

FACULTY OF ECONOMICS & BUSINESS

SYLLABUS

FOR

Master of Commerce

(CREDIT BASED EVALUATION AND GRADING SYSTEM)

(SEMESTER: I-IV)

SESSION: 2019-20



GURU NANAK DEV UNIVERSITY AMRITSAR

Note: (i) Copy rights are reserved.
Nobody is allowed to print it in any form.
Defaulters will be prosecuted.

(ii) Subject to change in the syllabi at any time.
Please visit the University website time to time.

1
MASTER OF COMMERCE
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

SCHEME OF COURSES

SEMESTER – I

Course No.	C/E/I	Course Title	L	T	P	Total Credits	Mid Sem. Marks	End Sem. Marls	Total Marks
Core Courses									
DCL-101	C	Managerial Economics	4	--	--	4	20	80	100
DCL-102	C	Statistical Analysis for Business	4	--	--	4	20	80	100
DCL-103	C	Organizational Behavior	4	--	--	4	20	80	100
DCL-104	C	Business Environment	4	--	--	4	20	80	100
DCL-105	C	Management and Cost Accounting	4	--	--	4	20	80	100
Total Credits:			20	--	--	20	100	400	500

SEMESTER – II:

Course No.	C/E/I	Course Title	L	T	P	Total Credits	Mid Sem. Marks	End Sem. Marls	Total Marks
Core Courses									
DCL-201	C	Management Science	4	--	--	4	20	80	100
DCL-202	C	Financial Management	4	--	--	4	20	80	100
DCL-203	C	Marketing Management	4	--	--	4	20	80	100
DCL-204	C	Human Resource Management	4	--	--	4	20	80	100
DCL-205	C	Operations Management	4	--	--	4	20	80	100
Interdisciplinary Courses (3 Credits)									
	I	To be opted from the specified Departments	4	--	--	4			
Total Credits:			24	--	--	24	100	400	500

***Note:**

After 2nd semester every student is required to undergo 6 weeks training under any one of the following: like Chartered Accountants, Company Secretaries, Cost Accountants (ICWA), Financial Analyst (CFA, Insurance Companies, Banks, Stock Market Intermediaries etc. and to submit training certificate with the department.

Note.

1. PSL -053 ID Course Human Rights & Constitutional Duties (Compulsory ID Course) Students can opt. this paper in any semester except the 1st Semester. This ID Course is one of the total ID Course of this course.

**MASTER OF COMMERCE
(CREDIT BASED EVALUATION AND GRADING SYSTEM)**

SEMESTER – III

Course No.	C/E/I	Course Title	L	T	P	Total Credits	Mid Sem. Marks	End Sem. Marks	Total Marks
Core Courses									
DCL-301	C	Corporate Financial Accounting & Auditing	4	--	--	4	20	80	100
DCL-302	C	Analytical Techniques for Business Research	4	--	--	4	20	80	100
DCL-303	C	Strategic Management	4	--	--	4	20	80	100
DCS-304	C	Seminar (Based on summer training undergone at the end of semester II)	--	--	2	2			100
Interdisciplinary Courses (3 Credits)									
	I	To be opted from the specified Departments.	4	--	--	4	20	80	100
Elective Courses (8 Credits)									
	E	Elective Courses*	8	--	--	8	20	80	100
Total Credits:			24	--	2	26			
Note - * Any one of the following groups, each having two papers can be opted by the Student.									
Group A: Accounting & Finance									
DCL-331	E	Security Analysis and Portfolio Management	4	--	--	4	20	80	100
DCL-332	E	Banking and Insurance Services	4	--	--	4	20	80	100
Group B: Business Laws									
DCL-333	E	Corporate Laws	--	--	--	4	20	80	100
DCL-334	E	Intellectual Property Law in India	--	--	--	4			
Group C: Marketing Management									
DCL-335	E	Consumer Behavior	4	--	--	4	20	80	100
DCL-336	E	Services Marketing	4	--	--	4	20	80	
Group D: Human Resource Management									
DCL-337	E	Strategic Human Resource Management	4	--	--	4	20	80	100
DCL-338	E	Labour Legislation	4	--	--	4	20	80	100

**MASTER OF COMMERCE
(CREDIT BASED EVALUATION AND GRADING SYSTEM)**

SEMESTER – IV

Course No.	C/E /I	Course Title	L	T	P	Total Credits	Mid Sem. Marks	End Sem. Marks	Total Marks
Core Courses									
DCL-401	C	Contemporary Accounting	4	--	--	4	20	80	100
DCL-402	C	Corporate Governance	4	--	--	4	20	80	100
DCL-403	C	Indian Financial System	4	--	--	4	20	80	100
DCD-404	C	Dissertation	--	--	--	2			100
Interdisciplinary Courses (3 Credits)									
	I	To be opted from the specified Departments.	4	--	--	4	20	80	100
Elective Courses (8 Credits)									
	E	Elective Courses*	8	--	--	8	20	80	100
Total Credits:			24	--	--	26			
Note - * A student has to opt for the same specialization from the following specializations									
Group A: Accounting & Finance									
DCL-431	E	Security Market Operations	4	--	--	4	20	80	100
DCL-432	E	International Accounting	4	--	--	4	20	80	100
Group B: Business Laws									
DCL-433	E	Direct Tax Law	4	--	--	4	20	80	100
DCL-434	E	Goods and Services Tax (GST)	4	--	--	4	20	80	100
Group C: Marketing Management									
DCL-435	E	Advertising Management	4	--	--	4	20	80	100
DCL-436	E	Retail Management	4	--	--	4	20	80	100
Group D: Human Resource Management									
DCL-437	E	Managing Organizational Change	4	--	--	4	20	80	100
DCL-438	E	Industrial Relations	4	--	--	4	20	80	100

MASTER OF COMMERCE (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

DCL-101: MANAGERIAL ECONOMICS

Credits : 4-0-0
Total Marks:100
Mid Semester Marks:20
End Semester Marks:80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A
Managerial Economics: Meaning, Nature, Scope and Concepts Marginal Analysis: Law of Diminishing Marginal Utility, Law of Equi-marginal Utility Law of Demand: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance. Elasticity of Demand: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance.
SECTION-B
----- Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance. Production Function: Meaning, Types: Short Run and Long Run Production Function, Economies and Diseconomies of Scale.
SECTION-C
Theory of Costs: Types of Costs, Traditional Theory: Long Run & Short Run, Modern Theory: Long Run & Short Run. Managerial Theories: Profit maximization and Sales Maximization. Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition. Oligopoly: Sweezy Model.
SECTION-D
National Income: Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income. Consumption Function: Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption - Meaning, Properties and Implications. Inflation: Meaning, Types, Theories, Causes, Effects and Control. Unemployment trade off, WPI, CPI.

MASTER OF COMMERCE (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Suggested Readings:

1. Koutsoyiannis, A, Modern Micro Economics, Palgrave Macmillan Publishers, New Delhi.
2. Thomas Christopher R., and Maurice S. Charles, Managerial Economics – Concepts and Applications, 8th Edition, Tata McGraw Hills, 2006.
3. Mehta, P L, Managerial Economics – Analysis, Problems and Cases, Sultan Chand & Sons, Delhi.
4. Peterson and Lewis, Managerial Economics, 4th Edition, Prentice Hall of India Pvt. Ltd. New Delhi.
5. Shapiro, Macro Economics, Galgotia Publications.
6. H. L Ahuja, Advanced Economic Analysis, S. Chand & Co. Ltd, New Delhi.
7. G.S Gupta, Managerial Economics, Tata McGraw Hill.
8. Goel Dean, Managerial Economics, Prentice Hall of India, Pvt. Ltd., New Delhi.

MASTER OF COMMERCE (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

DCL-102: STATISTICAL ANALYSIS FOR BUSINESS

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A
Probability Theory: Probability – Classical, Relative and Subjective Probability; Addition and Multiplication Probability Models; Probability Distributions: Binomial, Poisson, and Normal Distributions; Characteristics and Applications
SECTION-B
Introduction to SPSS: Data Entry: Editing, Select Cases, Missing Values, Outlier Detection Data Cleaning: Transformation, Logarithmic, Reciprocals, Standardization and Normality, Formulation of Hypothesis: Types- Null and Alternative Hypothesis, Type I and Type II Errors; One tail and two tail tests; Parametric Vs Non Parametric Tests.
SECTION-C
Parametric Tests: Assumptions Testing of Hypothesis: One sample Test, Two samples independent T- Test, Paired sample T- Test,
SECTION-D
ANOVA Test: One –Way and Two –way, Post hoc Tests Non Parametric Tests: Chi square test of goodness of fit and Association of attributes.

Note: Practical through SPSS

Suggested Readings:

1. Naval Bajpai, “Business Statistics”, Pearson Education.
2. Richard I. Levin, David S. Rubin, Sanjay Rastogi, Masood Husain Siddiqui, “Statistics for Management”, Pearson Education.
3. David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, “Statistics for Business and Economics.
4. J. K. Sharma, “Business Statistics”, Pearson Education.
5. Paul Newbold, William L. Carlson and Betty Thorne, “Statistics for Business and Economics”, Pearson Education.

MASTER OF COMMERCE (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

DCL-103: ORGANIZATIONAL BEHAVIOR

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

An overview of Management Functions, Roles and Skills,
Meaning of Organisational Behaviour; Predicting Behaviour – Role of Intuition and Systematic Study,
Challenges and Opportunities for OB,
Developing an OB Model

SECTION-B

Diversity in Organizations; Levels of Diversity, Discrimination, Biographical Characteristics, Ability, Diversity Management Strategies
Personality: Meaning, Determinants, Measures – The Myers-Briggs Type Indicator, The Big Five Model, Dark Triad – Machiavellianism, Narcissism, Psychopathy, Personality and Situation.
Values and Value System: Meaning, Importance and Organization of Values, Generational Values, P-J Fit and P-O Fit, Hofstede's Value Dimensions of National Culture.

SECTION-C

Attitudes: Meaning, Components, Attitude Behaviour Linkage, An Overview of Major Job Attitudes - Job Satisfaction, Organizational Commitment, Perceived Organizational Support, Employee Engagement.
Emotions and Moods: Meaning, The Basic Emotions and Moods, Functions of Emotions, Sources of Emotions and Moods, Emotional Labour, Emotional Intelligence, Emotion Regulation, OB Applications of Emotions and Moods.
Perception: Meaning, Factors Influencing Perception, Perceptual Process– Attribution Theory, Common Shortcuts in Judging Others and Specific Applications in Organizations.

MASTER OF COMMERCE (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

SECTION-D

Group Dynamics: Meaning and Types of Groups, Why do People Form Groups, Stages of Group Development, Group Properties – Roles, Norms, Status, Size, Cohesiveness, Diversity, and their influence on Behaviour of Group Members.

Work Teams: Difference between Groups and Teams, Types of Teams, Creating Effective Teams

Conflict: Meaning, Types, Locus, Conflict Process

Negotiation: Meaning, Bargaining Strategies, The Negotiation Process, Individual Differences in Negotiation, Third Party Negotiations.

References:

1. Stephen P. Robbins, Timothy A. Judge, Neharika Vohra, 'OrganisationalBehaviour', Pearson Education, New Delhi.
2. Steven L. McShane, Mary Ann VonGlinow, Radha R Sharma, 'OrganisationalBehaviour', Tata McGraw Hill, New Delhi.
3. Debra L. Nelson, James Campbell Quick and Preetam Khandelwal, 'Organizational Behaviour', Cengage, New Delhi.
4. K. Aswathappa, OrganisationalBehaviour, Text, Cases and Games, Himalaya Publishing, Delhi.
5. UdaiPareek, Understanding Organizational Behaviour, Oxford University Press, New Delhi.

Note: Latest Edition of text books to be used

MASTER OF COMMERCE (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

DCL-104: BUSINESS ENVIRONMENT

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION – A

- **Theoretical Framework of Business Environment:** Concepts, Significance and Nature of Business Environment; Type of Environment-internal, external, micro and macro environment; Competitive structure of industries; Techniques of Environmental Scanning and Monitoring.
- **Economic Systems:** Different Economic systems and their characteristics (Capitalist System/ Market Economy, Socialist System and Mixed Economy); India's Mixed Economy – Advantages and Disadvantages.
- **Political Environment:** Defects of the Free Enterprise System; The Evolution of Concept State Participation in Economic Development, The Rationale for State Intervention in Economic Affairs; Roles of the Government; Extent of Government's Participation.
- **Economic Planning in India:** History of Planning in India, Niti Aayog: Functions of Niti Aayog, Guiding Principles, Structure of Niti Aayog.

SECTION – B

- **Consumer Protection:** Rise of Consumer Protection, Consumer Duties and Responsibilities, Consumer Protection Act, 1986 with latest amendments.
- **Environment Protection:** History of Environmentalism, Role of Stakeholders in Preserving the Environment, Industrial Pollution, India's Environment Policy – Environment Protection Act, 1986 and Latest Developments in India's Environment Policy.
- **Corporate Social Responsibility:** Conflicting Perspectives, Why Social Responsibility of Business, Definition of Corporate Social Responsibility, Theoretical Justifications for CSR, Clause 135 of Companies Act, 2013.
- **Corporate Governance:** Definition, Good Corporate Governance, Issues in Good Corporate Governance, Need for and Importance of Corporate Governance, Indian Model – Clause 49.

SECTION – C

- **Monetary Policy and Fiscal Policy:** Objectives and Techniques.
- **Foreign Trade Policy:** Objectives, Latest Foreign Trade Policy.
- **Economic Legislations:** Competition Act, 2002; Foreign Exchange Management Act, 1999.

SECTION – D

- **India and WTO:** Emergence of WTO; Objectives, Core Principles and Functions of WTO; Organizational Structure, Ministerial Conferences, WTO Agreements, WTO and MFN Clause, WTO and India, Evaluation of WTO.
- **World Bank:** Brief History, Functions, Funding Operations, Lending Policies, World Bank Support to India.
- **International Monetary Fund:** Origin, Objectives, Borrowing Agreements, Criticisms, India and IMF Friendship.

Suggested Readings

- A.C. Fernando (2011). *Business Environment*, Pearson Education.
- Ahmed, M. & Alam, A. (2014). *Business Environment: Text and Cases*. PHI Learning Private Limited.
- Francis Cherunilam. (2014). *Business Environment: Text and Cases*. Himalaya Publishing House.
- Ashwathappa, K. (2014). *Business Environment*. Himalaya Publishing House.

MASTER OF COMMERCE (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

DCL-105: MANAGEMENT AND COST ACCOUNTING

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A
<ul style="list-style-type: none"> • Introduction to Accounting: Accounting as a management information system; Users of accounting information; generally accepted accounting principles and concepts; understanding the annual reports of companies. • Introduction to Management and Cost Accounting: meaning, nature scope and limitations, relationship between cost and management accounting. • Reporting to Management: Objectives of reporting, Reporting needs at different managerial levels; Types of reports, modes of reporting, Reporting at different levels of management
SECTION-B
<ul style="list-style-type: none"> • Management Control System: Meaning, nature and scope. Relationship between management control, strategic planning and operational control. • Management Control Structure: Various forms of responsibility centers. Responsibility Accounting, Intra-company transfer pricing • Management Control Process: Budgeting process, Preparation of fixed and flexible budgets, Preparation of cash budget, Zero Base Budgeting.
SECTION-C
<ul style="list-style-type: none"> • Analyzing Financial Statements: Horizontal, vertical and ratio analyses • Cost Analysis for decision making: Cost Concepts in decision making, marginal cost, out of pocket cost, differential cost, sunk cost, opportunity cost, imputed (or notional) cost, replacement cost, relevant and irrelevant cost, difference between relevant and irrelevant cost Preparation of a cost sheet • Standard Costing and Variance Analysis: Standard costing as a control technique; Setting of standards and their revision; Variance analysis -meaning and importance, kinds of variances and their uses-material, labour variances; Relevance of variance analysis to budgeting and standard costing.
SECTION-D
<ul style="list-style-type: none"> • Marginal Costing and Break-even Analysis: Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; Cost-volume-profit analysis; Break-even analysis; Assumptions and practical applications of break-even analysis; Decisions regarding sales-mix, make or buy decisions and discontinuation of a product line etc. • Contemporary Issues in Cost Accounting: Target Costing, Activity Based Costing, Life Cycle Costing. • Segment Performance Evaluation: Traditional measures of evaluation, Economic Value Added, Balanced Score Card.

MASTER OF COMMERCE (SEMESTER-I)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Suggested Readings:

1. Anthony, Robert: Management Accounting, Tarapore-wala, Mumbai,
2. Darfield, Jessie. Ceily A, Raiborn and Micheel R. Kenney: Cost Accounting: Traditions and Innovations. South-Western College Publishing, Cincinnati, Ohio.
3. Dccostet. Don T, and Elden L. Schafer: Management Accounting: A Decision Emphasis, John Wiley and Sons Inc, New York.
4. Garrison, Ray H. and Eric W. Noreen: Management Accounting, Richard D. Irwin. Chicago.
5. Hansen. Don R, and Maryanne M. Moreen: Management Accounting. South-Western College Publishing, Cincinnati, Ohio.
6. Hongren, C.T., Gray L. Sundem, and William O. Stratton: Introduction to Management Accounting, Prentice Hall, Delhi.
7. Hongren, Charles T, George Foster and Srikant M. Daliar: Cost Accounting; A Managerial Emphasis, Prentice Hall, Delhi.
8. Lall. B.M., and I, C Jain: Cost Accounting: Principles and Practice, Prentice Hall, Delhi

MASTER OF COMMERCE (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

DCL-201: MANAGEMENT SCIENCE

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A
<ul style="list-style-type: none"> • Management Science: Meaning, Nature, Scope and Applications. • Linear Programming: Assumptions, formulation, solution by Graphical and Simplex methods. • Duality: Economic interpretation of optimal simple solution, dual form of the problem, the primal – dual relationship in general form, analysis of the dual form,
SECTION-B
<ul style="list-style-type: none"> • Dual Simplex Method. • Sensitivity Analysis: Changes in (i) right hand side values; (ii) Objective function coefficients; (iii) constraint coefficients • Goal Programming (GP): Model formulation, Weighted Goals: Graphical method of GP solution; interpretation of the optimal Modified Simplex Solution.
SECTION-C
<ul style="list-style-type: none"> • Statistical Decision Theory: Decision making under uncertainty and risk, utility approach (Emphasis will be on business application rather than on derivations of formulae). • Queuing Models: Basic components of a waiting line process; Basic Structure of waiting Line processes; Queuing theory assumptions; Single channel, Single – Phase models – (M/M/I), (M/undefined/I), (M/D/I), (M/EK/I)
SECTION-D
<ul style="list-style-type: none"> • Markov Analysis: Properties of Markov Processes, developing the transition probabilities, matrix approach, steady state conditions. • Simulation: The Simulation process, Stochastic simulation with discrete probability functions using Monte Carlo Method. (Emphasis will be on business application rather than on derivations of formulae).

MASTER OF COMMERCE (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Suggested Readings:

1. Anderson, Sweeney and Williams: Introduction to Management Science/OR, Thompson, New Delhi.
2. Lee S.M.L.J. Moore and B.W. Taylor, Management Science, Boston: Allyn Bacon, 1994.
3. Turbon E. and J.R. Merenth, Management Science, Boston: Irwin, 1991.
4. Shegan A.W., Management Science, Englewood Cliffs, N.J. Prentice Hall, 1988.
5. Render B. and R.M. Stair Jr., Introduction to Management Science, Boston Allyn and Bacon, 1992.
6. Gould, F.J., G.D. Eppen and C.I. Schmidt, Introductory Management Science, Prentice Hall, Englewood Cliffs, N.J., Prentice Hall, 1993.
7. Heinze, David, Management Science, Introductory Concepts and Applications, Cincinnati; South Western, 1978.
8. Hillier and Leiverman, Introduction to Operation Research, Tata Mcgraw Hill, New Delhi.

MASTER OF COMMERCE (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

DCL-202: FINANCIAL MANAGEMENT

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- **Financial Management:** Meaning and nature; Financial goal-profit vs. wealth maximization; Finance functions-investment, financing, liquidity and dividend decisions. Financial planning Theories of capitalization.
- **Capital Budgeting:** Nature of investment decisions; Investment evaluation criterion, discounted cash flow criteria, discounted cash flow criteria; Risk analysis in capital budgeting (practicals through excel).

SECTION-B

- **Cost of Capital:** Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted).
- **Capital Structure Theories:** Conceptual framework. Determinants. Net income approach, Net operating income approach, Intermediary approach and M.M. Hypotheses with special reference to the process of arbitrage.

SECTION-C

- **Instruments of finance:** Long term and short term.
- **Dividend Policies:** Issues in dividend decisions. Forms of dividends; Theories of relevance and irrelevance of dividends.
- **Operating and Financial Leverage:** Measurement of leverages; analyzing alternate financial plans; Financial and operating leverage, combined leverage. EBIT and EPS analysis

SECTION-D

- **Management of Working Capital:** Meaning, significance and types of working capital; approaches of working capital; Calculating operating cycle period and estimation of working capital requirements.
- **Management of cash:** Strategies, Baumol's, Miller-Orr's and Beranek's models of cash management.
- **Management of receivables:** Credit policy, credit terms and collection efforts.

MASTER OF COMMERCE (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Suggested Readings:

1. Berk, Jonathan and DeMarzo, Peter: Financial Management, Pearson Education, Dorling Kindersley (India) Pvt Ltd.
2. Bhattacharya, Hrishlkas: Working Capital Management: Strategies and Techniques. Prentice Hall. New Delhi.
3. Brealey, Richard A and Seward C. Myers: Corporate Finance, McGraw Hill. Int. Ed, New York.
4. Chandrara, Prasanna: Financial Management, Tata McGraw Hill, Delhi
5. Hampton, John: Financial Decision Making, Prentice Hall, Delhi.

MASTER OF COMMERCE (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

DCL-203: MARKETING MANAGEMENT

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Marketing: Concepts, Philosophies and Importance, Scope of Marketing, Core Marketing Concepts Company Orientation towards the Marketing Place;

The Production concept, the Product concept, the selling concept, the Marketing concept, and the Holistic Marketing concept, Relationship Marketing;

Analyzing the Microenvironment; Needs and Trends, The Demographic Environment, Economic, Social-Cultural and Natural, Technological, Political-Legal Environment.

Marketing Research Process

SECTION-B

Creating Customer Value, Satisfaction and Loyalty, Maximizing Customer Lifetime Value (CLV), Cultivating Customer Relationships

Analyzing Consumer Markets: Factors influencing Consumer Behavior, The Buying Decision Process: The Five Stage Model, Other Theories of Consumer Decision Making.

Green Marketing, Analyzing the Rural Environment, Rural Consumer Behavior.

SECTION-C

Levels of Marketing Segmentation, Bases for segmenting consumer markets: Market Targeting, Bases for segmenting business markets. Product Life Cycle.

Marketing Strategies; Introduction stage and the Pioneer advantage, Growth, Maturity and Declining Stage.

Product Characteristics and Classifications; Product levels; The Customer value hierarchy, Product Classification, Differentiation, Product Packaging, Labeling, Warranties and Guarantees.

SECTION-D

Understanding Pricing; Setting the Price.

Marketing Communications; Advertising, sales Promotions, Events and Experiences and Public Relations, Direct Marketing, Personnel Selling, Interactive Marketing and Word of Mouth marketing.

Socially Responsible Marketing: Cause-related marketing and Social Marketing, Internal Marketing, E Commerce Marketing practices.

Marketing Implementation, Evaluation and Control.

MASTER OF COMMERCE (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Suggested Readings:

1. Kotler, Philip; Keller, Kevin; Koshey, Abraham; and Jha, Mithileshwar; Marketing Management: South Asian Perspective. 13th Edition. Pearson Education, New Delhi, 2009.
2. Ramaswamy, V.S. and Namakumari, S., Marketing Management: Global Perspective, Indian Context, 4th edition, MacMillan.
3. Kurtz, David L. and Boone, Louis E., Principles of Marketing, Thomson South-Western, 12th Edition.
4. Enis, B. M., Marketing Classics: A Selection of Influential Articles, New York, McGraw-Hill, 1991.
5. Saxena, Rajan, Marketing Management, Tata McGraw-Hill, New Delhi, 2006.

MASTER OF COMMERCE (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

DCL-204: HUMAN RESOURCE MANAGEMENT

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Human Resource Management (HRM): Meaning, Functions, Contemporary HRM Perspectives, Evolution of HRM, Goals of HRM, Setting/Structuring of HRM.
- The Competitive Environment for HRM; Corporate, Business and Functional Strategies; Human Resource Strategy Formulation; Interpersonal Processes and Strategy Implementation.

SECTION-B

- Human Resource Planning (HRP): Meaning, Process, Methods of HRP; Corporate Strategy and HRP, Economic Based Decisions and HRP: Unemployment Rates, Market Wage Rates and Human Capital Investments.
- Job Analysis: Meaning and Objective, Process: Job Analysis Techniques, Job Description and Job Specifications, Job Redesign, Employee Empowerment; Alternative Work Arrangements – Alternative Work Schedules and Alternative Work Sites.
- Employee Recruitment: Meaning and Factors governing Recruitment, Internal Recruiting and External Recruiting, Methods of Internal and External Recruiting; Internship, Realistic Job Previews.
- Employee Selection: Selection Process – Steps in Selection, Basic Selection Criteria; Selection Techniques – Applications and Background Checks, Employment Tests, Work Simulations, Personal Interviews, References and Recommendations, Assessment Centers
- Orientation, Induction, Onboarding and Placement.

MASTER OF COMMERCE (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

SECTION-C

- Training and Development: Meaning and Comparing with Learning and Education, Process of Training and Development: Identification of Training and Development Needs, Training Goals, Decision about in-house versus Outsourced Training, Methods of Training; Mentoring/Coaching, Management Development; Training Evaluation.
- Performance Appraisals: Meaning, Importance, Goals; Performance Appraisal Process – Role of the Organization, Role of the Rater, Role of the Ratee, Who Performs Performance Appraisal, What get Rated, Who should be Rated; Methods of Performance Appraisal; Balance Score Card Framework; Other issues – Rating Errors, Contextual Performance, Evaluating the Performance Appraisal Process; Performance Management and Feedback – Performance Management Techniques; Enhancing Performance at different levels.
- Career Management: Meaning of a Career, Typology of Career System, Career Stages; HRM and Career Management: Organizational and Individual Perspectives on Careers, Importance of Career Planning; Career Interest Inventory; Career Development Issues and Challenges.

SECTION-D

- Compensation and Employee Benefits: Meaning, Purposes, Wages Vs Salaries, Components of Compensation, Strategic Options for Compensation, Determinants of Compensation Strategy; An overview of Executive Compensation; Job Evaluation: Meaning, and Methods of Job Evaluation; Wage and Salary Administration; Incentives and Performance based Rewards; Employee Benefits: Meaning, Purposes, Mandated and Non-mandated Benefits, Employee Benefit Programs in India.
- Industrial Relations: Meaning, Importance, Theoretical Perspectives on IRs, Role of Labour Unions in Organizations – Historical Development of Unions; Overview of Indian Industrial Relations; Trends in Unionization – Trends in Union Membership, Trends in Union-Management Relations; The Unionization Process – Why Employees Unionize, Steps in Unionization, Decertification of Unions; Labour Unions in the 21st Century.

Suggested Readings:

1. Angelo S. DeNisi, Ricky W. Griffin, Anita Sarkar, “HR – A South-Asian Perspective”, New Delhi, Cengage.
2. Dessler, Gary, “Human Resource Management”, New Delhi, Pearson Education Asia.
3. Durai, Pravin, “Human Resource Management,” New Delhi, Pearson.
4. Noe, Raymond A., Hollenbeck, John R, Gerhart, Barry, Wright, Patrick M., “Human Resource Management: Gaining a Competitive Advantage,” New Delhi, McGraw-Hill.
5. Mathis, Robert L. and Jackson, John H., “Human Resource Management,” New Delhi, Thomson.
6. Gomez, Meja, Balkin, Cardy, “Managing Human Resources,” New Delhi, Pearson Education.
7. Aswathappa, K., “Human Resource Management”, Text and Cases. New Delhi, Tata McGraw – Hill.

MASTER OF COMMERCE (SEMESTER-II)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

DCL-205: OPERATIONS MANAGEMENT

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Concept of Production & Operations management, product and service continuum. Types of Production systems.
- Operations strategy: Linkage with Corporate Strategy, Market Analysis, Competitive Priorities and capabilities.
- New Product & Process Design and development. Introduction to plant location and plant layout.

SECTION-B

- Scheduling for Manufacturing Systems: Production Scheduling Techniques–Sequencing. Economic Batch Quantity with Joint Production Runs, Gantt. Charts. Network Analysis.
- Productivity: Concept, Factors Affecting Productivity. Work study. Methods Analysis–Various Charts. Work Measurement. Value Analysis.

SECTION-C

- Resources Planning: Aggregate Planning MRP (Bills of Materials & Product Structure), Enterprise Resource Planning, Resource Planning in Services.
- Quality Issues: Concept of Quality, Statistical Quality Control.
- Just in Time Manufacturing System.

SECTION-D

- Inventory Management: Concept and Classification of Inventory, Relevant Costs for Inventory Decisions. Inventory Control Models, Reorder level, Lead Time and Safety Stock.
- Supply Chain Management: Concept & Components of Supply Chain.

Suggested Readings:

1. Operations Management Theory & Practice, B. Mahadevan, Pearson Education.
2. Production & Operations Management, Kanishka Bedi, Oxford Higher Education.
3. Operations Management Processes & Value Chains, L.J. Krajewski & L.P. Ritzman, Pearson Education.
4. Production Operation Management, B.S. Goel.
5. Operations Management – For Competitive Advantage, Richard B Chase, F Robert Jacobs, Nicholas J Aquilano and Nitin K Agarwal, The McGraw Hill Companies.

MASTER OF COMMERCE (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

DCL-301: CORPORATE FINANCIAL ACCOUNTING AND AUDITING

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Form and contents of Profit and loss account and Balance sheet as per Companies Act 2013. Managerial remuneration: Provisions and methods of calculating net profits for the purpose of managerial remuneration.

Divisible profits and transfer to reserves, Dividend and Accounting treatment of dividend.

SECTION-B

Valuation of Goodwill: Different approaches as super profit, annuity and capitalization approach.

Valuation of Shares: Different approaches such as book value and earnings approach.

Accounting for Intangible Assets: Nature, Features, Types of Intangible assets, valuation of intangible assets, amortization of intangibles, Recognition and initial measurement of intangibles assets.

SECTION-C

Accounts for Non-Profit organizations: Meaning, Nature, Receipt and Payment Account and Income and Expenditure Account, Preparation of Receipt and Payment Account and Income and Expenditure Account. Difference between Receipt and Payment Account and Income and Expenditure Account.

Statutory Audit-Appointment qualifications, removal. Duties and liabilities of auditor. Code of conduct and ethics, professional misconduct of statutory auditor.

SECTION-D

Cost Audit: Meaning, objectives and scope of cost audit. Cost Auditor, his appointment, duties, liabilities. Cost audit report.

Management Audit: Meaning, objectives and scope of management audit. Appointment and qualifications of management Auditor. Audit of management functions such as planning, organising and control. Audit of functional areas-production, personnel marketing finance and accounting.

MASTER OF COMMERCE (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Suggested Readings:

1. Khan & Jain, Financial Management, Himalaya Publishing, New Delhi
2. Pandey I.M., Financial Management
3. Gupta, Kamale, Contemporary Auditing
4. Bigg W.S. Internal Auditing
5. Shukla, Grewal and Gupta: Advanced Accounts

MASTER OF COMMERCE (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

DCL-302: ANALYTICAL TECHNIQUES FOR BUSINESS RESEARCH

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A
Introduction to SPSS and E-views and Excel Data Entry and Preparation Manova and Mancova Family: One-way Manova, Two-way Manova, One-way Mancova (one covariate), Hotelling's T^2 ,
SECTION-B
Non-Parametric Tests- Chi-Square for Association and Goodness of Fit, The Fisher's exact test, Loglinear analysis, Mann-Whitney U Test, Wilcoxon Signed Rank Test, Kruskal Wallis H Test, Fried Mann Test. McNemar's Test, Cochran's Q test, Jonckheere-Terpstra test, Sign Test , Run Test
SECTION-C
Associations: Pearson product-moment correlation, The point-biserial correlation coefficient, Pearson's partial correlation, Spearman's rank-order correlation, Kendall's tau-b (τ_b) correlation coefficient, Goodman and Kruskal's γ , Somers' delta, The Mantel-Haenszel test of trend, The Cochran-Armitage test of trend, Relative risks, Odds ratios, Goodman and Kruskal's λ
SECTION-D
Reliability <ul style="list-style-type: none"> • Cronbach's alpha • Cohen's kappa (κ) • Weighted kappa (κ_w) • Kendall's coefficient of concordance Introduction to Regression and Factor Analysis
Final Examination: Three Hours

MASTER OF COMMERCE (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Suggested Readings:

1. Damodar N. Gujarati and S. Sangeeta, Basic Econometrics, Tata McGraw Hill Publishers, New Delhi, Fourth Edition, 2007.
2. Rajendar Nargundkar, Marketing Research: Text and Cases, Tata McGraw Hill Publishers, New Delhi, Fourth Edition, 2006.
3. Hair Joseph F., Multivariate Data Analysis, Pearson Education, Prentice Hall, 2006.
4. Naresh K. Malhotra, Marketing Research: Application to Contemporary Issues with SPSS, Pearson Education, Prentice Hall, First Edition, 2008
5. G.S. Maddala, Introduction to Econometrics, Wiley India Publishers Third Edition, 2007.
6. I. Gusti Ngurah Agung, Time Series Analysis Using E-views, John Wiley & Sons, 2009.
7. Badi H. Baltagi, Econometrics Analysis of Panel Data, John Wiley & Sons, Third Edition.
8. Chris Brooks (2002). Introductory Econometrics for Finance, Cambridge University Press.
9. Walter Enders (2003). Applied Econometric Time Series, Wiley.
10. Hamilton, J. (1994), Time Series Analysis, Princeton University Press, Princeton.
11. Tsay, Ruey S., (2002) , Analysis of Financial Time Series, John Wiley and Sons. Campbell Lo
12. MacKinlay, (1997) The Econometrics of Financial Markets, Princeton. 6. Greene,
13. William (2000), Econometric Analysis, Prentice Hall, 4th Edition
14. Cooper, D. R. and Schindler, P.S. Business Research Methods, New Delhi: Tata McGraw Hill.
15. Software: Eviews 7 or Higher Version and SPSS 21 or Higher Version

MASTER OF COMMERCE (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

DCL-303: STRATEGIC MANAGEMENT

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A
<ul style="list-style-type: none"> • Understanding strategy and strategic management. Strategic management process. Strategic Decision Making, Dimensions and Modes of strategic decision making. The secret of success of successful companies(Mckinsey's 7 S model) • Defining strategic intent: Vision, Mission Goals and Objectives. Characteristics of a good mission statement. Designing and evaluating a mission statement.
SECTION-B
<ul style="list-style-type: none"> • External environment analysis – Strategically relevant components of external environment. Industry analysis – Porter's five forces model. • Internal environment analysis - Resource based view of an organization: VRIO framework; Value chain analysis; Competitive advantage and Core competency. Internal Factor Evaluation Matrix. • Environmental scanning techniques – ETOP and SWOT analysis
SECTION-C
<ul style="list-style-type: none"> • Business level strategies – Porter's framework of competitive strategies: Cost leadership, Differentiation and Focused strategies. • Corporate level strategies – Growth strategies – horizontal and vertical integration; strategic out sourcing; related and un-related diversification; international entry options; harvesting and retrenchment strategies • Portfolio strategies – BCG Model, G E Business Planning Matrix, Shell's Directional Policy Matrix.
SECTION-D
<ul style="list-style-type: none"> • Strategy implementation – Strategy-structure fit: developing and modifying organizational structure. Organization culture, • Strategy Evaluation and Control – Nature of strategy evaluation; Strategy evaluation framework; Traditional vs. Modern Controls, The balanced Score Card.
Final Examination: Three Hours

MASTER OF COMMERCE (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Suggested Readings:

1. Wheelen, Thomas L., Hungerford J. and Rangarajan Krish, “Concepts in Strategic Management and Business Policy”, Pearson Education, India.
2. David, R Fred, “Strategic Management– Concepts and Cases”, Pearson Education, India.
3. Hill, Charles W L and Jones Gareth R, “ An Integrated Approach to Strategic Management” Cengage Learning
4. Thompson, Arthur A Jr.; Strickland A J III; Gamble, John E and Jain, Arun K. “ Crafting and Executing Strategy The Quest for Competitive Advantage.- Concepts and Cases”, TMH, New Delhi.
5. Pitts, Robert A and Lei, David. “Strategic Management Building and Sustaining Competitive Advantage”, Thomson, India
6. Kazmi, Azhar. “Business Policy and Strategic Management”, TMH, New Delhi.

DCS–304: SEMINAR

(Based on summer training undergone at the end of semester-II)

MASTER OF COMMERCE (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP A: ACCOUNTING & FINANCE

MCL-331: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Investment Background: Investment defined, Nature and Scope of Investment analysis, Objectives of Investment
- Concept of Risk and Return: Security return and risk analysis, Measurement of return and risk.
- Financial Assets: Type and their characteristics, Sources of financial Information.

SECTION-B

- Organization of securities Market: Concept of Capital Market, importance, Primary market & Secondary Market
- Market Efficiency: Efficient Market Hypothesis- Meaning, various forms and relevance.
- Valuation of Securities: Bonds, Debentures, Preference Shares and Equity.

SECTION-C

- Economic Analysis: Macromarket analysis, Microvaluation Analysis, Estimating expected earnings per share and earnings multiplier
- Industry Analysis: Importance, Business Cycles and Industry Sectors, Industry Life cycle, Estimating Industry rate of return, relative valuation approaches.
- Company Analysis: Importance, SWOT Analysis, Estimating Intrinsic Value, EPS & Earnings Multiplier, Growth and Value Stocks
- Technical Analysis: meaning, assumptions, Support, Resistance, trends, various types of charts, patterns and indicators, fibonacci analysis.

MASTER OF COMMERCE (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

SECTION-D

- Portfolio Management: Meaning, importance, objectives and various issues in portfolio construction and revision of portfolio.
- Markowitz risk-return optimization: Estimating rate of return and standard deviation of portfolio returns; effects of combining securities.
- Market Models: Single Index Model, three factor and multi factor models.
- Portfolio Performance Evaluation: Measure of return, risk adjusted measures of performance evaluation

Final Examination: Three Hours

Suggested Readings:

1. Reilly & Brown: Investment Analysis and Portfolio Management, Thomson South-Western
2. Chandra, Prasanna: Investment Analysis and Portfolio Management, McGraw-Hill Professional.
3. Bodie, Kane, Marcus & Mohanty: Investments, McGraw Hill Education.

MASTER OF COMMERCE (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP A: ACCOUNTING & FINANCE

DCL-332: BANKING AND INSURANCE SERVICES

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Banking: Brief History and Present Structure of Commercial Banking (CB) in India.

Management of Commercial Banks in India: Liquidity Management, Security Investments and Income Management, Assets and Liabilities Management.

Liberalization of Banking Sector in India: Narsimham Committee Report Part I and II.

Regulation of Banking Sector in India: Role of RBI, CRR, SLR, CRAR and Prudential norms.

Financial Deepening and Inclusion: Concept and Significance, Microfinance.

SECTION-B

Risk Management: Concept, Nature, Causes, Types and Methods of Risk Management.

BASEL Norms: Introduction to BASEL Norms, Basel-I, Basel-II, Basel-III, Regulatory framework, Significance and Difficulties.

Innovations in Banking: Wholesale and Retail Banking, Universal and Narrow Banking, Off Shore Banking and Multinational Banking.

SECTION-C

Insurance: Introduction to Insurance, Purpose, Benefits and Principles of Insurance.

Insurance industry in India: Evolution, Liberalization in Insurance Sector: Malhotra Committee Report and its status of Implementation.

Classification of Insurance: Life Insurance, Fire Insurance, Marine Insurance, Miscellaneous Insurance, Difference between Life, Fire and Marine Insurance

Legislative Insurance Framework: Insurance Act, 1938; IRDA Act, 1999.

SECTION-D

Saving and Investment Policies of Insurance: Whole life plans, Term Assurance plans, Endowment Assurance Plans

Insurance pricing: Computation of Premium, Rider premium, Bonuses, Surrender Value. Concepts of Reinsurance and Bancassurance.

Insurance Documents: Proposal forms, First Premium Receipt/Renewal Premium Receipt, Policy Contract, Endorsements, Renewal Notice/Bonus Notices, Other Insurance Documents

Final Exam: Three hours

MASTER OF COMMERCE (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Suggested Readings:

1. Banking Theory Law and Practice, Sundaram and Varshney, Sultan Chand and Sons
Publisher, Year: 2004 Edition
2. Managing Indian Banks: Challenging Ahead, Vasant C Joshi & Vinay V Joshi, Sage
Publications, 2e.
3. Money Banking and International Trade, KPM Sundharam, Sultan Chand and Sons,
2002.
4. Financial Institutions and Markets, LM Bhole Tata McGraw Hill, 2004, 4th Edition
5. Niehaus, Harrington (2007), Risk Management and Insurance, Tata McGraw-Hill
6. Financial Institutions and Markets, Meir Kohn - Tata McGraw Hill, 1996.
7. Management of Indian Financial Institutions, R M Srivastava Himalaya Publishing.

MASTER OF COMMERCE (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP B: BUSINESS LAWS

DCL-333: CORPORATE LAWS

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- **Emerging issues in company law:** One Person Company (OPC), Small Company, Postal Ballot, Small Shareholders on Board, Director Identity Number (DIN), Corporate Identity Number (CIN), MCA-21, Online Filing of Documents, Online Registration of Company, Limited Liability Partnership (LLP), Insider Trading, Rating Agencies, Producer Company – concept and formation, Corporate Governance and Clause 49, Ministry of Corporate Affairs.

SECTION-B

- **Competition Act, 2002:** Objectives of the Act, Salient features-Anti Competitive Agreements. Prevention of abuse of dominant position, Combination, Competition Advocacy, Competition Commission of India.
- **Information Technology Act,2000:** Digital Signature, Digital Signature Certificate, Electronic Records and Governance, Attribution, acknowledgement and dispatch of electronic records, Regulation of certifying authorities, Digital signatures certificates, Duties of subscribers, Penalties and adjudication , Appellate Tribunal, Offences.

SECTION-C

- **Intellectual Property Rights in India:** Concept of Intellectual Property and Intellectual Property Rights, Categories of Intellectual Property.
- **Right to Information Act, 2005:** Explanation of Important Concepts /Terms in the Act, Public Authorities and their Obligations under the Act; Role of Public Information Officers: PIOs and APIOs - Accepting an Information Request, Processing and Disposing; Exemptions from Disclosure of Information, Partial Disclosure and "Third Party" Information.

SECTION-D

- **Prevention of Money Laundering Act, 2002:** Concept of money laundering, Money laundering process, Impact of money laundering on economic development, Global initiatives for prevention of money laundering, Overview of Prevention of Money Laundering Act, 2002: Adjudication and Adjudicating Authority, Obligation of Banking Companies, Financial Institutions and Intermediary, Summon, searches, seizures etc., Retention of Property, Retention of Record, Appellate Tribunal, Special Court, KYC Guidelines, KYC Policy, Power of Central Government, Agreement with foreign countries, Attachment of property.

Suggested Readings:

1. Ramaiya : Guide to the Companies Act, Wadhwa & Company, Nagpur
2. Companies Act, 2013 and Rules made these under.
3. Avtar Singh, Company Law, 2007 Eastern Book Company, Lucknow
4. Mittal D.P., Taxmann's *Competition Law* (2007)
5. S.K. Roy Chaudhary & H.K. Saharay: The Law of Trademarks, Copyright, Patents and Design.
6. SatyawratPonkse: The Management of Intellectual Property.
7. Akhileshwar Pathak: Legal Aspects of Business, McGraw Hill Education.

MASTER OF COMMERCE (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP B: BUSINESS LAWS

DCL-334: INTELLECTUAL PROPERTY LAW IN INDIA

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Overview of Intellectual Property - Meaning of property, Is IP a property, Justifications for protection of IP, Major forms of IP – Copyright, Patent, Trade Marks, Designs, Geographic indication, Semi conductors, Plant varieties; International Instruments concerning Intellectual Property Rights: the Berne Convention, Universal Copyright Convention, The Paris Convention, Patent Co-operation Treaty, TRIPS, The World Intellectual Property Organization (WIPO) and the UNESCO.
- Copyright Act, 1957: Nature of Copyright, Works in which Copyrights subsist, Author & Ownership of Copyright, Rights Conferred by Copyright, Assignment, Transmission, Licensing of Copyrights, Infringement of Copyrights, Remedies & Actions for Infringement of Copyrights, . Copyright Societies, Office, Board, Registration of Copyrights & Appeals, International Conventions, Copyright pertaining to Software/Internet and other Digital media, Remedies, especially, possibility of Anton Pillar Injunctive Relief in India.

SECTION-B

- The Patents Act, 1970: Concept of Patent, Product / Process Patents & Terminology, Duration of Patents- Law and Policy Consideration Elements of Patentability,- Novelty and Non Obviousness (Inventive Steps and Industrial Application, Non- Patentable Subject Matter, Procedure for Filing of Patent Application and types of Applications, Procedure for Opposition, Revocation of Patents, Ownership and Maintenance of Patents,

MASTER OF COMMERCE (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Assignment and licensing of Patents, Working of Patents- Compulsory Licensing, Patent Agent- Qualification and Registration Procedure.

SECTION-C

- Trademarks : The rationale of protection of trademark as (a) an aspect of commercial and (b) of consumer rights, Definition and concept of Trademarks, Different kinds of marks (brand names, logos, signatures, symbols, well known marks, certification marks and service marks), Non Registrable Trademarks, Procedure for Registration of Trademarks, Opposition Procedure, Assignment/Transmission / Licensing of Trademarks, Infringement of Trademarks, Passing off Action, Offences and Penalties, International Conventions- Madrid Protocol, Domain Names, Internet Domain Name Process.

SECTION-D

- Industrial Designs: What is a Registrable Design, What is not a Design, Novelty & Originality, Procedure for Registration of Designs, Copyright under Design, Assignment, Transmission, Licenses, Procedure for Cancellation of Design, Infringement, Remedies.
- Geographical Indication Meaning and evolution of GI, Difference between GI and Trade Marks, Registration, Rights, Authorised user.

Suggested Readings:

1. N.S. Gopalkrishan: Cases and Materials on Intellectual Property Law, National Law School, Bangalore, 1992
2. W.R. Cornish: Intellectual Property Law, Sweet and Maxwell, 1981
3. P. Navoyenas: Intellectual Property Law, Eastern Law House, Calcutta
4. T.Ramappa : Intellectual Property Rights Law in India, Asia Law House, Hyderabad, 2010
5. Sumeet Malik: Intellectual Property Rights Manual, Eastern Book Company, 2013

GROUP-C: MARKETING MANAGEMENT

DCL-335: CONSUMER BEHAVIOR

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- **Introduction to Consumer Behaviour:** Definition of Consumer Behaviour; What Affects consumer Behavior; Marketing Implications of Consumer Behavior.
- **Consumer Motivation:** Nature of motivation, Types of consumer needs and motives, Dynamics of motivation; Maslow's Need Hierarchy Theory of Motivation and McGuire's Psychological Motives Theory, Motivation Theory and Marketing Strategy, Measurement of Motives.
- **Personality:** Definition of personality, Theories of personality - Freudian theory, Neo-Freudian theory, Trait Theory; Personality Traits and Implications; Self-Concept; Nature of Lifestyle, Measurement of Lifestyle, VALS segments.
- **Consumer Perception:** Meaning of Consumer Perception, Difference between Perception and Sensation, Nature of Perception, The Perceptual Process: Perceptual Selection, Perceptual Organization, Perceptual Interpretation, Consumer Imagery , Perceived Risk , Consumer Perception and Implications for Marketers.

SECTION-B

- **Emotions, Moods and Consumer Involvement:** Emotions and Moods and Implications for Marketers, Meaning, Nature and Types of Consumer Involvement, Mechanism underlying

MASTER OF COMMERCE (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

the Consumer Involvement Process, Consumer Behavior Models based on Involvement, Consumer Involvement and Implications for Marketers.

- **Consumer Learning:** Elements of consumer learning, Learning Theories (Behavioural and Cognitive) and their Implication for Marketers.
- **Consumer Attitudes:** Definition of attitudes, Definition and Meaning of Consumer Attitude, Nature of Attitudes, Functions of Attitudes, Structural models of attitudes – Attitude toward Object, Tri-Component Model of Attitude, Multi-Attribute Model, Theory of Reasoned Action, Attitude toward Ad; Measurement of Attitudes 6.5.6 Attitude Formation and Attitude Change; Attitude Change: The ELM Model, The Theory of Cognitive Dissonance, Attribution Theory ; Consumer Attitude and Implications for Marketers.

SECTION-B

- **Group Influences on Consumer Behaviour:** Types of consumer related groups; Reference Group Influence – Nature, Degree, Marketing Strategy Based on Reference Group Influence; Opinion Leadership and Marketing Strategy.
- **Family:** Family life cycle and Marketing Strategy, Family Decision Making – nature and determination of family purchase roles, Conflict Resolution, Consumer Socialization – Process, Marketing to Children
- **Social Class:** Definition; Measurement of social class; Social class dynamics.
- **Cultural Influences on Consumer Behaviour:** Definition of culture, Characteristics of Culture, Hofstede's Cultural Dimensions, Affect of culture on consumer behavior, Measurement of culture; Subculture and consumer behaviour; subcultural categories.

SECTION-D

- **Diffusion of Innovation:** Need for Innovation, Types of Innovation, ; Diffusion process; Adoption process and Adopter Categories
- **Consumer Decision Making:** Levels of Consumer Decision Making; Consumer Decision Making Process: Problem Recognition, Pre-purchase information search, Evaluation of alternatives, Purchase decision and Post-purchase outcome and reactions.
- **Models of Consumer Behaviour:** E.K.B; Howard and Sheth; Nicosia's Model.

Suggested Readings:

1. Schiffman, I. G. and Kanuk, L. L. Consumer Behaviour, New Delhi, Pearson Eductaion, 2013.
2. Hawkins, A.I; Motherbaugh, D.L. and Mookerjee, A., Consumer Behavior Building Marketing Strategy, New Delhi, McGraw Hill, 2014. .
3. Solomon, Michael R. Consumer Behaviour, New Delhi, Pearson Education, 2003.
4. Loudon, David L. and Della Bitta, Albert J., Consumer Behavior, Tata McGraw-Hill, Fourteenth Edition, 2002.

MASTER OF COMMERCE (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP-C: MARKETING MANAGEMENT

DCL-336: SERVICES MARKETING

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION – A

- **Introduction to services:** Meaning and need for services marketing, Characteristics of Services Compared to Goods, Services marketing mix.
- **Customer Expectations of Services:** Meaning and types of services expectations, Factors that influence customer expectations of services, Issues involving Customer Expectations.
- **Customer Perceptions of Services:** Customer satisfaction, Service quality, Service Encounters.
- **Understanding Customer Requirements:** Using marketing research to understand customer expectation, Elements in effective services marketing research program, Analyzing and interpreting marketing research findings, using marketing research information.

SECTION – B

- **Services Consumer Behavior:** The Consumer Decision Process, Special Considerations Pertaining to Services
- **Service Recovery:** Impact of service failure and recovery, Service recovery paradox, How customer respond to service failures? Why do/don't people complain, Customer expectation after complain, Switching versus staying post service recovery, Service recovery strategies.
- **Service Development & Design:** Challenges of service design, Service redesign, Stages in new service development, Service blueprinting, High performance service innovations.
- **Physical Evidences and Servicescape:** Types of servicescapes, Role of servicescape, Framework for understanding servicescape effects on behavior, Approaches for understanding servicescape effects, Guidelines for physical evidence strategy.

SECTION – C

- **Employees' Role in Service Delivery:** The critical importance of service employees, Boundary/spanning roles, Hire the right people, Develop people to deliver service quality, Retain the best people.
- **Customers' Role in Service Delivery:** importance of customers' in service delivery, customers' roles, Self-service technologies, Strategies for enhancing customers' participation, Managing the customer-mix
- **Delivering Service through Intermediaries & Electronic Channels:** Service Distribution, Direct or company owned channels, Franchising, Agents and Brokers, Electronic Channels, Common issues involving intermediaries, Strategies for effective service delivery through intermediaries.
- **Integrated Service Marketing Communications:** Need for co-ordinate in marketing communication, Reasons for service communication problems, Matching service promises with delivery, exceeding customer expectations.

SECTION – D

- **Pricing of Services:** Services prices for consumers, cost-based pricings, Competition-based pricing, Demand-based pricing, discounting odd pricings, Synchro-pricing, Penetrating pricing, Prestige pricing, Skimming pricing, Value pricing, Marketing segmentation pricing, Price framing, Price bundling, Complimentary pricing, result-based pricing, Contingency pricing, Sealed bid contingency pricing, Money-back guarantees, commissions.
- **Customer Satisfaction, Customer Loyalty and Retention:** The Importance of Customer Satisfaction, Measuring Customer Satisfaction, Understanding Customer Satisfaction Ratings, Customer Satisfaction: How Good Is Good Enough?, Does Customer Satisfaction Translate into Customer Retention?, What Is Customer Loyalty?, What Is Customer Retention?, The Benefits of Customer Retention, Customer Retention Programs, Defection Management: Developing a Zero Defection Culture.
- **Defining and Measuring Service Quality:** What Is Service Quality?, Diagnosing Failure Gaps in Service Quality, Measuring Service Quality: The SERVQUAL Measurement Scale, Service Quality Information Systems.

Suggested Readings:

1. Zeithaml, V.A., Bitner, “Services Marketing”, 3rd Edition, Tata McGraw Hill, New Delhi.
2. Hoffman, K. Douglas and Bateson, John E.G. , “Services Marketing Concepts, Strategies, & Cases”, 4th Edition.
3. Lovelock, Wirtz Jochen, Chatterjee; “Services Marketing: People, Technology, Strategy”, Sixth Edition, Pearson Education, New Delhi.
4. Nargundhar, Rajendra “Services Marketing” 2nd Edition Tata Mcgraw Hill, New Delhi.

MASTER OF COMMERCE (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP-D: HUMAN RESOURCE MANAGEMENT
DCL-337: STRATEGIC HUMAN RESOURCE MANAGEMENT

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A
Competitive Advantage – Looking Inside; HRM in the Context of Organizations and their Environment;
SECTION-B
Human Resources and the Resource-Based View of the Firm Alignment of HR Strategies and the Impact on Business Performance Human Resource Strategy in International Context
SECTION-C
HR strategy and Competitive Advantage in the Service Sector Managing the Human Resource Architecture for Knowledge-Based Competition
SECTION-D
New HR Metrics: Scoring on the Business Scorecard Seeing the Elephant: HRM Challenges in the Age of Globalization The changing Role of the Corporate HR Function in Global Organizations of the Twenty-First Century.

Suggested Readings:

1. Randall S. Schuler & Susan E. Jackson, 'Strategic Human Resource Management', Wiley Blackwell
2. Jeffrey A. Mello, 'Strategic Human Resource Management', Cengage Learning.
3. Pulak Das, 'Strategic Human Resource Management – A Resource Driven Perspective', Cengage Learning

Note: Latest edition of text books to be used.

MASTER OF COMMERCE (SEMESTER-III)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP-D: HUMAN RESOURCE MANAGEMENT
DCL-338: LABOUR LEGISLATION

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Principles of Labour Legislation: Introduction, Social and Labour Legislation, Forces influencing modern social and labour legislation in India, Principles of modern labour legislation and types of labour legislation.

SECTION-B

Laws relating to working conditions: Factories Act, 1948; Apprentices Act, 1961; Employment Exchanges (Compulsory Notification of Vacancies) Act, 1959; Contract Labor (Regulation and Abolition) Act, 1970

Wages and Bonus Laws: Minimum Wages Act, 1948; Payment of Wages Act, 1936; Payment of Bonus Act, 1965; Equal Remuneration Act, 1976.

SECTION-C

Industrial Relations Laws: Trade Unions Act, 1926; Industrial Disputes Act, 1947; Industrial Employment (Standing Orders Act), 1946.

Social Security Laws: The Unorganised Workers' Social Security Act, 2008; Workers Compensation Act, 1923; Employee's State Insurance Act, 1948; The Employee's

SECTION-D

Provident Fund and Miscellaneous Provisions Act, 1952; The Payment of Gratuity Act, 1972. Child Labour (Prohibition and Regulation) Act, 1986.

Recommendations of the Second National Commission on Labour (2002).

Suggested Readings

1. Sarma, A.M., "Industrial Jurisprudence and Labour Legislation", Himalaya Publishing House, Mumbai.
2. Taxmann, "Labour Laws", Taxmann Allied Services Pvt. Ltd.
3. Srivastava, S. C., "Industrial Relations and Labour Laws", Vikas Publishing House Pvt Ltd, New Delhi.
4. Sinha, P.R.N., Sinha, InduBala and Shekhar, SeemaPriyadarshini, "Industrial Relations, Trade Unions and Labour Legislation", Pearson Education, New Delhi.

MASTER OF COMMERCE (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

DCL-401: CONTEMPORARY ACCOUNTING

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- **Emergence of contemporary issues in accounting** – Phases of development of accounting, influence of other disciplines on accounting and changing environment.
- **Human Resource Accounting:** Meaning and Scope, Human Resource Cost Accounting – Capitalization, Write off and Amortization Procedure. Models of HRCA-Historical cost model, Replacement cost model and Opportunity Cost Model. Human Resource Valuation Accounting – Hermanson, Lev and Schwartz, Flamholtz and Likert Model. Appraisal of Various Human Resource Valuation Models. Use of Human Resource Accounting in Managerial Decisions. Human Resource Accounting in India.

SECTION-B

- **Price Level Accounting** – Meaning and Utility, Limitations of Historical Costing, Methods-Current Purchasing Power Method, Current Cost Accounting Method. Corporate Practices.
- **Corporate Social Reporting:** Meaning of CSR, Pros and Cons of CSR Reporting, Areas of Corporate Social Performance as per the provisions of Companies Act 2013. Approaches to Corporate Social Accounting and Reporting- Inventory Approach, Cost or Outlay Approach, Programme Management Approach, Cost- Benefit Approach- Social Economic Operating Statements (SEOS), Social Audit, Social Income Statement, Comprehensive Social Reporting or Social Benefit Cost Model. Corporate Social Reporting in India.

SECTION-C

- **Corporate Reporting:** Concept of Disclosure in relation to Published Accounts, Significance of Disclosure, Principles of Disclosure, Issues in Corporate Disclosure-users, objectives, mode and format, quantum, timeliness. Recent Trends in the Presentation of Published Accounts
- **Corporate Reporting through Web:** Current status of the online corporate reporting, Ways of providing financial information on the internet, Benefits & Costs of online

MASTER OF COMMERCE (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

reporting, issues/problems arising from the growth of online corporate reporting, Recommendations made for improvement of online reporting

- **Value Added Reporting:** Meaning of Value Added, Value Added Statement; Preparation and Disclosure of Value Added Statements, Profit and Loss Account vs. Value Added Statement, Utility Value Added reporting, Economic Value Added-Meaning and advantages, EVA Disclosure in India.

SECTION-D

- **Reporting by Diversified Companies:** Meaning, Pros and Cons of Segment Reporting, Issues in segment reporting - Identification of reportable segment, Tests of Reportable Segment, Specification of information to be reported on each segment, Format of reporting. Overall View of AS 17.
- **Accounting Standards in India.** Significance and formulation of Accounting Standards.
- **Interim Financial Reporting:** Need of interim reporting, SEBI's guidelines and scope of AS-25, Improving Interim Reports.

Suggested Readings:

1. Lal, Jawahar and Lele, R.K., "Contemporary Accounting Issues", Himalaya Publishers.
2. Porwal, L.S., "Accounting Theory", Tata McGraw Hill.
3. Lal, Jawahar, "Corporate Financial Reporting", Taxman.
4. Arora, J.S., "Price Level Accounting", Deep and Deep Publishers.
5. Chander, Subhash, "Corporate Reporting Practices",

MASTER OF COMMERCE (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

DCL-402: CORPORATE GOVERNANCE

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Understanding Corporate Governance (CG): Overview, meaning, Historical Perspective, Issues
- Theory and Practice of CG: Theoretical Basis, Mechanisms, Systems, Indian Model of CG, Meaning of Good CG

SECTION-B

- Emergence of CG in India: Indian Committees and Guidelines, working group on the
- Companies Act 1996, CII's Initiatives, SEBI's Initiatives, Naresh Chandra Committee Report,
- 2003, Narayana Murthy Committee Report, 2003, JJ Irani Committee Report on Company Law, 2005.
- Corporate Governance and Stakeholders: Shareholders, Employees, Customers, Institutional Investors, Creditors, Community and Government. Codes and Standards on Corporate Governance; Corporate Governance: The Indian Scenario

SECTION-C

- Board of Directors and Corporate Governance: Role of board; directors, Independent directors; Board Committees and Chairman; Separation OF CEO & Board Chairman post, Nomination Committee, Board Selection, Boards Performance Evaluation, Executive Compensation, Role of Remuneration Committee
- Family owned Business and Corporate Governance Issues
- Auditors and Corporate Governance: Statutory Auditors and Internal Auditors
- Business Ethics and Corporate Governance

MASTER OF COMMERCE (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

SECTION-D

- **Major Corporate Governance Failures:** BCCI (UK), Maxwell Communication (UK), Enron (USA), World.Com (USA), Andersen Worldwide (USA), Vivendi (France), Harshad Mehta Scam, Satyam Computer Services Ltd, and Kingfisher Airlines, Common Governance Problems Noticed in various Corporate Failures
- Codes and Standards on Corporate Governance;
- Corporate Governance: The Indian Scenario

Suggested Readings:

1. Fernando, A. C., “Corporate Governance – Principles, Policies and Practices”, Pearson.
2. Das, S. C., “Corporate Governance in India – An Evaluation”, PHI
3. Parthasarathy, Swami, “Corporate Governance: Principles, Mechanisms & Practice”, Bizantra.
4. Clarke, Thomas and Branson Douglas, “The SAGE Handbook of Corporate Governance”, SAGE.
5. Balasubramanian, N., “A Case Book on Corporate Governance and Stewardship”, McGraw Hill.
6. Charan, Ram, “Boards that Deliver: Advancing Corporate Governance from Compliance to Competitive Advantage”, Wiley
7. Bloomfield, “Theory and Practice of Corporate Governance: An Integrated Approach”
8. Joshi, Vasudha, “Corporate Governance: The Indian Scenario”
9. Sarkar, Jayati and Sarkar Subrata, “Corporate Governance in India”, SAGE

MASTER OF COMMERCE (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

DCL-403: INDIAN FINANCIAL SYSTEM

Credits : 4-0-0
Total Marks:100
Mid Semester Marks:20
End Semester Marks:80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Indian Financial System: Definition, Purpose, Significance, Organisation Structure, Limitations, Recent Developments

Indian Financial Markets: Indian Capital Market - Features, Working, Defects and Suggestions for improvement in Indian Capital Market.

SECTION-B

Indian Money Market- Meaning, Nature, Functions, Constituents, Defects and Suggestions to improve Indian Money Market. Recent Trends in Indian Money Market.

Financial Institutions: Reserve Bank of India: Organization; Management; Functions

SECTION-C

Commercial Banks: Meaning; Functions; Management, Recent trends in Indian commercial banks

All India Development Banks: Concept, objectives, and functions

Non Banking Financial Intermediaries: Meaning, Role and Functions

Financial Instruments: Characteristics of Financial Instruments: Liquidity, Maturity, Safety and Yield.

SECTION-D

Financial Instruments: REPO, TBs, CP,CD, Equities, Bonds, Derivatives, etc

Financial Services: Objectives of financial services –types of financial services –capital market services & money market services, Regulatory Frame Work of Financial Services

Suggested Readings:

1. Indian Financial System by H.R. Machiraju, Vikas Publishing House Pvt. Ltd.
2. Indian Financial System by Varshney & Mittal, Sultan Chand & Sons.
3. Management of Indian Financial Institutions by R.M.Srivastava – Himalya Publishing House.
4. Managing Indian Banks by Vasant C. Joshi, Sage Publications.
5. Indian Financial System by Vasant Desai, Himalya Publishing House.
6. Financial Institutions & Markets by L.M.Bhole.
7. M.Y. Khan, Financial Services, Tata McGraw Hills, New Delhi, 2007.

Websites: -

1. WWW.RBI.Org.in
2. WWW.NSDL.Com
3. WWW.licindia.com
4. WWW.Sebi.gov.in
5. WWW.nabard.org
6. WWW.IFCILtd.Com

**MASTER OF COMMERCE (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)**

DCL-404:

DISSERTATION

MASTER OF COMMERCE (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP A: ACCOUNTING & FINANCE

DCL-431: SECURITY MARKET OPERATIONS

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Security Market: Meaning, Functions, Features of Primary Market and Secondary Market (NSE, BSE and MCX).
- Primary Markets: Procedure for floating public issue, Broad Contents of offer Document, Listing of Securities, Private Placement.
- Exchanges in India (stock, commodities and currencies): Products traded, exchange membership, organization and management.

SECTION-B

- Global Security Market Indexes: Use, Construction, stock market indexes, bond market indexes, composite stock-bond indexes, comparison of indexes over time.
- Clearing and settlement process at National Stock Exchange (NSE).
- Derivatives Market: Participants, Functions and Products- forward, futures, options and swaps, Option trading strategies.

SECTION-C

- Trading Mechanism: types of orders and margins, circuit filters, delivery norms, contract specifications, trading softwares and mobile applications, contract note and its components.
- Algorithmic Trading: Concept, Pre requisite, Trading infrastructure, types of trading algorithms.

SECTION-D

- Mutual Funds: Evolution, Types of Mutual Fund schemes, Regulation of Mutual Funds in India, Evaluating Performance of Mutual Fund Schemes. Exchange Traded Funds.
- Opening a demat and trading account: Process and Documentation
- Depository(NSDL, CDSL): Role and services

Suggested Readings:

1. Sharpe, William F., Gordon J. Alexander and Jeffrey V. Bailey, Investments (PrenticeHall).
2. Fabozzi, Frank Investment Management (Prentice Hall)
3. Haugen, Robert A. The Inefficient Stock Market (Prentice Hall)
4. Taggart, Robert A., Quantitative Analysis for Investment Management (Prentice Hall)
5. Richard Brealey and Steward Myers. Principles of Corporate Finance, McGraw Hill.
6. Dimson, E. (ed) : Stock Market Anomalies (Cambridge : Cambridge University Press)
7. Khan, M.Y. Financial Services, Tata McGraw Hill Publishing Company, New Delhi.
8. Reilly and Brown, Investment Analysis and Portfolio Management (Cengage).

MASTER OF COMMERCE (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP A: ACCOUNTING & FINANCE
DCL-432: INTERNATIONAL ACCOUNTING

Credits : 4-0-0
Total Marks:100
Mid Semester Marks:20
End Semester Marks:80

Mid Semester Examination: 20% weightage
End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Introduction to International Accounting: Meaning, Approaches and Scope of international accounting, Development of International Accounting, Importance and Difficulties in international accounting.

Interaction between international accounting and its environment: Environmental Factors affecting development of international accounting- Economic environment, Political Environment, Legal and Professional environment, Social and Cultural Environment.

Transnational reporting: Complexities in International Reporting, Classification of Reporting Practices.

SECTION-B

International financial analysis: meaning and dimensions of international financial analysis, need and significance of international financial analysis, Problems in international financial analysis, Tools of International Financial Statement Analysis.

Comparative financial reporting in U S, U K, China and Japan

International harmonisation of financial reporting: Meaning and significance of harmonization, Models of Harmonisation, Challenges of harmonisation, Convergence of accounting standards. Introduction to IFRS. Organizations involved in harmonization- IASB, EU, IOSCO, UN, IASB and IASB

SECTION-C

International transfer pricing: meaning, methods- Cost based and Market based methods, objectives of Domestic and International transfer pricing,

Accounting for foreign currency transactions and translation: Need for translation, Accounting Issues, approaches to accounting for foreign currency translations, foreign currency translation rates, Translating Balance Sheet and Profit and Loss Account- Approaches of foreign currency translation. Approaches of treatment of foreign currency translation gains and losses.

SECTION-D

Issues related to consolidation of financial statements of MNCs: Meaning and Need, Concept of a Group, Techniques of consolidation: Gross or Line-by-line consolidation, Net consolidation One line or equity, Pro-rata or proportional consolidation

International taxation: Evolution of Problem, concept of inter-individual equity, factors responsible for double taxation, Methods of Relief- Unilateral and Bilateral Relief.

Performance Evaluation in Multinational Firms: evolution, objective, Performance Measures-focusing on budgets, focusing on returns, other measures. Non-financial measures, Issues in performance evaluation.

MASTER OF COMMERCE (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Suggested Readings:

1. Choi, Frederick D S and Meek, Garry K, “International Accounting”, Pearson Education, 5th edition. 2007.
2. Douplik, Timothy and Perera, Hector, “International Accounting”, McGraw Hill International Edition, 2007.
3. Saudagaran, Shahrokh M. International Accounting – A Users Perspective”, Thompson, 2nd edition, 2007.
4. Iqbal, zafar M, Melchar, Trini U, and Elmallah, Amin A, International Accounting: A Global Perspective”. International Thomson Publishing
5. Rathore, Shirin, “International Accounting”, PHI.

MASTER OF COMMERCE (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP B: BUSINESS LAWS

DCL-433: DIRECT TAX LAW

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- **Introduction to Income tax Act, 1961:** Definitions of Person, Assessee, Assessment Year, Previous Year, Average Rate of Tax . Capital and Revenue incomes, expenses , losses and gains
- Agriculture Income, Concept, scope Partly Agriculture Income.
- **Residential Status:** Determination of residential status of a company individuals, firms. Incidence of Tax , Scope of total income on the basis of residential status.

SECTION-B

- **Income under the head Capital gains:** Definition of capital assets, assets which are not capital assets, transactions not regarded as transfer for computing capital gains Short term/long term capital assets, short term/long term capital gain taxation, indexation, exemptions, Computation of capital gains. Tax planning for Capital gains
- **Income under head Business and Profession:** Deductions expressly allowed and expenses disallowed for computing business and profession income. Tax audit, Maintenance of books of accounts. Exemptions available to company assesses Depreciation ; Concept and computation of depreciation under income tax law, Assets eligible for depreciation capital, Block of assets, Indexation and depreciation, Tax planning for income under the head Business and Profession

SECTION-C

- **Income from Other Sources;** Scope, incomes covered under the head,
- treatment of income from cross words, puzzles, horse races, casual income. Exemptions, deductions available to income under this heads
- **Assessment Procedure:** Voluntary return of income, return of loss, belated return, revised return, Best Judgement assessment. Significance of Carry forward and Set off losses in determining taxable income Hierarchy and powers of different Income tax authorities.
- **Deduction of Tax at Source and Advance payment of Tax:** Concept, Provisions of the Act for Advance payment of Tax and Deduction of Tax at Source including Penalties and Prosecutions

MASTER OF COMMERCE (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

SECTION-D

- **Tax Planning, Tax Avoidance and Tax Evasion;** Concept and distinction. Use of colourable devices; implications, Apex court judgement. Restrictions on tax avoidance; gaps covered and more needed to check tax avoidance and tax evasion Measures to check tax avoidance in the context of ; Partnership and H.UF and Company assesses.
- **Tax Planning for a companies;** Tax planning for various heads of income related to companies. Deductions allowed to company, Exemptions available for companies, Set off and carry forward of losses relevant to companies. Dividend distribution provisions with special reference to company assesses and tax implications. Special Economic zones; Concept, Tax benefits to companies established in SEZs

Suggested Readings:

1. Ahuja Girish, “Systemat-ic Approach to Income Tax”, Bharat Law House, New Delhi
2. Gaur, Narang & Puri, “ Corporate Tax Planning and Management”, Kalyani Publishers, Ludhiana
3. Mehrotra H.C., “ Income Tax law & Practice”, Sahitya Bhawan Publications, Agra
4. Singhanian . K. Vinod., “ Direct Tax Theory & Practice”, Taxman Publications (P) Ltd.
5. Website: www.incometaxindia.gov.in

MASTER OF COMMERCE (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP B: BUSINESS LAWS

DCL-434: GOODS AND SERVICES TAX (GST)

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Goods and Services Tax, 2017 – Introduction, Constitutional aspects, Implementation, GST Council, Liability of Tax Payer under IGST, CGST, SGST and UTGST. Rates for Levy of GST and collection. Exemption from GST: Introduction, Composition Scheme and remission of Tax.

Registration: Introduction, Registration Procedure, Special Persons, Cancellation.

SECTION-B

Supply: Meaning and Scope, Elements that constitutes supply, Self supplies, composite supply, mixed supply, interstate supply, intra-state supply, supply in territorial waters, place and time of supply.

Input Tax Credit: Introduction, Conditions necessary for obtaining ITC, Tax Invoice Credit & Debit notes, e-way bill. Job Work.

SECTION-C

Computation of GST Liability and Payment including time, method of making payment, challan generation, CPIN, TDS &TCS. Reverse charge.

Returns: various returns to be filed by the assesses

SECTION-D

GST Portal: Introduction , GST Eco-system, GST Suvidha Provider (GSP), Uploading Invoices

Assessment, Audit, Anti-evasion &Enforcement under CGST, UTGST & IGST Law.

Appeals, Revision and Penalties.

Final Examination: Three hours

Suggested Readings:

1. Taxmann: Taxmann's GST Manual 2017. Taxman, Publications (P) Ltd.
2. Datey V.S., Taxmann's GST Ready Reckoner Taxman, Publications (P) Ltd.
3. Gupta S.S., GST-How to meet your obligations 2017. Taxman, Publications (P) Ltd.
4. www.gst.gov.in for manuals, videos and FAQ.

MASTER OF COMMERCE (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP C: MARKETING MANAGEMENT

MCL-435: ADVERTISING MANAGEMENT

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- Introduction to Advertising: Meaning and functions of Advertising, Classification of Advertising
- Role of Advertising in Integrated Marketing Program: Competitive Strategies, Market Segmentation, Targeting and Positioning, Marketing Mix Strategies
- Organizing for Advertising: Types of Advertising Agencies, Their Role and Functions
- The Communication Process: Model of Communication, The Response Process, Cognitive Processing Communications

SECTION-B

- Creative Strategy: The Importance of Creativity in Advertising, What Is Creativity, Different Perspectives on Advertising Creativity, Planning Creative Strategy, The Creative Process, Creative Strategy Development.
- Creative Strategy: Implementation and Evaluation; Appeals and Execution Styles; Creative Tactics for Print Advertising, Television and Radio.
- Art Direction and Production: Print, Television and Cyberspace.

SECTION-C

- Media Planning and Strategy: Problems in Media Planning, Steps Involved in Media Planning, Audience Measurements
- Evaluation of Broadcast Media, Print; Internet and Interactive Media
- Setting Advertising Objectives – Sales versus Communication Objectives, Approaches to Setting Objectives - The DAGMAR Approach

MASTER OF COMMERCE (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

SECTION-D

- Budgeting for Marketing Communication: Theoretical Issues in Budget Setting, Budgeting Approaches, Allocating the Budget
- Measuring Effectiveness of Promotional Program: Arguments for and Against Measuring Effectiveness, Conducting Research to Measure Advertising Effectiveness, Pre-testing and Post-testing Tools.
- Social, Ethical and Regulatory Aspects of Advertising

Suggested Readings:

1. Belch, George E. and Belch, Michael A. “Advertising and Promotion”, Tata McGraw Hill, 7th Edition
2. Guinn, Allen, Chris T., Semenik, Richard J. “Advertising & Integrated Brand Promotion”, Thomson – South Western, 4th Edition.
3. Shah, Kruti and D’Souza “Advertising and Promotion”, Tata McGraw Hill, 4th Edition.
4. Wells, W.D; Burnett, J. and Moriarty, S. “Advertising Principles and Practice”, Pearson 7th Edition
5. Batra, Rajeev, Mayers, John G., and Aaker, David A. “Advertising Management”, Pearson Education, 5th Edition.

MASTER OF COMMERCE (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP-C: MARKETING MANAGEMENT

DCL-436: RETAIL MANAGEMENT

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

- **Introduction to Retailing:** Nature and Scope of Retailing, Indian retail industry. Types of Retail Formats.
- **Understanding customers:** The buying process, Types of Buying Decisions, Social factors influencing the buying process, market segmentation.
- **Retail Marketing Strategy:** What is retail strategy, Growth strategies, Strategic Planning Process
- **Financial Strategy:** Objectives and Goals, Strategic Profit Model, Setting and Measuring Performance Objectives

SECTION-B

- **Retail Locations:** Types of Retail Locations, Steps involved in choosing a Retail Location, Methods of Evaluating a Trading Area.
- **Human Resource Management:** Gaining Competitive Advantage through Human Resource Management, Designing the Organization Structure for a Retail Firm, Retail Organization Design Issues, Motivating Retail Employees, Building Employee Commitment, Issues in Retail Human Resource Management.
- **Managing the store:** Responsibilities of store manager, an overview of managing employees, merchandise, controlling costs, providing customer service.

SECTION-C

- **Store Layout, Design and Visual Merchandising:** Store Design Objectives, Store Design, Space Management, Visual Merchandising, Atmospherics, Website Design
- **Retail buying and Merchandising:** Merchandise Management Process, Developing Assortment Plan, Staple and Fashion Merchandise Management System, Allocating Merchandise to Stores, Buying Merchandise – Brand Alternatives, Buying National-Brand Merchandise and Private-Label Merchandise
- **Retail Franchising:** Concept, Types, Advantages and Disadvantages
- **Retail Pricing:** Consideration in setting retail prices, Setting retail prices, Price Adjustments, Pricing Strategies, Pricing Techniques for Increasing Sales

SECTION-D

- **Retail Communication Mix:** Using Communication Programs, Methods of Communicating with Customers, Planning the Retail Communication Program Strategy
- **Supply Chain Management:** Concept of Supply Chain Management with reference to Retailing
- **Servicing the Retail Customer:** Concept of Customer Service; Importance of Service in Retail; Customer Service as a part of Retail .

Suggested Readings:

1. Swapna Pradhan: Retailing Management (Tata McGraw Hill: New Delhi) Third Edition, (2009)
2. Levy, Michael and Weitz, Barton A.: Retailing Management (Tata McGraw Hill: New Delhi)
3. Dunne, Patrick M; Lusch, Robert F.; and Griffith David A.: Retailing (Cengage, New Delhi)
4. Sinha, P.K. and Uniyal, D.P.: Managing Retailing (Oxford University Press), Second edition, New Delhi

MASTER OF COMMERCE (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP-D: HUMAN RESOURCE MANAGEMENT

DCL-437: MANAGING ORGANIZATIONAL CHANGE

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Organizational Change: Concept, Forces of Change, Types of Change, Theoretical Frameworks of Organizational Change; Life Cycle Theory, Teleological Theory, Dialectical Theory, Evolutionary Theory, Beer &Nohria (2000).

Perspective on Organizational Change; Contingency perspective, Resource dependence perspective, Population-ecology perspective, Institutional perspective.

SECTION-B

Evolutionary perspective, process oriented perspective, Spiritual and Vedic Science perspective.

Model of Change; Lewin's Model of change, Galpin's Change management process Model, Bullock and Batten's Integrative Model for Planned Change, Schein's Model of Change, Cummings &Huse's Action Research Model, Isabellu's Model, Burke-Litwin's

SECTION-C

Model of Organizational Performance and Change, Leavitt Organizational Systems Model, Nadler-Tushman Congruence Model, Weisbord's Six Box Model, Tichy's TPC Model.

Resistance to Change; Concept, Nature, Factors Contributing to resistance, Mechanism Underlying Resistance: Behavioural elements, cognitive and affective processes; recognizing resistance, managing resistance to change.

MASTER OF COMMERCE (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

SECTION-D

Implementing organizational change: Organizational change strategy; Organizational culture and change; concept of organizational culture, Functions of organizational culture, Emerging trends in organization culture.

Measuring and Evaluating change; Introduction & measures of change.

Final Examination: Three Hour

Suggested Readings:

1. Sharma Radha R., Change Management, Concept and Applications, Tata McGraw Hill, New Delhi
2. Brown R. Donald and Harvey Don, An Experimental Approach to OrganisationDevelopment, Pearson Education, New Delhi.
3. Gratetz, Fiona, Rimmer Malcolm, Lawrence Ann S. and Smith Aaron, ManagingOrganisational Change, John Wiley & Sons, Australia Ltd.
4. Burke, W. Warner, Organisational Change, Theory and Practice, SAGE, New Delhi.
5. Jones, Gareth R., Organisational Theory, Design an Change, Pearson Education, New Delhi
6. Beer, Michael and Nohria, Nitin, Breaking the Code of Change, Harvard Business School Press.
7. Sadler Philip, Managing Change, Kogan Page.

MASTER OF COMMERCE (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

GROUP-D: HUMAN RESOURCE MANAGEMENT

MCL-438: INDUSTRIAL RELATIONS

Credits : 4-0-0

Total Marks:100

Mid Semester Marks:20

End Semester Marks:80

Mid Semester Examination: 20% weightage

End Semester Examination: 80% weightage

Instructions for the Paper Setters:

Eight questions of equal marks (Specified in the syllabus) are to be set, two in each of the four Sections (A-D). Questions may be subdivided into parts (not exceeding four). Candidates are required to attempt five questions, selecting at least one question from each Section. The fifth question may be attempted from any Section.

SECTION-A

Labor Force in India: Growth, Composition and Trends. Industrial Relations: Concept, Importance, Scope, Components of Industrial Relations System, Approaches to Industrial Relations, Industrial Relations in a Comparative Framework, Evolution of Industrial Relations; Industrial Relations system in India; Evolving Industrial Relations in India; Management of Industrial Relations.

SECTION-B

Industrial Relations and Technological Change, Knowledge workers and knowledge organizations: Knowledge worker, Employee Relation Problems, Knowledge Organizations, Becoming knowledge Oriented.

Trade Unions: Concept, Features, Functions, Structure of Trade Unions, Trade Unions in India: Structure and Characteristics, Constitution of Trade Unions, Registration and Recognition of Trade Unions, Trade union finances and Funds, Privileges of Registered Trade Unions, Major National Trade Union Centers in India, Future of Trade Unions in India

SECTION-C

Collective Bargaining: Concept, Features, Pre-requisites of successful Collective Bargaining, Importance, Levels of Collective Bargaining, Process of Collective Bargaining Grievance: Concept, Nature, Causes, Grievance Redressal Procedure

Industrial Disputes and Strikes: Meaning, Causes, Forms of Strike, Factors Conditioning the outcomes of strikes and Effects of Strikes.

SECTION-D

Dispute Settlement Machinery: Conciliation: Concept, Types, Qualities and Role of Conciliator, Conciliation procedure and practices in India; Adjudication – Concept, Types; Arbitration – Concept, Approaches and Types.

Labor Welfare: Concept, Features, Need, Approaches, Welfare Provisions.

Social Security: Introduction, Social security system in organized sector, legal framework, various provisions for medical care, Occupational health, Social security reforms in India after liberalization.

MASTER OF COMMERCE (SEMESTER-IV)
(CREDIT BASED EVALUATION AND GRADING SYSTEM)

Final Examination : Three Hours

Suggested Readings:

1. VenkataRatnam, C.S. "Industrial Relations", Oxford University Press, New Delhi.
2. Srivastava, S. C. "Industrial Relations and Labour Laws", Vikas Publishing House Pvt Ltd, New Delhi.
3. Sinha, P.R.N., Sinha, InduBala and Shekhar, SeemaPriyadarshini, "Industrial Relations, Trade Unions, and Labour Legislation", Pearson Education, New Delhi.
4. SenRatna, "Industrial Relations in India", MacMillan, New Delhi.
5. Mamoria, Mamoria and Gankar. "Dynamics of Industrial Relations", Himalaya Publishing House, New Delhi.
6. MonappaArun, "Industrial Relations", Tata McGraw Hill Edition, New Delhi.