

MASTER OF COMMERCE

(M.COM.)

(Through Distance Learning Mode)

(w.e.f. Academic Session 2005-06)

SCHEME AND SYLLABUS

Approved

By

P.G. Boards of Studies

DEPARTMENT OF BUSINESS MANAGEMENT

In its Meeting Held on November 18, 2004

And

Further approved

By

Faculty Board

FACULTY OF MANAGEMENT STUDIES

In its meeting held on Dec. 18, 2004

Directorate of Distance Education

Guru Jambheshwar University of Science &

Technology,

Hisar – 125 001

**SCHEME AND SYLLABUS
OF
MASTER OF COMMERCE PROGRAMME**

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Course Scheme

M. Com. Part- I

| Paper Code | Nomenclature of the paper | Maximum Marks (External) | Maximum Marks (Internal) | Total |
|------------|--|-----------------------------|-----------------------------|-------|
| MC: 101 | Management Concepts and Organizational-Behaviour | 70 | 30 | 100 |
| MC: 102 | Communication and Secretarial Practice | 70 | 30 | 100 |
| MC: 103 | Business Environment | 70 | 30 | 100 |
| MC: 104 | Economic Analysis | 70 | 30 | 100 |
| MC: 105 | Management Accounting | 70 | 30 | 100 |
| MC: 106 | Business Statistics | 70 | 30 | 100 |
| MC: 107 | Computer Applications in Business | 70 | 30 | 100 |
| | TOTAL MARKS FOR M. COM PART-I | 700 | 210 | 700 |

M. Com. Part- 11

A- Compulsory Papers

| Paper Code | Nomenclature of the paper | Maximum Marks External | Minimum Marks Internal | Total |
|---|--|---------------------------|---------------------------|-------|
| MC: 201 | E-Commerce | 70 | 30 | 100 |
| MC: 202 | Entrepreneurship Development and Small | 70 | 30 | 100 |
| MC: 203 | Marketing Management | 70 | 30 | 100 |
| MC: 204 | Financial Management | 70 | 30 | 100 |
| The students are required to opt anyone of the optional groups for their specialization. Each group consists of three papers of 100 marks each. | | 70 | 30 | 100 |
| | | 70 | 30 | 100 |
| | | 70 | 30 | 100 |
| MC: 208 | Comprehensive Viva-Voce | 70 | 30 | 100 |

| | | | | |
|--|--|------------------|-----|-----|
| | Total marks for M. Com Part II | 560 | 240 | 800 |
| | Grand Total marks for M. Com part I & II | 700+800= 1500 | | |

B- OPTIONAL PAPERS

The students are required to choose anyone of the following group as specialization:

| Optional Group – I (Finance) | | | |
|-------------------------------------|----------------------------------|----------------------|-----------------|
| Paper Code | Nomenclature of the Paper | Maximum Marks | |
| | | External | Internal |
| MC:205F | Corporate Taxation | 70 | 30 |
| MC:206F | Investment Management | 70 | 30 |
| MC:207F | Insurance and Banking | 70 | 30 |

| Optional Group – II (Marketing) | | | |
|--|---|----------------------|-----------------|
| Paper Code | Nomenclature of the Paper | Maximum Marks | |
| | | External | Internal |
| MC:205M | Consumer Behaviour | 70 | 30 |
| MC:206M | Advertising and Sales Management | 70 | 30 |
| MC:207M | Marketing Research | 70 | 30 |

| Optional Group – III (International Business) | | | |
|--|--|----------------------|-----------------|
| Paper Code | Nomenclature of the Paper | Maximum Marks | |
| | | External | Internal |
| MC:205IB | International Business | 70 | 30 |
| MC:206IB | Export-Import Procedures and Documentations | 70 | 30 |
| MC:207IB | Foreign Exchange Management | 70 | 30 |

| Optional Group – IV (HRM) | | | |
|----------------------------------|--|----------------------|-----------------|
| Paper Code | Nomenclature of the Paper | Maximum Marks | |
| | | External | Internal |
| MC:205 H | Human Resource Management | 70 | 30 |
| MC:206H | Industrial Relations and Labour Laws | 70 | 30 |
| MC:207H | Human Resource Planning and Development | 70 | 30 |

Note: 30% of the maximum marks are allocated for internal assessment in each paper including Practicals, Project report, Training report, Thesis, Lab, Viva-Voce etc. as per the following criteria:

- i) 20% marks based on two assignments (handwritten) of 10% marks each.
- ii) 10% marks for Presentation /Viva-Voce.

INTRODUCTION

1.) Name of the Course: Master of Commerce (M.Com.)

2.) Duration of the Course: Two Years (Annual)

3.) Objectives: The main objective of the course is to strengthen the theoretical, analytical and applied knowledge base of commerce so as to equip them for academics, research and business world requirements.

4.) Eligibility for Admission

Any Graduate from the recognized university. Or Fellow of ICSI/ICAMCFAI/WWAI/Similar Body.

5.) Maximum Time Allowed

The maximum duration allowed to complete the course will be 5 years.

6.) Award of Degree

The successful candidate with minimum 40 per cent marks in aggregate and 40 per cent marks in individual paper will be awarded the Master Degree of Commerce. The Divisions will be as under:-

- With 40% or more marks
but less than 50% marks IIIrd Division
- With 50% and more but
less than 60% marks IInd Division
- With 60% marks and above Ist Division

6.) Mode of Imparting Learning

The students will be supplied the study material for each paper and class teaching for limited hours per paper will be provided by way of personal contact programme at the university campus for the students who are directly enrolled.

Students who are enrolled at the study centre(s), the centre concerned will provide the class room teaching to them.

7.) Course Fee

Rs. 20,000(Rupees Twenty Thousand Only) payable in two equal installments (as per the schedule given in the prospectus). No separate fee will be charged for examination, study material and personal contact programme. However, the examination fee Rs 500 per paper will be charged from the students reappearing for the examination.

8.) Medium of Instructions

The medium of instructions/study material shall be in English. However, the candidate shall have an option to write in the examinations either in Hindi or English.

9.) General Rules

The candidates admitted in this course will be governed by the general rules and regulations of the university as incorporated in the ordinances/statutes/prospectus etc.

THE DETAILED SYLLABUS FOLLOWS

MC-101 MANAGEMENT CONCEPTS AND ORGANIZATIONAL BEHAVIOUR

Max. Marks : 100
External: 70, Internal: 30
Time: 3Hrs

Note: There will be eight questions in the question paper. The first question, which will be divided into ten small questions, will be compulsory, and in total the candidate will be required to attempt only five questions.

Course Contents:

Evolution of management thought; Systems and contingency approach for understanding organizations: Managerial processes, functions, skills and roles in an organization; Social Responsibility of Business; Understanding and Managing individual behaviour; Personality: Perceptions, Attitudes, Learning; Decision making; Management by Objectives: Understanding and managing group processes- interpersonal and group dynamics. Applications of Emotional Intelligence in organisations, Leadership and influence process: Work Motivation, Understanding and Managing organizational system-Organizational design and structure, Work stress, Organisational Change and development.

Select References

1. Hersey. Paul Kenneth H. Blanchard and Dewe E. Johnson: *Management Of Organizational Behaviour- Utilising Human Resources*, Prentice Hall, New Delhi.
2. Koonz. Harold. Cyril Donnell, and Heinz Weihrich: *Essentials of Management*, Tata McGrey, --Hill. Neir Delhi.
3. Luthans Fred- *Organizational Behaviour*, McGraw-Hill.
4. Newstrom, John JV. and Keith Davis: *Organizational Behaviour- Human Behaviour atwork*. Tata McGraw Hill, New Delhi.
5. Robbins. Stephen P. and Mary Coulter: *Management*, Prentice Hall, New Delhi
6. Robbins. Stephen P. *Organisulional Behaviour*, Prentice Hall, New Delhi.

Note: 30% of the maximum marks are allocated for internal assessment in each paper including Practicals, Project report, Training report, Thesis, Lab, Viva-Voce etc. as per the following criteria:

- i) 20% marks based on two assignments (handwritten) of 10% marks each.
- ii) 10% marks for Presentation /Viva-Voce.

MC-102 COMMUNICATION AND SECRETARIAL PRACTICE

Max. Marks : 100
External: 70, Internal: 30
Time: 3Hrs

Note: There will be eight questions in the question paper. The first question, which will be divided into ten small questions, will be compulsory and in total the candidate will be required to attempt only five questions.

Course Contents:

Business Communication: nature, importance and barriers; Essentials of business communication. Business Correspondence: Importance, characteristics of a good Business letter - Layout of a business letter.

Company Correspondence and Reports - Correspondence with shareholders, directors, general public, Registrar of Companies and Company Law Board.

Company Meetings -Types of meetings, Notice, Agenda, Resolutions, Minutes of Meetings. Quorum, Proxy. Chairman, Methods of Voting.

Correspondence relating to inquiries -Quotations and offers, orders and acknowledgements. execution of orders, cancellation of orders, trade reference and status enquiries. Correspondence relating to complaints and their adjustments.

Agency correspondence - Application for agency, Franchise, Letters of offering agency.

Select References

1. *Business Communication : Rajendera Paul, IJPH, New Delhi.*
2. *Pitmans Business Correspondence, Geoffery Whitehead, DavidH. Whitehead, Wheeler Publishing, Allahabad.*
3. *Modern Business Correspondence, S. A4. Nagantia & J C.Bahl, HindKitabas Ltd., Bombay*
4. *Communication through Letters and Reports./Y. Henning, Illinois Richard D. Irvin.4. Business Communication, U.S. Rai & S. H. Rai, Himalaya Publishing House, Mumbai.*
5. *Business Communication, Homai Pradhan, D.S Bhende and Vijoya Thakur, Himalaya Publishing House, Mumbai.*
6. *Commercial Correspondence, P. K. Ghosh and Y. K. Bhushan.*
7. *Company Law and Secretarial Practice. Nafees Baig, Sterling Publishers, New Delhi.*

Note: 30% of the maximum marks are allocated for internal assessment in each paper including Practicals, Project report, Training report, Thesis, Lab, Viva-Voce etc. as per the following criteria:

- i) 20% marks based on two assignments (handwritten) of 10% marks each.
- ii) 10% marks for Presentation /Viva-Voce.

MC-103 BUSINESS ENVIRONMENT

Max. Marks : 100
External: 70, Internal: 30
Time: 3Hrs

Note: There will be eight questions in the question paper. The first question, Which will be divided into ten small questions, will be compulsory and in total the candidate will be required to attempt only five questions.

Course Contents:

Business Environment-Meaning, of Business Environment and its importance, nature and scope. Levels of Environment -Macro environment and International Business Environment.

Environment- Various approaches-Variou aspects- Natural, Social, Economical, Political, Technological, Legal and Cultural. Business Environment in India-before Independence and after Independence-Globalization and its impact on business environment in 21st Century. The Economy-Its analysis and functioning of economic systems- Market Economy System, Profile of Indian economy-its growth and economic reforms.

Business Environment and Problems of Pollution, types of pollution - Water, Air and Noise, Sources and effects of various measures for controlling the pollution.

Indian Industrial Environment-Growth of industries in public and private sectors in India Small and Cottage industries-mergers and acquisitions-Foreign investment- Foreign Technology, and MNCs.

Financial Environment of Business-Indian money market, Growth of capital market in India. Banking and Financial Institutions. Role of Public, Private and Co-operative Banks-Role of foreign banks and non-banking institutions.

Environmental Analysis-Meaning and Importance, Techniques of analysis (i) Verbal and written Information (ii) Search and Scanning (iii) Spying (iv) Forecasting Limitations of these techniques Competition analysis-Rivalry among existing firms, threat of new entrants-threat of substitutes- Bargaining power of suppliers and buyers.

Basic concepts of Intellectual property laws-Nature of Intellectual property - Commercial exploitation of Intellectual property-Enforcement of rights and remedies against infringement intellectual property and economic development. Structures and Working of the WTO. Global environment-natural, social, cultural, demographic, and technological environment and its impact on world trade.

Select References

1. *Franch Cherunilan: Global Economy and Business Environment Text & Cases (Edn. 2004) HPH.*
2. *Challaghan. Ellison, Watkin.- The Business Environment-Edward Arnold*
3. *S.K. Misra. Puri: Economic Environment of Business, Himalaya.*
4. *FICCI.- India Business through ages, Oxford University Press.*
5. *Brigitte Berger: The Culture of Entrepreneurship, Tata-McGraw Hill.*

Note: 30% of the maximum marks are allocated for internal assessment in each paper including Practicals, Project report, Training report, Thesis, Lab, Viva-Voce etc. as per the following criteria:

- i) 20% marks based on two assignments (handwritten) of 10% marks each.
- ii) 10% marks for Presentation /Viva-Voce.

Max. Marks : 100
 External: 70, Internal: 30
 Time: 3Hrs

Note: There will be eight questions in the question paper. The first question, Which will be divided into ten small questions, will be compulsory and in total the candidate will be required to attempt only five questions.

Course Contents:

Introduction to economic analysis: meaning & definition, nature & scope of economic theory & managerial theory: role and responsibility of managerial economists; managerial economics & decision-making: objectives of business firm.

Fundamental economic concepts -incremental principle; opportunity cost principle -discounting principle equi-marginal principle.

Demand analysis: demand function. law of demand elasticity of demand-types of elasticity of demand. measurement of price elasticity of demand-using elasticity in managerial decisions.

Theory of consumer choice, Defects in cardinal utility approach-indifference curve approach - revealed preference & theory of consumer choice under risk-demand forecasting-methods of demand forecast 1 n g-demand estimation for consumer durable and non-durable products.

Production theory. Production function-production with one and two variable inputs - the law of diminishing returns and business decisions-economies of scale-cost concepts-their nature, shape and interrelationship.

Price determination under different market conditions. Characteristics of different market structure-price determination and firm equilibrium in short-run and long-run under perfect competition. monopolistic competition oligopoly-and monopoly pricing practices: Cost Plus - multiple pricing - price discrimination -international price discrimination and dumping-transfer pricing

Business cycles: nature and phases of business cycle; theories of business cycle; inflation: definition characteristics and types - inflation in terms of demand pull and cost push factor -effects of inflation-measures to control inflation. National income-alternative concepts and measurement of national income, inflation-type, measurement and control; balance of payments, monetary and fiscal policies.

Select References

1. Baumol, William J.- *Economic Theory and operations Analysis*, Prentice Hall, London.
2. Baya, Michael R.- *Managerial Economics and Business strategy*, Mc Graw Hill Inc. New York.
3. Chopra, O.P.- *Managerial Economics*, Tata McGraw Hill Delhi.
4. Dean Joel: *Managerial Economics*, Prentice Hall Delhi.
4. Dholakia, R. H. and A. L. Oza: *Micro Economics for management students*, Oxford university press, New Delhi.
5. Gough, J. and S, Hills: *Fundamentals of Managerial Economics*, Mac Millan London.

Note: 30% of the maximum marks are allocated for internal assessment in each paper including Practicals, Project report, Training report, Thesis, Lab, Viva-Voce etc. as per the following criteria:

- i) 20% marks based on two assignments (handwritten) of 10% marks each.
- ii) 10% marks for Presentation /Viva-Voce.

MC-105 MANAGEMENT ACCOUNTING

Max. Marks : 100
External: 70, Internal: 30
Time: 3Hrs

Note: There will be eight questions in the question paper. The first question, Which will be divided into ten small questions, will be compulsory and in total the candidate will be required to attempt only five questions.

Course Contents

Management accounting and importance meaning, definition-objectives and scope, its distinction financial and cost accounting-advantages and limitations of management accounting management. Accountant-role-essential qualities.

Interpretation and criticism of financial statements-trend percentages-inter firm comparison necessity and limitations. Ratio analysis-meaning, advantages, limitations, balance sheet ratios, profit & loss a/c ratios, liquidity, solvency ratios, overall performance ratios (advanced problems). Fund flow statement and cash flow statement-advantages of fund flow statement, distinction between fund flow and cash flow statement.

Marginal costing as tool of decision making, fixed and variable cost, contribution, break even analysis, profit volume ratio, limiting factor, marginal costing and important management decision (problems on decision making only). Introduction to standard costing.

Meaning: definition and scope of budget and budgetary control. Types of budgets financial budget, flexible budget-capital budget.

Objects of reporting needs of different management levels, types of reporting-of re-reporting-modes of reporting reports to the various levels of management computerized methods-mis-email, net base data, website, use of computers in management accounting.

Recent trends in accounting: inflation accounting; human resource accounting; social added statement; economic value added statement; Brand valuation accounting in computerized environment.

Select References

1. R.N. Anthony/G.A. Walsh: *Management Accounting*
2. M.Y. Khan, P.K. Jain: *Management Accounting*
3. I.M. **Pandy** : *Management Accounting*
4. J. Betty **Management Accounting**
5. Sr. K. Paul : *Management Accounting*
6. Jawharlal : *Management Accounting*
7. Manmohan Goyal: *Management Accounting*
8. S.N. Maheshwari: *Principles of Management Accounting*
9. R.K. Sharma and Shashi K. Gupta

Note: 30% of the maximum marks are allocated for internal assessment in each paper including Practicals, Project report, Training report, Thesis, Lab, Viva-Voce etc. as per the following criteria:

- i) 20% marks based on two assignments (handwritten) of 10% marks each.
- ii) 10% marks for Presentation /Viva-Voce.

MC-106 BUSINESS STATISTICS

Max. Marks : 100
External: 70, Internal: 30
Time: 3Hrs

Note: There will be eight questions in the question paper. The first question, Which will be divided into ten small questions, will be compulsory and in total the candidate will be required to attempt only five questions.

Course Contents:

Univariate Analysis: An overview of central tendency, dispersion, and skewness. Correlation and Regression Analysis: Two variables case. Index Numbers: Meaning and types; Weighted aggregative indices - Laspeyres's and Paasch's indices; Laspeyres's and Paasch's indices compared; Indices of weighted average of (price and quantity) relatives; Tests of adequacy; Special problems - shifting the base; splicing, overlapping index series; Uses and problems of Index numbers; Time Series Analysis: Trend Analysis.

Probability Theory: Classical, relative and subjective probability; Addition and multiplication probability models; Conditional probability and Bayes's theorem. Probability Distributions: Binomial, Poisson, and normal distributions; their characteristics and applications.

Sampling and sampling methods; Sampling and non-sampling errors; Law of Large Numbers and Central Limit Theorem; Sampling distributions and the characteristics. Statistical Estimation and Testing: Point and interval estimation of population mean, proportion, and variance; Statistical testing of hypotheses and errors; Large and small sampling tests - Z, t and F tests. Non Parametric Tests: Chi-square tests; Sign tests; Wilcoxon Signed - Rank tests; Kruskal- Wallis test.

Statistical Quality Control: Causes of variations in quality characteristics, Quality control charts, - purpose and logic; Constructing a control chart computing the control limits (X and R charts); Process under control and out of control, Warning limits, Control charts for attributes - fraction defectives and number of defects; Acceptance sampling.

Select References

1. Gupta, S. P.: *Statistical Methods*, Sultan Chand and Sons, New Delhi.
2. Hooda, R.P.: *Statistics for Business and Economics*, Macmillan, New Delhi.
3. Heinz, Kohler: *Statistics for Business & Economics*, Harper Collins, New York.
4. Hien, L. W. *Quantitative Approach to Managerial Decisions*, Prentice Hall, NJ.
5. Lawrence B. Morse: *Statistics for Business & Economics*, Harper Collins, AIY.
6. Levin, Richard I and David S Rubin: *Statistics for Management*, Prentice Hall, Delhi.
7. Watsnam Terry J and Keith Parramor: *Quantitative Methods in Finance International*, Thompson Business Press, London.

Note: 30% of the maximum marks are allocated for internal assessment in each paper including Practicals, Project report, Training report, Thesis, Lab, Viva-Voce etc. as per the following criteria:

- i) 20% marks based on two assignments (handwritten) of 10% marks each.
- ii) 10% marks for Presentation /Viva-Voce.

Max. Marks : 100
External: 70, Internal: 30
Time: 3Hrs

Note: There will be eight questions in the question paper. The first question, Which will be divided into ten small questions, will be compulsory and in total the candidate will be required to attempt only five questions.

Course Contents:

Computers: An introduction; Computers in business; Elements of computer system set up Indian computing environment; Components of a computer system; Computer languages; Number system; PC - Software Pack-ages - An Introduction - Disk Operating System and Windows; Introduction to Word Processor. Introduction to a spreadsheet software; Creation of spreadsheet applications; Range, Formulas, Functions, -Data –Base **Functions in spreadsheet**; Graphics on Spreadsheet; Data Files-Types/Organization; Master & **Transaction** File; Relevance of Data Base Management Systems and Integration of **Applications**; **Basics** of Data Processing; Data Hierarchy & Data File Structures. Network **Fundamentals Analog** and Digital Signals, Bandwidth, Network Topology, Network **Application**.

Select References

1. Gill, N-S. *Computer Network*, Krishna Publishing House, New Delhi.
2. V. Raja **Raman**, *Fundamental of Computers*, PHI, New Delhi.
3. White, *Data Communications and Computer Network*, Thomson Learning, Bombay.
4. B. Ram *Computer Fundamentals*, New Age Int.
5. **Leon & Leon**. *Introduction to computers*, Vikas Publishing House, New Delhi.
6. Dbuglas, E. Comer, *Computer Network and Internet*, Pearson Education, New Delhi.

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- i) 20% marks based on two assignments (handwritten) of 10% marks each.
- ii) 10% marks for Presentation /Viva-Voce.

MC-201 E-COMMERCE

Max. Marks : 100
External: 70, Internal: 30
Time: 3hrs

Note: There will be eight questions in the question paper. The first question, Which will be divided into ten small questions, will be compulsory and in total the candidate will be required to attempt only five questions.

Course Contents:

Introduction to E-Commerce: Basic in E-Commerce-introduction to E-Commerce modules- 13213, B2C-impact of E-Commerce on Business- Opportunities in E-Commerce.

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

E-Commerce supporting functions: Purchase procedure-supply chain management - sales procedure. The web as an advertising and marketing channel, payment security, authentication of payment and modes of payment-digital signatures.

Introduction to Cyber Laws: Cyber crimes and cyber laws-clauses in the information Technology Bill-Taxation-E-Governance-Role of ISP.

Information Technology Act 2002: Contract of legislation-Variation by agreement - writing signature- original-evidence (Indian Law)- Retention of data messages- Formation and Validity of contracts - Attribution of data messages-Acknowledgement of receipt-Time and Place of dispatch and receipt of data messages - Carriage of goods -international framework.

Select: References

1. *Guide to Cyber Laws - Rohnay D. Ryber (Wadhwa, Nagpur).*
2. *E-Commerce: D. Joseph PHI.*
3. *E-Commerce., F H. Sokgrci.*

Note: 30% of the maximum marks are allocated for internal assessment in each paper including Practicals, Project report, Training report, Thesis, Lab, Viva-Voce etc. as per the following criteria:

- i) 20% marks based on two assignments (handwritten) of 10% marks each.
- ii) 10% marks for Presentation /Viva-Voce.

Max. Marks : 100
External: 70, Internal: 30
Time: 3hrs

Note: There will be eight questions in the question paper. The first question, Which will be divided into ten small questions, will be compulsory and in total the candidate will be required to attempt only five questions.

Course Contents:

Significance of Entrepreneur in Economic Development; Economic, social and psychological need for entrepreneurship; Characteristics, qualities and pre-requisites of entrepreneur, function of the entrepreneur in economic development of a Country; Methods and procedure to start and expand one's own business; Life cycle of new business and relationship with large enterprises; Achievement motivation; Factors affecting success of a new business; Reasons for the failure and visible problems for business.

Feasibility study: - Preparation of Feasibility Reports: Selection of factory location, Demand Analysis, Market potential measurement, Capital saving and project costing, Working capital requirements, profit and tax Planning; Economic, Technical, Financial and Managerial Feasibility of Project. Govt. support to new enterprise; Incentives; source of Finance; Role of Govt. and Promotional agencies in entrepreneurship development. Entrepreneurship Development Programmes. Role of various institutions in developing entrepreneurship in India (A brief description only).

Framework of small scale businesses in India; financing schemes and government Policies for small scale business; role of IDBI in the growth and development of small scale business in India. Problems and prospects of small businesses; Contemporary issues in development and small businesses.

Select References

1. S.S Nadkarni *Development New Entrepreneurs*, EDLI, Ahmedabad.
2. N.P. Singh : **Entrepreneur** V S. *Entrepreneurship Asian Society for ED*.
3. Desai Vasant- *Dynamics of Entrepreneurial Development and Management*. HPH.
4. **Khanna S. S** : *Entrepreneurial Development*, S. Chand and Co., New Delhi.
5. Ahuja B.N. : *SSIs in India*, Varma Brothers, New Delhi.
6. Hall A Pickle et al, : *Small Business Management*, John Willey, Newyork.

Note: 30% of the maximum marks are allocated for internal assessment in each paper including Practicals, Project report, Training report, Thesis, Lab, Viva-Voce etc. as per the following criteria:

- I) 20% marks based on two assignments (handwritten) of 10% marks each.
- II) 10% marks for Presentation /Viva-Voce.

Max. Marks : 100
External: 70, Internal: 30
Time: 3hrs

Note: There will be eight questions in the question paper. The first question, Which will be divided into ten small questions, will be compulsory and in total the candidate will be required to attempt only five questions.

Course Contents:

Introduction: Marketing Concepts-Evolution of Marketing (Marketing Orientation)Types of Marketing-Relationship; Marketing-Social Marketing-Services Marketing The Marketing-E-Marketing-New Trends in export marketing-Retail Marketing-Direct Marketing, Rural Marketing-Features Importance and Difficulties/ Problems Suggestions for the Improvement of Rural markets-Cases and Problem.

Marketing Strategy: Selection and Appraisal of Marketing strategies - New Product Development Strategy-Product Life Cycle- Factors-Organization for New Product Development -

Process of new product development-Failure of a new Product- Causes and Remedies -Concept of Global strategy - Global marketing Approach and Application- Marketing Strategies in the New Millennium - Cases and Problems.

Consumer Behaviour: Meaning and Concept - Buying Motives and Consumer Behaviour - Environmental influences on Consumer Behaviour Economical, Political, Technological, Globaletc. - Consumer Behaviour Models Consumerism, Consumer Education and Protection. Customer Relationship Management - Concept, Significance, Problems - Cases and problems. .

Marketing Communication: Meaning, Concept, Importance and Difficulties Media Management - Media Selection - Media Speed - Media Effectiveness Media Consciousness - Developing an effective media plan, Role of a media manager Advertising Campaign Approaches, Process and Problems - New Trend on Marketing Communication - Cases and Problems.

Select References

1. Philip Kotler : *Marketing Management - Analysis Planning and Control*, Prentice Hall, Delhi..
2. P. C. Paradeshi : *Marketing Edn. 2001*, Nirali Prakashan, Pune.
3. R. S. Davar : *Modern Marketing Management - UBS Publishers Distribution Ltd.*
4. Biplab S. Rose : *Marketing*, Himalaya Publication House.
5. V V Ballur : *Reading in Marketing Management*, Himalaya Publication House, Mumbai.
6. C. B. Memorial Joshi, Mulla : *Principles and Practice ofMarketing in India*.
7. J C. Gandhi: *Marketing Management*
8. Krishna Havaladar : *Rural Marketing*.

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- I) 20% marks based on two assignments (handwritten) of 10% marks each.
- II) 10% marks for Presentation /Viva-Voce.

Max. Marks : 100
External: 70, Internal: 30
Time: 3hrs

Note: There will be eight questions in the question paper. The first question, Which will be divided into ten small questions, will be compulsory and in total the candidate will be required to attempt only five questions.

Course Contents:

Introduction to Financial Management: Role of Finance Manager, Interface of Finance Function with other Functional Areas, challenges and opportunities of Financial Management.

Long term investment decisions: Capital Budgeting and Cost of Capital and capital structure decision. .

Mergers, Acquisitions. Lease Finance, Hire Purchase, Cash Budgets, Zero Base Management of Working Capital: nature, need and forecasting working requirements; Accounting and Financial Ratios, Funds Flow Analysis, Cash Flow Statements, Financial Policy.

Management of Profit: Retention of Earnings, Dividend Policy, Issue of Bonus Shares.

Financial Management of Business Expansion: Combinations, Acquisitions, Projected Profit and Loss Account Statement, Balance Sheet

Financial Management of Sick Units, Role of B.I.F.R. Introduction to Foreign Exchange

Markets. Securitization and SEBI Regulation.

Select References

1. *Financial Management and Policy: James Van Horne. PHI.*
2. *Financial Management Theory and Practice -Chandra Prasanna.*
3. *Financial Organization and Management-Gerstenberg.*
4. *Business Finance - S. C. Kuchchal.*
5. *Financial Management -Dr. P. V. Kulkarni*
6. *FinancialManagement - I. M Pandey*

Note: 30% of the maximum marks are allocated for internal assessment in each paper including Practicals, Project report, Training report, Thesis, Lab, Viva-Voce etc. as per the following criteria:

- I) 20% marks based on two assignments (handwritten) of 10% marks each.
- II) 10% marks for Presentation /Viva-Voce.

MC-205F CORPORATE TAXATION

Max. Marks : 100
External: 70, Internal: 30
Time: 3hrs

Note: There will be eight questions in the question paper. The first question, Which will be divided into ten small questions, will be compulsory and in total the candidate will be required to attempt only five questions.

Course Contents:

History of Income Tax in India-Important definitions of Income Tax Act, 1961-Rates of taxes-Basis of charge-Residential status and scope of total income-Tax-free income Capital and Revenue. Computation of taxable incomes under different heads.

Clubbing of income-Set off and carry forward of losses- Deductions from Gross Total Income-Rebate and Reliefs- Computation of Taxable Income of Individuals. Hindu Undivided Families, Firms and Associations, Companies, Co-operative Societies (Theory and Problems).

Income Tax authorities-Return of Income-Procedure for assessment-Types of assessment-Appeals-Deduction of Tax at Source-Advance payment of Tax-Interest and penalties- Prosecution-Refund of Tax

Definitions-Net Wealth-Deemed Wealth-Exempted wealth valuation of asset-Assessment penalties (Simple Problems only)

Applicability and services covered-Valuation of taxable services for service tax-Repayment of Service Tax-Registration- Furnishing of Return-Maintenance of Record-Other obligations (Theory only).

Tax planning, tax avoidance and evasion; methods of tax planning for individual, HUF and companies.

Select References

1. Vinod Singhania : *Direct Taxes, Law and Practice*
2. Bhagawati Prasad : *Direct Taxes*
3. Girish Ahuja and Ravi Gupta : *Direct Taxes*
4. T. N. Manoharan : *Hand Book of Income Tax Laws*
5. Sharad Bhargava: *Income Tax for Students*
6. S. S. Gupta (Taxmann) : *Service Tax*
7. R. Mohan Lavis : *Service Tax (Bharat Publishers, New Delhi).*

Note: 30% of the maximum marks are allocated for internal assessment in each paper including Practicals, Project report, Training report, Thesis, Lab, Viva-Voce etc. as per the following criteria:

- i) 20% marks based on two assignments (handwritten) of 10% marks each.
- ii) 10% marks for Presentation /Viva-Voce.

MC-206F INVESTMENT MANAGEMENT

Max. Marks : 100
External: 70, Internal: 30
Time: 3hrs

Note: There will be eight questions in the question paper. The first question, Which will be divided into ten small questions, will be compulsory and in total the candidate will be required to attempt only five questions.

Course Contents:

Investment-return and risk; Operations of Indian Stock Market; New Issue Market; Listing of Securities, OTCEL Cost of investing in securities; mechanics of investing; markets and brokers; investment companies; market indices and return. Objectives of security analysis*, investment alternatives; valuation theories of fixed and variable income securities; government securities; non-security forms of investment; - real estate investment; investment instruments of the money market; Fundamental and technical approach, efficient market theory; recent developments in the Indian stock market.

Introduction-Meaning, need, risk & return determination of a portfolio, Markowitz portfolio theory, Sharpe simple index model and APT; Optimal portfolio: selection & problems; Efficient Frontier: Meaning & Construction and investors utility; Efficient frontier (i) risk-free and (ii) risky lending and borrowing, leveraged portfolio; market portfolio; capital market line; CAPM; security market line; characteristic line: Portfolio revision - meaning, need and constraints; formula plan; constant-dollar -value plan, constant ratio plan, variable ratio plan. Bond portfolio management strategies - passive portfolio strategies, active portfolio strategies; portfolio performance evaluation, risk adjusted performance measures.

Select References

1. Pandean, *Security Analysis and Portfolio Management*, Vikas Publishing House, New Delhi.
2. Raman, *Investment: Principles and Techniques*, Vikas Publishing House, New Delhi.
3. Fischer, Donald E. and Jordan, Ronald J. *Security Analysis and Portfolio Management*, Prentice Hall of India, New Delhi.
4. Alexander, Gordon J. and Sharpe, William F. *Fundamentals of Investment*. Englewood Cliffs, New Njersey, Prentice Hall Inc.
5. Kevin, *Portfolio Management*, Prentice Hall of India, New Delhi
6. Sharpe, *Investments*, Prentice e Hall of India, N. Delhi
7. Strong, *Portfolio Management*, Thomson Learning, Bombay

Note: 30% of the maximum marks are allocated for internal assessment in each paper including Practicals, Project report, Training report, Thesis, Lab, Viva-Voce etc. as per the following criteria:

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- ii) 10% marks for Presentation /Viva-Voce.

MC-207F INSURANCE AND BANKING

Max. Marks : 100
External: 70, Internal: 30
Time: 3hrs

Note: There will be eight questions in the question paper. The first question, Which will be divided into ten small questions, will be compulsory and in total the candidate will be required to attempt only five questions.

Course Contents:

Introduction to insurance, various types of insurance; principles of insurance; important insurance policies in life and non-life insurance; IRDA and its role in insurance sector in India; privatization of insurance industry in India; insurance business operations; recent trends in insurance around the globe, Concept and implications of bank assurance and universal banking in India.

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

Evolution of Banking Law; Main provisions of Banking Regulation Act, 1949; and RBI Act, 1934 and Negotiable Instruments Act, 1881, Securities for Bank Advances: Forms of securities and precautions taken by Banks in accepting these securities. Guarantees: Contract Of Guarantee and contract of indemnity, Guarantee as Banker's Security.

Writing Reports on Bank visits; Prevailing practices in Banking - Case studies. Banker Customer Relationship; Contemporary Issues in Banking: NPA and Capital Adequacy in Indian Banks.

Select References

1. Gulshan, S.S., *Law and Practices of Banking in India*.
2. Davar, S.R., *Law and Practice of Banking*.
3. Tandon, H.L., *Banking Law & Practice in India*.
4. Varshney, P.N., *Banking Law and Practice*.
5. Cox, David., *Elements of Banking*; John M urray, London.
6. Bodla, B.S., Garg, Mahesh and Karam Pal, *Insurance - Fundamentals, Procedures and Environment*.
7. Mehta, R.R.S., *Fundamental of Banking*; Himalaya Publishing House Co., New Delhi.
8. Nigam, B.M.L., *Banking Law and Practice*, Konark Publishers, Delhi

Note: 30% of the maximum marks are allocated for internal assessment in each paper including Practicals, Project report, Training report, Thesis, Lab, Viva-Voce etc. as per the following criteria:

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- ii) 10% marks for Presentation /Viva-Voce.

MC-205M CONSUMER BEHAVIOUR

Max. Marks : 100

External: 70, Internal: 30

Time: 3hrs

Note: There will be eight questions in the question paper. The first question, Which will be divided into ten small questions, will be compulsory and in total the candidate will be required to attempt only five questions.

Course Contents:

Introduction to Consumer Behaviour; Consumer Behaviour and Marketing Strategy; Consumer Involvement and Decision Making; Information Search Process; Evaluative Criteria and Decision Rules; Consumer Motivation.

Information Processing and Consumer Perception; Consumer Attitudes and Attitude Change; Influence of Personality and Self Concept on Buying Behaviour; Psychographics and Lifestyle; Influence of Culture, Subculture and social class.

Reference Group Influence; Diffusion of Innovation and Opinion Leadership; Family Decision Making; Industrial Buying Behaviour; Models of Consumer Behaviour; Consumer Behaviour Audit.

Select References

1. Assael, H. *Consumer Behaviour and Marketing Action*, Asian Books Pvt. Ltd., New Delhi, 2001.
2. Engle, JF. et al. *Consumer Behaviour*. Chicago, Dryden Press, 1993.
3. Hawkins, D I. etc. *Consumer Behaviour: Implications for Marketing Strategy*. TMH. 2002.
4. Schiffman. L G and Kanuk, L L. *Consumer Behavior*. New Delhi, Prentice Hall of India, 1994.
4. Loudon & Loudon; *Consumer Behavior*; TMH,- New Delhi
5. Soloman, Michael E.,- *Consumer Behaviour; Buying; Having, Being*; PHYPearson Edu.; New Delhi.

Note: 30% of the maximum marks are allocated for internal assessment in each paper including Practicals, Project report, Training report, Thesis, Lab, Viva-Voce etc. as per the following criteria:

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- ii) 10% marks for Presentation /Viva-Voce.

MC-206M ADVERTISING AND SALES MANAGEMENT

Max. Marks : 100
External: 70, Internal: 30
Time: 3hrs

Note: There will be eight questions in the question paper. The first question, Which will be divided into ten small questions, will be compulsory and in total the candidate will be required to attempt only five questions.

Course Contents:

Advertising: Concepts, Types, forms and Importance. Role of advertising in the Marketing Process: Legal Ethical and Social Aspects of Advertising; Process of Communication - Wilbur Schramm's Model, Two Step Flow of Communication, Theory of Cognitive Dissonance and Clues for Advertising Strategists: Stimulation of Primary and Selective Demand - Advertising Planning and Objective Setting: Dagmar Approach. Determination of Target Audience; Building of Advertising Programme - Message, Headlines, Copy, Logo, Illustration, Appeal, Layout; Campaign Planning; Media Planning; Budgeting; Evaluation - Rationale of Testing Opinion and Aptitude Tests, Measurement of Advertising Effectiveness; Advertising Organisation - Selection Compensation and Appraisal of an Agency; Electronic Media Buying. Advertising and Consumer behaviour; Role of Creativity in Advertising.

Nature Scope and objectives of Sales Management; Theories of selling; Functions of Sales Manager; Selling Operations; Personal selling, Salesmanship; Sales forecasting; determination of size of sales force; Sales organization; Recruitment and conducting sales training programmes; Designing and Adminstring Compensation plan; Motivating and supervising salespersonnel; Sales Meetings and Contests; Designing Territories and allocating sales efforts; Sales Quota, Sales **evaluation Programme**, Sales budgeting and Control; International Sales Management.

Select References

1. *Belch, George E and Belch, Michael A. Introduction to Advertising and Promotion. Yd ed. Chicago, Irwin, 2002,*
2. *Arens and Bovee, Contemporary Advertising, Irwin, 1995.*
3. *Sanda ge and Fryberger, Advertising, AITBS, Delhi, 2000.*
4. *Batra, Rajeev, Myers, Johan G. and Aaker, David A. Advertising Management. 4th ed New Delhi, Prentice Hall of India, 2002.*
5. *Anderson, R. & Hair Professional Sales Management Tata McGraw Hill; New Delhi, 2000.*
6. *Manning & Reece, Selling Today, Pearson Education Asia, 8th Edition.*
7. *Dalrymple, D J Sales Management: Concepts and Cases. New York, John Wiley, 1989.*
8. *Still, R & Govoni Sales Management, Prentice Hall Inc., 1988.*

Note: 30% of the maximum marks are allocated for internal assessment in each paper including Practicals, Project report, Training report, Thesis, Lab, Viva-Voce etc. as per the following criteria:

- i) 20% marks based on two assignments (handwritten) of 10% marks each.
- ii) 10% marks for Presentation /Viva-Voce.

Max. Marks : 100
External: 70, Internal: 30
Time: 3hrs

Note: There will be eight questions in the question paper. The first question, Which will be divided into ten small questions, will be compulsory and in total the candidate will be required to attempt only five questions.

Course Contents:

Introduction to Marketing Research: Importance, nature and scope of marketing research; Marketing information system and marketing research: Marketing research process, Organization of MR Department, Ethical issues in MR, MR in India, Role of MR Agencies. Problem Identification and Research Design: Problem identification and definition: Development of a research proposal; Types of research designs.

Data Resources: Secondary data sources and usage; Online data sources; Primary data collection methods - questioning techniques, online surveys, observation method; Questionnaire preparation. Aptitude measurement and scaling techniques - elementary introduction to measurement scales. Sampling Plan: Universe, sample frame and sampling unit; Sampling techniques; Sample size determination. Data Collection: Organisation of field work and survey errors - Sampling and non-sampling errors.

Data Analysis: Hypothesis testing, tests of significance (Parametric & non-parametric) Univariate, bivariate and multivariate data analysis; Report preparation and presentation. Market Research Applications: Product research; Advertising research; Sales and market research; International marketing research.

Select References

1. Bqv. H. W. Ralph Westfall and S.F Starsh: Marketing Research: Text and Cases,
2. Richard D. Irwin, Boston. Chisnall, Peter M.- The Essence of Marketing Research, Prentice Hall, New Delhi.
3. Churchill, Gilbert A: Basic Marketing Research, Dryden Press, Boston.
4. Green Paul E. Donald S. Tull and Gerald Albaum: Research for Marketing Decision, Prentice Hall, New Delhi.
5. Luck, D.J: Marketing Research, Prentice Hall, New Delhi.
6. Tull, Donald and Hawkin, Del : Marketing Research: Measurement and Method, Prentice Hall, New Delhi,
7. Beri, G. C.: Marketing Research, Tata McGraw Hill, New Delhi.

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- ii) 10% marks for Presentation /Viva-Voce.

Max. Marks : 100
External: 70, Internal: 30
Time: 3hrs

Note: There will be eight questions in the question paper. The first question, Which will be divided into ten small questions, will be compulsory and in total the candidate will be required to attempt only five questions.

Course Contents:

International Business: Introduction - Nature of International Business, Need Competitive Advantages of International Business, Stages of International through Domestic - International Global and Transnational Companies.

International Environment: Factors affecting International Business - Social and Cultural-Economic - Political and Legal, Globalisation - Features and Components –Advantages and Disadvantages.

Modes of Entry into International Business - Exporting - Licensing – Franchising- Contract Manufacturing - Trunking projects - Foreign Direct Investments – Joint Ventures.

World Trade Organisation (WTO) : Establishment of WTO - Functions of WTO -Organisational Structure of WTO - WTO and Anti-Dumping Measures - India and WTO.

International Trade Policies : Tariffs - Subsidies - Government Intervention in Formulating Trade 1.1,)licies, International Trade Blocks - European Economic Community (EEC) - North American Free Trade Agreement (NAFTA) - South Asian Association for Regional Co-operation (SAARC) - Implications of Trade Blocks on Business.

International Marketing: Marketing Mix in International market - Export-Import Procedure. Future of International Business: Opportunities and Threats in International market -Future of Global Business - Role of Global Manager.

Select References

1. *P. Subba Rao, International Business, Himalaya Publishing House.*
2. *C.S. V. Murthy, e-Commerce (Concepts - Models - Strategies) Himalaya Publishing House.*
3. *William F, Glueck, Business Policy and Strategic Management, McGraw Hill.*
4. *Ricky W. Griffin and Michael W, Pustay, International Business, Addison-Wesley, New York.*
5. *Khan Farooq A., Business and Society, S. Chand, Delhi.*
6. *Sundaram and Black, The International Business Environment, Prentice Hall, New Delhi.*

Note: 30% of the maximum marks are allocated for internal assessment in each paper including Practicals, Project report, Training report, Thesis, Lab, Viva-Voce etc. as per the following criteria:

- i) 20% marks based on two assignments (handwritten) of 10% marks each.
- ii) 10% marks for Presentation /Viva-Voce.

Max. Marks : 100
External: 70, Internal: 30
Time: 3hrs

Note: There will be eight questions in the question paper. The first question, Which will be divided into ten small questions, will be compulsory and in total the candidate will be required to attempt only five questions.

Course Contents:

Significance of procedures and documentation in international trade; procedures and documentation as trade barriers; WTO provisions; Aligned Documentation System (ADS) official machinery for trade procedures and documentation; ITC(HS) classification System; Role of ICC; INCOTERMS; nature of export/trading houses.

Export order processing; export contract; export price quotations; shipping and custom clearance of export and import cargo; central excise clearance; main export and import document Role of forwarding agents; cargo insurance and claim procedure.

Methods of payment in international trade; documentary collection of export bills; UCPDC guidelines, realization of export proceeds - provisions of RBI's Exchange control manual, pre-shipment and post-shipment finance; role of EXIM bank and ECGC in India.

Major export promotion schemes in India – EPCG, duty exemption- **SEL**; facility for deemed exports; Export promoting institution's-role of export promotion councils, commodity boards and ITPO.

Select References

1. *M. D. Jitendra, Export Procedures and Documentation, Rajat Publications, Delhi.*
2. *Pervin Wadia, Export Markets and Foreign Trade Management, Manishka publications, New Delhi.*
3. *Paras Ram Export: What, Where and How. Delhi, Anupam, Pub., 1995.*
4. *Government of India Handbook of Import - Export Procedures.*
5. *Nabhi's Exporters Manual and Documentation.*
6. *Aabhi's New Import-Export Policy Procedures.*

Note: 30% of the maximum marks are allocated for internal assessment in each paper including Practicals, Project report, Training report, Thesis, Lab, Viva-Voce etc. as per the following criteria:

- i) 20% marks based on two assignments (handwritten) of 10% marks each.
- ii) 10% marks for Presentation /Viva-Voce.

MC-2071B FOREIGN EXCHANGE MARKETS

Max. Marks : 100
External: 70, Internal: 30
Time: 3hrs

Note: There will be eight questions in the question paper. The first question, Which will be divided into ten small questions, will be compulsory and in total the candidate will be required to attempt only five questions.

Course Contents:

Foreign Exchange Market: Need, Players Instruments in Foreign Exchange Market (Trader in Foreign Travelers,* Corporate, R. B. 1. International Financial Institute (Currency and Coins, Cheques T. T. Travelers cheques, Credit Cards, D. D. S. EFT (Mechanism); Methods of foreign exchange Quotation (Buying and Selling Rates Domestic terms and International Terms - Spot and Forward quotes; Types of Foreign exchanges A/Cs - NOSTRO and VOSTRO A/Cs - FCNR A/C N.R.O, NRI, N

NRSP, EEFC; Convertible - Non-convertible Currencies

Foreign Trade Financing: Pre-Shipment Finance (Packaging Credit and Advance against incentives Receivable from Government covered by ECGC Guarantee forms Packaging Credit - Quantum of Finance - Period of finance - Export Credit Refinance from the RBI-Pre-shipment Credit in Indian and Foreign Currency. Post-shipment Finance-Comparison between Pre & Post Shipment Credit - Post Shipment Finance Classification forms, Quantum - period - purpose of post shipment finance; Export Bill - Letter of Credit (Mechanism). Exchange Rate Mechanism: Concept of exchange Rate (Different Types of Factors determining of exchange rate - (Financial - Political and Economic) Spot rates. Forward rates and their relationship with money market interest rates - Calculation of swap rates - FEMA rules on foreign exchange contracts T. T Purchase Rate - T. T. Selling Rate, Bill Buying Rate - Bill Selling Rate.

Regulation of Forex Market: From FERA to FEMA - A Comparison; various Tools of Exchange Control in different nations. International Monetary System: Introduction Types of International financial systems - Gold Standards (Definitions Strengths and weaknesses, reasons for abandonment); Bretton Woods Systems (Establishment-features- Weakness that led to its collapse Functions-Flexible exchange rate) ; Exchange rate arrangements-pegged-Floating-Multiple Currency Pegging - Group Floating - Cooperative intervention. Introduction - Plaza Accord, 1985. Louvre Accord, 1986 Convertibility - Current A/c. Capital A/c.

International Financial Institutions: International Monetary Fund (IMF) ; International Bank for Reconstruction and Development (IBRD); Economic and Monetary Union and Euro (EMU and EURO); Asian Development Bank (ADB); Asian Clearing Union (ACU); International Finance Corporation (IFC); Bank for International Settlements (BIS).

Select References

1. *Foreign Exchange : International Finance – Risk Management - A. V. Rajwade
Publisher -Academy of Business Studies, New Delhi*
2. *Finance and Financial Markets - Keith Pilbeam -Macmillan Publishers.*
3. *The Economics of Money Banking and Financial Markets Fredric Mishkin,
Harper Colins Publishers.*
4. *International Finance: P. G. Apte. PHI.*

Note: 30% of the maximum marks are allocated for internal assessment in each paper including Practicals, Project report, Training report, Thesis, Lab, Viva-Voce etc. as per the following criteria:

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- ii) 10% marks for Presentation /Viva-Voce.

MC-205H HUMAN RESOURCE MANAGEMENT

Max. Marks : 100
External: 70, Internal: 30
Time: 3hrs

Note: There will be eight questions in the question paper. The first question, Which will be divided into ten small questions, will be compulsory and in total the candidate will be required to attempt only five questions.

Course Contents:

Concepts and Perspectives on Human Resource Management; Human **Resources Management** in a changing environment; Corporate objectives and Human Resource Planning; Career and succession planning; Job analysis; Methods of manpower search; Attracting, Selecting and retaining human resources; Induction and socialization; Manpower training and development; Organization and management of training function, training needs assessment, action research and lesson planning; Training evaluation; Performance appraisal and potential evaluation; Job evaluation; Wage and salary administration, incentives and fringe benefits; Employee welfare and social security; Workers participation in management and employees empowerment.

Organizational change - an overview; Approaches to problem diagnosis; some major Techniques of planned change; Steps in OD, General OD competencies, OD skills, designing interventions -interpersonal, team, intergroup and system; Evaluation of OD; Ethics of OD professional; Future of OD; Internal and external consultant; Excellence of management by chief executives.

Human and cultural variables in global organizations; Cross cultural differences and managerial implications; Human resource management in global organizations; selection, source criteria for international assignment; Compensation and appraisal system.

HRM and Information Technology: issues and challenges; Contemporary issues in Human Resource Management.

Select References

1. Punia, B. K and Kapur, S.K. :- *Personnel Management and Industrial Relations*, S. K Publishers, New Delhi.
2. Dowling, PJ, etc., *International Dimensions of Human Resource Management*. 2nd ed, Wadsworth, California, 1994.
3. Hosstede, G. *Cultures Consequence: International Differences in Work Related Values*. 2nd edition Sage, London, 2001.
4. Marcis, D and Puffer, S.M *Management International: Cases, Exercises and Readings*. West Publishing, St. Paul, 1994.
5. Mead, R. *International Management: Cross Cultural Dimensions*. Blackwell, Cambridge, 1994.

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- ii) 10% marks for Presentation /Viva-Voce.

MC-206H INDUSTRIAL RELATIONS AND LABOUR LAWS

Max. Marks : 100
External: 70, Internal: 30
Time: 3hrs

Note: There will be eight questions in the question paper. The first question, Which will be divided into ten small questions, will be compulsory and in total the candidate will be required to attempt only five questions.

Course Contents:

Industrial Relations Perspectives; Industrial Relations and the emerging socio-economic scenario; Industrial Relations and the State; Legal Framework of Industrial Relations; Role of trade unions; Trade union and the employees; Trade union and the management; Discipline and grievance management; Negotiation and collective settlements; Participative management and co-ownership; Productive bargaining; Employee empowerment and quality management; Industrial relations and technological change; ILO and industrial relations.

Emergence and objectives of labour laws and their socio -economic environment; Laws relating to industrial disputes, trade unions; Social security laws-laws relating to workmen's compensation, Employees' state insurance, wages and bonus laws - the law of minimum wages, payment of wages, laws relating to working conditions - the laws relating to factories, interpretations of labour laws, their working, and implications for management, union workmen.

Select References

1. Kochan, TA. & Katz Henry. *Collective Bargaining and Industrial Relations*. 2nd ed Homewood, Illinois, Richard D Irish, 1988.
2. Niland, JR. etc., *The Future of Industrial Relations*, Sage, New Delhi, 1994.
3. Papola, T S & Rodgers, G. *Labour Institutions and Economic Development in India*, ILO, Geneva, 1992.
4. Webb, Sidney & Webb, Beatrice. *Industrial Democracy*. Longman, Melbourne, 1987.
5. Ghaiye, B R. *Law and Procedure of Department Enquiry in Private and Public Sector*, Eastern Law Compay, Lucknow, 1994.
6. Srivastava S C. *Industrial Relations and Labour Law*, Vikas, New Delhi, 1.994.
7. Kapoor, N.D. *Mercantile Law*, Sultan Chand and Sons, New Delhi, 2001

Note: 30% of the maximum marks are allocated for internal assessment in each paper including Practicals, Project report, Training report, Thesis, Lab, Viva-Voce etc. as per the following criteria:

- i) 20% marks based on two assignments (handwritten) of 10% marks each.
- ii) 10% marks for Presentation /Viva-Voce.

Max. Marks : 100
External: 70, Internal: 30
Time: 3hrs

Note: There will be eight questions in the question paper. The first question, which will be divided into ten small questions, will be compulsory and in total the candidate will be required to attempt only five questions.

Course Contents:

Macro level manpower planning and labour market analysis; Organizational human resource planning; Work force flow mapping; Age and grade distribution mapping; Models and techniques of manpower demand and supply forecasting; Behavioural factors in human resource planning - Wastage analysis; Retention; Redeployment and exit strategies.

Training process - an overview; Role, responsibilities and challenges to training manager; Organization and management of training function; Training needs assessment and action research; Instructional objectives and lesson planning; Learning process; Training climate and pedagogy; Training methods and techniques; Training aids; Training communication; Training evaluation; Training and development in India.

Career management and career planning; Performance planning; Potentials appraisal and career development; HRD interventions and practices in India; HRD Climate; Culture; QWL; HRD strategies; HRD in strategic organizations; Human resource information system; Human resource valuation and accounting; organizational changes.

Select References

1. Arthur, M. *Career Theory Handbook*. Englewood Cliff, Prentice Hall Inc., 1991.
2. Belkaoui, A R and Belkaoui, J M. *Human Resource Valuation: A Guide to Strategies and Techniques*. Greenwood. Quorum Books, 1995.
3. Dale, B. *Total quality and Human Resources: An Executive Guide*. Oxford, Blackwell, 1992.
4. Greenhaus, J H, *Career Management*. New York, Dryden, 1987.
5. Kavanagh, M J etc. *Human Resource Information System: Development and Applications*. Boston, PWS-Kent. 1993.
6. Mabey, C and Salama, G. *Strategic Human Resource Management*. Oxford, Blackwell, 1995.
7. Thomson, R and Mabey, C. *Developing Human Resource*. Oxford, Butterworth-Heinemann, 1994.

Note: 30% of the maximum marks are allocated for internal assessment in each paper including Practicals, Project report, Training report, Thesis, Lab, Viva-Voce etc. as per the following criteria:

- i) 20% marks based on two assignments (handwritten) of 10% marks each.
- ii) 10% marks for Presentation /Viva-Voce.

Max. Marks : 100
External: 70, Internal: 30

Note: 1. There candidates will be called for personal viva-voce and questions will be asked from all the subjects covered in Part-I and II of the course. The examiners may also ask some questions from contemporary issues in business and economy.

Note: 30% of the maximum marks are allocated for internal assessment in each paper including Practicals, Project report, Training report, Thesis, Lab, Viva-Voce etc. as per the following criteria:

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