

SYLLABI FOR 3 YEARS INTEGRATED PH.D. PROGRAMME IN COMMERCE 2016

1. Accounting for Managerial Decision Making

Cost management systems: treatment of overheads under Traditional vs. Activity Based Costing (ABC) systems. Implementation of the ABC System. Marginal Costing and Management Decisions, Cost-volume - Profit- Relationship, Break-even Analysis, Methods and Applications. Differential Costing and Management Decisions: Learning Curve Model: Concept, Factors Affecting Learning & Experience Curve. Application of Learning Curve Model in Decision Making. Theory of Constraints: Concept & Uses in Decision Making.

2. Accounting for Managerial Control

Balanced Scorecard (BSC) as an instrument of Strategic planning and Control- Customer perspective, Internal Business Process perspective, Learning & Growth perspective and financial perspective as measures of Strategic performance of Business. Implementation of BSC. Budgetary Control: system and process; Preparation of Sales, Production, Material, Labour, Overheads, Cash and Master Budgets. Performance Budgeting and Zero-base Budgeting. Reporting under responsibility Accounting. Controlling Performance in a Divisionalised Company-Total profit, ROI, RI, and EVA as Control measurements. Standard Setting for various Components of Cost as well as Sales. Computation, Analysis, Investigation, Control and Disposition of Variances.

3. Corporate Tax Planning & Management

Tax planning with regard to Specific Financial Management Decisions: Capital Structure; Dividend Policy. Tax as a Variable for calculation of Cost of Capital. Minimum Alternative Tax (MAT). Computation of Book-profit under section 115JB, Computation of Tax Liability under MAT provisions. Tax Credit in respect of Tax paid on deemed Income under MAT Provision Service Tax: Taxable Services and their classification, Valuation of Taxable Services and Payment of Service Tax.

4. Financial Management

Financial Management, Agency Relationship Conflict, Economic Value added Concept, Risk and Return, Portfolio Risk, Valuation of Securities: Bonds and Common Stocks, Cost of Capital, Calculation of Cost of debt, Preferred Stock, Common Stock and Retained earnings, Working Capital Concepts, Estimation of working Capital, Inventory Management, Techniques of Inventory Control;

Selective Inventory Control Techniques, Receivables Management, Credit Granting Decision process, Methods of Accelerating and Decelerating Cash flows. Capital Budgeting Decision, Project Evaluation Techniques, Risk Analysis Techniques, Operating Leverage and Financial Leverage. Theories of Capital Structure, Dividend, Dividend Decision and Share Valuation, Dividend Policies, Different Dividend Policies, Stock Split, Buy Back of Shares and Bonus Shares, Types and Reasons for Mergers and Acquisitions, Anti-takeover Strategies, Leveraged Buyouts, Corporate Restructuring,

5. Financial Risk Management : FRM Concept, Major Financial Risks, Value at Risk, Credit risk Drivers, Operational Risk Factors, Cause-effect Relationship, Economic Capital and RAROC, Liquidity Risk, Measurement of Liquidity gaps, Sources of Interest rate Risk, Repricing gap Model , Duration Model. Risk Management Tools: Forwards, Futures and Options

6. Organizational Behaviour

Introduction to Organizational Behaviour, Perception, Learning, Personality, Motivation, Job Stress, Leadership, Group Behaviour, Organizational Conflict, Organizational Power & Politics, Organizational Culture, Organizational Change & Development.

7. Human Resource Management

Origin & Development of HRM, Financial Impact of HR activities, Trends enhancing the importance of HRM, Global HR Practices, Human Resources Planning, Recruitment & Selection, Employee Training & Development, Performance Management, and Career & Compensation Management.

8. Industrial Relations

Industrial Relations Perspectives, Discipline and Grievance Management, Employee Participation in decision making, Collective Bargaining, Industrial Disputes, State Insurance Act, Provident Fund Act, Gratuity & Maternity Act, Relief Act, The Law of Minimum Wages Act.

9. Business Ethics

Ethics in Business, Ethics & Morality, Ethics & Values, Moral verses Non-Moral Standards, Corporate Social Responsibility, Corporate Governance Issues, Strategies & Techniques, Indian Model of Corporate Governance, Future of Corporate Governance in India.

10. Strategic Management

Phases of Strategic Management; Porters Five Forces Model; Forms of Strategies: Corporate strategies, Business Unit Strategies.

11. Quantitative Techniques and Business Statistics

Reasons for Sampling, Sampling Distributions, Sampling from normal and non-normal populations, Central Limit Theorem, Questionnaire Design, Nature and Properties of Scale Measurements, Types of Scales, Baye's Theorem, Probability Distributions – Binomial, Poission, Normal Two and one tail test of Hypothesis, Hypothesis test of means when the population standard deviation is known. Two person-zero sum game, when no saddle point exists. Linear Programming Problems- Maximization and Minimization cases, Graphic and Simplex methods, Transportation problems, NWCR method, Modified Distribution method, Unbalanced problems, Degeneracy, Assignment problems- Hungarian method, Minimization and Maximization cases, PERT and CPM networks, Determination of various times, time- Cost trade off, Monte Carlo simulation of Inventory and queuing systems, Decision theory – Decision making under uncertainty and risk, Expected pay-off of the perfect information, Utility as a basis of Decision making.

12. Business Economics

Consumer Behaviour: Utility Analysis-Cardinal Approach: Law Of Diminishing Marginal Utility, Law of Equi-Marginal Utility and Consumer's Equilibrium. Ordinal Approach: Indifference Curve, Budget Line and Consumer's equilibrium. Demand Analysis- Law of Demand, Elasticity of Demand, Measurement & application of elasticity of Demand. Market Structure: short-run and long-run price output determination under perfect competition, Monopoly, Monopolistic Competition.

13. Marketing Management & Services Marketing

Marketing Evolution; Marketing Environment; Consumer Behaviour; Market targeting, Market Segmentation and Market Positioning; Marketing Information System; Marketing Information Verses Marketing Research; Marketing Research Process. Major Product Decisions; Pricing Decisions; Marketing Channels; Promotional Decisions.

Service Characteristics; Services Classification; Services Marketing Triangle; Consumer Behaviour in Services; Customer Expectations of Service; Customer Perceptions of Service; Service Quality, Customer Satisfaction and loyalty.

GAP Model-A Conceptual Tool to Identify and Correct Service. Matching of Demand and Capacity; Strategies for Matching Capacity and Demand. Relationship Marketing; Relationship Development Strategies; Role of Information Technology in Relationship Building (E-CRM). Customer Feedback and service Recovery; Customer Complaining Behaviour; Service Recovery Strategies and Service Guarantees

14. Security Analysis & Portfolio Management

Mutual funds: Organisation of Mutual Funds, Functioning and regulatory aspects, Types of Mutual Fund Schemes, Measuring performance of mutual funds, UTI and Private Sector mutual funds. Approaches to security (equity) Analysis: Fundamental Analysis: Stages of Fundamental Analysis- key variables. Industry Analysis: Life cycle of Industry; Structure and characteristics of an Industry. Theories of Technical Analysis: Dow Theory; Elliot Wave Theory; Fibonacci puzzle Theory, Efficient Market Hypothesis (EMH). Portfolio Management: Portfolio Management process: - Formulation, Selection, Execution, performance & Evaluation of Portfolio. Portfolio theories - Markowitz Approach and Sharpe's single index model and CAPM model.

15. International Business

Importance and factors affecting International Business. Barriers to international business: Tariff and Non-tariff barriers. Procedure for Export business, Structure of India's Foreign Trade: Composition and Direction. Regulations and promotion of India's Foreign Trade. Foreign Direct Investment and Multinational Corporations. Exchange Rate Determinants. Convertibility of Rupee. ADRs and GDRs, FIIs- their role in Indian capital Market. Regional Economic Integration: SAARC, ASEAN, and NAFTA. India and WTO- its Functions and Policies, Intellectual Property Rights. IMF, World Bank.