
**UNIVERSITY CENTRE FOR DISTANCE LEARNING
CHAUDHARY DEVI LAL UNIVERSITY, SIRSA**

Master of Commerce (M.Com.)

2-Year Course

SYLLABUS

**FIRST
SEMESTER
PAPERS**

MC: 101
MANAGEMENT PROCESS AND ORGANIZATION BEHAVIOUR

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Meaning, nature and scope of management; Management thoughts; Approaches to management: Scientific process, Decisions theory school, Quantitative and system school, Contingency theory of management; Managerial skills; Social responsibility of managers.

UNIT-II

Managerial Functions: Planning - concepts significance, types; Organizing – concept principles, types of organizations, authority responsibility, power, delegation, decentralization, Staffing; Directing (Leading, Motivating and Communicating); Coordinating; controlling, process and techniques.

UNIT-III

Organizational Behaviour: concepts, determinants, challenges and opportunities of OB; contributing disciplines to the OB; Organizational culture and climate; Factors affecting OB; Understanding and managing individual behaviour, Personality, Perception, Values, Attitudes and Learning.

UNIT-IV

Understanding and managing group behaviour: Interpersonal and group dynamics; Transactional Analysis; Applications of Emotional Intelligence in organizations. Communication: process, models of communication, issues in organizational communication. Organizational Change; to analyse the major concepts of organizational behaviour in business Organizational Development; Conflict Management and Stress Management.

RECOMMENDED READINGS:

1. Robbins; S.P., *Organizational Behaviour* (13th edition), Prentice Hall of India Pvt. Ltd., New Delhi.
2. Luthans, Fred, *Organizational Behaviour*, 11th Edition, McGraw Hill International, New York.
3. Robins S.P., *Organizational Theory: Structure Design and Application*, 3rd ed., Prentice Hall of India Pvt. Ltd..
4. Newstrom, John W. and Keith Devis, *Organizational Behavior: Human Behavior at Work*, Tata McGraw Hill, New Delhi.
5. Ivancevich : John and Micheeol T. Matheson : *Organisational Behaviour and Management*, Tata McGraw Hill, New Delhi.
6. Hersey, Paul. Kenneth H. Blanchard and Dewey E Johnson: *Management of Organizational Behaviour, Utilizing Human Resources*, Prentice Hall, New Delhi.

MC: 102
BUSINESS ENVIRONMENT

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Environment Concept and Analyses: Internal and External environment, micro and macro environment; Global business environment; Environmental scanning; Economic systems.

UNIT-II

Macroeconomic indicators; New Industrial policy resolution, 1991 and latest resolution in this policy; Fiscal and Monetary policy and their Function and impact on markets; Recent economic reforms in India; Privatization in India

UNIT-III

Types and concept of environment: economic, technological, political and government, Demographic, social and legal framework for business (Consumer protection Act, Competition Act, FEMA and environmental protection Act); Financial environment: financial system, stock market operations and regulations (SEBI).

UNIT-IV

Industrial labour environment and trade unions in India; Globalization: Opportunities and challenges for MNCs in India; Foreign investment in India; Trends in global trade and economic integration; Contemporary Issues: trade and climate change, trade and food security, trade and finance, trade Geopolitics and sustainable development.

RECOMMENDED READINGS:

1. Faisal Ahmed and M. AbsarAlam. Business Environment: Indian and Global Perspective, PHI, New Delhi.
2. Cherunilam, Francis, *Business Environment*, Himalya Publishing House.
3. Misra, S.K. &Puri, V.K., *Indian Economy*, Himalya Publishing House.
4. AswathThapa, K., *Business Environment*, Excel Books.
5. Bedi S.K., *Business Environment*, Excel Books.
6. Paul Jastin, *Business Environment*, Tata McGraw Hill.
7. Economic Survey, Govt. of India.

MC: 103
ECONOMIC ANALYSIS

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT –I

Economic issues and concepts; Government and the market; Success and failure of market and role of Government; Demand and supply Analysis and Application, Elasticity of demand and Supply; Consumer choice: Marginal Utility and Indifferent Theories.

UNIT –II

Analysis of production and cost structure of firm; Markets for inputs: Demand and supply of inputs; Labour markets; Capital, investment, and new technology; Market structure Analysis: Perfect Competition, Monopoly, imperfect Competition and oligopoly.

UNIT –III

Macro Economic Issues and Measurement: Macro Economic Instability - Aggregate demand & Aggregate Supply; Basic Model of Determination of GDP in short run; GDP and Price Level in Short run and long run.

UNIT –IV

Macro economy policies: Fiscal Policy; Macro Economic Policy in Open Economy; The role of money in Macro economics and monetary policy; Global Economic Issues: Inflation, Unemployment and International Trade.

RECOMMENDED READINGS :

1. Lipsey& Chrystal, “Economics”, Oxford, Twelfth Edition.
2. Samuelson & Nordhaus, “Economics”, Tata McGraw- Hill, Seventeenth Edition.
3. Robert J. Carbaugh, “Contemporary Economics: An Application Approach”, South- Western THOMSON Learning, Wall Street Journal Edition (Second).
4. Willam J. Baumol & Alan S. Blinder, “ Economics: Principles and Policy”, THOMSON South- Western , Ninth Edition.
5. SenAnindya, *Micro-Economics: Theory and Applications*, Oxford University Press, New Delhi, .

MC: 104

FINANCIAL ACCOUNTING AND REPORTING

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks:70

UNIT-I

Introduction to Accounting: Meaning, nature and scope, branches of accounting; Generally accepted accounting principles (GAAP); Demand and supply of financial statement information: Parties demanding financial statement information, Conflicts among parties, factors affecting demand for financial statement information.

UNIT-II

Accounting Cycle: Business transactions and source documents, Analyzing transactions, Journalizing and posting transactions, preparing a trial balance, adjusted trial balance and preparation of financial statements of trading concerns.

UNIT-III

The conceptual framework of financial Statements: purpose of the framework, scope and coverage, Qualitative characteristics of financial statements, Concept of capital and capital maintenance. Performa financial statements of corporate entities. Significance of notes to financial statements and accounting policies. Other financial reports: Auditor’s report, Directors report and corporate governance report.

UNIT-IV

Quality of earnings: Window dressing, Creative financial practices, impact of extraordinary items, Quality of disclosure in reported earnings. Financial Distress: meaning, indicators, models of distress prediction.

RECOMMENDED READINGS:

1. Foster, George, Financial Statement Analysis, Pearson Education Incl., Second Edition.
2. Gupta, R.L. and Radhaswamy, M., Advanced Accountancy Sultan Chand & Sons, New Delhi.
3. Shukla, M.C., Grewal, T.S. and Gupta, S.C., Advanced Accounts, S. Chand & Company, New Delhi.
4. Anthony R.N., D.F. Hawkins and K.A. Merchant, *Accounting: Text and Cases*, McGraw Hill.
5. Jawahar Lal, Accounting Theory and Practice, Himalaya Publishing House.

MC: 105
BUSINESS STATISTICS

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Introduction to statistics: Descriptive statistics: Measures of Central tendency and Dispersion; Multiple regression and correlation: Linear regression equation, Regression equation in terms of simple correlation; coefficients; Reliability of the estimate; Multiple Correlation; Partial Correlation.

UNIT-II

Probability: Concept of probability; Approaches to probability; Conditional probability; Additive and Multiplicative Laws; Baye's Theorem; Probability Distributions: Binomial, Poisson and Normal, and their characteristics and applications; Sampling methods: Probability and non-probability, Sampling and non-sampling errors; Sampling Distributions; Central Limit theorem; Statistical estimation: point and interval.

UNIT-III

Inferential Statistics: Test of Hypotheses-formulation of hypothesis and errors in hypothesis testing; Parametric Tests: Z, t and F-test, ANOVA (one-way); Non-parametric tests: Chi-square, Mann-Whitney test, Krusal Wallis test, Wilcoxon signed rank test.

UNIT-IV

Statistical Quality Control: Types of Control charts: Control chart for Variable - X and R-Chart and Control chart for attribute – percentage defectives, fraction defectives and no. of defects; Index numbers: Methods for construction of index numbers, Application of index numbers, problems of index numbers construction. Time Series Analysis: Models of time series analysis- additive and multiplicative; Methods of constructing seasonal index; Adjusting time series data for seasonal variations, Estimation of seasonal variations.

RECOMMENDED READINGS:

1. Heinz, Kohler: Statistics for Business & Economics, Harper Collins.
2. Hien, L.W: Quantitative approach to Managerial decisions, Prentice Hall, India, Delhi.
3. Lawrence B.Morse: Statistics for Business & Economics, Harper Collins.
4. Levin, Richard I and David S Rubin: Statistics for Management, Prentice Hall of India, Delhi.
5. Sharma, J.K.: Business Stistics, Pearson Education (Second Edition), New Delhi.
6. Hooda, R.P: Statistics for Business and Economics, Macmillan India Ltd. New Delhi.

MC: 106
COMPUTER APPLICATIONS IN BUSINESS AND CYBER SECURITY

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time : 3 Hours

Max. Marks: 70

UNIT- I

Computer Hardware: computer system as information processing system; Computer system differences- types of computer systems, input devices, output devices, storage devices; Personal computers: PC and its main components, hardware configuration, factors influencing PC performance and PC as a virtual office; Modern Information Technology: Basic idea of Local Area Networks (LAN) and Wide Area Networks (WAN); E-mail; Internet technologies, access devices, concept of a World Wide Web and Internet browsing; Multimedia.

UNIT- II

Introduction to Operating systems: Software needs operating systems, application software's, programming languages; DOS; Windows – latest developments. MS Office; Introduction of SPSS.

UNIT-III

Introduction to internet security: secure transactions, computer monitoring, and types of security threats or crimes; Corporate e-mail privacy: security for internet trading, electronic security challenges, internet security practices, security protocols, cryptography and authentication, firewalls, encryption techniques, biometric security.

UNIT-IV

Introduction of Cyber Laws: IT Act 2000, various provisions of IT Act, regulation of certifying authorities, digital signature certificates, duties of subscribers, penalties and adjudication, the cyber regulations appellate tribunal, offences, miscellaneous provisions, latest amendments in IT act 2000; World scenario of cyber laws: Law relating to cyber crimes, hacking, web vandals, cyber fraud and cheating, e-mail spamming, cyber pornography, inappropriate web linking practices, domain name disputes, copy right protection in cyber world, software piracy, software patents, protection of cyber consumer in India, and CPA1985, cyber contracts and Indian contract act.

RECOMMENDED READINGS :

1. Ahmad, F., *Cyber law in India*, Pioneer Books, and New Era Law Publication.
2. Bakshi and Suri, *Cyber and E- commerce Law*, Bharta Publishing House, New Delhi.
3. Sharma,V., *Hand Book Of Cyber Laws*, Macmillan Publication.
4. Singh, Y., *Cyber Laws*, Universal Law Publishing Co.
5. Mansfield, Ron: *The Compact Guide to Microsoft office*; BPB publication, Delhi.
6. Norton, peter: *Working with IBM-PC*,BPB Publications Delhi.
7. O'Brian, J.A: *Management Information Systems*, Tata McGraw Hill, New Delhi.
8. Greenstein &Feinman, *Electronic Commerce- Security, Risk Management and Control*, Tata McGraw Hill.

SECOND SEMESTER PAPERS

MC: 201
INTERNATIONAL BUSINESS

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT- I

International Business: Importance, nature and scope; Management of international business operations – complexities and issues; IT and international business; India's involvement in International Business; Factors affecting International Business: Social and Cultural, Economic, Political, Legal and technological advancement; Globalization - Features and Components, Advantages and Disadvantages.

UNIT- II

Theories of international trade: Classical and modern theories of international trade; Modes of entry into International Business: Exporting, Licensing, Franchising, Contract Manufacturing, Trunk projects, Foreign Direct Investments and Joint Ventures.

UNIT- III

Multinationals (MNCs) in International Business: Issue in investment, technology transfer, pricing and regulations; International collaborations and strategic alliances. Trade barriers: tariff and non-tariff barriers, optimal tariff; Balance of payments; Exchange rate determination.

UNIT- IV

International Economic Institutions: WTO, IMF, World Bank. WTO and India; Regional Economic Integration; Theory of customs union: Partial and General Equilibrium analysis; Emerging markets: BRICS and ASEAN.

RECOMMENDED READINGS:

1. Danoes, John D. Radebaugh, Lee H., and Daniel P. Sullivan *International Business: Environment and Operations*, Prentice Hall.
2. Czinkota, Ronkainen and Moffett, *International Business*, Cengage Learning, 7thed.
3. Griffin, Ricky W. and Pustay, Michael W, *International Business: A Managerial Perspective*, Prentice Hall.
4. Hill, Charles, W.L., *International Business*, McGraw Hill Company, New York,.
5. P. SubbaRao, *International Business*, Himalaya Publishing House.
6. Sharan, V. *International Business, concept, Environment and Strategy*, Pearson Education.
- 7.

MC: 202
FINANCIAL MANAGEMENT

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Financial Management: meaning, objectives and scope; types of financial decisions, risk-return framework for financial decision –making; Time value of money; Capital Budgeting Decisions:

nature, importance and types of investment decision; techniques of evaluating capital budgeting decisions, risk analysis in capital budgeting.

UNIT-II

Capital Structure Decisions: optimum capital structure; theories of capital structure; factors determining capital structure. Sources of long term and short term finance. Cost of Capital: concept and importance; computations of cost of various sources of finance; weighted average cost of capital.

UNIT-III

Working Capital Management: Concept and types of working capital; operating cycle, determinants of working capital, estimation of working capital requirement; working capital policy; Management of cash, accounts receivables and inventories; financing working capital.

UNIT-IV

Dividend Policy: Dividend and its forms, theories of dividend policy and their impact on the value of a firm; types of dividend policy; Corporate Restructuring: Types of business combinations, motives of mergers and acquisitions, valuation of mergers and acquisitions.

RECOMMENDED READINGS:

1. Van Horne, James C., *Financial Management and Policy*, Prentice Hall of India.
2. Pandey I. M., *Financial Management*, Vikas Publishing.
3. Damodaran, A., *Corporate Finance: Theory and Practice*, John Wiley & Sons.
4. Hampton, John. *Financial Decision Making*, Englewood Cliffs, Prentice Hall Inc.
5. Khan, M.Y. & Jain, P.K., *Financial Management*, McGraw Hill.

MC-203

Marketing Management

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time : 3 Hours

Max. Marks: 70

Unit-I

Nature, Scope and concept of marketing, corporate orientations towards the marketplace; Marketing Mix; Marketing Environment and Environment scanning; Marketing information system and Marketing research; Understanding consumer and industrial markets; Market segmentation, Targeting and Positioning.

Unit-II

Product decisions: product concept, classification of products, product mix, product life cycle, new product development, branding packaging and labelling decisions; Pricing Decisions: significance of price, factors affecting pricing decisions, procedure of setting price, pricing methods, pricing policies and strategies.

Unit-III

Distribution channels and Logistics management: nature, types and role of intermediaries, factors influencing the channel selection, intensity of market coverage; Channel behaviour and Organization: conflict management, vertical marketing system, horizontal marketing system, hybrid marketing system; Logistics management: objectives and major decisions areas of logistics.

Promotional and communication decisions: promotion as communication, elements of promotion mix, factors influencing promotion mix, role of advertising, sales promotion, personal selling and public relations

Unit-IV

Holistic marketing for the long run: Trends in marketing practices, Internal marketing, Socially responsible marketing, Marketing implementation and control; New issues in marketing- Globalization, Consumerism, Green marketing, Direct marketing, Network marketing, Event marketing, Rural marketing, Ethics in marketing.

RECOMMENDED READINGS:

- 1.Kotler, Philip & Armstrong, G., Principles of Marketing.
- 2.Kotler Philip, Marketing Management.
- 3.Perreault, William D. & McCarthy, Jr. E. Jerome, Basic Marketing.
- 4.Czinkota&Kotabe, Marketing Management.
- 4.Ramaswamy, V. S. & Namakumari, S., Marketing Management: Planning, Control.
- 5.Kotler, Lane and Keller., Marketing Management, 14th edition.
- 7.RajanSaxena, Marketing Management.
- 8.R.Srinivas, Case Studies in Marketing - Indian context.
9. Stanton, Fundamentals of Marketing.
- 10.Bovee and John Thill, Marketing.

MC: 204

HUMAN RESOURCE MANAGEMENT

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Introduction : Concept, Nature, Scope, Objective and Importance of Human Resource Management; Evolution of Human Resource Management; Environment of Human Resource Management; Personnel Management vs. Human Resource Management : Role of Human Resource Practitioners.

UNIT-II

Acquisition of Human Resources : Human Resource Planning Recruitment-source and process; SelectionProcess tests and interviews: Job Analysis Job Description and job Specification. Placement and induction; Job Changes-transfer promotion, demotion. Separation.

UNIT-III

Training and Development : Concept and Importance of Training, Types of Training, Methods of Training Design of Training Programmes, Evaluation of Training Effectiveness; Executive Development-Process and Techniques;; Career Planning and Development.

UNIT-IV

Performed Appraisal : Concept and Objectives: Job Evaluation-Concept, Process and Significance: of employee welfare health and safety social security.

Compensation : Aims and Components of Employee Remuneration Maintenance Overview of employee welfare, health and safety social security.

RECOMMENDED READINGS:

1. Aswathappa, K., *Human Resource and Personnel Management*, Tata McGraw Hill.
2. Dessler, G., *Human Resource Management*, Pearson Education.
3. Venkatesh, D.N. & Jyothi P., *Human Resource Management*, Oxford University Press.
4. Bohlander, G. & Snell, S., *Human Resource Management*, Cengage Learning.
5. Patnayak, B., *Human Resource Management*, PHI Learning.
6. Rao, V.S.P., *Human Resource Management*, Excel Books.
7. Cascio, W.Y., *Managing Human Resources*, Irwin-McGraw Hill.

MC: 205
MANAGEMENT AND COST ACCOUNTING

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT- I

Management Accounting-Nature, Functions, Objectives and Scope; Financial Accounting vs. Cost Accounting vs. Management Accounting; Role and Responsibilities of Management Accountant in a Business Organization.

Cost Accounting: Meaning, cost concepts and classifications.

UNIT- II

Budgetary Control: Definition; Installation of the System; Classification of the Budgets; Behavioral aspects of Budgeting. Standard Costing and Variance Analysis: Concept; Setting of Standards; Analysis of different types of material, labour, overhead and sales variances.

UNIT- III

Marginal Costing and Break even analysis: Cost – Volume- Profit Analysis; Different types of Break-even Points and Charts; Application of Marginal costing to managerial decision making.

UNIT- IV

Responsibility Accounting: Concept and significance; Organizational structure and Decentralization; cost and benefits of decentralization; Responsibility Centers: Cost Centre, Revenue centre, Profit centre and Investment centre; Transfer pricing; Alternative Transfer Pricing Methods. Divisional Performance Measurement: Return on Investment; Residual Income; Economic Value Added and Return on Sales; Non – Financial Performance measures; Balanced Scorecard.

RECOMMENDED READINGS :

1. Anthony A. Atkinson,, Robert S. Kaplan– Advanced Management Accounting – Prentice Hall of India, N. Delhi.
2. Charles T. Horngren, Gary L. Sundem and William O. Stratton – Introduction to Management Accounting – Pearson Education, Delhi.
3. Bhattacharyya, Debarshi – Management Accounting – Pearson.
4. Charles T. Horngren, George Foster and Srikant M. Daller – Cost Accounting : A Managerial Emphasis – Prentice Hall of India, New Delhi.
5. M.Y.Khan, P.K.Jain – Management Account – Tata McGraw Hill.

MC: 206
RESEARCH METHODOLOGIES

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Introduction to Business Research. Formulation of the research problem and development of research hypotheses. Characteristics of Good Research, Ethics in Business Research. Research

Process: Problem definition, Research Process, Research Design (Exploratory Research, Descriptive research and Experimental Research)

UNIT-II

Data collection, measurement and scaling: Secondary data collection methods, qualitative methods of data collection, attitude measurement and scaling, and questionnaire designing. Sampling Design: Sampling concepts, sampling techniques, sample size determination and data processing.

UNIT-III

Preliminary data analysis and interpretation: Univariate and Bivariate analysis of data, Testing of hypotheses, Analysis of variance techniques (one way and two way ANOVA), non-parametric tests (chi-square test, run test, ome sample and two sample sign test, Mann- Whitney U test, Wilcoxon Signed Rank Test and Kruskal –Wallis Test).

UNIT- IV

Advance Data analysis techniques:Correlation and regression analysis, Factor Analysis, Discriminant analysis, Cluster analysis and multidimensional scaling. Report writing and presentation of results.

RECOMMENDED READINGS:

1. Chawla Deepak and NeenaSondhi, Research Methodology, Vikas Publishing House Pvt.Ltd.
2. Malhotra K. Nareshand DasSatyabhushan, Marketing Research, Pearson Education, New Delhi,(Sixth Edi.)
3. Zikmund William G., Business Research Methods, Thomson
4. Cooper Donald R & Schindler Pamela S, Business Research Methods, McGraw Hill
5. Kothari C R, Research Methodology & Technique, New Age International Publisher
6. Parnneevselvam R, Research Methodology, Prentice Hall of India

THIRD SEMESTER PAPERS

MC: 301
E – COMMERCE

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

Unit I

Introduction to Electronic Commerce: Meaning, nature and scope; application of e-commerce; evolution of World Wide Web and its future. Framework of E-Commerce. Internet Service Provider.

Unit II

Introduction HTML (Hyper Text Markup Language): Features of HTML - front page explorer - Front page editor - Features of front page editor-Creating and adding Web Pages adding hyperlinks and enhancing Web Pages.

Unit III

Business Models of E-Commerce; B2B, B2C, B2G and other models of e - commerce; B2B E-Commerce: need and alternative models; Using public and private computer networks for B2B trading; E -marketing-Traditional web promotion; Web counters; Web advertisements. B2C E-Commerce: Cataloging, Order planning and order generation; Order selection and prioritization; Order scheduling, fulfilling and delivery, Order billing, Post sales services.

Unit –IV

Electronic Payment System: Types of payment systems –e-cash and currency servers, credit cards, smart cards; electronic purses and debit cards; E-Commerce And Banking Industry; E-Commerce and Retail Industry. Intranet and Supply Chain Management. Intranet and Corporate Finance. The Corporate Digital Library. Post-Modernism and the Web: Societal effects.

RECOMMENDED READINGS:

1. Laudon, Kenneth C. and Carol Guercio Traver (2002) E -commerce: business, technology, society. (New Delhi : Pearson Education).
2. Awad, Elias M. (2007), Electronic Commerce: From Vision to Fulfilment (New Delhi : Pearson Education).
3. Smith, P.R. and Dave Chaffey (2004), eMarketing eXcellence; The Heart of eBusiness (UK : Elsevier Ltd.)
4. *Guide to Cyber Laws - Rohnay D. Ryber (Wadhwa, Nagpur).*
5. *E-Commerce: D. Joseph PHI.*

MC: 302
STRATEGIC MANAGEMENT

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal Marks.

Time: 3 Hours

Max. Marks: 70

Unit I

Strategic Management – An Introduction – Evolution of business policy as a discipline – Concept of strategic management - Characteristics of strategic management – Defining strategy, Strategy formulation – Stakeholders in business – Vision, mission and purpose

Unit II

Strategic analysis and choice – Environmental Threat and Opportunity Profile (ETOP)- Organizational Capability Profile- Strategic Advantage Profile – Corporate Portfolio Analysis – SWOT Analysis – Synergy and Dysergy

Unit III

GAP Analysis – Porter’s Five Forces Model of competition – Me Kinsey’s 7s Framework GE 9 Cell Model - Distinctive competitiveness – Selection of matrix, change Drivers

Unit IV

Strategy Evaluation – Importance – Symptoms of Malfunctioning of strategy – Organization anarchies – Operations Control and Strategic Control – Measurement of performance – Analyzing variances - Role of organizational systems in evaluation

RECOMMENDED READINGS:

1. Kazmi, Azhar, Business Policy 2nd ed.
2. Thompson Jr, Arthur A. and Strickland, A.J. Strategic Management-Concept and Cases 12th ed.
3. Ramaswamy, Strategic Planning, formulation of Corporate Strategy.
4. Subba Rao, P., Business Policy and Strategic Management.
5. Srivastava, R.M. Management Policy and Strategic Management concepts, Skills and Practices.

GENERIC ELECTIVE PAPERS

MCF: 311

CONTEMPORARY ISSUES IN ACCOUNTING

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Human Resource Accounting: Meaning and definition of HRA, Importance and objectives of HRA, Limitations of HRA, Need of HRA for managers, Models of HRA. Social Accounting: Meaning and

Definition of Social Accounting, Theories of Social accounting, Need and importance of Social Accounting, Current position of Social Accounting in India, Role of corporate Social Accounting.

UNIT-II

Inflation Accounting: Meaning and definition of Inflation Accounting, Various models of Inflation Accounting, Methods of Inflation Accounting. Brand Accounting: Overview of Brand Accounting, Importance and role of Brand accounting in corporate, various issues and challenges associated with Brand Accounting.

UNIT-III

International Dimensions of accounting and control: Multinational enterprise, Inter-nationalization of capital markets, Internationalization of accounting profession. Operational and conceptual issue. Foreign currency translations, methods and practices.

UNIT-IV

New Dimension of Accounting: Meaning of GAAP, Introduction to IFRS, Overview of IFRS, Comparative position of IFRS and Indian GAAP, Government influences on financial reporting. Introduction to forensic accounting, environmental accounting.

RECOMMENDED READINGS:

1. M. David Haddock, John Price, & Michael Farina, *College Accounting: A*
2. *Contemporary Approach*, Tata McGraw Hill.
3. Steven M. Bragg, *Interpretation and Application of Generally Accepted Accounting*
4. *Principles 2011*, John Wiley.
5. Ken Marshall, Steve Arnold, *IFRS Conversion: Issues, Implications, Insights*, John Wiley.
6. Clifton, R., *Brands and Branding*, John Wiley.
7. Teng, *Financial Accounting*, Asian Book Pvt. Limited.

MCF: 312

PRINCIPLES OF BANKING AND INSURANCE

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time : 3 Hours

Max. Marks: 70

UNIT-I

Introduction to Insurance: Meaning, Types of insurance; Principles of insurance; Important insurance policies in Life and Non-life Insurance; IRDA and its role in insurance sector in India; Liberalization of Insurance industry in India; Insurance business operations, Concept and implications of Insurance.

UNIT-II

Insurance Environment: Internal, External, Legal and Commercial. Comparative Environment of Insurance Business, Insurance procedure - Settlement of Claims under life and non-life insurance.

UNIT-III

Introduction to Banking: Meaning, functions, importance and growth of banking sector in India. Role of RBI in Credit and Monetary Planning, Capital Adequacy and Capital Planning. Securities for Bank Advances: Forms of securities and precautions taken by Banks in accepting these securities.

UNIT-IV

Guarantees: Contract of Guarantee and contract of indemnity, Guarantee as Banker's Security. Banker Customer Relationship; Contemporary Issues in Banking: NPA and Capital Adequacy Norms in Indian Banks. Recent developments in Banking and Insurance in India.

RECOMMENDED READINGS:

1. Gulshan, S.S., Law and Practices of Banking in India.
2. Gaungully, Ashok, Insurance Management, New Age Publishers, New Delhi.
3. Varshney, P.N., Banking Law and Practice, Sultan Chand & Sons, New Delhi.
4. Cox, David, Elements of Banking; John Murray, London.
5. Mehta, R.R.S., Fundamental of Banking; Himalaya Publishing House Co., N. Delhi.
6. Nigam, B.M.L., Banking Law and Practice, Konark Publishers, Delhi.
- 7.

MCF: 313
DIRECT TAX LAWS AND PRACTICES

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Basic concepts of income tax: Assessment Year, Previous Year, Person, Assesses, Income, Agricultural Income, Residential Status and incidence of tax for Individual, HUF and Company, Incomes Exempt from Tax. Tax planning, tax avoidance and tax evasion.

UNIT-II

Income and its computation under the head Salaries, House Property, Profits and Gains of business and profession, Capital Gains and Other sources.

UNIT-III

Set off and carry forward of losses, Clubbing of income, Deduction of tax at source, Advance payment of tax, Deductions from gross total income.

UNIT-IV

Assessment of individuals and HUF, Return of Income: Compulsory filing of returns based upon economic criterions, Forms of Return, Types of Assessments. Introduction to Wealth Tax Act and Gift Tax Act.

RECOMMENDED READINGS:

1. Malhotra H.C., Income Law and Practice, Sahitya Bhawan Publication
2. Singhania V.K., Student Guide to Income Tax, Taxmann's Publication
3. Lal B.B., Income Tax Law and Practice
4. Singhania V.K., Direct Taxes: Law and Practice, Taxmann's Publication
- 5.

MCF: 314
INVESTMENT MANAGEMENT

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT I

Elements of investments: nature and importance of financial assets, concept of return and risk, investment process, assets classes and financial instruments; Security markets: basics of primary markets and secondary markets.

UNIT II

Security Analysis: Fundamental analysis-economic analysis, industry analysis and company analysis; technical analysis; efficient market theory.

UNIT III

Modern Investment Theory: rationale and importance of investment in portfolio; Portfolio selection problem-measurement of risk and return of investment portfolio, investor's utility function and its behavior; Portfolio analysis- Mean-Variant Portfolio Frontier, Separation Theorem, The Markowitz Portfolio Optimization Model and Market model.

UNIT IV

Asset pricing and performance: Capital asset pricing model-methodology, capital market line, security market line, CAPM and Index Models; Arbitrage Pricing Theory; Portfolio performance evaluation measures.

RECOMMENDED READINGS:

1. Bodie Z., Alex Kane Alan J. Marcus, *Investments*, MacGraw Hill Publication.
2. Bailey, R.E., *The Economics of Financial Markes*, Cambridge University Press
3. Sharpe, William F. et al, *Investment*. New Delhi, Prentice Hall of India.
4. Reilly, Frank K. & Brown, Keith C., *Investment Analysis and Portfolio Management*, South-Western Cengage Learning India Pvt. Ltd.
5. Fischer, Donald E. & Jordan, Ronald J., *Security Analysis and Portfolio Management*, Prentice Hall of India.
6. Fuller, Russell J. & Farrell, James L., *Modern Investment and Security Analysis*, New York, McGraw Hill.
7. Alexander, Gorden J. & Bailey, Jeffery V., *Investment Analysis and Portfolio Management*, Dryden Press, Thomson Learning.

MCM: 321

MARKETING OF SERVICES

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT I

Introduction to Services: The Emergence of Service Economy, Service and Technology, Characteristics of Services compared to Goods, Service Marketing Mix, Gap model of Service Quality, Service classification, Marketing framework and challenges in Service Business, managing service productivity and differentiation.

UNIT II

Focus on the Customer: Consumer behaviour in Services, Customer Expectation of Services, and Customer perception of Services. Customer defined service standards. Elements in an effective Service Marketing Research Programme, Building customer relationship, Relationship development strategies, Reasons of Service Failure, Service recovery and strategies.

UNIT III

Aligning Service design and standards: Challenges of Services, Innovation and design, Service Blueprinting, new service development process, Customer-defined service standards, Physical evidence and types of service, Guidelines for physical evidence strategies, important service industries-Hospitality and Tourism, Transportation, Banking and Insurance, Education and Entertainment, Healthcare.

UNIT IV

Delivering and performing services: Employees role in service delivery, Customers role in service delivery, Delivering services through intermediaries and electronic channels, Strategies for matching capacity and demand, Key service communication challenges, Approaches to pricing services, Financial and Economic impact of services.

RECOMMENDED READINGS:

1. Christopher Lovelock, JochenWirtz and JayantaChatterjee. Services Marketing. 5th edition. Pearson Education.
2. Valarie A Zeithaml, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit. Service Marketing. 4th edition. McGraw Hill.
3. Srinivasan. Service marketing: Indian Context. 2nd edition, PHI.
4. Teresa Swartz, Dawn Iqobucci. Handbook of Service Marketing and Management. Sage Publication

MCM: 322

CONSUMER BEHAVIOUR

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max.

Marks: 70

UNIT – I

Consumer Behaviour- Introduction to consumer behaviour; Its Roots in Various Disciplines, Interrelationship between Consumer Behaviour and Marketing Strategy, Consumer Research; Process, Research Methods & Tools, Types and its Relevance.

UNIT – II

Consumer as an Individual -Consumer Needs and Motivation; Goals, Dynamics of Motivation, Measurement of Motives, Personality and Consumer Behaviour; Nature, Theories of Personality and Self Concept, Consumer Perception and Information Processing; Dynamics of Perception, Consumer Imagery, and Perceived Risk, Learning & Consumer Involvement; Meaning, Behavioural & Cognitive Learning Theories and application to marketing, Consumer Attitude; Meaning, Attitude Formation & Change, Relationship in Behaviour & Attitude Formation, and Structural Models.

UNIT – III

Group Dynamics and Consumer Behaviour - Reference Groups; Meaning, Types, Affects, Relevance and Applications, The Family; Functions, Decision Making and Family Life Cycle, Social Class; Meaning, Types of Status, Lifestyle Profiles and Mobility in Social Classes, Measurements, Influence of Culture; Characteristics, Measurements & Core Values of Culture, Sub Cultural Aspects on Consumer' Mind Set; Meaning, Types & Understanding of Multiple Sub cultural Membership Interaction & Influence.

UNIT – IV

Consumer Decision Making Process- Personal Influence and the Opinion Leadership; Meaning and Dynamics of Opinion Leadership Process, Measurement of Opinion Leadership, Diffusion of Innovations; Process of Diffusion & Adoption, Profile of Consumer Innovator, Consumer Decision Making; Meaning of Decision, Levels of Decision Making. Consumer Behaviour Models, Current trends and ethical issues in Consumer Behavioural Studies.

RECOMMENDED READINGS:

1. Assael, H., Consumer Behaviour and Marketing Action, Asian Books Private Limited, New Delhi, 5th Edition
2. Engel, J. F., Kollat, D.T., Roger D. Blackwell, R.D. 'Consumer behaviour, Holt McDougal, 2nd Edition.
3. Hawkins D., Mothersbaugh D., Consumer Behavior: Building Marketing Strategy, 12th Edition
4. Schiffman L. and Kanuk, L., Consumer Behavior, Prentice Hall, 10th Edition
5. Schiffman, L., & Wisenblit, J., Consumer Behaviour. Prentice Hall PTR, 11th Edition.
6. Loudon. Consumer Behavior: Concepts and Applications .Tata McGraw-Hill Education Private Limited, Noida, Uttar Pradesh, India, 4th Edition.

MCM: 323
ADVERTISING MANAGEMENT

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT 1

The growth of advertising and promotion, the evolution of IMC and a contemporary perspective, A basic model of communication, Analysis of the communication process, Role of advertising in the marketing process, evaluating the social, ethical and economic aspects of advertising and promotion.

UNIT 2

Participants in the advertising process, Role of advertising agencies, Types of Ad agencies; Agency compensation; Appraisal of agency. An overview of consumer behaviour; Determining target audience; Consumer decision-making process.

UNIT 3

Determining integrated marketing communication objectives, DAGMAR: An approach to setting objectives, Establishing and allocating the promotional budget. The importance of creativity in Advertising, Advertising creativity, Planning Creative strategy, The creative challenge and process, Creative strategy development, Implementation and evaluation.

UNIT 4

Media planning and Strategy: Developing the media plan, Establishing media objectives, Developing and implementing media strategies, Evaluating and follow-up. Characteristics and evaluation of media: Print media, Support media, Direct-marketing, Internet and interactive media, Sales promotion, Public relation, Public and corporate advertising, Monetary evaluation and control. Measuring the effectiveness of the promotional programme.

RECOMMENDED READINGS :

1. George E. Belch, Michael A. Belch and Keyoor Purani. Advertising and Promotion. McGraw Hil Education.
2. Rajeev Batra, John G. Myers and David A. Aaker. Advertising Management, 4th edition. Pearson Education
3. Larry Percy and Richard Elliot. Strategic Advertising Management, 3rd edition. Oxford publishing
4. Jack Z. Sissors and Rogers B. Baron. Advertising Media Planning.
5. JaishriJethwaney and Shruti Jain. Advertising Management. 1st edition. Oxford publishing
6. Kruti Shah, Advertising and Integrated Marketing Communications. Tata McGraw hill.

MCM: 324

SALES AND DISTRIBUTION MANAGEMENT

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Sales Management: Concept, Objectives and functions; Integrated sales and marketing management; Personal Selling: Personal selling process; Theories of selling; Ethical issues in sales management.

UNIT-II

Sales Planning: Importance, approaches and process of sales planning; Sales forecasting; Sales budgeting. Sales Organization: Purpose, principles and process of setting up a sales organization; Sales organizational structures; Territory and Quota Management: Need, procedure for setting up sales territories; Sales Quotas: Purpose, types of quotas, administration of sales quotas; Managing the Sales-force

UNIT-III

Distribution management and marketing mix; Marketing channels: retailing and wholesaling; Distribution channels: role of distribution channel, factors affecting choice of distribution channels, channel management, channel design decision and distribution intensity.

UNIT-IV

Introduction to logistic management: Nature, role, scope and evolution of logistic management; Total cost concept, concept of customer service, major decision area of logistic; Logistic market and supply chain management; integrated logistic system; Role of transportation and warehousing in logistic management.

RECOMMENDED READINGS:

1. Anderson, Hair, Bush, *Professional Sales Management*, McGraw Hill, Singapore.
2. Dalrymple D.J & W.J. Cron, *Sales Management-Concepts and Cases*, John Wiley, New York.
3. Ford, Churchill, Walker, *Management of sales force*, McGraw Hill, Singapore.
4. Johnson, Kurtz, Schewing, *Sales Mangement*, McGraw Hill, Singapore.
5. Krik C.A., *Salesmanship*, Taraporewala, Bombay.
6. Lancaster G, *Selling and Sales Management*, Macmillan, New Delhi.
7. Stanton, W.J. & R. Spiro, *Management of Sales Force*, McGraw Hill, Singapore
8. Still, Richard, R., Edward, W. Cundiff, & Norman, A.P. Govoni, *Sales Management*, Prentice Hall, New Delhi.
9. Ballu, Ronald H., *Business Logistic Management*, Englewood Cliffs, New York, Prentics Hall Inc.
10. Bowersox and other, *Phisical distribution Management*, Tata McGraw Hill, New Delhi.
11. Havaladar Krishan K. and Cavale V.M., *Sales and distribution Managemnt*, Tata McGraw Hill, New Delhi.

MCH: 331

HUMAN RESOURCE DEVELOPMENT

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

Course Contents:

UNIT I

Foundations of Human Resource Development (HRD): Evolution, Concept, Goals, Benefits, Functions;

Roles and Competencies of HRD professionals; Influence of HRD on Employee Behaviour; HRD and Learning; Challenges in HRD.

UNIT II

Framework for HRD: Assessing HRD needs, Designing and developing effective HRD programs, Implementing HRD programs, evaluating effectiveness of HRD Programs: Purpose, Models and Framework of Evaluation, HRD Audit, Ethical Issues in Evaluation; HRD Climate and Culture.

UNIT III

HRD Applications: Coaching and Mentoring, Socialization and Orientation, Training and Development, Career management and development, Potential appraisal and development, Succession Planning, Employee counseling, Competency mapping, Organization Development and Change, People Capability Maturity Model (PCMM), Quality of Work Life.

UNIT IV

Contemporary Issues in HRD: HRD and Diversity-HRD programs for culturally diverse employees, Adapting to Labour Market Changes, HRD practices in Indian and International organizations.

RECOMMENDED READINGS:

1. Desimone, Werner, Human Resource Development, Cengage Learning.
2. Halдар, U. K., *Human Resource Development*, Oxford Publications
3. Krishnaveni, R., *Human Resource Development, Excel Books.*
4. Wilson, J.P., *Human Resource Development, Kogan page.*
5. Rao, T.V., *Future of HRD*, Macmillan Publishers India.
6. Rao, T.V., *Human Resource Development, Experiences, Interventions, Strategies, SAGE Publications.*
7. Mankin, D., *Human resource development*, Oxford University Press India.
8. Curtis, B., Hefley, W. E., Miller, S. A., *The People Capability Maturity Model: Guidelines for Improving Workforce*, Pearson Education.

MCH: 332

LABOUR LAWS

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Introduction, Emergence, Need and Objectives of Labour Laws; Principles of Modern Labour Laws; Classification of Labour Laws; ILO, Indian Constitution and Labour Legislations.

UNIT-II

Regulative Labour Laws: Trade Union Act; Industrial Dispute Act; Factory Act.

UNIT-III

Wage-Related Labour Laws: Payment of Wages Act; Minimum Wages Act; Payment of Bonus Act; Payment of Gratuity Act.

UNIT-IV

Social Security Labour Laws: Workmen's Compensation Act; Employees' State Insurance Act; Employees Provident Fund and Miscellaneous Provisions Act.

RECOMMENDED READINGS:

1. Singh, B.D., *Labour Laws for Managers*, Excel Books
2. Kapoor, N.D., *Mercantile Law*, Sultan Chand and Sons.
3. Taxmann's Labour Laws, Taxmann Publishing Pvt. Ltd.
4. Srivastava, S. C., *Industrial Relations and Labour Law*, Vikas Publishing House.
5. Latest Bare Act of each Act.

MCH: 333
INDUSTRIAL RELATIONS

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Industrial Relations: Concept, evolution, significance, perspectives and organization; Anatomy of industrial relations; Industrial relations and the State; Trade Unions: Concept, significance, types, approaches and objectives, Problems of trade unions in India and recommendations of National Commission on labour for strengthening of trade unions.

UNIT-II

Collective Bargaining: concept, importance and process of bargaining; Participative Management: Forms of worker's participation in management; Tripartite and bipartite bodies; Standing order and Grievance procedure; Code of Discipline.

UNIT-III

Industrial Disputes: Conciliation and Board of conciliation; Arbitration: types and evaluation; Adjudication: Three tier System, Model principles for reference of dispute to adjudication.

UNIT-IV

Modern and international Scenario of Industrial relations: Industrial Relations and Technological Change; Industrial Relations and HRD; ILO and Industrial Relations; Legal Framework of Industrial Relations; Industrial Relations systems in India, UK, USA and Japan.

RECOMMENDED READINGS:

1. Mamoria&Manoria, *Dynamics of Industrial Relations*; Himalaya Publishing House.
2. Niland, J R., *The Future of Industrial Relations*, Sage.
3. Davar; R.S., *Personnel Management and Industrial Relations*; Vikas Publishing House Pvt Ltd.
4. Manappa, A., *Industrial Relations*; Tata McGraw Hill Publishing Company Ltd.
5. Dwivedi; R.S., *Managing Human Resources and Industrial Relations*. Galgotia Publishing Company.
6. Srivatava; S.C., *Industrial Relations and Labour Laws*, Vikas Publishing House Pvt Ltd.
7. VenkataRatnam, C.S., *Industrial Relations*; Oxford University Press.
8. RatnaSen, *Industrial Relations in India*; Macmillan India Ltd.

MCH: 334

LEADERSHIP DYNAMICS

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time : 3 Hours

Max. Marks: 70

UNIT-I

Leadership Dynamics: Concept, Leadership and Management, Leadership and Power, Successful Leadership versus Effective Leadership.

UNIT-II

Leadership Approaches: Trait Approach, Behavioural Approach, Situational Approach, Contingency Approach, Path Goal Approach.

UNIT-III

Leadership Styles: Autocratic, Democratic, Participative, Supportive, Free- rein; Comparative Analysis of Leadership Styles, Building Effective Leadership Styles, Leadership Styles of Famous Personalities.

UNIT-IV

Contemporary Issues in Leadership: Charismatic Leadership, Women Leadership, Multicultural Leadership, Team Leadership, Ethics in Leadership, Servant Leadership, Transactional and Transformational leadership.

RECOMMENDED READINGS:

1. Northouse, G. P., *Leadership: Theory and Practice*, Sage Publications.
2. Yukl, G., *Leadership in Organizations*, Pearson.
3. Hersey, P., Blanchard, K.H. and Johnson, D.E., *Management of Organisational Behaviour*, PHI.
4. Daft, L. R., *The Leadership Experience*, Cengage Learning.
5. Haldar, U. K., *Leadership and Team Building*, Oxford University Press.
6. Tripathi, D. K., *Team Building and Leadership*, Himalaya Publishing House.

FOURTH SEMESTER PAPERS

MC: 401
CORPORATE GOVERNANCE AND BUSINESS ETHICS

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Evolution of corporate governance; developments in India; regulatory framework of corporate governance in India; SEBI guidelines on corporate governance; reforms in the Companies Act.

UNIT-II

Corporate management vs. governance; internal constituents of the corporate governance; key managerial personnel (KMP); chairman- qualities of a chairman, powers, responsibilities and duties of a chairman; chief executive officer (CEO), role and responsibilities of the CEO.

UNIT-III

Introduction to Business Ethics: The concept, nature and growing significance of Ethics in Business, Ethical Principles in Business, Ethics in Management, Theories of Business Ethics, Ethical Issues in Business, Business Ethics in 21st Century.

UNIT-IV

Ethics in various functional areas of Business: Ethics in Finance, Ethics in HRM, Ethics in Marketing, Ethics in Production and Operation Management.

RECOMMENDED READINGS:

1. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, Delhi.
2. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
3. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility-A European Perspective*, Edward Elgar.
4. Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi.
5. Manuel G. Velasquez, *Business Ethics*, Pearson Prentice Hall.
6. Ravindranath B. & Narayana B., *Business Ethics*, Vrinda Publications Pvt. Ltd

MC: 402
INDIAN ECONOMY

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Changing Structure of Indian Economy: Objectives and strategy of economic planning in India; Rationale of planning under New Economic Policy; New industrial policy (1991); Privatization and economic reforms; Globalization and its impact on Indian economy.

UNIT-II

Human resource and economic development; Occupational structure and economic development; Human development in India; Natural resources, economic development and environmental degradation.

UNIT-III

Agriculture: Trends in production; geographical spread of modern agriculture practices; Green revolution and its effects; Globalization and Indian agriculture; Agriculture problems and their measures; Poverty and planning in India; Food security in India; Small scale industry in India; Organization of rural, micro, small and medium enterprises credits.

UNIT-IV

Contemporary Issues in Indian Economy: Foreign trade and its deficit; Government subsidies in India; Issue of competitiveness of Indian manufacturing sector; SEZ as a policy of industrial development; Land reforms and Infrastructure bottlenecks in Indian economy.

RECOMMENDED READINGS:

1. Datt, Ruddar and Sundaram, K.P.M., Indian Economy, S.Chand& Co. New Delhi.
2. Ahluwalia, I. J., Industrial Growth in India, Oxford University Press, New Delhi.
3. Byres, T. J., The Indian Economy : Major Debate Since Independence, Oxford University Press, New Delhi.
4. Lucas, E. B. & Papanek, G. F., The Indian Economy—Recent Development and
5. Jalan, B., The Indian Economy—Problems and Prospects, Viking, New Delhi.

MCF: 411

FINANCIAL STATEMENT ANALYSIS

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Overview of financial statement analysis: Types and components Business analysis, basis of analysis, financial statement analysis preview, relevance to business decisions and steps in analysing financial statements; Financial reporting and analysis: Reporting environment, Form of the financial statements, IFRS framework for the preparation and presentation of financial statements.

UNIT-II

Accounting analysis: Analysis of financing activities; Analysis of investing activities; Analysing investing activities and intercorporate investments; Analysis of operating activities and income: understanding method of revenue and expenses.

UNIT-III

Financial analysis: Analysis of cash flow statements; Return on invested capital and profitability analysis; Prospective analysis: Projection process, projecting financial statements, application of prospective analysis in the residual income, valuation model and trends in value drivers; Short term liquidity analysis: working capital analysis, operating activity analysis.

UNIT-IV

Credit analysis: Liquidity and working capital, and capital structure and solvency; Equity analysis and valuation: Earning persistence, earning based equity valuation and earning power and forecasting for valuation; Building blocks of financial statement analysis

RECOMMENDED READINGS:

1. Wild, John J, Subramanyam, K.R. and Halsey Robert E., *Financial Statement Analysis*, Ninth edition, McGraw-Hill, New Delhi.
2. Bernstein, Leopold A., *Financial Statement Analysis*, McGraw-Hill International.
3. Foster, George. *Financial Statement Analysis*, Prentice Hall.
4. Penman, Stephen H. *Financial Statement Analysis and Security Valuation*, McGraw-Hill International.
5. Stickney, Clyde P. and Brown, Paul R. *Financial Reporting and Statement Analysis*, The
6. Dryden Press.
7. Hampton, John. J., *Financial Decision Making*. Prentice Hall of India Pvt. Ltd., New Delhi.
8. Levy. H. and Sarnat H., *Capital Investment and Financial Decision*, Englewood Cliffs, Prentice Hall Inc.
9. Van Horne, James C. *Financial Management and Policy*. Englewood Cliffs, Prentice hall of India.

MCF: 412
MANAGEMENT OF FINANCIAL SERVICES

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Financial system: Meaning, importance and components. Financial Services: Meaning, nature, scope and types.

Book building: Concept and Mechanism of Book Building; Significance and Benefits of Book Building; secondary market- operation of Indian stock market.

UNIT-II

Depository: Concept, Depository participants; Functions of depository system; Benefits of depository; Depository system in India. Credit Rating: Meaning and Types; Benefits of Credit rating to investors and companies. Credit Rating Agencies; Objectives and Functions.

UNIT-III

Leasing: Concept. Classification, Accounting, Legal and Tax Aspects of Leasing: Financial Evaluation of Leasing. Factoring: Meaning, Characteristics and Types of Factoring arrangements, Factoring in India, Factoring vs. Forfeiting.

UNIT-IV

Credit Cards: Concept and Significance; Types of credit cards, Credit Card business in India. Securitization: Concept, Mode, Mechanism and Beneficiaries of Securitization; Securitization in India. Venture Capital: Meaning, Modes of Financing, Role and Functions of Merchant Bankers.

RECOMMENDED READINGS:

1. Khan, M. Y., *Management of Financial Services*, McGraw Hill.
2. Gordan, E and K. Natrajan, *Emerging Scenario of Financial Services*. Himalaya Publishing House.
3. Meidan, Arthur Brennet, M., *Option Pricing: Theory & Applications*, Lexington Books.
4. Kim, Suk and Kim, Seung, *Global Corporate Finance. Text and Cases*, Miami Florida, Kotb.

MCF: 413
CORPORATE TAX PLANNING

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT I

Basic Concepts of Income Tax; Computation of Income under Different Heads of Income, Set off and Carry forward of Losses, Deductions and Exemptions; Additional Tax on Undistributed Profits.

UNIT II

Meaning and Scope of Tax Planning, Difference between Tax planning Tax Evasion and Tax Avoidance, Residential status and Tax incidence of a Company; Computation of Corporate Tax Liability.

UNIT III

Tax Planning with reference to Location of Undertaking, Tax Planning regarding Dividends Policy, Inter Corporate Dividends and Transfers.

UNIT IV

Tax Considerations in Respect of Specific Managerial Decision like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports; Replacements and Capital Budgeting Decisions, etc; Tax Planning in respect of Managerial Remuneration.

RECOMMENDED READINGS:

1. Singhania, V K. and Singhania, Monica, *Students' Guide to Income Tax*, Taxmann.
2. Singhania, V K.&Singhania, Kapil, *Direct Taxes Law and practice*,Taxmann.
3. Singhania, V K. and Singhania, Monica, *Corporate tax Planning and Business Tax Procedures*, Taxmann.
4. Ahuja, G& Gupta, Ravi, *Simplified Approach to Corporate Tax Planning and Management*, Bharat Law House private limited
5. Srinivas, E A., *Handbook of Corporate Tax Planning*, Tata McGraw, Hill.
6. Iyengar, A C. Sampat, *Law of Income Tax*, Bharat House.

MCF: 414
INTERNATIONAL FINANCE

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time : 3 Hours

Max. Marks: 70

UNIT-I

International Finance: Meaning, importance and scope. Comparison between international finance and domestic finance. Evolution of the international monetary financial system. Foreign exchange market: Types of Foreign Exchange Markets and Transactions, Quoting Foreign Exchange Rates, Spread, Official and Free Market Rates, Cross Currency Rates, Forward Rates.

UNIT-II

Finance function in multinational firm; Institutional structure of international financial markets; cost and availability of international financial flows; international financial instruments. International working capital management.

UNIT-III

Aspects of international cash management: investment criteria and borrowing decisions; centralized versus decentralized cash management; international receivables management; securitization of receivables. International Investment factors and benefits; direct and portfolio investment: international CAPM; capital budgeting for foreign direct investment;

UNIT-IV

Assessing and managing political risk. International aspects of raising capital; determining financial structure of foreign subsidiaries of MNCs; financial choices for an MNC and its foreign affiliates; costs and risks of financing.

RECOMMENDED READINGS:

1. Eun and Rescnik, International Financial Management, Tata McGraw Hill, New Delhi.
2. Maurice D. Levi, International Finance, McGraw-Hill, NY.
3. A. Buckley, Multinational Finance, Prentice-Hall of India, New Delhi
4. A.C. Shaprio, Multinational Financial Management, Prentice-Hall, New Delhi
5. P. G. Apte, International Financial Management, Tata McGraw-Hills, New Delhi.

MCM: 421

RETAIL MANAGEMENT

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT I

Introduction to Retail- Evolution of Retail, Organized Vs Unorganized retailing, Retail Mix, Retail theory, Retail Cycle; Types of Retailers; Careers in Retailing; Understanding Consumers.

UNIT II

Retail Locations- Planned and Unplanned, Retail Site Location- Site Characteristics, Trade Area Characteristics, Location and Site Evaluation; Store Layout and Design; Space Management; Visual Merchandising; Atmospheric.

UNIT III

Merchandise Management- Process, Forecasting Sales, Developing Assortment Plans, National Brands and Private Labels; Retail Pricing- Setting Retail Prices, Price Adjustments, Pricing Strategies; Retail Communication Mix.

UNIT IV

Information and Supply Chain Management- Information Flows, Logistics, Distribution Centre. Contemporary issues in Retail- Retail scenario at International and National Level, Technology in Retailing, e-retailing, Challenges for traditional retail and e-retail, FDI in Retail.

RECOMMENDED READINGS:

1. Levy Micheal, Weitz Barton A. And Pandit Ajay, Retailing Management, Tata McGraw Hill, New Delhi
2. Berman. Barry and Evans, Joel R.; Retail Management; A Strategic Approach; PHI/Pearson Education; New Delhi
3. Newman, Andrew J. & Cullen, Peter; Retailing: Environment & Operations: Vikas Publishing House; New Delhi.
4. Gilber, David; Retail Marketing Management; Pearson Education; New Delhi.

MCM: 422
RURAL MARKETING

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Features, Significance, Scope and Limitations of rural markets in India; Environmental factors affecting rural markets; Changing focus of corporate towards rural markets; Demographic and psychographic profile of rural consumer; Classification of products and services in Rural marketing, rural demand and problems in rural marketing.

UNIT-II

Agriculture Marketing –Definition, Scope, Concept and Objectives; Differences in Agricultural and Consumer Marketing; Constraints in Agricultural marketing; Role of Agriculture in Economic Development of India; Role of Government in Agricultural Development; Agribusiness; Export potential for farm products -Supporting Services.

UNIT-III

Cooperative Marketing –Concept, History, Functions – Reasons for slow progress of cooperative sector, Advantages & Limitations of Organized retailing in Agri Inputs and Outputs, Trends in Agri Marketing. Supply Chain Management in Agri Business i.e. Cold Chains, Organized procurement & warehousing.

UNIT- IV

Marketing Mix for rural products; Innovative distribution Channels like ITC E-Choupal, Godrej Adhar, HUL Shakti; Role of financial institutions in rural marketing. Rural marketing strategies: Different models and case studies of corporate vis Tata Kisan Seva Kendra, Commodity market functioning etc.

RECOMMENDED READINGS:

1. Acharya S. S. and Agarwal N. L., Agricultural Marketing in India, Oxford & IBH Publishing Co.
2. Dr. Subhash Bhave, Agribusiness Management in India –Text & Cases.
3. Arora, R C., Integrated Rural Development, Scharnd.
4. Desao. Vassal. Rural Development, Himalaya.
5. Mishar, S. N., Politics and Society in Rural India, Inter India.
6. Porter, Michael, E. Competitive Strategy, Free Press.
7. T.P Gopalaswamy, Rural marketing- Environment, problems and strategies

MCM: 423
INDUSTRIAL MARKETING

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Nature and Scope of Industrial Marketing: Meaning and Concept of Industrial Marketing, Difference between Industrial and Consumer Marketing, Economies of Industrial Marketing Demand; Understanding Industrial Markets: Types of Industrial Customers, Classification of Industrial Products, and Marketing Implications for different customers and Different Product Types.

UNIT-II

Organizational Buying and Buyer Behaviour: Buyer Motives, Phases in Industrial Buying Process, Types of Buying Situations, Buyer Seller Relationship, Models Of Industrial Buyer Behaviour, Industrial Marketing Research Process; Industrial Market Segmentation, Target Markets and Positioning.

Unit-III

Product Strategy: Meaning and Concept of an Industrial Product, Determinants of Product Mix, Industrial Product Life Cycle and Strategies, New Product Development Process; Marketing Strategies for Product related Services and Pure Services; Industrial Pricing Decisions: Factors Influencing Pricing Decisions, Pricing Strategies, Pricing Methods.

Unit-IV

Industrial Distribution Channels and Marketing Logistics: Distinctive Nature of Marketing Channels, Role of Intermediaries Channel Design, Role of Logistics and Customer Services in Industrial Marketing, Major components/Major decision areas of logistics, Total Cost Approach. Industrial Marketing Communication: Developing Industrial Communication Programme, Role of Personal Selling in Industrial Marketing, Personal Selling Process, Importance of Advertising, Sales Promotion and Direct Marketing in Industrial Marketing. Strategic Planning, Implementing and Controlling in Industrial Marketing

RECOMMENDED READINGS:

1. Reeder, Robert R. Industrial Marketing: Analysis, Planning and Control. Englewood Cliffs. New Jersey, Prentice Hall Inc.
2. Havalder, Krishna K.: Industrial Marketing, TMH, New Delhi.
3. Havalder, Krishna K: Text and Cases, 4th ed., TMH, New Delhi.
4. Hill, Richard, etc. Industrial Marketing, Homewood Illionis, Richard D. Irwin.
5. Webster, F E. Industrial Marketing Strategy, 2nded. New York, John Wiley.
6. Ghosh, Industrial Marketing, Oxford University Press.
7. Mukerjee, Industrial marketing, Excel Books India.

MCM: 424
BRAND MANAGEMENT

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

Unit-I

Branding terminology, basic branding concepts- brand awareness, brand personality, brand image, brand identity, brand loyalty, brand equity, major branding decisions: selecting a brand name, brand extension decision, family versus individual brand names, multiple branding, private versus national branding, importance of branding

Unit -II

Brands versus products, branding challenges and opportunities, concept of brand equity, sources and benefits of brand equity, customer based Brand equity, designing marketing programme to built brand equity, measurement of brand equity, Strategic brand management process, concept of Brand positioning and re launch, Identifying and establishing brand positioning and values.

Unit- III

Planning and implementing brand marketing programmes, designing marketing programs, measuring and interpreting brand performance: developing a brand equity measurement and management system, designing and implementing branding strategies, Brand building and communication, E- Branding, handling brand name changes

Unit- IV

New products and brand extension, evaluating brand extension opportunities, reinforcing brands, revitalizing brands, managing brands over geographic boundaries and market segments, rationale for going international, global marketing programs- advantage and disadvantage, standardization versus customization, global brand strategy Branding in rural marketing, branding in specific sectors: retail, industrial, service brands

RECOMMENDED READINGS:

1. Kavin lane Keller. Strategic Brand Management. 3rd Edition. Pearson Education.
2. David A Aaker. Managing Brand Equity. New York, Free Press.
3. Don Cowley. Understanding brands. Kogan page
4. J.N. Kapferer. Strategic Brand Management.

MCH: 431
TRAINING AND DEVELOPMENT

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Introduction to Training and Development: Concept, Objectives, Types, Importance, Role of Training and Development in HRD, Role, Responsibilities and Challenges of Training Manager, Strategic Training; Overview of Training Process.

UNIT-II

Assessment: Training Needs Assessment- Organizational analysis, Person analysis, Task analysis; Objectives Setting; Learning: Theories and Program Design, Principles of Adult Learning.

UNIT-III

Implementation: Traditional and Modern Training Methods; Role of Technology in Training; Training Aids; Training Climate.

UNIT-IV

Evaluation: Concept, Process of Evaluation, Evaluation designs, Training Effectiveness, Transfer of Training; Future of Training and Development.

RECOMMENDED READINGS:

1. Noe, R. A., *Employee Training and Development*, McGraw Hill
2. Blanchard, P. N., Thacker, J.W. and Ram, V.A., *Effective Training: Systems, Strategies and Practices*, Allyn and Bacon
3. Beebe, S.A., Mottet, T. P. & Roach, K. D., *Training and Development: Enhancing Communication and Leadership Skills*, Allyn and Bacon, 2004.
4. Dessler, G., *Human Resource Management*, Prentice Hall of India
5. Rao, V.S.P., *Human Resource Management*, Excel Books
6. Buckley, R. & Caple, J., *The Theory & Practice of Training*, Kogan Page.
7. Lynton, R. & Pareek, U., *Training for Development*, Sage Publications.

MCH: 432

LABOUR WELFARE AND SOCIAL SECURITY

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Labour Welfare Activities: Concept and Significance, Origin of Labour Welfare activities, Theories of Labour Welfare; Statutory Welfare Provision in Factory Act, 1948; Labour Welfare Funds; Labour Inspection System.

UNIT-II

Critical Estimate of Welfare Work by Employers, Local Bodies and Trade Unions; Welfare of Unorganized Labour; ILO and Labour Welfare.

UNIT-III

Some Special Welfare Activities: Grain Shop Facilities, Educational Facilities, Medical and Reorientation, Workers education scheme; Industrial safety; Industrial housing; Industrial health; Industrial hygiene.

UNIT-IV

Social Security: Concept and Importance; Employees' Compensation in India; Sickness Insurance in India; Unemployment Insurance in India; Old Age and Invalidity Security; Social Security Measures in the selected Countries (England, Japan & U.S.A.).

RECOMMENDED READINGS:

1. Dale Yoder, *Personal Management and Industrial Relations*, Tata McGraw Hill.
2. Monappa, Arun, *Industrial Relations*, Tata McGraw Hill.
3. Sharma, A.M., *Aspects of Labour Welfare and Social Security*, Himalaya Publishing House.
4. Sivarethinamohan, R., *Industrial Relation and Labour Welfare*, PHI Learning Private Ltd.

MCH: 433
INTERPERSONAL BEHAVIOUR AND GROUP DYNAMICS

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-1

Group dynamic: types of groups, stages of group development and change; Group cohesiveness: factors contributing to group cohesiveness, Influence processes- power and politics in groups.

UNIT-2

Interpersonal communication: Uncertainty reduction theory, Social exchange theory, Cognitive dissonance theory; Interpersonal awareness and feedback process- Transactional Analysis; Interpersonal trust; Competition and cooperation

UNIT-3

Group decision making: The Vroom Yetton Model, Techniques of group decision making, Advantages and disadvantages of group decision making; Group synergy; Team building;

UNIT-4

Inter-group relation and conflict: nature and types of conflicts, causes of conflicts and remedial measures of group conflicts, Role of Negotiation in group conflicts; distributive and integrative negotiation, third party negotiation; Fundamental interpersonal relations orientation (FIRO-B).

RECOMMENDED READINGS:

1. Bennis, W G. *Essay in Interpersonal Dynamics*, Dorsey Press.
2. Kolb, D., *Organizational Behaviour: An Experiential Approach*, Englewood Cliffs, Prentice Hall Inc. .
3. Kolb, D., *Organizational Behaviour: Practical Readings for Management*, Englewood Cliffs, Prentice Hall Inc.
4. Mainiero, L A &Tromley C L., *Developing Managerial Skills in OB*, Prentice Hall of India,
5. Moore, M D., *Inside Organizations: Understanding the Human Dimensions*, Sage.
6. Chandan, J S, *Organizational Behaviour*, Vikas Publication.

MCH: 434
GLOBAL HUMAN RESOURCE MANAGEMENT

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Human and Cultural Variables in Global Organizations: Culture and values, Cross Cultural Differences and Managerial Implications

UNIT-II

Cultures in Organizations and Hofstede's Study – Cultural dimensions and their HR and managerial implications.

UNIT-III

Evolution of Global Organizations: Cross Cultural Leadership, Motivation and Decision Making, Cross Cultural Communication and Negotiation.

UNIT-IV

Human Resource Management in Global Organizations: Selection, Source criteria for International Assignment, Compensation and Appraisal System.

RECOMMENDED READINGS:

1. Adler, N.J., *International Dimensions of Organizational Behaviour*, Kent Publications.
2. Bartlett, C. and Ghoshal, S., *Transnational Management: Text, Cases and Readings in*
3. *Cross Border Management*, Irwin.
4. Dowling, P.J., *International Dimensions of Human Resource Management*, Wadsworth.
5. Hofstede, G., *Cultures Consequence: International Differences in Work Related Values*,
6. Sage.
7. Marcis, D. & Puffer, S.M., *Management International: Cases, Exercises and Readings*,
8. West Publishing.
9. Mead, R., *International Management: Cross Cultural Dimensions*, Blackwell.
10. Ronen, S., *Comparative and Multinational Management*, John Wiley.

OPEN ELECTIVE PAPERS
OE - 101
COMMUNICATION SKILLS

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Introduction, Communication-An overview, definition of Communication, Process of Communication, Features, Importance, Purpose of Professional communication Role of critical and creative Thinking, Emotions in Communication, Role of Inter-cultural Communication.

UNIT-II

Forms of Communication, Verbal, Non-verbal, Intrapersonal, Interpersonal, Mass Communication, Media Communication, Barriers to Communication, Different Types of Communication Flow.

UNIT-III

Fundamentals of Communication, Communication exchange, communication and Relationship. Listening Skills, Recognition and Response. Basic Business Documents

UNIT-IV

Job Interviews : Introduction, Definition, Process, stages in job Interviews, Types of Interviews, Preparation, Desirable qualities, know yourself

RECOMMENDED READINGS :

1. Dona J. Young, Foundations of Business Communication : An Integrative Approach, Tata Mc Graw – Hill Edition, New Delhi.
2. Courtland L Bovee, John V. Thill and Abha Chatterjee “Business Communication Today 10th Edition, Prentice Hall
3. Sanjay Kumar and Pushp Lata “Communication Skills” Oxford University Press-2nd Edition.
4. Bovee and Thill, Business Communication Essentials, Person Education.
5. Locker and Kaczmarek, “Business Communication : Building Critical Skills, MC Graw Hill Education.

OE - 102
FUNDAMENTALS OF COMMERCE

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Concept and characteristics of business. Objectives of business - Economic and social, role of profit in business. Classification of business activities: Industry and Commerce. Industry - types: primary, secondary, tertiary - Meaning and sub types. Commerce - trade: types (internal, external, wholesale and retail; and auxiliaries to trade: banking, insurance, transportation, warehousing, communication, and advertising. Business risks - Meaning, nature and causes.

UNIT-II

Personal Finance: Meaning and importance; Financial planning: meaning, process and role of financial planner; Risk profiling: client data analysis, life cycle, wealth cycle; Asset allocation: Strategic, Tactical, Fixed and Flexible.

UNIT-III

Investment Management: meaning and importance. Investment avenues: equity, debt, gold, real estate, mutual funds, exchange traded funds. Portfolio management: meaning, construction, evaluation and revision. Loan management: meaning, types, importance and assessment.

UNIT-IV

Tax planning: basic terms of income tax, advance tax, tax deduction at source, deductions under section 80C, 80 CCC, 80 D and 80 G; Taxation of investment products; Retirement planning; Management of nomination, power of attorney and will.

RECOMMENDED READINGS:

1. Kapoor Jack R, Personal Finance, The McGraw-Hill companies.
2. Huang. Stanley S C and Randall, Maury R., *Investment Analysis and Management*. Allyn and Bacon.
3. Gaungully, Ashok, Insurance Management, New Age Publishers, New Delhi.
4. Ahuja, G K & Gupta Ravi. Systematic Approach to Income Tax, Allahabad, Bharat Law House.
5. Pandian, Security Analysis and Portfolio Management, Vikas Publishing House, New Delhi.

OE – 103

BUSINESS ENVIRONMENT

The examiner is required to set nine questions in all. The first question will be compulsory consisting of short questions (2 marks each) covering the entire syllabus. In addition, eight more questions will be set comprising two questions from each unit. The students shall be required to attempt five questions in all selecting one question from each unit in addition to compulsory Question No. 1. All questions shall carry equal marks.

Time: 3 Hours

Max. Marks: 70

UNIT-I

Environment Concept and Analyses: Internal and External environment, micro and macro environment; Global business environment; Environmental scanning; Economic systems.

UNIT-II

Macroeconomic indicators; New Industrial policy resolution, 1991 and latest resolution in this policy; Fiscal and Monetary policy and their Function and impact on markets; Recent economic reforms in India; Privatization in India

UNIT-III

Types and concept of environment: economic, technological, political and government, Demographic, social and legal framework for business (Consumer protection Act, Competition Act, FEMA and environmental protection Act); Financial environment: financial system, stock market operations and regulations (SEBI).

UNIT-IV

Industrial labour environment and trade unions in India; Globalization: Opportunities and challenges for MNCs in India; Foreign investment in India; Trends in global trade and economic integration; Contemporary Issues: trade and climate change, trade and food security, trade and finance, trade Geopolitics and sustainable development.

RECOMMENDED READINGS:

1. Faisal Ahmed and M. AbsarAlam. Business Environment: Indian and Global Perspective, PHI, New Delhi.
2. Cherunilam, Francis, *Business Environment*, Himalya Publishing House.
3. Misra, S.K. &Puri, V.K., *Indian Economy*, Himalya Publishing House.
4. AswathThapa, K., *Business Environment*, Excel Books.
5. Bedi S.K., *Business Environment*, Excel Books.
6. Paul Jastin, *Business Environment*, Tata McGraw Hill.
7. Economic Survey, Govt. of India.