# M. Phil. (Commerce) Programme: 2012-13

**Schedule:**

<table>
<thead>
<tr>
<th></th>
<th>Application form would be available on University Website: <a href="http://www.spuvvn.edu/Phdadm/index.html">http://www.spuvvn.edu/Phdadm/index.html</a></th>
<th>25.06.2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Those who want to appear in Entrance Test has to pay</td>
<td>Rs.300 + Rs. 350 = Rs. 650/- (as Form Fee &amp; Entrance Test Fee)</td>
</tr>
<tr>
<td>2</td>
<td>The candidates who have qualified in National/State level examination such as UGC-CSIR / NET / SLET / GATE / DBT / ICMR / GA, JRF / M.Phil. has to pay form fee</td>
<td>Rs. 300/-</td>
</tr>
<tr>
<td>3</td>
<td>Last Date for receipt of Application form of all subjects</td>
<td>5.07.2012</td>
</tr>
<tr>
<td>4</td>
<td>Date of Entrance Test for all subjects</td>
<td>11.07.2012</td>
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<td>5</td>
<td>The Qualifier list for admission to the Ph.D. programme to be declared on University Website (Computer Centre) with instructions from the respective Head of the Department</td>
<td>18.07.2012</td>
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<td>6</td>
<td>Date of Counselling / Interview for all subjects those students who are Qualifier for this (In the Department of Business Studies, Sardar Patel University, Vallabh Vidyanagar)</td>
<td>27.7.2012</td>
</tr>
</tbody>
</table>

**Total Number of Seats:** 30 (Grant in Aid: 12 Self-Finance: 18)

**Date of Entrance Test:** Friday, 11-07-2012

**Time of Entrance Test:** 11.00 a.m. to 2.00 p.m.

**Venue of Entrance Test:** Gyanoday Pariksha Bhavan, Sardar Patel University, University Road, Vallabh Vidyanagar.

**Syllabus Course Content:** M Com. CBCS Core Courses
Semester – I

ACCOUNTING FOR MANAGERIAL DECISIONS PB01CCOM03
BUSINESS ENVIRONMENT PB01CCOM02
BUSINESS MANAGEMENT PB01CCOM01

Semester – II

MANAGEMENT ACCOUNTING PB02CCOM03
ENTREPRENEURSHIP DEVELOPMENT PB02CCOM01
STRATEGIC MANAGEMENT PB02CCOM02

Semester – III

RESEARCH METHODOLOGY PB03CCOM01
HUMAN RESOURCE MANAGEMENT PB03CCOM02
FINANCIAL MANAGEMENT PB03CCOM03

Semester – IV

PORTFOLIO MANAGEMENT PB04CCOM03
INTERNATIONAL BUSINESS ENVIRONMENT PB04CCOM01
MARKETING MANAGEMENT PB04CCOM02

Syllabus of the Core Courses:

Semester – I

COURSE TITLE: ACCOUNTING FOR MANAGERIAL DECISIONS CODE NO.: PB01CCOM03

UNIT 1: Basic Aspects of Cost Accounting
- Evolution of Cost Accounting
- Meaning: Cost, Costing, Cost Accounting, Cost Accountancy
- Objectives
- Cost Accounting and Financial Accounting
- Advantages
- Disadvantages
- Installation of Cost Accounting
- Cost Unit, Cost Centre, Profit Centre
- Classification of Costs,
- Methods and Techniques of Costing
- Specific order costing – Theory & Example

UNIT 2: Marginal Costing and Absorption Costing (Theory & Example)
- Meaning and Definition
- Features
- Advantages and Disadvantages
- Comparison of Marginal and Absorption Costing
- Comparison of Marginal and Differential Costing
UNIT 3: Cost Audit
- Meaning
- Types, Advantages, Disadvantages, Techniques
- Cost Audit Programme
- Cost Auditors: Functions, Appointment: Qualification, Disqualification, Rights, Duties, Responsibilities
- Cost Audit V/s Financial Audit
- Cost Audit Report and Financial Audit Report
- Cost Audit and Cost Investigation
- Sachar Committee’s Report
- Cost Audit in India

Standard Costing
- Uses of Material Variances, Labour variance, Sales and Profit Variances
- Zero-Base Budgeting
- Comparison of Standard Costing and Budgetary Control System

UNIT 4: Activity Based Costing (ABC) (Theory & Example)
- Introduction
- Performing Steps
- Cost Drivers
  - Types of Cost Drivers
- Classification of Activities in Manufacturing Organisations
- Advantages
  - ABC in Service Organizations
  - Conventional Costing System and ABC System
- Disadvantages
- Target Costing
- Life Cycle Costing
- Kaizen Costing

References Books

Journals
1. Indian Journal of Accounting
5. The Management Accountant

COURSE TITLE: BUSINESS ENVIRONMENT  
CODE NO.: PB01CCOM02

UNIT 1: Business and Business Environment
- Nature of Business
- Scope of Business
- Classification of Business
- Characteristics of Business
- Goals of Business
- Objectives

Business Environment
- Meaning of Business Environment
- Types of Environment
- Internal Environment
- Micro Environment & Macro Environment

**Economic Environment**
- Nature of the Economy
- Structure of the Economy
- Economic Policies & Economic Conditions

**Political and Government Environment:**
- Classifications of functions of state,
- Economic Roles of Government in India,
- Government and Legal Environment

**Natural and Technological Environment:**
- Natural Environment
- Technological Environment, Innovation
- Technology and Competitive Advantages
- Sources of Technological Dynamics
- Impact of Technology on Globalization, ICT and Marketing
- Transfer of Technology

**Demographic Environment:**
- Importance of Demographic Environment
- Falling Birth Rate and Changing Age Structure
- Migration and Ethnic Aspects

**UNIT 2: Review of Selected Macro Policies of Indian Business and Government**
- Brief Review of Economic Planning in India (With emphasis on latest Two Five year plans)
- The current Monetary Policy of RBI, the Fiscal and Exim Policy of the Government.
- An outline of the Technology Policy adopted by GOI

**UNIT 3: Macro Strategies and Regulatory Acts of Indian Business and Government**

**Liberalization:**
- Concept
- Issues and it’s implications on Indian Economy.

**Privatization:**
- Meaning of Privatization
- History of Privatization
- Nature and Objectives of Privatization
- Various forms of privatizing the Public Sectors Enterprises
- Merits and Demerits of Privatization, Disinvestment in India

**Globalization:**
- Meaning
- Globalization of Business
- Features of Current Globalization
- Stages of Globalization, essential Conditions for Globalization
- The Foreign Market Entry Strategies or Strategies of Globalization
- Pros and Cons of Globalization, Policy Options
- The Globalization of Indian Business

**From Foreign Exchange Regulation Act (FERA) to the Foreign Exchange Management Act (FEMA), 1999:**
- The Regulation of Foreign Exchange Transactions
- Foreign Exchange Management Act, FERA and FEMA- A Comparison

**UNIT 4: Business and Society**

**Social Responsibility of Business (SRB):**
- Meaning of SRB
- Factors affecting Social Orientations
- Barriers to SRB

**SRB towards different sections –**
- SRB towards Shareholders
- SRB towards Employees
- SRB towards Consumers
- SRB towards the Society or the Community

**Consumer Rights, Consumerism and Business:**
- Consumer Rights
- Consumerism
- UN Guidelines for Consumer Protection
- Consumer Protection and Consumerism in India
- Consumer Protection Act, 1986

References:

**COURSE TITLE : BUSINESS MANAGEMENT**

**CODE NO. : PB01CCOM01**

**UNIT 1 : Nature of Management & Organizational**
- Concept of management
- Importance of management
- Nature of Organizational change
- Factors in Organizational change
- Planned change (process)
- Human response to change
- Role of change agents

**UNIT 2 : Social and Ethical Issues in Management**
- Social responsibility of manager
- Arguments for and against social responsibility
- Approaches for measuring social performance
- Operation of social responsibility in India
- Ethical issues in management
- Concept
- Need for ethics in management

**UNIT 3 : Conflict and Coordination**
- Concept
- Functional and dysfunctional aspect of conflict
- Individual level and Interpersonal conflict
- Conflict management
- Need for coordination
- Types of coordination
- Techniques of effective coordination

**UNIT 4 : Total Quality Management**
- Introduction
- Definition of Quality
- Meaning of TQM
- Characteristics of TQM
- Potential benefits of TQM
- TQM and Traditional Management

References:
**Books**

**Journals**
1. Business Perspective, Birla Institute of Management Science and Technology

**SEMESTER – II**

**COURSE TITLE : MANAGEMENT ACCOUNTING**

**CODE NO. : PB02CCOM03**
UNIT 1 : Management Accounting
- Evolution
- Meaning and Definitions
- Scope
- Functions
- Tools & Techniques
- Principles
- Financial Accounting, Cost Accounting and Management – Accounting- comparison
- The Management Accountant
- Limitations
- Decision making-meaning and process

UNIT 2 : Human Resource Accounting ( Theory and Example)
- Concept
- Objectives
- Importance
- Valuation of HRA - Examples
- Disclosure and recording in financial statement
- Human Resource Accounting in India

UNIT 3 : Accounting for price level changes ( Theory and Example)
- Introduction
- Inflation Accounting
- Limitations of historical financial statement
- CCA & CPP – Preparation of price level adjusted financial statement – examples
- Advantages and Disadvantages

UNIT 4 : Environmental Accounting
- Meaning & Definition
- Approaches
- Merits & Demerits
- Problems of Environmental Accounting
- Environmental Accounting Practices in India

References Books:

Journals:
7. The Management Accountant.

COURSE TITLE: ENTREPRENEURSHIP DEVELOPMENT CODE NO. : PB02CCOM01

UNIT 1 : Concept of Entrepreneurship
- Concept of entrepreneur, intrapreneur and entrepreneurship
- Common characteristics of successful entrepreneurs
- Types of entrepreneurs
- Economic and industrial contribution of entrepreneurship in national economy
- Rural Entrepreneurship and TRYSEM
- Backward Area Development

UNIT 2 : Women Entrepreneurship
- Concept and Growth of Women Entrepreneurship
- Rural Women Entrepreneurship
- National-level associations working for Women Entrepreneurship Development
- Problems being faced by women entrepreneurs and remedies
- Profile of woman entrepreneur and her business
- Success stories of Women Entrepreneurs

UNIT 3: **Entrepreneurial Development**
- Concepts of Entrepreneurial Training and Development
- Meaning of EDP, Misconceptions about EDP
- Importance, objectives, principles and methods of EDP
- Model of EDP
- Target Groups for EDP
- EDP Organisations

UNIT 4: **Small Business**
- Concept and Classification
- Small Business as a driving force for national economy
- Procedure to start a small business unit
- Problems of small entrepreneurs

**Reference Books:**

**COURSE TITLE : STRATEGIC MANAGEMENT**

**UNIT 1: Nature and Scope of Strategic Management:**
- Nature and element of Strategy
- Characteristics of effective Strategy
- Hierarchical levels of Strategy
- Meaning and Definition of Strategic Management
- Strategic Management Process
- Key attributes and benefits of Strategic Management

**UNIT 2: Strategic Intent**
- Nature and Attributes of Strategic Intent
- Purpose and Process of Strategic Intent
- Vision: Meaning, Examples of Vision, How is Vision created, Characteristics and benefits of effective vision
- Mission: Meaning, Objectives, Components, characteristics of effective mission
- Objectives: Characteristics, kinds of objectives, Approaches to determine objectives

**UNIT 3: Analysis of External and Internal Environment**
- Nature of environment, objective and process of environment appraisal
- Competitive environment, Porter’s five force model
- Process of internal environment appraisal
- Measuring strength and weakness, SWOT Analysis
- Value chain analysis

**UNIT 4: Corporate & Business Level Strategy and Strategy Implementation**
- Nature of Corporate Strategy
- Growth strategy
- Diversification strategy
- Nature of stability and Retrenchment strategy
- Corporate restructuring
- Nature of Business level strategy
- Nature of strategy implementation
- Interrelationship between formulation and implementation
- Issues in strategy implementation

**References:**
1. Management Policy and Strategic Management (Concepts, skills and practices)  
   By, R.M.Srivastava, Himalaya publication  
2. Strategic Management By, G.Sudarsana reddy, Himalaya publication.

SEMESTER -III

COURSE TITLE : RESEARCH METHODOLOGY       CODE NO. : PB03CCOM01
UNIT 1 : Introduction  
- Meaning of research  
- Objectives of research  
- Motivation in research  
- Types of research  
- Significance of research  
- Research methods v/s Research methodology  
- Stages of the research process

UNIT 2 : Problem Identification, Research Proposal & Hypothesis
- Defining the research problem  
- Selecting the problem  
- Techniques involved in defining a problem  
- Necessity of defining the problem  
- Research proposal  
- Hypothesis – meaning and types

UNIT 3 : Collection of data  
(A) Primary data :  
  ▪ Personal interview  
  ▪ Telephone interview  
  ▪ Mail & Self administered questionnaire  
  ▪ Schedule v/s Questionnaire  
(B) Secondary data:  
  ▪ Advantages of secondary data  
  ▪ Sources of secondary data  
  ▪ Classification & Limitations

UNIT 4 : Research Report
- Significance of research report  
- Types of research report  
- Steps of research report  
- Precautions for research report  
- Synopsis of research report  
- Limitations of research report

References:

COURSE TITLE : HUMAN RESOURCE MANAGEMENT       CODE NO. : PB03CCOM02
UNIT 1 : Introduction  
- Definition and Meaning  
- Difference between Personnel Management and HRM  
- Objectives  
- Scope  
- Functions

UNIT 2 : HRR (Human Resource Recruitment)
- Concept of HRR  
- Factors affecting Recruitment  
- Sources of Recruitment
UNIT 3 : Managing Human Resources for Change
- Concept of OC, Internal and External Factors in OC
- Human Response to Change
- Resistance to Change
- Management of Change or Overcoming Change
- Process of Planned Change

UNIT 4 : Case Analysis in HRM
- Concept and Objectives of Case Analysis
- Difference between Lecture Method and Case Method
- Role of Teacher and Students during Case Analysis
- How to analyse a case? OR Process of Case Analysis
- Limitations of Case Analysis

Selected References:

COURSE TITLE : FINANCIAL MANAGEMENT CODE NO. : PB03CCOM03

UNIT 1 : Financial Strategy and Reporting
- Financial strategy formulation
- Sales Plan
- Production Plan
- Measurement of Income and Capital
- Impairment of Fixed Assets, Brand and Goodwill
- Analysis of Financial Statement
- Vision Focus
- Corporate Sustainability, Initiatives and Achievements
- Directors Report
- Corporate Governance Report
- EVA + (Positive) Report
- Highest Performance Achievement Area

UNIT 2 : Corporate Restructuring
- Meaning and Objectives of Corporate Restructuring
- Forms of Corporate Restructuring
- Mergers, Amalgamations and Acquisitions
- Financial Considerations in Mergers, Amalgamation and Acquisitions
- Legal and Procedural Aspects of Amalgamations or Acquisitions
- Diversification versus Disinvestment Strategies
- Tax Implications

UNIT 3 : International Financial Management
- World Monetary System
- Foreign Exchange Markets and Rates
- International Parity Relationships
- International Capital Budgeting- Examples
- Financing Foreign Operations
- Raising Foreign Currency finance
- Financing Exports
- Foreign Exchange Exposure
- Management of Foreign Exchange Exposure

UNIT 4 : Sources of International Long-Term Finance and International Trade Finance
- Risk associated with Project Financing
- Issue of ADR/GDRs
- FCCBs and FCEBs
- ECBs and FDIIs
- Foreign Capital Markets and Instruments
- QIBs and FIIIs
- Multilateral Agencies
- Other International Finance Sources
- Forms of Export Finance
- Forfeiting
- Documentary Control
- Export Credit and Insurance
- Special Economic Zones

References:

SEMESTER - IV

COURSE TITLE : PORTFOLIO MANAGEMENT

UNIT 1 : The Financial System of India
- Functions of the Financial Market
- Financial Concepts
  - Financial Assets
  - Financial Intermediaries
  - Financial Markets
  - Financial Rates of Return
  - Financial Instruments
- Weakness of Indian Financial System

UNIT 2 : The Investment Environment and Stock Markets
- Organization of Stock Exchanges in India
- Stock Exchange: Concept, Functions, Regulation and Reforms
- New Issue Market and Secondary Market
- Stock Exchanges in India
- Various Securities and their characteristics
- Stock Market Terminology
- Role and Powers of SEBI
UNIT 3: Concept of Security Analysis
- Meaning of Security Analysis
- Factors affecting Security Prices
- Valuation of Debentures
- Valuation of Preference Shares
- Valuation of Equity Shares
- Yield to Maturity
- Technical Analysis
- Fundamental Analysis
- Efficient Market Hypothesis

UNIT 4: Portfolio Management
- Introduction
- Traditional Versus Modern Portfolio Analysis
- Markowitz Theory
- Return and Risk of Portfolio
- Measurement of Portfolio Risk
- Efficient Portfolio Risk
- Diversification of Risk
- Capital Asset Pricing Model
- Examples Based on CAPM
- Arbitrage Pricing Theory

Reference Books:

COURSE TITLE: INTERNATIONAL BUSINESS ENVIRONMENT  CODE NO. : PB04CCOM01

UNIT 1: Introduction of International Business Environment
- What is International Business and it’s evolution?
- Meaning of International Business Environment
- Features of International Business Environment
- Importance of International Business Environment
- International Business Environment: A System Approach
- Factors affecting International Business Environment
- International Economic Environment
- International Political Environment
- International technological environment
- International Socio-cultural environment
- International Legal Environment

UNIT 2: International Investment
- Types of foreign Investment
- Significance of foreign Investment
- Limitation and ganger of foreign capital
- Factor affecting international investment
- Growth of FDI
- Directional Trend
- Sectoral Trend
- Cross border M & As
- Foreign Investment in India
- Foreign Investment by Indian Companies

UNIT 3 : Multinational Corporation
- Introduction of MNCs
- Meaning and Definition of MNCs
- Organizational Model
- Dominance of MNCs
- International Trade and MNCs
- Merits of MNCs
- Demerits of MNCs
- Perspective of MNCs
- Code of Conduct
- Multinational in India

GATT/WTO and Global Liberalization
- GATT
  - The Uruguay Round
  - Salient Features of UR Agreement
  - GATS
  - TRIMS
  - TRIPS
  - Evaluation of the Uruguay round
  - Evaluation of TWO, Doha Declaration
  - WRO and Developing countries
  - WTO and India

UNIT 4 : Development and Regulation of Foreign Trade
- Qualitative and Quantitative restriction
- Regulation of Foreign trade
- Export promotion
- Free trade area
- A customs union and Common market
- European Union (EU)
- North American Free Trade Agreement (NAFTA)
- Inconterms - Ex-works, FOB, C.I.F, DDP etc

References:

COURSE TITLE : MARKETING MANAGEMENT
CODE NO. : PB04CCOM02
UNIT 1 : Understanding Marketing Management
- What is marketing?
UNIT 2: Winning Markets through Market-Oriented Strategic Planning
- Corporate and Division Strategic Planning
- The Marketing Process
- Product Planning
- The Nature and Contents of a Marketing Plan

UNIT 3: Designing Marketing Strategies for Market Leaders, Challengers, Followers and Nichers
- Market-Leader Strategies
- Market-Challenger Strategies
- Market-Follower Strategies
- Market-Nicher Strategies

UNIT 4: Organising, Implementing, Evaluating and Controlling Marketing Activities
- Marketing Organisation
  (The Evolution of the Marketing Department)
- Ways of Organising the Marketing Department
- Marketing Implementation
- Controlling Marketing Activity
  - Annual Plan Control
  - Profitability Control
  - Efficiency Control
  - Strategic Control

References Books

Journals
1. Indian Journal of Marketing Management, New Delhi.
2. 4 Ps, Plan Media Publication.
Format of the Question Paper:

Section – I : 10 Marks objective questions of general knowledge of the subject
Section – II : 40 Marks objective / multiple choice questions
Section – III : 25 Marks short answer questions (Five Short –answer questions on the subject)
Section – IV : 25 Marks long answer questions (Long-answer questions with or without sub-questions on the subject)

The test shall be of 100 marks and 3 hours duration. This test shall carry a weight age of 60% in the final merit list, and the remaining 40% of weight age shall be given to the marks/grades/CGPA obtained by an applicant in external theory examination at the Master’s level. Considering both the weight ages a final merit list will be prepared and notify by the Department/ University. The minimum passing marks is 40%. The question paper-cum-answer book would contain questions together with appropriate space for answers to be written there in only and to be submitted.

Instructions:

1. The candidate should take the seat at least 15 minutes prior to the scheduled starting time.
2. The candidates appearing for the entrance test are required to bring HB Pencils, Pencil Sharpener, Eraser, Black and Blue Pens.
3. All answers should be marked on the answer sheet. The method of indicating the answer is by using Pen; Pencil will be indicated to the Question Paper.
4. Candidates are not allowed to bring calculators mobile phones or any other calculation or communication device. There will be no provision for safe keeping of valuables, mobile phones, etc.
5. You have to write and/or darken all the information required in the answer sheet such as seat number, test form number, etc.

Specialisation (Please Tick✓):

1. Accountancy
2. Human Resource Management
3. Marketing Management
4. Finance
5. Any other (Specify) _______________________

| 14 | P a g e |
Total Marks of the Entrance Test: 100
(60% written test + 40% weight age of external theory of P.G. Degree)
Admission in M. Phil. Programme on the basis of Merit only (i.e. 60% + 40%)

SECTION I
(10 Marks of Ten objective questions of general knowledge of the subject)

(1) Who is considered as Father of Management?
   (a) Henery Fayol
   (b) Peter Drucker
   (c) C. K. Prahlad
   (d) Maslow

SECTION II
(40 Marks of forty objective / multiple choice questions)

(1) Fayol propounded ________ principles of organization?
   (a) 12
   (b) 13
   (c) 14
   (d) 16

SECTION III
(25 Marks short answer questions)
Attempt Any FIVE from the following EIGHT short answer questions (in short i.e.5 to7 lines)
(1) Define “control” as one of the functions of Management.

SECTION IV
(25 Marks long answer questions)
Attempt Any ONE from the following FIVE long answer questions (500 words)

(1) Explain Fiscal Policy with its objectives.