

# COURSES OF STUDIES

*For*

**2007-2008**

## MASTER OF COMMERCE



**RAVENSHAW UNIVERSITY  
CUTTACK**

COURSES OF STUDIES

**P.G.-I**

**SEMESTER-I**

**PAPER-I (CO-1.1.1)**

**ADVANCED BUSINESS STATISTICS**

**FM- 50**

**Time - 3 Hrs.**

**UNIT-I : Probability Theory :**

Probability - classical, relative, and subjective probability, Addition and multiplication probability models, Conditional probability and Baye's theorem mathematical expectation.

**Probability Distribution :** Binomal, Poisson, and normal distributions, their characteristics and applications.

**UNIT-II : Statistical Dicismon Theory :**

Decision environment, Expected profit under uncertainty and assigning probabilities; Utility theory.

**Data Sources :** Primary and Secondary, Primary data collection techniques-schedule, questionnaire, and interview.

**Sampling and Data Collection :** Sampling and sampling (probability and non-probability) methods, Sampling and non-sampling errors; Law of Large Number and Central Limit Theorem; Sampling' distributions and their characteristics.

**UNIT-III :**

Statistical Estimation and Testing Point and Interval estimation of population mean, proportion and variance; Statistical testing:- hypotheses and errors; Sampling size; Large and small sampling tests - Z tests, T tests.

**Reference**

1. Fundamentals of Statistics : S.C. Gupta Himalaya Publication, New Delhi.
2. Statistical Method S.P. Gupta, Sultan Chand, New Delhi.
3. Statistics for Business & Economics, Hoods R.P. Macmillan, New Delhi.

**PAPER-II (CO-1.1.2)****STRATEGIC MANAGEMENT****FM- 50****Time - 3 Hrs.****UNIT-I :**

What is strategy ? Traditional and Modern concept of strategy - Attributes of a sound strategy-levels of strategy. What is strategic Management ? Basic features of strategic management - Fundamentals of a strategic decision - Characteristics of strategic decision - Approaches to strategic decision making. Role and limitations of strategic management - Value of strategic management - Dimension of strategic management.

**Strategic Management Process** - Single SBU Multi SBU Sequence of Strategic Management Process. Elements in strategic management process.

**UNIT-II :**

Strategists involved in strategic management - Implication of process of strategic management - Issues in strategic decisions making process. Strategic management models - Vision of the company - Business mission - Define the company mission and objectives - What mission statements do ? Essential features of mission statement - Company profile, - External environment.

**Environmental Scanning** - Meaning, Need of Environmental Scanning Characteristics and nature of Environment - Types of Environment - Approaches to Environmental Scanning - Environmental Diagnosis.

**UNIT-III :**

Environmental threat and opportunity profile (ETOP) - Internal Analysis - Significance of Internal analysis. Identification of strategic Internal factors - Historical Analysis - Evolution Analysis - Competitive Analysis - Identification of Critical Success Factors - Preparing Company Profile - Synergy.

**Strategic Alternatives** - Basis of a Strategy - Direction of Strategies Variants of Stability Strategy - Expansion or Growth Strategy - Features - Why expansion strategy ? When to follow it ? Strategic considerations in Expansion - Steps - Variants of Growth Strategy - Integration - Types - Merits and Demerits - Diversification of Strategy - Meaning and Types - Reasons for Diversification - Retrenchment Strategy - Turn around strategy.

**Reference Book :**

1. Strategic Management - C.N. Sontakki (Kalyani Publishers)
2. Business Policy and Strategic Management - Sukul Lomash & P.K. Mishra (Vikash Publishing House Pvt. Ltd.)

**PAPER-III (CO-1.1.3)**

**ACCOUNTING FOR MANAGERIAL DECISIONS**

**FM- 50**

**Time - 3 Hrs.**

**UNIT-I : Introduction to Accounting :**

Management accounting as a area of accounting; Objectives, nature, and scope of financial accounting, cost accounting, and management accounting; Management accounting and managerial decisions; Management accountant's position, role, and responsibilities.

Meaning and significance of responsibility accounting; Responsibility centres - cost centre, profit centre and investment centre; Problems in transfer pricing; Objectives and determinants of responsibility centres.

**UNIT-II : Marginal Costing and Break-even Analysis :**

Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; Cost-volume profit analysis; Break-even analysis; Assumptions and practical applications of break-even-analysis; Decisions regarding sales-mix, make or buy decisions and discontinuation of a product line etc. Differential Cost Analysis.

**UNIT-III : Budgeting :**

Definition of budget; Essentials of budgeting; Types of budgets - functional, master, etc; Fixed and flexible budget; Cash Budget Budgetary control; Zero-base budgeting; Performance budgeting.

**Reference**

1. Anthony, Robert : Management Accounting, Tarapore-wala, Mumbai.
2. Barfield, Jessie, Ceily A Raiborn and Michael R. Kenney : Cost Accounting : Traditions and Innovations, South Western College Publishing, Cincinnati. Ohio.

3. Decoster, Don T. and Elden L. Schafer : Management Accounting : A Decision Emphasis, John Emphasis, John Wiley and Sons Inc., New York.
4. Garrison, Ray H. and Eric W. Noreen : Management Accounting, Rechar D. Irwin, Chicago.
5. Hansen, Don R. and Maryanne M. Moreen : Management Accounting, South-Western College Publishing, Cincinnati, Ohio.
6. Homgran, C.T., Gary L. Sundem, and William O. Stratton : Introduction to Management Accounting, Prentice Hall, Delhi.
7. Lail, B.M., and I.O Jain : Cost Accounting : Principles and Practice, Prentice Hall, Delhi.
8. Pandey, i.M. : Management Accounting, Vani Publication, Delhi.
9. Welsch Glenn A., Ronald W. Hilton and Paul N. Gordon : Budgeting, Profit Planning and Control, Prentice Hall, Delhi.

**PAPER-IV (CO- 1.1.4)**

**MARKETING MANAGEMENT**

**FM- 50**

**Time - 3 Hrs.**

**UNIT-I :**

Marketing concepts and its evolution. Nature and Scope Marketing Mix. Strategic Marketing Planning, Marketing Environment - Macro and Micro components and their impact on marketing decisions.

**UNIT-II :**

Market Segmentation and Positioning. Process of marketing segmentation. Evaluating market segmentation and target market selection. Strategies for target marketing positioning. Consumer Behaviour, Consumer Buying Motives, Buying Behaviour Model, Consumer Decision Process. Factors influencing consumer behaviour.

**UNIT-III :**

Product Decisions : concept of product and its classification. Product Mix, Product Line Major Product decisions. Branding Decisions, Packaging and Labelling, Product life cycle strategic implications. New product development Pricing Decisions.

Methods of pricing, Factors effective pricing decisions. Pricing policies and strategies, Price Vs New Price completion.

**References:**

1. Kotler, Philip and Gary Armstrong : Principles of Marketing, Prentice Hall, New Delhi.
2. Majumdar, Ramanuj : Product Management in India, Prentice Hall, New Delhi.
3. Stanton, William J., and Charles Futrell : Fundamentals of Marketing; McGraw Hill Publishing Co., New York.

**PAPER-V (CO-1.1.5)****CORPORATE LEGAL FRAMEWORK****FM- 50****Time - 3 Hrs.****UNIT-I :**

The Companies Act, 1956 (Relevant Provisions) :  
Definition; types of companies; Memorandum of Association; Articles of Association; Prospectus; Share Capital and Membership.

**UNIT-II :**

The Companies Act, 1956 (Relevant Provisions) :  
Meetings and resolutions; company management; managerial remuneration; Winding up and dissolution of companies.

The Negotiable Instruments Act, 1881 Definition; types of negotiable instruments; negotiation; Holder and holder in due course; payment in due course; Endorsement and Crossing of cheque; presentation of negotiable instruments.

**UNIT-III :**

Legal Environment for Security Market : SEBI Act, 1992- Organisation and objectives of SEBI; Powers under securities contract Regulation Act 1956 transferred to SEBI; Role of SEBI in controlling the security markets.

**References:**

1. Avadhani, V.A. : SEBI Guidelines and listing of companies; Himalaya Publishing House.
2. Ramaiya, A : Guide to Companies Act.
3. SEBI Act, 1992.
4. Securities (Contract and Regulation) Act, 1956.

**P.G.- I****SEMESTER- II****PAPER-VI (CO-1.2.6)****ADVANCED BUSINESS STATISTICS****FM- 50****Time - 3 Hrs.****UNIT-I : X<sup>2</sup> TEST, F TEST & ANOVA**

**Non Parametric Tests** : Chi-square tests; Sign tests, Wilcoxon Signed - Rank tests; Wald-Wolfowitz tests, Kruskal - Wagilis test.

**UNIT-II :**

**Experimental Designs** : Randomized Block Design; Latin Square, Factorial experiments, Partial and Multiple Correlation and Multiple Regression Analysis.

**UNIT-III :**

Interpolation and Extrapolation

**Statistical Quality Control** : Causes of variations in quality characteristics; Quality control charts purpose

and logic, Constructing a control charts computing. The control limits (X and R charts), Process under control and out of control; Warning Limits; Control charts for attributes fraction defectives and number of defects; Acceptance sampling.

#### Reference

1. Fundamentals of Statistics : S.C. Gupta, Himalaya Publication, New Delhi.
2. Statistical Method S.P. Gupta, Sultan Chand, New Delhi.
3. Statistics for Business & Economics, Hoods R.P. Macmillan, New Delhi.

### PAPER-VII (CO-1.2.7)

#### STRATEGIC MANAGEMENT

FM- 50

Time - 3 Hrs.

#### UNIT-I :

**Strategic Alliances** : Motives behind - Strategic Alliance as Growth Strategy Merits and Demerits of Strategic Options to Indian Companies - Mergers and Acquisitions - Meaning - Types of Mergers - Reasons for Merging - How to make Mergers Effective ? Acquisitions - Meaning and nature - Types - Reasons for Acquisitions - How to make Acquisition Successful ?

**Choice of Strategy** : What is strategic choice? Factors

influencing strategic choice. Approaches to strategy formulation - Intuitive - Merits and Demerits. Profit Impact Market Strategy Model - Meaning Implications - Merits and Demerits. Choice of a Strategy - Use of Programmed and Contingency Strategies - Issues confronting Contingency Strategy. Policy Vrs. Strategy Marketing Policies and Strategies - Selection of Target Market - Market Segmentation Versus Product Differentiation - How to select a Viable Marketing Strategy?

#### UNIT-II :

**Strategy Implementation** : What is Strategy Implementation ? Strategy Formulation and Strategy Implementation - Are they Inter Related ? - Reasons that make Strategy Implementation more difficult - The McKinsey 7S Model Approaches to Strategy Implementation ? Significance of Corporate Structure Inter Relation between Strategy Implementation and Strategy Formulation - Mechanism for designing organisational Structure. Strategic Business Unit - Structure - Merits and Demerits.

**Strategy Review and Evaluation** : What is strategy evaluation ? Why strategy evaluation and control? Barriers in strategic evaluation and control - How to over come these barriers ?

**UNIT-III**

**Strategic Control** : Types of Strategic Controls - Operational Control - Process of Control - Evaluation - Components - Measuring the Performance - Techniques of Strategic Evaluation and Control - Operational Control Techniques - Role of Support Systems in Evaluation and Control.

**Global Issues in Strategic Management** : Why Company wants to go global ? Fundamental Reasons- Collateral Reasons - Global Business Environment - Variables - Cultural - Economic - Legal - Global Strategic Decisions - Basic Issues in Global Business - Resource Allocation - Organisation - Plans and Policies.

**Reference**

1. Strategic Management : C.N. Sontakki ( Kalyani Publishers)
2. Business Policy and Strategic Management - Sukul Lomash & P.K. Mishra (Vikash Publishing House Pvt. Ltd.)

**PAPER-VIII (CO-1.2.8)****ACCOUNTING FOR MANAGERIAL DECISIONS****FM- 50****Time - 3 Hrs.****UNIT-I : Standard Costing and Variance Analysis :**

Standard costing as a control technique; Setting of standards and their revision; Variance analysis -

meaning and importance, kinds of variances and their uses - material, labour and overhead variances; Disposal of variances; Relevance of Variance analysis to budgeting and standard costing.

**UNIT-II : Analysing Financial Statements :**

Funds Flow Analysis, Cash flow Analysis.

**Contemporary Issues in Management Accounting:**

Value chain analysis; Activity based costing; Target and life cycle costing, cost reduction.

**UNIT-III : Productivity :**

Uniform costing, Inter-firm comparison, Business forecasting, opportunity cost, Cost Audit, Management Audit, Total Quality Management, Bench Marking Management.

**Reference :**

1. Anthony, Robert : Management Accounting, Tarapore-wala, Mumbai.
2. Barfield, Jessie, Ceily A Raiborn and Michael R. Kenney : Cost Accounting : Traditions and Innovations, South Western College Publishing, Cincinnati. Ohio.
3. Decoster, Don T. and Elden L. Schafer : Management Accounting : A Decision Emphasis, John Emphasis, John Wiley and Sons Inc., New York.

- 4 Garrison, Ray H. and Eric W. Noreen : Management Accounting, Rechar D. Irwin, Chicago.
5. Hansen, Don R. and Maryanne M. Moreen : Management Accounting, South-Western College Publishing, Cincinnati. Ohio.
6. Homgran, C.T., Gary L. Sundem, and William O. Stratton : Introduction to Management Accounting, Prentice Hall, Delhi.
7. Lall, B.M., and I.C Jain : Cost Accounting : Principles and Practice, Prentice Hall, Delhi.
8. Pandey, i.M. : Management Accounting, Vani Publication, Delhi.
- 9 Welsch Glenn A., Ronald W. Hilton and Paul N. Gordon : Budgeting, Profit Planning and Control, Prentice Hall, Delhi.

**PAPER-IX (CO-1.2.9)**  
**MARKETING MANAGEMENT**

FM- 50

Time - 3 Hrs.

**UNIT-I : Distribution Decisions :**

Concept and functions, Distribution Channel intermediaries. Channel Management decisions, factors influencing such decisions.

**Retailing** : Concept of retailing, Types of retail formats. Theories of retailing, Retail Marketing Strategies Recent trends in Retailing.

**UNIT-II : Promotion Decisions :**

Elements of Marketing Communication Process. Promotion Mix, Sales Promotion, Promotional Planning and Programmes Public relation and Publicity. Trade fairs and exhibition.

**Advertising** : Defining advertising objectives. Determining advertising budgets, media selection decisions, message designing and its testing. Evaluating advertising effectiveness.

**UNIT-III :**

**Marketing Research** : Meaning and scope of marketing research. Marketing information system, Types of marketing research, stages in marketing research process.

**Issues and Benilements in marketing** : Social, ethical and legal aspects of marketing. Government and Business interface.

New concepts of - (i) Marketing service (ii) Green marketing (iii) Cyber marketing (iv) Relationship marketing (v) Morph Marketing.

**References:**

1. Kotler, Philip and Gary Armstrong : Principles of Marketing, Prentice Hall, New Delhi.
2. Majumdar, Ramanuj : Product Management in India, Prentice Hall, New Delhi.

- Stanton, William J., and Charles Futrell : Fundamentals of Marketing; McGraw Hill Publishing Co., New York.

**PAPER-X (CO-1.2.10)****CORPORATE LEGAL FRAMEWORK****FM- 50****Time - 3 Hrs.****UNIT-I :**

MRTP Act, 1969 - Monopolistic trade practices; Restrictive trade practices; Unfair trade practices. The Consumer Protection Act, 1986 salient features : Definition of consumer; rights of consumer; Grievance redressal Machinery.

**UNIT-II :**

FEMA Act, 1999.

**UNIT-III :**

World Trade Organisation : Regulatory framework of WTO; Functions of WTO; Built in Agenda; Dispute Settlements Anti dumping; India- and WTO; TRINS AND TRIPS.

**References :**

- Avadhani, V.A. : SEBI Guidelines and listing of Companies; Himalaya Publishing House.
- Ramaiya, A : Guide to Companies Act.

- SEBI Act, 1992
- Securities (Contract and Regulation) Act, 1956.

**PAPER-XI (CO-1.2.11)****FM- 50****(Seminar)**