS OF SERVICE MARKETING

Evolution and understanding of services marketing: Conceptual framework, service defined, classification of services; Emergence of service economy globally; Growth and importance of services marketing in Indian economy.

Service development & design: Service marketing mix, marketing challenges and opportunities pertaining to services marketing, characteristics of services, challenges of service design; Implementing services marketing: Differentiating goods from services, goods/services marketing continuum, services marketing triangle.

UNIT- II: CONSUMER PURCHASE DECISION, SERVICE RECOVERY & RETENTION

Consumer behavior in services: Consumer purchase decision process; Types of service encounters, customer involvement in services encounters, service behavior based on technology-Oriented service encounters; Understanding customer expectations & perceptions: Model of consumer's expectation and perception.

Service recovery and customer retention: Understanding of service failure and recovery, how customers respond to service failures, Why do/don't people complain, types of customer complaint actions, types of complainers, causes behind service switching, forms of service recovery strategies, relative importance of customer retention and customer relationship management in service organizations.

UNIT- III: CUSTOMER EXPECTATION & SERVICE QUALITY

Customer expectations of services: Meaning and types of services expectations, customers' zone of tolerance, factors that influence customer expectations of services, sources of desired service expectations, sources of adequate service expectations.

Customer perceptions of services: Customer satisfaction and service quality, e service quality dimensions for influencing customer perceptions; Customer waiting and queues.

Measuring service quality: Gronroos' perceived service quality model, measuring services quality dimensions using SERVQUAL instrument and RATER model, managing service quality: PZB Gap model of services quality, determinants of services quality gap, factors for addressing SQ problems.

UNIT- IV: SERVICE DELIVERY & CUSTOMER PARTICIPATION

Employees' role in service delivery: The critical importance of service employees, strategies for delivering service quality through people, hire the right people, develop people to deliver service quality, provide needed support systems, retain the best people and employee relationship management (ERM); Dealing with conflicts and stress; Leadership services organization and synergy service management.

Customers' role in service delivery: Importance of customers' in service delivery, strategies for enhancing customers' participation, define customers' jobs, recruit, educate and reward customers, manage the customer- mix; Customer participation through self-service technologies- Types and customer usage of SSTs.

BOOKS RECOMMENDED

1. Zeithaml, V.A., Bitner, Mary Jo, Pandit, "Services Marketing", Tata McGraw Hill, New Delhi.
2. Lovelock, Christopher, WirtzJochen, Chatterjee, "Services Marketing: People, Technology, Strategy", Pearson Education, New Delhi.
3. Payne, Adrian, "The Essence of Services Marketing", Prentice Hall of India, New Delhi.
4. Nargundhar, Rajendra, "Services Marketing", Tata McGraw Hill, New Delhi.
5. Goncalves, Karen P., "Services Marketing-A Strategic Approach", Prentice Hall International, New Jersey.
6. Jauhari, Vinnie, Dutta, "Services- Marketing, Operations Management", Oxford University Press, New Delhi.
7. Srinivasan, R., "Services Marketing- The Indian Context", Prentice Hall of India, New Delhi.

UNIVERSITY OF JAMMU
M.COM THIRD SEMESTER
ADVERTISEMENT AND SALES MANAGEMENT

Course No.: 304

Time: 3 Hours

Maximum Marks: 100

Internals: 20

Externals: 80

OBJECTIVE: The objective of this course is to acquaint the students with the decisions in developing an advertising programme and to manage sales operations.

UNIT –I: ADVERTISING & ADVERTISING AGENCY

Meaning, role and importance of advertising; Objectives of advertising; Advertising as a component of marketing mix; Advertising agency: Functions & significance; Advertising media and budget.

UNIT –II: PLANNING & MANAGING ADVERTISING

Legal, social and economic aspects of advertising; Advertising ethics, message generation, advertising themes and appeals; Preparation of an advertising copy; Planning and managing advertising campaign.

UNIT-III: SALES & SALESMANSHIP

Objectives of sales management, sales executive as a coordinator; Theories of selling; Sales organisations; Process of selling; Sales forecasting; Sales budgets; Sales territories & sales quotas; New techniques of sales management- Relationship and internet marketing.

UNIT-IV: SALES FORCE MANAGEMENT

Recruitment and selection of sales persons; Methods of training sales persons; Methods of compensating sales persons; Techniques of motivation, evaluation and control of sales force, Sales –promotion: Major decisions and Strategies.

BOOKS RECOMMENDED

1. Sandage, C.H. and Fryburger, V, Advertising Theory and Practice, Richard D.D. Irwin, Home Wood Illinois.
2. Little Field, J.E. and Krik Patrick, C.A., Advertising- Mass Communication in Marketing, Koughton Mifflin Co., USA.
3. Anand, M.M., Marketing Communication: Text and Cases, University Press, Delhi
4. Borden, V Hand Marshall, M.V., Advertising Management -Text and Cases, D.D. Taraporewala, Bombay
5. Boyal, H.W. and Newman, J.W., Advertisement Management, Home Wood, Illinois
6. Sarton, S.H. (ed),Hand Book of Advertising Management, Prentice Hall of India.

7. Stanefield, R.H.: Advertising Manages Hand Book, McGraw Hill, New York
8. Sontakki,C.N., Advertising and Sales Management, KalyaniPublishers,Delhi
9. Tyagi,C.L. and Arun Kumar, Sales Management, Atlantic Publishers, Delhi
10. Still, Candiffand Govani, Sales Management-Decisions , Strategies and Cases, Prentice Hall of India.

UNIVERSITY OF JAMMU
M.COM THIRD SEMESTER
E-MARKETING

Course No.: 305
Time: 3 Hours

Maximum Marks: 100
Internals: 20
Externals: 80

OBJECTIVE: The core objective of the course is to make aware the student about the e-marketing concepts and its role in the success of the business and service organisations.

UNIT I: E-MARKETING & ONLINE MARKET RESERACH

Meaning of E-marketing, consumer online, consumer decision-making process, consumer behavioural models, types of online markets, online market research, delivering customer service in cyberspace, internet marketing in B2B.

UNIT II: ONLINE MARKETING COMMUNICATION

Online marketing communications, online advertising, advertising strategies promotions, website as a marketing communication tool, interactive communication experience- Concept, moderating online meeting, internet chat solutions, internet base trainings.

UNIT III: B2C & B2B MARKETING

B2C and B2B e-commerce marketing and branding strategies, online auctions, online portals and online community, issues in e-tailing, electronic payment system- prepaid and postpaid, requirement matrix of electronic payment system.

UNIT IV: ONLINE CONTENT & OTHER ISSUES

Online content providers- Publishing industries, entertainment industries, e learning industries, online purchase decision aids, successful click and mortar strategies, launching a successful online business, ethical, legal social issues.

BOOKS RECOMMENDED

1. Electronic commerce (2004), A Managerial Perspective by E Turban et al, Pearson Education.
2. The E- Business (R) Evolution by Daniel Amor, Pearson Education.
3. Electronic Commerce: Framework, Technologies and Applications, Bharat Bhasker, Tata Mcgraw Hill.
4. E-commerce: Business, Technology, Society, Laudon and C.G. Traver, Pearson Education.

UNIVERSITY OF JAMMU
M.COM THIRD SEMESTER
HRM GROUP
STRATEGIC HUMAN RESOURCE MANAGEMENT

Course No.: 315

Time: 3 Hours

Maximum Marks: 100

Internals: 20

Externals: 80

OBJECTIVE: To acquaint the students with the concept and components of strategic HRM

UNIT-I: INTRODUCTION

Concept; Role & barriers; Models; Steps in developing HR strategies; Strategic HR framework; SHRM issues; Aligning HR strategies with business strategies.

UNIT-II: STRATEGIC HUMAN RESOURCE PLANNING (SHRP)

Concept; Process; Factors affecting SHRP; Strategic staffing process: Recruitment; Recruitment strategies: Online recruitment, employee referrals, recruitment process outsourcing; Strategic selection and downsizing.

UNIT-III: STRATEGIC HR DEVELOPMENT

Performance management: Concept, purpose, scope, process;
Knowledge management: Concept, importance, approaches, process;
Talent management: Concept, competence mapping, talent identification, succession planning; Talent development & talent retention;
Retention strategies: Executive education; Flexi-timing; Telecommuting, QWL; Work-life balance, Virtual HRM; Autonomous work terms; Employee empowerment and performance based compensation.

UNIT-IV: STRATEGIC HR EVALUATION

Balanced scorecard; HR scorecard; Benchmarking; HR accounting; Economic value added (EVA); HR surveys.

BOOKS RECOMMENDED

1. SHRM: Jeffery Mello, Thompson Publication, New Delhi
2. SHRM : Charles Greer, Pearson Education, Asia, New Delhi
3. SHRM: Agarwal, Oxford University Press, New Delhi.
4. HRM: Garry Dessler, PHI, New Delhi
5. SHRM: S.K. Bhatia, Deep & Deep Publication, New Delhi
6. SHRM & OD: R.K. Patra, Himalaya Publishing House.
7. SHRM: Rajeesh Viswanaththan, Himalaya Publishing House.

UNIVERSITY OF JAMMU
M.COM THIRD SEMESTER
HUMAN RESOURCE DEVELOPMENT SYSTEM

Course No.: 316

Time: 3 Hours

Maximum Marks: 100

Internals: 20

Externals: 80

OBJECTIVE: To acquaint the students with the techniques, procedure and various aspects of Human Resource Development.

UNIT -I INTRODUCTION

Conceptual analysis of HRD; Need, principles & functions of HRD; Role of HRD manager; Approaches to HRD; Competences of HRD manager; Code of ethics for HRD professionals, HRD model; HRM v/s HRD.

UNIT-II HRD SYSTEM

HRD mechanism; HRD climate; HRD matrix; Designing HRD system, Factors affecting the designing of HRD system; Task analysis; Competence mapping.

UNIT-III HRD MECHANISMS

Performance appraisal & its methods; Potential appraisal; Feedback & counselling: Process of counseling; Conditions for effective counselling; Participation & empowerment; Job design- Techniques of job design; Role efficacy; Learning organisation: Components of learning organisation and challenges in transformation of learning organisation; Organization development: Characteristics of OD, conditions for success of OD, phases of OD, The 4-D model of OD.

UNIT-IV CAREER MANAGEMENT

Components of career planning; Need for career planning; Process of career planning; Career management models: Individual oriented model and organisation oriented models; Career development: Theories, strategies to support career development, Career development issues; Management/Executive development: Techniques of executive/management development; Approaches, designing effective management development programme

BOOKS RECOMMENDED

1. UdaiPareeK. T.V. Rao, Designing and Managing Human Resource System, Oxford and IBH Publishing W. Pvt. Ltd. Delhi (1997)
2. Balyan and Balyan, HRD, Himalaya Publishing House
3. Jon M. Werner and Randy L. DeSimone, HRD, Thomson, South Western
4. Topomoy Deb, HRD Theory and Practice, Ane Books, India
5. P.P. Arya B.B. Tandan, Human Resource Development, Deep & Deep Publications New Delhi (1995).
6. P.C. Tripathi, Human Resource Development , Sultan Chand & Sons

UNIVERSITY OF JAMMU
M.COM THIRD SEMESTER
LABOUR & LABOUR LAWS

Course No.: 317

Time: 3 Hours

Maximum Marks: 100

Internals: 20

Externals: 80

OBJECTIVE: To acquaint the students with legislations relating to labour

UNIT-I INTRODUCTION

Approach to labour law, basic of labour law, social justice & labour law, public interest litigation for enforcement of labour laws, review of labour laws by first & second National Commission on Labour; International Labour Organisation.

UNIT-II INDUSTRIAL RELATIONS

Concept, importance and scope; Dunlop's model of industrial relations, maintenance and improvement in industrial relations; Preventive measures for industrial disputes-Grievances procedure; Code of discipline and standing orders, working conditions; Workers participation in management; Trade union; Collective bargaining; Settlement measures: Mediation, conciliation, arbitration and adjudication.

UNIT-III LABOUR LAWS

Industrial Dispute Act, 1947; The Industrial Employment (Standing Orders) Act 1946; Payment of Wages Act, 1936, The Minimum Wages Act, 1948; Payment of Bonus Act, 1965, The Contract Labour Act, 1970, Child Labour (Prohibition and Regulation) Act, 1986, ESMA 1981, provisions relating to health; Safety working conditions and welfare amenities under Factories Act, 1948.

UNIT-IV INSTRUMENTS OF ECONOMIC COERCION

Strike, picketing, gharo, bandh, lockout, right to strike & lockout; Regulation of strikes & lockouts, illegal strikes & lockouts; Sanctions & criminal proceedings for illegal strikes; Wages for strikes & lockouts.

BOOKS RECOMMENDED

1. John.T. Dunlop, Dispute Resolution: Negotiation and Consensus Building, Green Wood Publishing Group
2. S.C. Srivastava, Industrial Relations and Labour Laws, Vikas Publishing House, New Delhi
3. T.N. Chabra and R.K. Suri, Industrial Relations – Concepts and Issues, Pentagon Press, New Delhi
4. Arun Monnappa, Industrial Relations, Tata McGraw Hill
5. C.B. Memoria, Memoria and Gankar, Dynamics of Industrial Relations, Himalaya Publishing House.
6. Clark Kerr, Labour and Management in Industrial Society, Anchor Books

UNIVERSITY OF JAMMU
M.COM THIRD SEMESTER
MANAGEMENT TRAINING AND DEVELOPMENT

Course No.: 318

Time: 3 Hours

Maximum Marks: 100

Internals: 20

Externals: 80

OBJECTIVE: To enhance the knowledge of students about various aspects of training and development.

UNIT – I: INTRODUCTION

Training and development: Triggers of training, strategies for effective HR training, determination of training objectives; Philosophies of training; Learning and training: Reinforcement theories, cybernetic and information theories, cognitive theories and problem solving; Learning to learn and self-development.

UNIT – II: TRAINING NEED ANALYSIS

Identification of training needs; Steps in conducting need assessment; Training design: Perspective for training design, steps in training design, key factors in training design; Approaches to training interventions: Organisation learning systems, generalised approaches, planned training interventions, the costs and benefits of training interventions; Evaluating training: Evaluation design, ROI process model.

UNIT – IV: TRAINING METHOD/ TECHNIQUES

Management games; Case study method; Role play method; In-Basket exercises, Laboratory training ;Experiential learning techniques; Brain storming; Syndicate method; The Fish Bowl exercise; Technology based training; Principles for selection of teaching and training methods; Instrumentation of training: Need, when to use instruments, problems in using instruments; Skills of effective trainer.

UNIT – V: TECHNOLOGY BASED LEARNING AND TRAINING SYSTEMS

Electronic performance support system (EPSS), designing of EPSS, implementation of EPSS; Electronic simulation; Computer-based training; Web-based work place training; Software applications: Learning management system (LMS), learning content management system (LCMS) and just- in-time learning (JITL).

BOOKS RECOMMENDED

1. Raymond A. Noe, Employee Training and Development, The Ohio State University.
2. Robert L. Craig, The ASTD Handbook of Training and Development, McGraw Hill.
3. Donald L. Kirkpatrick, Evaluating Training Programmes, Tata McGraw Hill
4. B. R. Reddy, Effective Human Resource Training and development, PHI Publication.
5. Kasho Prasad, SHRM Concepts and Practices, Himalaya Publishing House.

UNIVERSITY OF JAMMU
M.COM THIRD SEMESTER
ORGANISATIONAL CHANGE AND DEVELOPMENT

Course No.: 319

Time: 3 Hours

Maximum Marks: 100

Internals: 20

Externals: 80

OBJECTIVE:

To acquaint the students with issues relating to the processes of organizational change and development and prepare them as organizational change facilitators using the knowledge and techniques of behavioural science.

UNIT- I:

INTRODUCTION

Change: Nature, forces, types and importance; Change management challenges; Organising for change, change levers; Key roles of organizational change; Building a culture of change; Steps in change management; Manager as a change agent.

UNIT-II:

MODELS AND APPROACHES

Models of organisational change: Perspectives on change, managing resistance to change, change and transition management; Value-based change: Nurturing organisational change; Culture and change.

UNIT-III:

ORGANISATION DEVELOPMENT

Organisation development: Concept and nature; Underlying assumptions and values in organization development; Foundations of organization development, Issues in consultant – client relationship; Management development vs. organisation development, factors affecting success of an organisation development programme.

UNIT-IV:

OD INTERVENTIONS

Action research and organization development; Organizational diagnosis tools; OD intervention: Factors affecting choice of OD intervention; Team interventions: Process consultation, Gestalt approach, group team building meeting, role analysis technique, role negotiating technique, force – Field analysis, responsibility charting, organization mirror interventions; Third party peace- making, OD: Work-redesign, re-engineering, quality circles, total quality management; Fundamental strengths of OD; Future of OD.

BOOKS RECOMMENDED

1. Carnall, C., *Managing Change in Organizations*, Englewood Cliffs, New Jersey, Prentice Hall International, 1995.
2. French, W. E. and Bell, C. H., *Organization Development*, New Delhi: Prentice Hall of India, 1999.
3. Bennis, W. G., *Organization Development: Nature, Origins and Prospects*.
4. Backhard, Richard, *Organization Development Strategies and Models*.
5. Schein, Edgar H., *Process Consultation – Its role in OD*.
6. Lawrence, Paul and Lorsch, *Developing Organization Diagnosis and Actions*.
7. Liz Clark, *the Essence of Change*, Prentice Hall Serves, 1997.
8. Carr, Hard and Trahan, *Managing and Change Process*, McGraw Hill, 1996.
9. Robert A. Paton, James McCalma, *Change Management*, New Delhi Sage, 2000.
10. Nilakant, V and Ramnarayan, S. *Managing Organizational Change*; New Delhi: Response Books, 1998.

UNIVERSITY OF JAMMU
M.COM THIRD SEMESTER
FINANCE GROUP
INVESTMENT MANAGEMENT

Course No.: 330
Time: 3 Hours

Maximum Marks: 100
Internals: 20
Externals: 80

OBJECTIVES: To make the students familiar with the conceptual framework of securities markets and the instruments traded therein.

UNIT 1: LEGAL FRAMEWORK OF SECURITY MARKETS

Legal framework of security markets; Organized stock exchanges; Listing of Securities; Trading and operational mechanism of stock exchanges; Settlement and clearing; Online trading; Dematerialization, Depositories and depository participants; Credit rating services; Internet trading and WAP enabled trading online surveillance; Trading practices on NSE and BSE.

UNIT- II: DERIVATIVES AND MUTUAL FUNDS

Types of securities – Equity based and debt based; Derivatives, mutual funds; Concepts of risk and return; Valuation of securities – Bond and equity valuation; Different approaches to valuation; Estimation of net asset value of mutual funds –Valuation of option.

UNIT- III: SECURITY MARKET ANALYSIS

Security market analysis – fundamental analysis; Economic industry and company analyses, Technical analysis – Methods of technical analysis; Trends, indicators and patterns – advance decline, RSI – Market indices and moving averages; Dow theory and Random Walk Hypothesis.

UNIT- IV: INVESTMENT MANAGEMENT

Investment management –Portfolio management – Selection of portfolio – Markowitz Diversification; Investment and taxation; Long-term and short-term capital gains; Taxation of capital gains; Dividend taxation; Interest taxation; Tax saving ideas; Tax free bonds. Portfolio theory and risk management – Calculation of risk and return of portfolios – problem.

BOOKS RECOMMENDED

1. Donald E. Fisher and Ronald J. Jordan, Securities Analysis and Portfolio Management, Prentice Hall, New Delhi.
2. Sourain, Harry. , Investment Management, Prentice Hall of India.
3. Francis and Archer, Portfolio Management, Prentice Hall of India.
4. Gupta L.C., Stock Exchange Trading in India: Prentice Hall of India.

UNIVERSITY OF JAMMU
M.COM THIRD SEMESTER
FINANCIAL POLICIES & PRACTICES

Course No.: 331

Time: 3 Hours

Maximum Marks: 100

Internals: 20

Externals: 80

OBJECTIVES: To enable students to acquire sound knowledge of concepts, nature and structure of business finance

UNIT-I: PROFIT PLANNING

Meaning, objective, scope and importance of business finance; **Time value of Money**- Need, Importance, Future value, Present value; **Profit planning**- Concepts and basics of profit planning, approaches to profit planning Break Even Analysis, Performa Income statement, and Retention of earnings.

UNIT-II: STRATEGIC FINANCIAL PLANNING

Meaning - objective, steps in financial planning - estimating financial requirements- limitations of financial planning; capitalization– over capitalization - under capitalization.

UNIT-III: CORPORATE SECURITIES AND SOURCES OF LONG TERM FINANCE

Ownership securities - equity shares: characteristics, advantage and disadvantages, preference shares: characteristics, advantage and disadvantages; Creditor-ship securities-debentures: characteristics - classification-procedure of issuing debentures and Bonds.

UNIT-IV: SHORT TERM FINANCE AND WORKING CAPITAL

Characteristics of short term finance - sources of short term financing - trade creditors, bank credit, bank financing of account receivables, working capital - advantages and disadvantages of short term financing.

BOOKS RECOMMENDED:

- 1) P.V.Kulkarni: Business finance, Himalaya Publishing House
- 2) S.C.Kuchal: Corporate Finance, chaitanya Publishing House, Allahabad
- 3) Prasana Chandra: Financial Management: Theory and Practice
- 4) William L. Maggiuson, Scott B. Smart, Lawrence J. Gitman: Principles of corporate finance, Cengage Learning Private Limited, Delhi
- 5) Aswath Damodaram: Corporate Finance: Theory and Practice, Wiley International

UNIVERSITY OF JAMMU
M.COM THIRD SEMESTER
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course No.: 332

Time: 3 Hours

Maximum Marks: 100

Internals: 20

Externals: 80

OBJECTIVE : To familiarize the students with the analysis of securities market, valuation of different securities and latest concepts and trends in the securities market.

UNIT-I: INVESTMENT AND ECONOMIC ANALYSIS

Meaning, features and scope of investment, modes of investment and objectives of investment, process of investment, risk-return relationship, corporate and non-corporate investments; Economic analysis-Investment decision, criteria for investment decision, environmental considerations, execution of investment decisions, need and sources of investment information.

UNIT-II: SECURITY MARKETS

Security Markets- Primary and secondary markets-origin, growth, role, membership, trading system of secondary markets- listing requirements and regulations; SEBI and its functions.

UNIT-III: PORTFOLIO MANAGEMENT

Meaning, principles, policies and ingredients of portfolio management; Risk and return on portfolio theory; Portfolio construction, revision and evaluation; SEBI guidelines for portfolio managers; Markowitz model; Sharpe's model of portfolio management.

UNIT-IV: BSE, NSE, ICSE AND OTCEI

Bombay Stock Exchange (BSE): Origin, trading system, securities traded, surveillance system, check on the bolt terminals and protection against default.
National Stock Exchange (NSE): Origin, promoters of national stock exchange, membership, capital market segment, recent trends in NSE.
Inter-Connected Stock Exchange (ICSE): Origin, mode of functioning, risk management and surveillance.
Over The Counter Exchange of India (OTCEI): Origin, players in the OTCEI market, procedure adopted for the listing of scripts, trading system, settlement system and present position.

BOOKS RECOMMENDED

1. V.A. Avadhani, Security Analysis and Portfolio Management, Himalaya Publishing House, New Delhi.
2. Punithavathy Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi.
3. Reilly, Investment Analysis and Portfolio Management, Thompson publication .
4. Fisher and Jordon, Security Analysis and Portfolio Management, New Parkshan, Delhi.

UNIVERSITY OF JAMMU
M.COM THIRD SEMESTER
FINANCIAL MARKETS AND INSTITUTIONS

Course No.: 333

Time: 3 Hours

Maximum Marks: 100

Internals: 20

Externals: 80

OBJECTIVE: To acquaint the students with various types of financial markets and institutions and their contribution towards growth and development of Indian economy.

UNIT-I: NATURE OF FINANCIAL MARKETS

Financial markets: Concept, nature, functions, role and scope; Securities traded in financial markets; Financial markets in India: Indian money markets-Meaning, need, call money market, treasury bill market, commercial bill market, markets for commercial paper & certificate of deposits; Capital market: Recent developments in Indian capital markets; Markets for derivatives; Futures and options, uses and pricing of derivatives.

UNIT- II: EXCHANGE RATES & CURRENCY MARKETS

Exchange rates: Devaluation and depreciation, risk hedging and futures in exchange rates, international financial flows, financial system and economic development, criteria to evaluate assets; Risk and financial assets, types of risk, return on assets, level of interest rates, long period and short period rates, spread between lending and deposit rates, administered interest rates, appropriate interest rate policy, Euro-dollar and Euro-currency markets.

UNIT- III: FINANCIAL INSTITUTIONS AND CREDIT POLICIES

Meaning, functions, role of financial institutions; Impact of credit crisis on financial institutions; Reserve Bank of India- Functions and role; Aims and objectives of the monetary policy of RBI, effectiveness of monetary policy; Credit creation and its control; Profitability and efficiency of banks; Nature, types, functions of commercial and regional rural banks.

UNIT- IV: DEVELOPMENT AND INVESTMENT BANKING

Development banks: Role and functions; Investment banking and merchant banking; Financial sector reforms in India, lending operation of World Bank and its affiliates: Working of IDA, IFC and ADB, Development Banks and India; Types of Non-banking financial institutions-Role, growth and impact on India's economic

development; Investment Trust Companies; Mutual funds, Critical appraisal of UTI in the Indian financial system.

BOOKS RECOMMENDED

1. Bhole, L. M., Financial Institutions and Markets, Tata McGraw Hill Company Ltd., New Delhi
2. Bhole, L. M. (2000), Indian Financial System, Chugh Publications, Allahabad.
3. Edminster, R. O, Financial Institutions, Markets and Management, McGraw Hill, New York.
4. Goldsmith, R. W., Financial Structure and Development, Yale, London.
5. Hanson, J. A. and S. Kathuria (Eds.), India, A Financial Sector for The Twenty-first Century, Oxford University Press, New Delhi.
7. Johnson, H. J. (1993), Financial Institutions and Markets, McGraw Hill, New York.
8. Khan, M. Y. (1996), Indian Financial System, Tata McGraw Hill, New Delhi.

UNIVERSITY OF JAMMU
M.COM THIRD SEMESTER
INDIAN FINANCIAL SYSTEM

Course No.: 334
Time: 3 Hours

Maximum Marks: 100
Internals: 20
Externals: 80

OBJECTIVES : To make the students familiar with the concept and importance of Indian financial systems, structure of financial markets and institutions and the role of regulators in financial system.

UNIT I: AN OVER VIEW OF FINANCIAL SYSTEM

Nature and role of financial system; financial system and financial markets; Financial system and economic development; An overview of Indian financial system.

UNIT II: FINANCIAL MARKETS

Money and capital markets; Money market – Meaning, constituents, participants – functions; Money market instruments – Call money, treasury bills, certificate of deposit, commercial bills, trade bills, commercial paper, Recent trends in Indian money market; Capital market – Primary and Secondary markets; Capital market instruments-Debt & equity; Derivatives; Depositories; Dematerializations”, online security trading, Initial public offering and book building.

UNIT III: FINANCIAL REGULATION

Regulators of financial system: Role of RBI, SEBI and IRDA; Financial services – Fee-based services, fund-based services, hire purchase, leasing, housing, finance; Merchant banking; Venture financing; Factoring, Forfeiting, Credit rating.

UNIT IV: FINANCIAL INSTITUTIONS

Commercial banks-Functions; e-banking; Credit cards, ATM; Functions of Development Financial Institutions- IFCI, IDBI, IRBI, SIDBI, State Financial Corporations; Non-banking financial intermediaries; Mutual funds; Insurance companies.

BOOKS RECOMMENDED

1. Srivastava R.M., “Management of Indian Financial Institutions”, Himalaya Publishing House, Mumbai.
2. Khan M.Y., “Indian Financial System: Theory and Practice”, Vikas Publishing House, Mumbai.
3. Goldsmith R.W., “Financial Institutions”.
4. Baleya, K.N., “Financial Administration in India”, Himalaya Publishing House, Mumbai.
5. Vasanth Desai: Indian Financial System, Himalaya Publishing, Mumbai.
6. SEBI Guidelines

UNIVERSITY OF JAMMU
M.COM. FOURTH SEMESTER

S. No	Course Title		C. No	Credit	External Examination	Internal Assessment
1	Comprehensive viva voce	.	400	2	50	
2	Any one of the Following Group					
1	Marketing Group	Brand Management	401	4	80	20
		Customer Relationship Management	402	4	80	20
		Supply Chain Management	403	4	80	20
		Strategic Marketing	404	4	80	20
		Consumer Behaviour and Marketing Research	405	4	80	20
II	HRM Group	Wage and Salary Administration	415	4	80	20
		International Human Resource Management	416	4	80	20
		Organisational Dynamics	417	4	80	20
		Union-Management Relations	418	4	80	20
		Entrepreneurial Skill Development	419	4	80	20
III	Finance & Accounting Group	Strategic Cost Management	430	4	80	20
		Financial Decision Analysis	431	4	80	20
		Advanced Financial Management	432	4	80	20
		Contemporary Areas of Financial Accounting	433	4	80	20
		International Finance	434	4	80	20

**UNIVERSITY OF JAMMU
FOURTH SEMESTER
COMPREHENSIVE VIVA VOCE**

Course No. 400

Marks: 50

OBJECTIVE: To enable the students to express their knowledge and communication ability with logic and confidence

Each M.Com IV Semester student shall have to appear in viva-voce which will be conducted by a Board constituted internally by BOS in Commerce in consultation with HOD Commerce.

Viva voce will be comprehensive in nature on the topics of current relevance to Commerce studied at M.Com I, II & III Semesters. Students will have to answer queries in the subjects they have studied and have to express their views, exhibit their communication skills and knowledge in the subject.

The experts will evaluate the performance of a candidate during viva voce for at least 10 minutes for 50 marks. Invariably the performance will be seen in contents presented by the candidate, his/her confidence, communication skill, arguments with logic and over all knowledge etc.

UNIVERSITY OF JAMMU
FOURTH SEMESTER
MARKETING GROUP
BRAND MANAGEMENT

Course No.: 401
Time: 3 Hours

Maximum Marks: 100
Internals: 20
Externals: 80

OBJECTIVE: To equip students with the competitive knowledge on brand creation, development and management.

UNIT- I: BRAND & BRAND LOYALTY

Brands and brand management: Meaning, importance of brands to the customers & firms; Branding challenges and opportunities; Concept of brand equity; Brand names, symbols and slogans, criterion for choosing brand elements – Memorability, meaningfulness, likeability, transferability, adaptability, protectability; Brand loyalty: Meaning and measuring brand loyalty; Strategic value of brand.

UNIT- II : BRAND LOYALTY & BRAND ASSOCIATION

Meaning and role of brand awareness in building brand equity; Perceived quality: Meaning, role of perceived quality in generating brand equity; Brand association: Role of brand associations in creating brand equity; Types of brand associations: Product attributes, intangibles, customer benefits, relative price, use/application, user/customer, company, country of origin.

UNIT- III: BRAND PERSONALITY & BRAND POSITIONING

Brand personality, co-branding, ingredient branding, licensing and its guidelines, celebrity endorsement; Building a strong brand: Brand salience, brand performance, brand imagery, brand judgments, brand feelings and brand resonance; Brand positioning: Identifying and establishing brand positioning; Positioning guidelines—Choosing points of parity and points of differentiation; Establishing points of parity and points of differentiation.

UNIT- IV: INTEGRATED MARKETING COMMUNICATION & BRAND EVALUATION

Integrating marketing communications to build brand equity; Marketing communication options; Developing integrated marketing communication programs; Branding strategies: Brand product matrix; Brand hierarchy; Designing a branding strategy; Brand extension – Advantages and disadvantages; Brand valuations: Financial brand valuation; Financial brand equity; Evaluating brand valuation methods; Measuring sources of brand equity: Qualitative research techniques and quantitative research techniques.

BOOKS RECOMMENDED

1. Keller, Kevin Lane, Strategic Brand Management: Building, Measuring and Managing
2. Brand Equity, Prentice Hall of India, Third Edition, (2008).
3. Aaker, David A., Managing Brand Equity: The Free Press, (1991).
4. Kapferer, Jean-Noel, The New Strategic Brand Management, Kogan Page 3rd Edition, (2008).
5. Kumar, S Ramesh, Managing Indian Brands, Vikas Publishing House, 2nd Edition, (2002).
6. Sengupta, Subroto, Brand Positioning, Tata McGraw-Hill Publishing, 2nd Edition, (2005).

UNIVERSITY OF JAMMU
FOURTH SEMESTER
CUSTOMER RELATIONSHIP MANAGEMENT

Course No.: 402

Time: 3 Hours

Maximum Marks: 100

Internals: 20

Externals: 80

UNIT- I: CRM & BUSINESS MODELS

Customer relationship management: Changing nature of marketing and customer service, introduction to CRM, history and development of CRM, relationship marketing and customer relationship management, organization and CRM, customer value and customer satisfaction, CRM as an integral business strategy, business environment of CRM, CRM business models.

UNIT- II: CONSUMER RESEARCH & CRM TECHNOLOGY

Consumer research & CRM strategy; CRM and financial aspect of business; Sales strategy and CRM; CRM and technology: CRM technology and sales; Marketing strategy and CRM; CRM & marketing automation and communication.

UNIT- III: CUSTOMER DATA BASE & DEVELOPMENT

CRM - Measurement and data management; CRM program measurement and tools; Relationship life cycle; Customer profiling; Customer identification; CRM and data management; Technology and data platforms; Database and customer data development.

UNIT- IV: CRM IN VARIOUS SECTORS

Developing and implementing CRM strategy; Understanding privacy and ethical consideration in CRM; Future of CRM; CRM in practice-CRM in manufacturing, CRM in insurance, CRM in airlines, CRM in hotels, CRM in telecom, CRM in pharmaceutical industry, CRM in retailing.

BOOKS RECOMMENDED

1. Alok Kumar, Rakesh Sharma & Chhabi Sinha: Customer Relationship Management- Concepts & Application, Dreamtech Press.
2. R. Baran, R. Galka: Customer Relationship Management, Cengage Learning.
3. Buttle, Francis: Customer Relationship Management, Elsevier Publishing.
4. Paul Greenberg: CRM at the Speed of Light - Essential Customer Strategies for the 21st Century, Tata McGraw Hill.
5. Paul Greenberg and Marc Benioff: CRM at the Speed of Light - Social CRM Strategies, Tools, and Technologies for Engaging Your Customers, Tata McGraw Hill.
7. K. Mukerjee: Customer Relationship Management-A Strategic Approach to Marketing, Prentice Hall India.
8. G. Shainesh & J.N. Sheth: Customer Relationship Management, Macmillan Publications.

UNIVERSITY OF JAMMU
FOURTH SEMESTER
SUPPLY CHAIN MANAGEMENT

Course No.: 403

Time: 3 Hours

Maximum Marks: 100

Internals: 20

Externals: 80

OBJECTIVE: To acquaint the students with SCM concepts and methods so that business can deliver value innovations to customers.

UNIT 1: CONCEPTUAL FRAMEWORK OF SCM

SCM- Meaning, evolution, nature, types and major drivers of supply chain; SCM as a profession; Model for strategy formulation in SCM; Customer Relationship Management Strategy, Supplier Relationship Management Strategy.

UNIT 11: INVENTORY AND TRANSPORTATION MANAGEMENT STRATEGY IN SCM

Inventory Management: Meaning & types of inventory; Inventory costs; Selective inventory control; Vendor managed inventory systems; Inventory performance measures- Financial & operational.

Transportation Management: Transportation strategy, transportation selection, modes of transportation & evaluation, factors affecting distribution network effectiveness, Third party logistics (3PL).

UNIT 111: INFORMATION TECHNOLOGY AND INFORMATION SYSTEM IN SCM

IT capabilities and their impact on SCM- EDI, Intranet, Extranet, E-commerce/e-procurement, Bar Coding, Smart Card, Radio Frequency identification Device(RFID) ; Computer based information systems; ERP- Meaning, features & benefits; Collaborative SCMS.

UNIT IV: CHANNEL CONFLICT AND CHANGE

Channel conflict- Meaning, types, results and resolution; Channel change- Factors affecting change & management of channel change; Channel of distribution for services

BOOKS RECOMMENDED

1. Mohanty, R.P and Deshmukh,S.G, Supply Chain Management-Theories and Practices, Dreamtech Press, New Delhi
2. Chopra, S., Meindl, P., Supply Chain Management: Strategy, Planning, and Operation, PHI.
3. Gaither N. and Frazier, G., Operations Management, Thomson.
4. Krajewski, L.J. and Ritzman, L.P., Operations Management: Processes and Value Chains, Pearson Education.
5. Donald J Bowersox, Dand J Closs, M Bixby Coluper, Supply Chain Logistics Management, TMH
6. Wisner, Keong Leong and Keah-Choon Tan, Principles of Supply Chain Management A Balanced Approach, Thomson Press

**UNIVERSITY OF JAMMU
FOURTH SEMESTER
STRATEGIC MARKETING**

Course No.: 404
Time: 3 Hours

Maximum Marks: 100
Internals: 20
Externals: 80

OBJECTIVE: To educate marketing students about latest and emerging concepts of marketing strategies. Students shall be equipped with the strategic directions in the domain of marketing.

UNIT- I: MARKETING STRATEGY AND ITS DIMENSIONS

Concept of marketing strategy; Strategy content and process perspective; Marketing strategy–Performance relationship; Sustainable competitive advantage; Competitive marketing behavior; Comparative advantage theory of competition; Emerging markets strategies; Rural marketing as a strategy; Concept of bottom of the pyramid marketing; Cause-related marketing; Green marketing strategy.

**UNIT-II: MARKET ORIENTATION AND CUSTOMER RELATIONSHIP
MARKETING**

Market driven organizations; Market orientation–Concept and its linkages with performance, Different schools of thought; Internal market orientation; First mover advantage–Merits and demerits; Customer relationship strategy– Role of trust, commitment and loyalty; Metrics for customer relationship marketing (for e.g., Net promoter score).

UNIT-III: MARKETING CAPABILITIES AND INVESTMENT

Return on marketing investment; Brand marketing; Customer equity and brand equity; Customer engagement; Customer lifetime value (CLV); Customer referral value (CRV); Customer profitability analysis; Marketing analytics; Marketing capabilities.

UNIT-IV: EMERGING ISSUES IN STRATEGIC MARKETING

Service dominant logic of marketing; Co-creation of value; Co-opting customer competence; Concept of service innovation; Convergence marketing; Viral marketing; Social media marketing; Interactive marketing; Service-profit chain; Marketing strategies for Internet, mobile, telephone, debit/ credit card services.

BOOKS RECOMMENDED

1. Marketing Management: Analysis, Planning & Control: Philip Kotler
2. Business policy and Strategic Management: Azar Kazmi
3. Strategic marketing: David W. Cravens, Nigel F. Piercy
4. Marketing Strategy, TMH Ed. – Boyd Walker, Mullins Larrec

UNIVERSITY OF JAMMU
FOURTH SEMESTER
CONSUMER BEHAVIOUR AND MARKETING RESEARCH

Course No.: 405

Time: 3 Hours

Maximum Marks: 100

Internals: 20

Externals: 80

OBJECTIVES: The purpose of this course is to enable the students to understand behaviour of consumers.

UNIT-I: INTRODUCTION TO CONSUMER BEHAVIOUR

Evolution of consumer behaviour: Introduction to consumer decision making; Models: Howard-Sheth, Engell Kollat-Blackwell and Nicosia models of consumer decision- making; Motivation: Nature, types of motives, process of motivation; Personality: Theories, product personality, self concept, vanity; Consumer perception: Concept and elements of perception, consumer imagery, perceived risk; Consumer learning: Behavioural and cognitive learning theories; Consumer attitude: Functions of attitude and sources of attitude; Development, attitude formation theories.

UNIT-II: EXTERNAL INFLUENCES ON CONSUMER BEHAVIOUR

Culture: Values and norms, characteristics and affect on consumer behaviour; Types of sub culture, cross cultural consumer behaviour; Group dynamics and reference groups: Consumer relevant groups; Types of family: Functions of family, family decision making, family life cycle; Social class: Categories, measurement and applications of social class.

UNIT-III: MARKETING RESEARCH

Introduction to marketing research : Importance, nature, scope and process of marketing research; Marketing information system; Data reliability and value issues; Data resources: Secondary data sources and usage; Online data sources; Primary data collection methods: Questioning techniques, online surveys, observation methods & questionnaire preparation.

UNIT-IV: ADVANCED DATA ANALYSIS

Multiple regression, Factor analysis, Discriminant analysis and Conjoint analysis, Introduction to Multi Dimensional Scaling, Cluster analysis and Structural Equation Modelling.

BOOKS RECOMMENDED

1. Schiffman, L.G. and Kanuk, L.L., Consumer Behavior, PHI
2. Loudon, D. and Bitta, D., Consumer Behaviour Tata Mc Graw Hill
3. Assael, H., Consumer Behaviour in Action, Cengage Learning
4. Blackwell, R.D., Miniard, P.W. and Engel, J.F. Consumer Behaviour, Thomson Learning
5. Naresh Malhotra, Marketing Research: Applied Orientation Pearson
6. Boyd, Westfall & Stasch Marketing Research AITBS
7. Luck & Rubin, Marketing Research Prentice Hall India
8. Hair et al. , Multivariate Data Analysis, Pearson

UNIVERSITY OF JAMMU
FOURTH SEMESTER
HRM GROUP
WAGE AND SALARY ADMINISTRATION

Course No.: 415

Time: 3 Hours

Maximum Marks: 100

Internals: 20

Externals: 80

OBJECTIVES: To acquaint the students with the concept, objectives, process and factors influencing wage and salary administration.

UNIT- I: WAGE AND SALARY ADMINISTRATION

Meaning, objectives, process and factors influencing wage and salary administration; Wage policy; objectives, wage differentials, wage policy in India; Principles in wage formulation.

UNIT- II: COMPENSATION

Nature, objectives, components, types and importance; Legal framework of wage and salary administration in India; Payment of Wages Act 1936, Bonus Act 1965, Minimum Wages Act, 1948 other compensation issues.

UNIT- III: INCENTIVES AND REWARD SYSTEM

Concept, types of incentive plans, incentives strategy in application, fringe benefits, kinds of fringe benefits; Allowances and perquisites.

UNIT- IV: BONUS & RETIREMENT BENEFITS

Evolution of profit bonus ; Methods of determining bonus; Downsizing and voluntary retirement schemes; Profit sharing and stock options; Law relating to retirement benefits.

BOOKS RECOMMENDED

1. Gupta Alka, Wage and Salary Administration in India, Anmol Publication
2. Radha Gupta, Wage And Salary Administration, Annual Publication
3. Kavita Krishnamurti, Industrial Relations, Emerging Issues in Globalised World, Global Vision Publishing House
4. Vikas & Seema Arora, Human Resource Management, Global Vision Publishing House
5. C. B. Mamoiira, Dynamics of Industrial Relations.

UNIVERSITY OF JAMMU
FOURTH SEMESTER
INTERNATIONAL HUMAN RESOURCE MANAGEMENT

Course No.: 416

Time: 3 Hours

Maximum Marks: 100

Internals: 20

Externals: 80

OBJECTIVE: To introduce the concepts, theoretical frameworks, issues in international human resource management and to gain knowledge about human resource management practices across cultures and nations.

UNIT- I: INTERNATIONAL HUMAN RESOURCE MANAGEMENT (HRM)

Definition, concepts and approaches; Forms of international human resource management; Difference between domestic and international human resource management; Development of the IHRM function & a cross- cultural approach: Strategic issues in IHRM; Key perspectives in global workforce management.

UNIT- II: INTERNATIONAL RECRUITMENT AND SELECTION

General factors affecting Global Staffing; Expatriate selection, preparation, foreign assignment and Repatriation; Expatriate Employee entry and re-entry issues. Patterns of Global Management Development; Training imperatives for the global workforce; Issues in Cross – Cultural training.

UNIT-III: INTERNATIONAL PERFORMANCE MANAGEMENT

Concepts and purposes; Performance Management in Multinational Enterprises: Process and guidelines; Performance Management of International Assignees: Evaluation issues and guidelines; Variables influencing performance of Expatriates; Tahvanainen Contextual Model of Expatriate Performance Management.

UNIT-IV: GLOBAL COMPENSATION MANAGEMENT IN MNC'S

Approaches to Expatriate's compensation; Cultural impact and Compensation Policy; Paying Expatriates: Variable pay; Factors influencing compensation programmes; Managing compensation on a global scale: Fundamental practices.

BOOKS RECOMMENDED

1. “International Human Resource Management Managing People in a Multinational Context” by Peer J. Dowling, Denise E. Welch and Randall S. Schler; South Western College Publishing.
2. “International Human Resource Management: Policies and Practices for Multinational Enterprises”, by Dennis R. Briscoe, Randall S. Schuler and Lisbeth Claus, Routledge: Taylor and Francis Group.
3. “International Human Resource Management”, by Chris Brewster, Paul Sparrow and Guy Vernon, Universities Press (India) Pvt. Ltd.
4. “International Human Resource Management” – Text and Cases by P.L. Rao, Excel Books.

UNIVERSITY OF JAMMU
FOURTH SEMESTER
ORGANISATIONAL DYNAMICS

Course No.: 417
Time: 3 Hours

Maximum Marks: 100
Internals: 20
Externals: 80

OBJECTIVES: To make the students familiar with the nature of groups, structural dynamics of work groups, group cohesion and group alienation

UNIT-I: GROUP DYNAMICS

Types of groups, stages, nature of groups, group development; Structural dynamics of work groups, group cohesion and group alienation; Difference between group and team; Types of team, turning individuals into team players.

UNIT-II: INDIVIDUAL ROLE DYNAMICS

Individual role in organisational paradigm, shift in the world of knowledge, work related attitudes, prejudice and discrimination, strategies for overcoming work place prejudice; Organisational commitment, organisational stress – Causes, effects and ways to reduce stress.

UNIT-III: POWER DYNAMICS

Power, difference between leadership and power; Bases of power, power tactics; Sources and uses of individual power, process of empowerment, organizational politics, factors contributing to political behaviour, impact of organizational politics; Impression management, global implications of power dynamics.

UNIT-IV: ORGANISATIONAL DYNAMICS

Creation and sustaining culture, forms of transmitting culture to employees, global culture; Implication or organization culture; Social responsibility organizational ethics and values; Learning organizations concept and process, developing and implementing a learning organisation.

BOOKS RECOMMENDED

1. Jerald Greenberg: Behaviour in Organization, PHI Learning Private Limited.
2. Neharika Vohra, Organizational Behaviour, Pearson Publishers.
3. Bhupen Srivastava, Organizational Design and Development: Concepts and Application, Biztantra Publication.
4. Michael Butler & Edward Rose, Introduction to Organizational Behaviour, Jaico Publishing House.
5. Fred Luthans, Organizational Behaviour: An Evidence – Based Approach.

UNIVERSITY OF JAMMU
FOURTH SEMESTER
UNION MANAGEMENT RELATIONS

Course No.: 418
Time: 3 Hours

Maximum Marks: 100
Internals: 20
Externals: 80

OBJECTIVES: To acquaint the students with the objective, significance, history of collective bargaining, impact of technological and political changes and the union management relations in an organization.

UNIT- I: TRADE UNION MOVEMENT IN INDIA

Unions-Meaning and concept, Characteristics and functions, Types and structure of unions; Theories of unionism, growth and development of trade union movement in India, Problems and prospects of trade union; Workers education, Trade Union Act 1926 and recent amendments; Recommendations of National Commission on Labour for strengthening trade union.

UNIT- II: COLLECTIVE BARGAINING & NEGOTIATIONS

Meaning, objective, significance, history of collective bargaining; Impact of technological and political changes; Approaches to collective bargaining; Negotiation process: Parties involved, levels of negotiations; Issues for negotiation; Choice of negotiation agents, Preparation for negotiations, Recent trends in negotiation & challenges in future.

UNIT- III: ISSUES IN TRADE UNIONISM

Democratic unionism; Recognition of unions; Unions and politics, Management Vs. Union rights; Unions and strikes, Unfair labour practices, NCL recommendations and Industrial Relations Bill, 1978 (Relevant Portion).

UNIT- IV: UNION IN PUBLIC SECTOR AND OTHER ISSUES

NCL Recommendations on labour problems in public sector- Unions in Banks, Insurance, Railways and Civil services, Unions in Public Sector Industrial Undertakings, Unions and productivity, Comparative study with unions in private sectors.

BOOKS RECOMMENDED

1. C. B. Mamoria, S. Mamoria, S. V. Gankar Dynamics of Industrial Relations.
2. Kavita Krishnamurti – Industrial Relations; Emerging Issues in Globalised World – Global Vision Publishing House.
3. P. N. Singh, Neeraj Kumar – Employee Relations Management, Pearson.
4. B. P. Singh – Personnel Management and Industrial Relations, Dhanpat Rai & Co.
5. Bishwajeet Patnayak – Human Resource Management, Prentice Hall of India, 2006.
6. C. V. Venkatram, Industrial Relations, Oxford.
7. B. D. Singh, Industrial Relations – Emerging Paradigms, Excel.
8. Sethi, A. S., Collective Bargaining and Industrial Relations in India, Atma Ram & Sons, New Delhi, 1964.
9. Tandon, B. K., Collective Bargaining and the Indian Scene, Sultan Chand & Sons, New Delhi, 1972.
10. Parmod Verma and Surya Mukherjee, Trade Unions in India, Oxford, New Delhi, 1982.

UNIVERSITY OF JAMMU
FOURTH SEMESTER
ENTREPRENEURIAL SKILL DEVELOPMENT

Course No.: 419
Time: 3 Hours

Maximum Marks: 100
Internals: 20
Externals: 80

OBJECTIVE: To create awareness among students about entrepreneurship and factors facilitating entrepreneurial development with special reference to new ventures.

UNIT-I: ENTREPRENEUR & ENTREPRENEURSHIP

Entrepreneurship: Concept & characteristics; Entrepreneurship models; Capacity building for entrepreneurship; Theories of entrepreneurship; Entrepreneurship stimulant; Economic development & entrepreneurship; Creativity, innovation & entrepreneurship; Corporate entrepreneurship: Concept and approaches.

UNIT-II: POLICIES AND PROGRAMMES FOR ENTREPRENEURIAL DEVELOPMENT

Entrepreneurial environment; Policies governing entrepreneurship; Institutional arrangements for development of entrepreneurship: NIESBUD, IDBI, ICICI, SIDO, IFCI; Women entrepreneurship: Concept, factors governing women entrepreneurship, schemes for women entrepreneurship; Rural entrepreneurship: Concept advantages and challenges.

UNIT-III: ENTREPRENEURIAL DEVELOPMENT PROGRAMMES

Objectives, philosophy & phases of EDPs; Misconceptions about EDPs; Factors affecting success of EDPs; Role of EDP: Stimulatory role, supportive role, sustaining role & socio-economic role; Operational difficulties of EDPs; Strategies to overcome problems; Entrepreneurial training; Models for entrepreneurial development programmes.

UNIT-IV: MODEL FOR NEW VENTURES

The concept of business planning; Growth model for new ventures; Fundamentals of good feasibility plan; Major components of a feasibility plan; The product development process; Legal requirements for setting up a venture; Product protection: Patents, trademarks & copyrights; Global opportunities in the perspective.

BOOKS RECOMMENDED

1. David H. Holt,: Entrepreneurship, Prentice Hall of India, New Delhi
2. Vasant Desai, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, New Delhi.
3. C.S.V. Murthy, Small Scale Industries & Entrepreneurial Development, Himalaya Publishing House.
4. SangramKeshhariMohanty, Fundamentals of Entrepreneurship, Prentice Hall of India Pvt. Ltd, New Delhi

UNIVERSITY OF JAMMU
FOURTH SEMESTER
FINANCE GROUP
STRATEGIC COST MANAGEMENT

Course No.: 430
Time: 3 Hours

Maximum Marks: 100
Internals: 20
Externals: 80

OBJECTIVE: To make the students familiar with how to provide an effective and lucid theoretical analysis of cost and management accounting concepts.

UNIT –I: COST AND MANAGEMENT ACCOUNTING

Meaning, definitions, nature, scope and functions of management accounting, role of management accounting. Nature of cost accounting, difference between cost accounting and management accounting, techniques, importance and limitations of cost accounting, methods of costing, elements of costs, bases of ascertaining costs, overheads.

UNIT-II: ACTIVITY BASED COSTING AND CVP ANALYSIS

Activity based costing and management systems, Absorption – cost equation, uses and merits, defects and weaknesses; Cost volume profit solution, variable cost equation, break-even point, multi product situation, alternate choice decisions.

UNIT-III: CONTRACT AND PROCESS COSTING

Contract costing- Nature, feature, process; Cost plus contract; profit on the completed contract, preparation of contract accounts.

Process costing:- Meaning, definitions, nature ,scope and functions of process costing; Calculation of profit transferred to the profit and loss account; Costing of equivalent production units; Inter process costing, preparation of process account.

UNIT-IV: BUDGETING AND BUDGETING CONTROL

Budgeting and budgetary control, forecasts Vs. Budgets, functional budgets, fixed and flexible budgeting, Zero based budgeting, programme budgeting and performance budgeting, target and Life cycle costing.

BOOKS RECOMMENDED

1. Introduction to Management Accounting, Horngren, Sundem Stratton, Prentice Hall, Pub.
2. Management accounting, AtkusanKapak, Pearson Publication.
3. Managerial Accounting, James Jiamtalvo-Wiley Publication
4. International Accounting, ShirinRathore, Prentice Hall Publication
5. Management Accounting, I.M. Pandey, Vikas Publishing House.
6. Management Accounting, SP Gupta, sahitayaBhawan Publication
7. Management Accounting, Harsen and Mowen, Thompson
8. Advanced Cost of Management Accounting, V.K. Saxena& C.D. Vashist, S. Chand & sons,

UNIVERSITY OF JAMMU
FOURTH SEMESTER
FINANCIAL DECISION ANALYSIS

Course No.: 431
Time: 3 Hours

Maximum Marks: 100
Internals: 20
Externals: 80

OBJECTIVE: The objective of this course is to give the students an intensive knowledge of the finance function in specified decision area.

UNIT –I: NATURE OF FINANCIAL DECISION ANALYSSIS AND FORECASTING

Meaning and definitions of financial analysis ; Nature of financial decisions; Major financial decision-areas; Essence of financial decisions; Basic factors influencing financial decisions; Meaning and Utility of financial forecasting; Techniques of financial forecasting; Financial information system; Nature of financial information system; Role of financial information system in Decision-Making; Designing suitable financial information system.

UNIT-II: RISK ANALYSIS

Concept of certainty; Risk and uncertainty; Source of risk; Utility theory and risk analysis in investment decisions; Methods of adjusting risk; Sensitivity analysis; Decision tree analysis; CAPM Model.

UNIT-III: PORTFOLIO MANAGEMENT

Basics of portfolio management in India- Investment strategy objectives; Risk and Beta; Time value of money application to portfolio management; SEBI guidelines for portfolio managers; Portfolio management in mutual funds- Meaning and definitions, types of funds-UTI, UTI schemes for resident of Indians, Off shore Funds, SBI mutual funds, advantages of mutual funds, structure and growth of mutual funds industry, mutual funds present status.

UNIT-IV: PROFIT PLANNING AND TAXATION

Concept of profit planning; Basics of profit planning; Approaches to profit planning ; Capital expenditure decisions; Nature and significance of capital expenditure decisions; Taxation and make or buy decision; Taxation and capital structure policies; Tax planning and dividend decisions; Need for tax planning in India; Scope of tax planning.

BOOKS RECOMMENDED

1. John J. Hampto :Financial Decision Making concepts- Problems and Cases
2. Engene F. Brigham : Fundamentals of Financial Management
3. James c. Van Horne : Financial Management and Policy
4. R.M. Srivastava : Financial Decision Making
5. Prassana Chandra : Financial management Theory and Practice
6. Khan and Jain : Financial Management
7. I.M. Pandey : Financial Management
8. Peerson and Hunt : Basic Business Finance.
9. S.C. Kneithal : Financial Management

UNIVERSITY OF JAMMU
FOURTH SEMESTER
ADVANCED FINANCIAL MANAGEMENT

Course No.: 432
Time: 3 Hours

Maximum Marks: 100
Internals: 20
Externals: 80

OBJECTIVE: The Objective of this course is to help students understand the conceptual framework of advanced financial management and its application under various environment constraints.

UNIT-I: FINANCIAL MANAGEMENT

Meaning, nature and scope of finance; Finance function- investment, financing and dividend decisions; Corporate Objectives-Profit Maximization and Wealth Maximization, their social implications. Concept of Cash Flow and Time value of money.

UNIT-II: WORKING CAPITAL MANAGEMENT

Management of cash and marketable securities; cash management techniques – lock box system, concentration banking, selection of marketable securities; management of receivables and inventories; techniques of account receivable management, credit policy, credit terms, account collection techniques; Inventory management; Committees on working capital management and their findings and recommendations.

UNIT-III: DIVIDEND POLICIES

Issues in dividend decisions, Walter's model, Gordon's model, M.M hypothesis, Dividend and uncertainty, relevance of dividend; Dividend policy in practice; Form of dividends; Stability in dividend policy; Corporate dividend behavior.

UNIT-IV: LEASE FINANCING AND FACTORING SERVICES

- a) Lease financing – types of leasing; evaluation of lease; lease or buy decisions.
- (b) Structures financing – securitisation.
- (c) Factoring services: dimensions of working capital management; zero working capital.

BOOKS RECOMMENDED

1. Bhattacharya, Hrishikas, Working Capital Management, Strategies and Techniques, Prentice Hall, New Delhi.
2. Brealey, Richard A and Steward C Myers, Corporate Finance, McGraw Hill, Int. Ed., New York.
3. Chandra, Prasanna, Financial Decision Making, Prentice Hall, Delhi.
4. Hampton, John, Financial Decision Making, Prentice Hall, Delhi.
5. Pandey, I.M., Financial Management, Vikas Publishing House, Delhi.
6. Van Horne, J.C. and J.M. Wachowicz Jr, Fundamentals of financial Management, Prentice-Hall, Delhi.
7. Van Horne, James C, Financial Management and Policy, Prentice Hall Delhi.

UNIVERSITY OF JAMMU
FOURTH SEMESTER
CONTEMPORARY AREAS OF FINANCIAL ACCOUNTING

Course No.: 433
Time: 3 Hours

Maximum Marks: 100
Internals: 20
Externals: 80

OBJECTIVES: The aim of this course to provide knowledge and skills to the students on contemporary areas of financial accounting and to bring attitudinal changes to innovations in accounting and to develop professional knowledge and skills in contemporary areas.

UNIT- I: ACCOUNTING FOR THE EFFECTS OF PRICE LEVEL CHANGES

Impact of changing prices on conventional financial statements; Consumer Price Index Numbers as a measure of price level changes; Restatement of financial statements under General Purchasing Power of Accounting and Current Cost Accounting; Concepts of physical and financial capital maintenance.

UNIT- II: ACCOUNTING FOR INTANGIBLE ASSETS

Nature and classification of intangible assets; Basic principles of accounting for intangibles; Accounting for human resources, brands, copyrights, patents, and goodwill; IFRS on intangible assets; Analysis of accounting for intangible assets in the annual reports of companies.

UNIT- III: HEDGE ACCOUNTING

Definition of hedging. hedging techniques- Forwards, futures, options and swaps; Hedge accounting as per IFRS, Indian AS and RBI guidelines; Designated and non-designated hedges; Recognition, measurement and disclosure of derivatives and hedged items; Cash flow and Fair value hedges; Hedge effectiveness; Hedge termination; Analysis of hedge accounting disclosers in the annual reports of companies.

UNIT- IV: SOCIAL AND VALUE ADDED ACCOUNTING:

Theory and practical applications of social accounting: Social economy, social objectives, defining social accounting; Social accounting versus social auditing; Approaches to social accounting; Analysis of social accounting disclosers in the annual reports of companies; Meaning of value added; Correlates with profit, price level changes and cos;. Value added statement;

Analysis of value added accounting disclosures in the annual reports of companies.

BOOKS RECOMMENDED

1. What Counts: Social Accounting for Non profits and Cooperatives, Laurie Mook, Jack Quarter and Betty Jane Richmond, Sigel Press, London
2. Human Resource Accounting by Flamholtz, Eric, Jossey –Bass, San Fancisco.
3. Accounting Theory: An Introduction by L.S.Porwal, Tata McGraw-Hill Publishing Company Ltd. New Delhi.

UNIVERSITY OF JAMMU
FOURTH SEMESTER

INTERNATIONAL FINANCE

Course No.: 434

Time: 3 Hours

Maximum Marks: 100

Internals: 20

Externals: 80

OBJECTIVE: To acquaint the students with the nature and scope of international finance along with procedure and regulatory framework.

UNIT-I: CONCEPT AND NATURE OF INTERNATIONAL FINANCE

Concept, Nature, Scope and Significance, Finance Function, International Financial Institutions, Role of IMF, WTO and World Bank International Monetary Reforms, International Liquidity, Special Drawing Rights: Uses, Limitations, SDRs and India, Pre requisites for making India as an international financial centre

UNIT-II: FOREIGN EXCHANGE MARKETS AND MONETRAY SYSTEM

Concept, Components of foreign exchange markets; Definition of Foreign Currency and Foreign Transactions, Trade and Non Trade spot, forward, future options & swaps, Role of participants of Foreign Exchange Market, Emerging importance of Indian rupee, International Financial System and Foreign Exchange Market, Exchange Rate Mechanism, Indian Foreign Exchange Market, International Monetary System, Fixed Vs. Fluctuating Exchange Rates, The rise of Eurocurrencies.

UNIT-III: REGULATORY FRAMEWORK OF INTERNATIONAL FINANCE

Exchange Control Regulations, Export Credit Guarantee Corporation, Exim Bank, Convertibility, Uniform Customs & Practices for Docume ntary Credit, Uniform Rules for Collection, Uniform Rules for Reimbursement, Export and Import Financing Mechanism, Buyers' Credit, Suppliers' Credit, Financing in foreign currency for exports and rupee finance.

UNIT-IV: FINANCIAL MANAGEMENT OF THE MULTINATIONAL FIRM

Foreign Direct Investment, Cost of Capital and Capital Structure of a Multinational Firm, ADRs, GDRs, ECBs, Syndication, Multinational Capital Budgeting, Multinational Cash Management, Country risk analysis, International taxation, Double taxation avoidance agreements.

BOOKS RECOMMENDED

1. International Finance, V A Avadhani
2. Essence of International Money, Adrian Buckley
3. International Finance, A.V.Rajwade
4. International Finance, P.G.Apte
5. International Finance, Shapiror
6. Exchange Control Regulations, Nabhi
7. International Economics, D.M. Mithani
8. International Finance, V. K. Sharan