

વીર નર્મદ દક્ષિણ ગુજરાત યુનિવર્સિટી ,સુરત

એકાઉન્ટન્સી/કોમર્સ વિષય

એમ.ફિલ. તથા પીએચ.ડી. અભ્યાસની એન્ટ્રન્સ પરીક્ષાનો સીલેબસ એમ.કોમ.(સી.બી.સી.એસ.) નવા અભ્યાસક્રમનો પેપર ક્રમાંક ૧૦૧ થી ૧૦૩,૨૦૧ થી ૨૦૩,૩૦૧ થી ૩૦૩ અને ૪૦૧ થી ૪૦૩ મુજબ હોય જે સીલેબસ યુનિવર્સિટી વેબસાઈટ www.vnsgu.ac.in પર દર્શાવેલ છે.

VEER NARMAD SOUTH GUJARAT UNIVERSITY

M.Phil. / Ph.D. Online Entrance Exam Syllabus as per Veer Narmad South Gujarat University up to Master Degree Syllabus under the Commerce Faculty

ECONOMICS OF GROWTH, DEVELOPMENT & PLANNING PAPER - 1

1. Nature and Scope of Growth Economics - Economic growth & economic development - pre-requisites of economic growth - concept of sustainable growth.
2. Theories Of Economic Growth –classical theories
 - Prof. Adam Smith
 - Prof. Ricardo
 - Prof. Marx
3. Concept of human capital-human resources and economic development - human development index (HDI) - Non-monetary indicators of economic development.
4. Market economy and planning - price mechanism Vs. planned economy - Globalisation - Liberalisation and role of state - WTO and India.

PUBLIC FINANCE AND SOCIAL WELFARE PAPER - 1

1. Nature And Scope Of public Finance:
Meaning - scope & importance of the study of public finance - distinction between private & public finance - public goods Vs. private goods.
2. Principles Of best System Of public Finance:
Principle of maximum social advantage-criticism-norms of social welfare(i.e. objective criteria)-Musgrave's approach- government's role and performance in India's mixed economy.
3. Public expenditure:
Meaning & nature of public expenditure- classification of public Expenditure – growth of public expenditure -Wagner's law of increasing state activities-comparison between private & public expenditure.
4. Public Debt:
Meaning & classification of debts- importance of public debt – public debt & India

MANAGEMENT THEORY & PRACTICE PAPER – 1

1. An overview of the historical context of today's management thinking (Different Theories in the history is to be studied with reference to modern management thinking. Any of these theories is not to be set in the question paper as an independent question.
2. Basic understanding of Culture & Power.

3. Knowledge Management – Introduction-Definition of knowledge management- Importance of Knowledge management- Process of knowledge management- successful measurement of knowledge management.
4. Performance Appraisal and Maintaining Human Resources- Introduction, importance of performance appraisal- Definition of performance appraisal- Objective of performance appraisal- Who will appraisal- Performance Appraisal Process—Methods of Performance Appraisal- Overcoming Performance Appraisal problem- Essential characteristics of an Effective system- Limitation of Performance Appraisal- Maintaining of Human Resource- Compensation – Fringe Benefits- Types of Fringe benefits- Career Planning and Career Development.
5. Case Study (Cases are to be framed from the above mentioned Topics.)

ADVERTISEMENT AND SALES MANAGEMENT PAPER - 1

Unit I: Advertising:

Definition, Nature of advertising, Advertising as a tool of marketing, Advertising effects economic and social, Advertising as a powerful tool for consumer welfare, Role of advertising in modern business, Advertising objective and advertising budgets: allocation of advertising budget and budget appropriation.

Unit II: Advertising Media:

Print media, Broadcasting media, Non-media advertising, media planning and scheduling, Advertising on internet, Media selection decisions. Types of advertising: National local & Global. Consumer product, Industrial Product & service product advertising, Institutional, corporate, public relations, Public service, & financial advertising, sensational and glamorous financial advertising.

Unit III: Selling:

Concept, Objectives, scope and Functions of Sales Management, Fundamentals of selling, Selling Process, Salesmanship, Product and customer knowledge. Difference between salesmanship, sales management & personel selling.

Unit IV:

Sales Planning: Importance and Types of sales planning, Sales planning process, Forecasting, Determining sales territories, Sales quota and Sales Budget. Objectives, principles & uses of sales Budget.

ECONOMICS OF GROWTH, DEVELOPMENT & PLANNING PAPER - 2

1. Nature, Scope And Limitations of Growth Models:
 - Some important growth models
 - Prof. Schumpeter
 - Prof. Harrod - Domar
2. Growth Models For Under Developed Countries
 - Prof. Lewis
 - Prof. Libenstein
 - Prof. Regnar Nurkse
3. Balanced And Unbalanced Growth Theory For Underdeveloped Countries Big push theory Of Rosenstein Rodan
Hirschman's theory of unbalanced growth
Rostow's stages of economic growth
4. Techniques of planning - capital output ratio & its uses – input-output technique – project evaluation & cost benefit ratio (analysis).
5. Lelontif model (assumption, simple example at 3*3 matrix, technological matrix)

PUBLIC FINANCE AND SOCIAL WELFARE PAPER - 2

1. **Public revenue:-**
Types of revenues –sources of public revenue-taxation-meaning & base of a tax – canons of taxation-effects of taxation-An ideal tax system
2. **Classification of Taxes:-**
Single Vs. multiple tax system- progressive, proportional, regressive and digressive tax system, Direct Vs. indirect Taxes – Value Added Tax(VAT) – forms of VAT – Expenditure tax- Capital gain tax-taxable capacity
3. **Public Budget:-**
Meaning & types of budget- Economic & functional classification of budget – zero base budgeting – balanced budget- central budget of India
4. **Deficit Planning & Fiscal Policy:-**
Meaning & types of deficit financing- rational behind deficit financing – dangers of deficit financing-Deficit finance and India – Fiscal policy- objectives of Fiscal policy in developed & developing countries- Limitations of Fiscal policy- Recent Fiscal measures/Reforms in India.

MANAGEMENT THEORY & PRACTICE PAPER - 2

1. Managing Change : The basic change process- resistance to change (Individual and organizational)
2. Building Effective Teams : Team and Network – Internal and External Dynamics.
3. Conflict Management: Nature of Conflict- Changing views of Conflict Functional and Dysfunctional conflict- Conflict Process-Conflict Levels- Transactional Analysis- Conflict Resolutions – Managerial implications.
4. Management by Confidence- Meaning- Characteristic- Tools of confidence- Process of confidence- Effectiveness factors- Merits and Demerits of Confidence- Guidance of principal.
5. Introduction to following Concepts : Core competence-Total Quality Management- Empowerment- Business process Re-engineering (BRP) – Enterprise Resource Planning (ERP) – Cyber cope- Value Stream Management-Vision & Mission.
6. Case Study (Case are to be framed from the above mentioned Topic.)

ADVERTISEMENT AND SALES MANAGEMENT PAPER - 2

- Unit-I:** Message design and development, Communication Objectives, Copy Development, Types of appeal, Copy testing. Ethics in Advertising - Self control, Control by consumer, Control by Govt.
- Unit-II:** Measuring advertising effectiveness. Selection of Advertising Agency, Functions of Advertising Agency, Managing advertising agency and client relationship. Techniques for measuring advertising effectiveness and promotional scene in India. Agency Compensation
- Unit-III:** Sales Organization: Setting up sales organization; Planning process, principles of determining sales of organization.
- Unit-IV:** Sales force management: Estimating manpower requirements for sales department, Planning for manpower recruitment and selection, training and development, placement and induction, motivating sales force, leading the sales force. Compensation and promotion policies. Sales meeting and contest.
- Unit-V:** Control process: Analysis of sales volume, Costs and profitability. Managing expenses of sales personnel, Evaluating sales fore performance. Sales Analysis by

territories, sales analysis by Sales representatives, sales analysis by product- line, sales analysis by customer.

ORGANISED MARKET PAPER-1

1. Marketing system & environment
 - (A) Nature of marketing system, the system approach to marketing environment.
 - (B) Meaning, Characteristics, types and functions of information technology
 - (C) Impact of information technology on organized markets.
2. Management of Commodity Exchange
Meaning, Objectives, Management of Commodity exchanges, characteristics of the commodities traded in the organized commodity, exchanges, methods of trading & settlement, recent development in commodity markets in India.
Market Functionaries :
Brokers and jobbers, separators – bulls & Bears Types of forward contracts & transferable delivery contracts hedge contracts and specification
Merits & limitations of holding, difference between hedging and Insurance.
Speculative :
Meaning, Characteristics and types of speculation speculators.
Speculative transaction
Option trading straddle, malpractices such as cornering, arbitrage, rigging, short sales and its regulations, advantages and disadvantages of speculation.
3. Stock Exchanges
Meaning, characteristics, objectives, management of listing of securities methods of transactions, cash & forward transactions, future trading, speculative transaction option trading, arbitrage, margin trading, methods of trading and settlement and clearing house.
Difference between investor and speculator, roll of stock exchanges in economic development, Impact of liberalization on Indian stock exchanges
4. Working of different stock exchanges
 - (A) Bombay stock exchange & over the counter exchange (OTC) their organization, objectives, management & membership.
 - (B) Self-regulation of stock exchanges under the provision of the securities contract regulation act, 1956. Regulations of S.E.B.I., Functions and evaluations of S.E.B.I.

FINANCIAL MANAGEMENT PAPER - 1

(1) INDIAN FINANCIAL SYSTEM

Finance function
Financial Management and its objectives
Indian financial system and its functions
Some Aspects of financial Management Environment
Regulatory framework , IMF, World Bank, ADB

(2) Swaps

Meaning of Swaps and its categories, types of
Currency and interest swaps with examples.

(3) RISK MANAGEMENT

Introduction to Risk
Risk Management, Nature, Development, Scope, Definition, Objectives
Personal V/s Corporate Risk Management,
Corporate Risk Objectives, Attitude and Philosophy,
Risk Management Organisation and Role of Risk Manager
Risk Management Process

(4) FINANCIAL INTERMEDIARIES

Financial intermediaries in India:-

- (a) Reserve Bank of India
- (b) Commercial Banks
- (c) Term lending Institutions

Non-bank financial intermediaries

- (a) Insurance Corporations
- (c) Post offices
- (e) Investment Companies
- (g) Leasing finance companies
- (i) Venture capital funds

- (b) Unit Trust of India
- (d) providens funds
- (f) Hire purchase finance companies
- (h) Housing finance companies
- (j) N.R.I. funds

Financial Market

Instruments of Money Market:-

- (a) Call Money
- (c) Commercial Bills
- (e) Commercial

- (b) Treasury Bills
- (d) Certificates of Deposits

paper Stock Market

Instruments of Capital Market:-

- (a) Gilt edged securities
- (b) Equity shares
- (c) Preference shares
- (d) Debenture
- (e) Public Deposits

(5) RAISING FINANCE

Methods of capital issues

- (a) Public issue
- (b) Right issue
- (c) Private issue
- (d) Book building
- (e) Bonus share
- (f) Term loan, Term loan procedure

(6) WORKING CAPITAL MANAGEMENT - I

Meaning-types-components of working capital

Meaning of working capital management

Case management

Meaning & objectives of cash management

Factors Affecting cash Requirements

The different Aspects of cash management

(i) planning of cash flow

-Case budget

-Long term cash forecasting

(ii) Reports for controls

(iii) Managing cash flows including E-cash via NEFT & RTGS

(iv) Determining the optimum cash Balance

(v) Options and strategies for investing surplus funds.

(7) WORKING CAPITAL MANAGEMENT-II

Management of Receivables

Objectives of Maintaining Receivables, Costs of credit sales, Terms of payments, Credit policy variables or Ingredients

- (a) Credit standards.
- (b) Credit Period
- (c) Cash Discount
- (d) Collection

Policy Credit Evaluation, Credit Sanctioning Decision,

Control on Receivables Techniques

(8) WORKING CAPITAL MANAGEMENT-III

Management of inventory, The need for maintaining inventory

Objective of inventory management

Techniques of inventory control

(i) Economic Ordering Quantity

(ii) Reordering point

(iii) ABC Analysis

STRATEGIC MANAGEMENT PAPER - 1

Unit-1 Strategy and Strategic Management:

- i. Definition and Characteristics of Strategy
- ii. Definition, Characteristics and Process of Strategic Management
- iii. Levels of strategy (functional level, SBU level, corporate level, global level) and examples of strategies of companies

Unit-2 Environmental Analysis and SWOT Analysis

- i. Concept of environmental analysis
- ii. Organisational Appraisal (meaning and process)
- iii. Components of environmental analysis
- iv. SWOT Analysis

Unit-3 Global Issues in Strategic Management

- i. Modes of entry in global market (licensing, franchising, FDI, joint ventures, EPC and Trunk Contracts)
- ii. Concerns related to global issues in strategic management

Unit-4 Assessing Corporate capabilities and resources.

- i. Resource based view.
- ii. Corporate capabilities.
- iii. Establishing and sustaining a competitive advantage
- iv. the value chain Analysis
- v. resource audit and utilization..
- vi. Business process re engineering.

ORGANISED MARKET PAPER-2

- (1) Regulated Markets
Their origin, objectives, merits and limitations, market committee and its function, Market functionaries, standardization and grading – their meaning, merits and demerits, role of co-operative marketing societies in regulated markets, recent trends in regulated markets.
- (2) Depository system in India
Depository and Dematerialization, benefits of the depository the national securities Depository Ltd. (N.S.D.L.), Central Depository.
- (3) Guidelines for Investors
Factors affecting prices of securities, Market Indicators, Fundamental analysis and Technical Analysis – credit Rating by different agencies, role of mutual funds.
- (4) Money Markets
Meaning, Importance and characteristics of well developed money market, characteristics of Indian Money Market – Organized and unorganized sector, different types of credit instruments.
- (5) Foreign Exchange Markets
Government policy regarding the exchange rates, dealers in foreign exchange, factors affecting exchange rate.
- (6) Impact of International trade development organization
(A) W.T.O. (B) N.A.S.D.A.Q. (C) European Union (D) New York stock exchange

FINANCIAL MANAGEMENT PAPER - 2

(1) CORPORATE RESTRUCTURING-I

Forms of corporate Restructuring

(A) Devices of acquisitions or expansion

- (i) Merger - Types, Reasons, Cost and Benefits of Merger
- (ii) Purchase of a division / Unit
- (iii) Takeover – Types, Regulation of Takeover, Guidelines of SEBI

- (iv) Advantages and Disadvantages of merger, Absorption, Purchasing and Takeover.
- (v) Defensive Measures Against Hostile Takeover
- (2) CORPORATE RESTRUCTURING-II**
 - (A) Forms of sell offs – Divestitures, Spin offs, Split ups
 - (B) Changes in Ownership and control - Going public, Privatization, Leveraged Buy outs, Buyback of shares, Joint ventures
- (3) LEASE FINANCE**
 - Lease financing – Meaning, Characteristics, Types, Advantages & Disadvantages
 - Difference between financial lease & operating lease Mechanics of Leasing, Lease buy decision an evaluation, Hire purchase finance
- (4) ANALYSIS OF FINANCIAL PERFORMANCE**
 - Objectives of financial Analysis and interpretation
 - Methods of Analysing Financial statements
 - (i) Ratio Analysis
 - (ii) Comparative Analysis
 - (iii) DU point Analysis
 - Leverage**
 - Types of Leverage**
 - (A) **Operating Leverage**
 - Meaning, Definition, Sensitivity of operating profit, Utilities of operating leverage
 - (B) **Financial Leverage**
 - Meaning, Effects, Financial Break Even Point, Degree of changer in EBIT on DFL
 - Utilities of financial leverage, Advantages and limitations
 - Essential conciliations for financial leverage
 - (C) **Combined leverage or Total leverage**
 - Degree of combined leverage, Sensitivity of EPS to changes in sales volume, Utilities of Combined leverage
- (5) INTANGIBLE INTENSIVE COMPANIES**
 - Characterisation or features of Intangible Assets or Intangible – Intensive Firms.
 - Implications for Financial Management
 - Types of Intangible Assets and Approaches to valuation
 - The Economic Approach to Valuation
 - Infosys Technologies : An examplar Intangible Intensive Company
- (6) International Financial Management, Role of FPI in India.
- (7) INFLATION, RECESSION AND FINANCIAL MANAGEMENT**
 - (A) **Inflation** - Meaning, Definition, Effects on financial management and its Remedies
 - (B) **Recession** - Meaning, Definition, Effects on financial management and its Remedies
- (8) HYBRID FINANCING & CORPORATE GOVERNANCE**
 - (A) **Hybrid financing (General Concept)**
 - Basic, Sources of financing :
 - (a) Preference Capital
 - (b) Features of warrants and convertible debentures
 - (c) Valuations of warrants
 - (d) Valuation of compulsorily convertible debentures
 - (e) Valuation of optionally convertible debentures
 - (f) Motives for issuing warrants convertible debentures
 - (g) Innovative hybrids.
 - (B) **Corporate Governance (General Concept)**
 - Basic, Organization of corporate governance :-
 - (a) Divergence of interest

V / - / -

- (b) Devices for containing agency costs
- (c) Corporate governance in industrially developed world
- (d) Corporate governance in India
- (e) Reforming Corporate governance
- (f) Legal provisions and SEBI code
- (g) Executive Compensation
- (h) Employee Stock option scheme

STRATEGIC MANAGEMENT PAPER - 2

Unit-1 Strategy Formulation:

- i. Meaning of strategy formulation, Process of establishing objectives
- ii. Types of strategies (stability, expansion, retrenchment, combination, reengineering, e-engineering)
- iii. Process of strategy formulation

Unit-2 Strategy Implementation

- i. Aspects of strategy implementation; concept, approaches and bases of resources allocation
- ii. Process and problems of strategy implementation

Unit-3 Functional Strategies:

- i. Meaning of Functional Strategies
- ii. Contents of Financial (Sources of Funds, Usage of Funds & Management of earnings), Marketing (4 Ps), Operating (make or buy, inventory level, quality control, cost cutting) and Personnel Strategies (Recruitment, Development, Appraisal/Promotion, Motivation, Retirement)

Unit-4 Strategy Evaluation

- i. Concept of strategy evaluation
- ii. Strategic and Operational control (meaning and difference)
Techniques of Strategic {(Strategic Momentum Control – responsibility control centers, key success factors, common strategic approach) and (Strategic Leap Control – issue management, strategic field analysis, systems modeling, scenario)} and Operational evaluation and control {(Internal Analysis – value chain analysis, quantitative analysis, qualitative analysis), (Comparative Analysis – industrial standards, benchmark) and (Overall Analysis – Balanced Score Card, Key factor analysis)}

Ph. D. Entrance Examination

Syllabus: Research Methodology

Subject: PH.D IN COMMERCE / ACCOUNTANCY / STATISTICS / ECONOMICS / BANKING -

Introduction to Research: Meaning and importance of Research, Types of Research, Research Design and Stages, Selection and Formulation of Research Problem, Objective(s), Meaning and Types of Hypotheses, Formulation of Hypotheses, Research Plan –Exploration, Description, Diagnosis, Experimentation, Determining Experimental and Sample Design.

Data Collection: Sources of Data –Primary and Secondary, Types of Data –Categorical (nominal and ordinal), Numerical (discrete, continuous, ratio and interval)

Methods of Data Collection: Survey, Interviews, Focus Group Discussion (FGD), Observation, Records or Experimental Observations.

Data Processing and Analysis: Data Processing and Analysis strategies-Graphical representation –Descriptive Analysis –Inferential Analysis-Correlation analysis, and testing of Hypothesis

Statistical Graphics –Histograms, Frequency Polygon, Dotplots, Stemplots, Bar Graphs, Pareto Charts, Pie Charts, Scatterplots, Boxplots

Descriptive Analysis –Frequency Distributions, Measures of Central Tendency, Measures of Variation/Dispersion, Skewness and Kurtosis, Measures of Relative Standing Qualitative Approaches Including Grounded Theory, Ethnography, Narrative Inquiry, Phenomenology and Case-Study.

Scientific Writing: Structure and Components of Scientific Reports –Types of Report – Technical Reports and Thesis –Significance –Different steps in the preparation –Layout, Structure and Language of Typical Reports–Illustrations and Tables –Bibliography, Referencing and Foot Notes. Preparation of the Project Proposal–Title, Abstract, Introduction –Rationale, Objectives, Methodology –Time frame and Work Plan –Budget and Justification –References.

Research Ethics: Research Ethics Committees/Institutional Review Board –Roles and Importance Intellectual Property rights–Commercialization, Royalty Reproduction of Published Material –Citation and Acknowledgement, Plagiarism