Syllabus

Master of Commerce

(w.e.f. 2015-16)

Department of Commerce
Central University of Haryana
Mahendergarh, Haryana
# List of Courses

## Semester I

<table>
<thead>
<tr>
<th>S.NO.</th>
<th>Course Code</th>
<th>Course Title</th>
<th>L</th>
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<tbody>
<tr>
<td>1</td>
<td>SLM COM 1 1 01 C 3104</td>
<td>Managerial Economics</td>
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<td>2</td>
<td>SLM COM 1 1 02 C 3104</td>
<td>Management Accounting</td>
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<td>SLM COM 1 1 04 C 3104</td>
<td>Statistical Analysis</td>
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## Semester II

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<tr>
<td>1</td>
<td>SLM COM 1 2 05 C 3104</td>
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<td>Operations Research (compulsory)</td>
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<td>SLM COM 1 2 01 DCEC 3104</td>
<td>Industrial Relations and labour laws</td>
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<td>Consumer Behaviour</td>
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<td>Financial Markets, Institutions and Services</td>
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## Semester III

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<td>Business Research Methods</td>
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<td>SLM COM 1 3 07 DCEC 3104</td>
<td>Selection, Training &amp; Development of Human Resource</td>
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Semester IV

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<td>1.</td>
<td>SLM COM 1 4 12  C 3104</td>
<td>Business Policy and strategic Management</td>
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<td>Project Report</td>
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Skill Enhancement Elective Course (Compulsory and exclusively for commerce students)

List of Generic Elective Course (GEC) offered by the department to students of other departments

<table>
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<tr>
<th>S.NO.</th>
<th>Course Code</th>
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<tr>
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<td>SLM COM 11 01 GE 3104</td>
<td>Fundamentals of Investment</td>
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<td>SLM COM 13 04 GE 3104</td>
<td>Entrepreneurship Development</td>
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<td>SLM COM 13 05 GE 3104</td>
<td>Income Tax law &amp; Practice</td>
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<td>5.</td>
<td>SLM COM 13 06 GE 3104</td>
<td>Negotiation and Conflict Management</td>
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(D P S Verma)      (Om Prakash Wali)      (Suman)      (Ravinder)      (Sachin)
Course - MANAGERIAL ECONOMICS

Course Code- SLM COM 1101 C 3104 Credit: 4

Objective: The objective of this course is to acquaint the students with the application of economics principles, tools and techniques in managerial decision making

Course Contents:

Unit I
Managerial Economics: Definition, nature and scope of Managerial Economics; Objectives of a Firm; Managerial Economics and Microeconomics - Managerial Economics and Macro-economic; Applications of Economics in Managerial decisions making; Managerial Economist’s Role and Responsibilities.

Unit II
Production Analysis: Production function; Marginal Rate of Technical Substitution; Iso-quants and Iso-cost; Law of Variable proportions; Law of Returns to scale; Economies of scale. Cost theory: short run and long run cost functions-their nature, shape and interrelationship.

Unit III
Pricing and output determination: Pricing decisions under different market forms like perfect competition, monopoly, oligopoly; Pricing Methods and Strategies; Price Discrimination; Dumping; Transfer Pricing.

Unit IV
Trade Cycles and The Open Economy: Real Business Cycles; Exchange rate; trade balance; Macroeconomic movements in an open economy.

Suggested Readings:

9. Shapiro, Macroeconomic Analysis

Note: Latest edition of the readings may be used.

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.
MANAGEMENT ACCOUNTING

COURSE CODE: SLM COM 1 1 02 C 3104  CREDIT: 4

Objective: The objective of this course is to get the students acquainted with the tools and techniques of management accounting useful for managerial decision making.

Course Contents:

UNIT I
Management Accounting: Nature and Functions; Financial vs. Management Accounting; Cost vs. Management Accounting; Role of Management Accountant; Cost Concepts and Classifications.

UNIT II
Variable and Absorption Costing: Concept, Comparison, Applications of Variable Costing, Preparation of Income Statements. Cost-Volume-Profit (CVP) Analysis - Contribution Margin Analysis; Break – Even Analysis; Profit Volume (P/V) Analysis; Margin of Safety and Angle of Incidence. Managerial Decision Making; Types of Managerial Decisions –Make or Buy, Sell or Process Further, Operate or Shutdown, Special Sales Order, Product-Mix, Replacement or Not of a Fixed Asset.

UNIT II
Budgeting: Nature and functions; Preparation of Different Types of Budgets, Fixed Versus Flexible Budgeting. Standard Costing – Concept, Advantages; Types of Standards; Variance Analysis; Materials, Labour; Managerial Uses of Variances.

UNIT IV
Responsibility Accounting: Concept of Responsibility Accounting; Responsibility Centres – Cost Centre, Revenue Centre, Profit Centre, Investment Centre, Responsibility Performance Reporting,

Suggested Readings:
1. Atkinson Anthony A., Rajiv D. Banker, Robert Kaplan and S. Mark Young, Management Accounting, Pearson Education.
4. Hansen, Don, R., Managerial Accounting, Cengage Learning

Note: Latest edition of the readings may be used.

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.
Course- BUSINESS ENVIRONMENT

Course Code- SLM COM 1103 C 3104  
Credit: 4

Objectives: The objective of the course is to acquaint the students with the Indian Economic environment and its role, macroeconomic policies and impact on business, emerging issues and development after and during reforms.

Course Contents:

UNIT-1

Business and Environment Analyses: Nature and Importance of business environment, Matrix of internal and external environment in an open economy, Environment analysis techniques; Political environment and business; Business ethics and social responsibility; business and culture; development and social change.

Indian Economy Environment: Changing Structure of the Indian Economy, nature of Indian economy-Development and Underdevelopment; Economic Planning- Objective and problems; Economic reforms; Economic Growth and its variables, PPP model for growth.

UNIT-2

Indian Economic Policies: New economic policy and recent developments, Policy on foreign direct investment in Indian industry, an evaluation of recent fiscal policy of Government of India, Monetary and credit policy, EXIM Policy, Highlights of Budget.

UNIT-3

Privatization and Globalisation: Role of private sector in development and growth, Disinvestment in Public Sector Units, Globalisation and Impact on Indian economy, rationale for globalization, Challenges and opportunities for MNCs; legislation for unfair trade practices and consumer protection.

UNIT-4

Contemporary Issues: Industrial Sickness in India, Development and Protection of MSEs, SEZ as a policy of industrial development, business opportunities in rural sectors, Impact of Institutional factors on business; Emergence of knowledge intensive industries in India.

Suggested Readings:


Note: Latest edition of the readings may be used.

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.
Course- STATISTICAL ANALYSIS

Course Code- SLM COM 1104 C 3104
Credit: 4

Objective: This course aims to impart the students the knowledge of statistics and management science/operation research tools and techniques for decision making in commerce and business.

Course Contents:

UNIT-1

Correlation analysis and Regression Analysis: Simple and multiple correlation analysis, Simple and multiple linear regression analysis up to three variables; Sampling and Sampling Distributions: Methods of sampling, Sampling distribution of a statistic and its standard error and its Utility.

UNIT-2


UNIT-3

Parametric Tests: Difference between Large and Small Sample Tests of Significance, Significance Tests in Large Sample and Small Sample- Assumptions, Applications of Students t-Distribution, F-test, Z-test, Analysis of Variance (ANOVA one way).

UNIT-4

Non Parametric tests: Difference Between Parametric and Nonparametric Tests, Chi-square tests, Kruskal-Wallis test, Sign tests, Wilcoxon signed- Rank test, Mann Whitney test.

Statistical Quality Control: Causes of variations, purpose and logic constructing a control chart, computing the control limits (X and R Charts), Control charts for attributes and variables, Fraction defectives and Number of defects, Acceptance sampling.

Suggested Readings:


Note: Latest edition of the readings may be used.

**Note:** The list of cases, references and relevant articles will be provided by the faculty in the class.

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**Course- FINANCIAL MANAGEMENT**

**Course Code- SLM COM 1 2 05 C 3104**

**Credit: 4**

**Objectives:** The purpose of this course is to acquaint the students with the theoretical and practical aspects of financial management useful in managerial decision making.

**Course Contents:**

**UNIT-1**

**Financial management:** Scope and Objectives of Financial management, Finance as a strategic function, organisation of the finance functions, Role of finance manager, Risk-return framework for financial decision making and types of financial decisions, Stakeholders’ wealth maximization.

**UNIT-2**

**Capital budgeting:** Concept, types and Significance of capital budgeting decisions, Techniques of evaluating Investment opportunities, Risk and uncertainty analysis in capital budgeting decisions; Cost of capital: Concept and importance of cost of capital, Computation of cost of various sources of finance, computation of Weighted Average Cost of Capital, CAPM.

**UNIT-3**

**Capital Structure decisions:** Operating and Financial Leverages, evaluation of financial plans (EBIT-EPS analysis), Theories of relevance and irrelevance of capital structure, Factors affecting capital structure decision. Optimum capital structure, Determinants of Capital structure in practice.

**UNIT-4**

**Dividend Policy Decisions:** Forms of dividends, Determinants of dividend policy, factors affecting dividend decisions, Theories and policies of dividend distribution, Relevance of dividend policy under market imperfections.

**Working capital management:** Significance and Types of Working Capital, Components of working capital management, Estimation of working capital requirement; Cash management, Inventory management; receivables management; sources of working capital finance.
Suggested Readings:


Note: Latest edition of the readings may be used.

**Note:** The list of cases, references and relevant articles will be provided by the faculty in the class.
Objective: The course is designed to give an understanding of the various aspects of the management of human resources, their interaction in the execution of managerial functions and facilitating learning of various concepts and skills required for utilization and development of these resources for organizational functions.

Course contents:

UNIT-1
Human resource management: functions, scope and models, HRM environment and environmental scanning; human resource planning.

UNIT-2
Job analysis and job designing; recruitment; selection; induction and placement; training and development; job evaluation.

UNIT-3
Managing performance; potential management; fringe benefits and incentives; compensation management; promotion; demotion; transfer; separation and right sizing.

UNIT-4
Employee Relations and Trade Unions; Grievance Redressal; Dispute Resolution and Conflict Management; International Dimensions of HRM; Employee Empowerment; E-HRM/HRIS.

Suggested Readings:

   Biswajeet Patttanayak, Human Resource Management, PHI Learning

Note: Latest edition of the readings may be used.

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.
MARKETING MANAGEMENT

COURSE CODE- SLM COM 1 2 07 C 3104          CREDIT: 4

Objective: The objective of the course is to make aware the participants with the basic concepts and Principles, process and techniques of marketing and to develop their conceptual and analytical skills to be able to better understand and manage the marketing operations of a business.

Course contents:

UNIT I

UNIT II
Product Decision and Pricing: Product concept, classification, Major product decisions, New product development, concept of Product life cycle and appropriate strategies to be adopted at different stages, Objectives of pricing decisions, Procedure and determinants of product pricing, policies and strategies.

UNIT III
Distribution & Promotion Decisions: Channels of distribution, Different types and functions of intermediaries, Distribution logistics and major logistics decisions, Promotion Mix, Communication process, Promotion tools and their effectiveness, determining optimal promotion mix.

UNIT IV
Marketing Planning, Organization and Control: Marketing planning process, organizing the marketing department, marketing implementation & control, Social, Ethical and Legal Aspects of Marketing, Consumer Protection and CRM in India, rural marketing, direct marketing, online marketing, emerging trends and issues in marketing developments.

Suggested Readings:
1. Philip Kotler, Keller, Kevin Lane; Koshy, Abraham, and Mithileswar Jha, Marketing Management: A South Asian Perspective, Pearson.

Note: Latest edition of the readings may be used.
Note: The list of cases, references and relevant articles will be provided by the faculty in the class.
Course–ORGANIZATIONAL BEHAVIOUR

Course Code- SLM COM 1 2 08 C 3104 Credit: 4

Objective: The objective of this course is to acquaint the students with diverse behavioral patterns and issues involved in managing organizations operating in multiple cultures and competitive environment.

Course Contents:

UNIT-1
Introduction to Organizational Behaviour; Management Functions; Skills and Roles. Foundations of Individual Behaviour.

UNIT-2
Perception; Theories and principles of Learning; Personality; Attitudes and Value; Motivation. Group Decision Making and Communication.

UNIT-3
Job satisfaction; Commitment; Power; politics and conflict management; Stress management.

UNIT-4
Group Dynamics; Teams vs groups; Organizational Culture and Climate; Management of Change; Leadership and Theories and Styles; Organization Structure and Design.

Suggested Readings:


Note: Latest edition of the readings may be used.
Note: The list of cases, references and relevant articles will be provided by the faculty in the class.
Course- OPERATIONS RESEARCH

Course Code- SLM COM 1 2 03 GE 2002 Credit: 2

Objective: The objective of this paper is to acquaint the students with quantitative techniques that play an important role in managerial decision-making.

Course Contents:

UNIT-1

Linear Programming: Concept and assumptions of Linear Programming, Formulation of Linear Programming Problems, Solution of Linear Programming Problems by Graphic and Simplex method; Duality in LPP: formulation and solution.

UNIT-2

Transportation Problems: Concept of Transportation Problem, Assumptions, Formulation of Transportation problems, Solution Procedure Involved in Transportation Problems.

UNIT-3

Assignment Problems: Concept and assumptions of assignment Problem, Similarities and Dissimilarities with Transportation Problem, Formulation and Solution process of Assignment Problems.

Inventory Management: Concepts of inventory management, Inventory models– EOQ, planned shortage model- optimum safety stock and reorder level; Replacement Models.

UNIT-4

Network analysis: Concept and assumptions of Network Analysis, Steps Involved in Network Analysis, applications of PERT/CPM techniques.

Suggested Readings:

2. Anderson, Quantitative Methods for Business, CENGAGE.

Note: Latest edition of the readings may be used.
Note: The list of cases, references and relevant articles will be provided by the faculty in the class.
INDUSTRIAL RELATIONS AND LABOUR LAWS

COURSE CODE- SLM COM 1 2 01 DCEC 3104            CREDIT: 4

Objective: To enable the students to learn the concepts of industrial relations including trade Unions, collective bargaining, discipline and various labour enactments.

Course Contents:

UNIT I
Industrial Relations (IR): Concept of Industrial Relations; Nature of Industrial Relations; Objectives of IR; Factors affecting IR in changing Environment, Evolution of IR in India; Role of State; Trade Union; Employers’ Organisation; Human Resource Management and IR Role of ILO in Industrial Relations, International Dimensions of IR

UNIT II
Trade Union: Origin and growth, unions after Independence, unions in the era of liberalisation; Factors Affecting Growth of Trade Unions in India, Multiplicity & Recognition of Trade Unions; Major Provisions of Trade Union Act 1926
Collective Bargaining and Workers' Participation in Management
b) Workers' Participation in Management: Concept, practices in India, Works Committees, Joint management councils; Participative Management and co-ownership; Productive Bargaining and Gain Sharing

UNIT III
Discipline and Grievance Redressal
Discipline: Causes of indiscipline, Maintenance of discipline and misconduct; Highlights of domestic enquiries; Principle of Natural Justice; Labour turnover; Absenteeism; Grievance: Meaning of Grievance, Grievance redressal machinery in India, Grievance handling procedure; salient features of Industrial Employment (Standing orders) Act 1946

UNIT IV

Suggested Readings:
1. PK Padhi, Industrial Relations and Labour Law, PHI Learning
2. ArunMonappa, Industrial Relations and Labour Law, McGraw Hill Education
4. C.S VenkataRatnam, Industrial Relations, Oxford University Press
5. P.L. Malik’s Handbook of Labour and Industrial Law, Vol 1 and 2, Eastern Book Company

Note: Latest edition of the readings may be used.

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.
Course – CONSUMER BEHAVIOUR

Course Code - SLM COM 1 2 02 DCEC 3104 Credit: 4

Objectives: To provide an in-depth understanding of the consumer and industrial buying processes and their determinants as relevant for marketing decision making.

Course Contents:

UNIT-1
Consumer Behaviour: Importance and nature of consumer behaviour, Types of consumers and their role; Consumer behaviour and marketing concept; Changing profile of Indian consumers and impact of technology; Conducting consumer research – overview of process, complexities and issues.

UNIT-2
Consumer Decision Making Process: Buying Motives; Buying Roles; Consumer Buying Process; Levels of Consumer Decision Making.

Individual differences in consumers: Needs and motivation; Perception; Attitude and attitude Change; Learning and learning theories; Personality and life style analysis.

UNIT-3
Socio-Cultural Determinants of consumer behaviour: Family and household influence on Consumer buying behaviour; Group and their influences-WOM and opinion leaders, Social class; Culture and sub-culture; Cross-cultural dimensions of consumer behaviour.

UNIT-2
Models of Consumer Behaviour and Business buying behaviour: An overview of contemporary models.

Suggested Readings:


Note: Latest edition of the readings may be used.

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.
Course- FINANCIAL MARKETS, INSTITUTIONS AND SERVICES

Course Code- SLM COM 1 2 03 DCEC 3104

Credits: 4

Objective: The purpose of the course is to provide a sound information and knowledge of broad framework of Financial Markets, financial Services and Institutions.

Course Contents:

UNIT-1

Introduction: Characteristics and role of financial system, Structure of Financial system, financial system and economic development, Overview on Indian Financial System, Development and weakness in Indian Financial system, Reserve Bank of India – Role and Regulations, Financial Sector Reforms.

UNIT-2

Indian Banking Industry: Components, Reforms in Indian Banking Sector, determination of commercial interest rates: fixed and floating, Asset Liability Management - Gap analysis, Management of Non- performing assets, Strategies for making commercial banks viable, Capital Adequacy Norms.


UNIT-3

Financial Services: Venture Capital: Origin, Functions and Scope, Initiative and Methods of Venture Capital in India, guidelines and Indian venture capital scenario; Mutual Fund: Origin, scope, Types of mutual funds schemes, organization and evaluation of mutual funds; Leasing; Factoring; Forfaiting; Merchant Banking; Credit rating.

UNIT-4

Indian Financial Institutions: NABARD, EXIM Bank, Development Banks- Concept, objectives and functions of development banks, Operational and Promotional activities of development banks: IFCI, ICICI, IDBI, State development banks and state financial corporations.

Suggested Readings:


Note: Latest edition of the readings may be used.

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.
Objectives: The objective of this course is to highlight the international environment including relationships between government, economic groupings and the consumer. The course will also highlight the problems encountered and issues raised in managing overseas business.

Course Contents:

UNIT I
International Business: Meaning and Importance; Domestic Business vs International Business; Evolution and Development; Factors leading to Growth in International Business; Determinants of Entry Mode; Basic Entry Decisions; Modes of entry into international business, selecting an Entry Strategy.

UNIT II
International Trade: Reasons for international trade; Theories of international trade; Balance of Payment and its Components of International Business Environment: Political, Legal, Economic, and Cultural environment and associated risks; Framework for analyzing international business environment.

UNIT III
Multilateral Regulation of Trade and Investment: Basic Principles of Multilateral Trade Negotiations; GATT and its early rounds; Uruguay Round; WTO – Basic difference between GATT and WTO; organizational structure and functioning, settlement of Disputes, WTO and India.

UNIT IV
International Financial Environment: International monetary system; Exchange Rate Quotation: Direct and Indirect Quotes, Buying and Selling Rates, Forward Rates and Cross Rates; Determination of Exchange rate, Organisational structure for international business operations.

Suggested Readings:
4. Daniels John, D. Lee H. Radenbaugh and David P. Sullivan., International Business, Pearson Education

Note: Latest edition of the readings may be used.
Note: The list of cases, references and relevant articles will be provided by the faculty in the class.
Course- BUSINESS RESEARCH METHODS

Course Code: SLM COM 1 3 10 C 3104  Credit: 4

Objectives: To get the students acquainted with the tools and techniques of applied research useful in business decision making.

Course Contents:

UNIT-1
Introduction to Business Research: Meaning, Relevance and significance of Research in business; Types of Research; Research Process.
Research Design: Types, role, relevance of research designs; exploratory research and descriptive research.

Sampling: Meaning, Steps in Sampling process; Types of Sampling - Probability and non probability Sampling Techniques; Errors in sampling.
Questionnaire preparation: Questionnaires design process; pilot testing of questionnaire.

UNIT-2
Data Collection: Primary data and secondary data; sources of primary and secondary data; tools and techniques of collecting data; Methods of collecting data;
Reliability and Validity – Meaning, types and their measurement; steps to improve the reliability and validity of data collected.

UNIT-3
Data Processing and Analysis: Arrangement of the data collected – tabulation; diagrams and graphs and frequency distributions; Summarization of the data using certain Statistical methods and techniques;
Factor Analysis; Cluster Analysis and Multiple Discriminant Analysis.

UNIT-4
Application of computer software in Business research with focus on SPSS and EXCEL.

Report Writing: Types of research reports – planning; organizing and prerequisites for research report;
System of referencing – Bibliography; references Footnotes; checklist; Evaluation of report.

Suggested Readings

Note: Latest edition of the readings may be used.
Note: The List of Cases and Specific References including recent articles will be announced by the faculty.
Objective: This paper intends to create an understanding towards types of e-commerce, process of e-commerce, channels, models and the related issues.

Course Contents:

UNIT-1

UNIT-2

E-Marketing: Traditional web promotion, Web counters, Web advertisements, Internet advertising; Internet retailing; Mobile commerce framework and benefits.

UNIT-3
Electronic Payment System: Features required in payment system for e-commerce, Types of e-payment systems – e-cash and currency servers, e-cheques, credit cards, smart cards, digital library, electronic purses and debit cards and emerging financial instruments.

UNIT-4

Suggested Readings:

4. PT Joseph, E-Commerce: An Indian Perspective, PHI Learning
5. KK Bajaj and Debjani Nag, E-commerce, McGraw Hill Education

Note: Latest edition of the readings may be used.
Note: The list of cases, references and relevant articles will be provided by the faculty in the class.
Course- WORKING CAPITAL MANAGEMENT

COURSE CODE- SLM COM 1 3 05 DCEC 3104 CREDIT: 4

Objective: The objective of this course is to get the students acquainted with the concept of working capital, management of cash, inventory, receivable and payable to useful for business operations.

Course Contents:

UNIT I
Planning and Management: The operating Cycle and Working Capital Needs, Factors determining working capital requirement, financing of current assets. Estimation and Calculation: Working Capital as a percentage of Net Sales, working capital as a percentage of total assets or fixed assets, working capital based on operating cycle.

UNIT II
Management of Cash and Marketable Securities: Motives for Holding Cash, cash management planning and control aspects, managing the float, optimum cash balance: Boumol’s Model, and Miller Orr Model, management of marketable securities.

UNIT III
Receivable Management: Costs and benefits of Receivable, Credit policy, credit evaluation, control of receivables, Evaluation of Credit Policies.

UNIT IV
Inventory management: types of inventories, reasons and benefits of inventories, costs of inventory, costs of stock-outs (a Hidden cost), Techniques of inventory management: ABC Analysis, Economic Order Quantity Model, Re-order Level, Safety Stock or Minimum Inventory level, Quantity Discounts and Order Quality.

Suggested Readings:

Note: Latest edition of the readings may be used.

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.
Course- SERVICE MARKETING

Course Code- SLM COM 1 3 06 DCEC 3104 Credits: 4

Objective: To emphasize on the concept and issues of Service marketing to facilitate students to develop marketing strategies for a service providing business.

Course Content:

UNIT-1
Introduction: Concept, Nature and Importance of Services; Distinctive characteristics and classification of services; Role of Marketing in Services Organization; Services Marketing Mix; Developments in Services Marketing.

Understanding customers: Needs and expectation of customers in Service marketing, Customer portfolio analysis, Customer loyalty, Customers satisfaction in service marketing, SERVQUAL and GAP Model, Handling complaints.

UNIT-2
Service Product and Pricing strategies: Concept of service product; Service features; Life Cycle of Services; New Service Development; Segmentation and positioning of the Services; Pricing – Factors affecting Service pricing; Services pricing strategies; Steps in Pricing Strategy for Services.

UNIT-3
Distribution and Promotion: Role of Accessibility and Availability; Challenges in Distribution Strategy of Services; Promotion Strategies- Concept, Promotion mix, Sales Promotion and Publicity, Advertising, Personal Selling and Other Communication in Service Industry; Managing Services Promotion, Role of employees; Process and Physical Evidence.

UNIT-4
Special Concerns of Service Marketing: Understanding service industries- Financial, Travel and Tourism, Telecom, Hospitality, Retail, Health; E-Service; Aftersales Services.

Suggested Readings:

1. Chiristopher, H.L., Services marketing, Prentice Hall.

Note: Latest edition of the readings may be used.

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.
Course- SELECTION, TRAINING AND DEVELOPMENT OF HUMAN RESOURCE

Course Code- SLM COM 1307 DCEC 3104  
Credit: 4

Objective: The objective of this course is to acquaint the students with major concepts, methods and techniques of training and development in rational and critical manner.

Course Contents:

UNIT-1

Selection and training assessment: Concept and process of selection, concept and rationale of training, Functions of training, relation of training & goals of organizations, training process, role of stakeholders in training programme; Training needs assessment- identification, approaches; skills of trainer.

UNIT-2

Training programme and learning: learning process and style, attributes and factors influencing, principles & guidelines of learning, training climate and pedagogy, transfer of training; developing training modules, materials and Training aids.

UNIT-3

Training techniques: Stages of training, on the job and off-the job methods, experiential and non-experiential methods, inspirational training techniques.

UNIT-4

Evaluation of training and development: reasons, principles, criteria and approaches of evaluation, process and methods of evaluation, analysis and costing of training, problems of evaluation; emerging patterns in training and development- cross cultural training, e-learning, knowledge management.

Suggested Readings:

5. Pepper, Allan D., Managing the Training and Development Function, Aldershot, Gower.

Note: Latest edition of the readings may be used.

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.
BUSINESS POLICY AND STRATEGIC MANAGEMENT

COURSE CODE- SLM COM 1 4 12 C 3104

CREDIT: 4

Objective: The objective of the course is to make aware the participants with the basic concept of business policy, Strategic Intent, Formulation, Implementation and Evaluation of strategic management to develop their conceptual and analytical skills to be able to better understand and manage the business operations.

Course Contents:

UNIT I

UNIT II
Strategy Formulation: Environmental Appraisal: Concept of Environment, Environmental Sectors, Environmental Scanning, Appraising the Environment; Organisational Appraisal: Dynamics of Internal Environment, organisational Capability Factors, Considerations in Organisational Appraisal, Methods and Techniques used for Organisational Appraisal, Structuring Organisational Appraisal; Corporate-Level Strategies: Concentration, Integration, Diversification, Internationalisation, Cooperation and Digitalisation, Stability, Retrenchment and Restructuring and Business Level Strategies; Strategic Analysis and Choice.

UNIT III

UNIT IV

Suggested Readings:

Note: Latest edition of the readings may be used.
Note: The list of cases, references and relevant articles will be provided by the faculty in the class.
CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY

COURSE CODE- SLM COM 1 4 13 C 3104
CREDIT: 4

Objectives: To familiarize the students with the understanding of issues and practices of corporate governance in the global and Indian context.

Course Contents:

UNIT I
Conceptual Framework Of Corporate Governance: Evolution of corporate governance; developments in India; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act; secretarial audit; class action; NCLT; insider trading; rating agencies; green governance/e-governance; shareholders’ activism; corporate governance in PSUs and banks.

UNIT II
Corporate Management: Management vs. Governance; internal constituents of the corporate governance; key managerial personnel (KMP); chairman- qualities of a chairman, powers, responsibilities and duties of a chairman; chief executive officer (CEO), role and responsibilities of the CEO; separation of roles of chairman and CEO; CFO; manager; company secretary; auditor.

UNIT III
Whistle blowing and Corporate Governance: The Concept of Whistle-Blowing; Types of Whistle-blowers; Whistle-blower Policy; the Whistle-Blower Legislation across Countries; developments in India.

UNIT IV
Corporate Social Responsibility (CSR):Meaning; corporate philanthropy; CSR-an overlapping concept; corporate sustainability reporting; CSR through triple bottom line; CSR and business ethics; CSR and corporate governance; environmental aspect of CSR; CSR models; drivers of CSR; global reporting initiatives; major codes on CSR; initiatives in India.

Suggested Readings
1. Adrian Cadbury, Corporate Governance and chairmanship: A personal View, Oxford University Press, UK.
3. Blowfield, Michael, and Alan Murray, Corporate Responsibility, Oxford University Press.
4. Francesco Perrini, Stefano, and Antonio Tencati, Developing Corporate Social Responsibility-A European Perspective, Edward Elgar.

Note: Latest edition of the readings may be used. Note: The list of cases, references and relevant articles will be provided by the faculty in the class.
Course-INTERNATIONAL MARKETING

Course Code- SLM COM 1 4 14 C 3104 Credits:4

Objective: To bring into the light the issues of international marketing to facilitate students to develop international marketing strategies for a business in the foreign market environment.

Course Content:

UNIT-1
Introduction: Importance, Nature, Scope and Significance of International Marketing; Process of international marketing; International Marketing Vs. Domestic Marketing; International Marketing Environment; Importance of Multinational Corporations in International Marketing.
Assessing International Market: International Marketing Research – Nature and Significance, Steps of International Marketing Research, Collection of Data, Problems of Gathering Data, International Marketing Research in Indian Context; Strategies to enter in foreign market.

UNIT-2
International Product Planning and Pricing strategies: Concept of product planning; Contents of product planning; Product planning strategies: Branding; Packaging; Labelling. Meaning and importance of pricing in International Market; Factors affecting pricing decisions; Pricing strategies of International market.

UNIT-3
International Distribution Strategies: Meaning and Alternative Channels of International Distribution System; Factors Affecting Choice of Channels; Meaning and significance of International Physical distribution; Management of International Physical distribution.

UNIT-4
International Organization Structure and Ethics in International Marketing: Structures and Alternatives of Organization Structure; Choice Criteria; Financial Requirements for International Marketing; Ecological issues and Ethics of international marketing.

Suggested Readings:


Note: Latest edition of the readings may be used.
Note: The list of cases, references and relevant articles will be provided by the faculty in the class.
Course: SECURITIES ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: SLM COM 14 15 C 3104 Credit: 4

Objective: The objective of this course is to impart theoretical and practical knowledge to students about risk and return of individual security and equip them for analyzing the risk of portfolio for wealth maximization.

Course Contents:

UNIT-1
Security Analysis: Meaning, objectives and investment alternatives; Security and non-security forms of investment; types of investors; Valuation theories of fixed and variable income securities.

UNIT-2
Return and risk: Concept and measurement; Fundamental analysis and technical analysis including economic, industry and company analysis; Efficient Market Hypothesis (EMH).

UNIT-3
Introduction to Portfolio Management: Meaning, risk & return determination of a portfolio; Portfolio Selection; Optimal Portfolio Mix; Theories of Portfolio Management: Markowitz portfolio theory; 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; Sharpe single index model and Arbitrage Pricing Theory (APT).

UNIT-4
CAPM: security market line; capital 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.

Suggested Readings

Note: Latest edition of the readings may be used.
Note: The list of cases and problems will be announced in the class by the faculty.
FUNDAMENTALS OF INVESTMENT

COURSE CODE- SLM COM 11 01 GE 3104

CREDIT: 4

Objective: To familiarize the students with the concept of investments, different investment alternatives, introduce them to the framework of their analysis and valuation.

Course Contents:

UNIT I
The Investment Environment: The investment decision process, Types of Investments – Commodities, Real Estate and Financial Assets, the Indian securities market, the market participants and trading of securities, security market indices, sources of financial information, Concept of return and risk, Impact of Taxes and Inflation on return.

UNIT II
Fixed Income Securities: Bond features, types of bonds, estimating bond yields, Bond Valuation types of bond risks, default risk and credit rating.

UNIT III
Approaches to Equity Analysis: Introductions to Fundamental Analysis, Technical Analysis and Efficient Market Hypothesis, dividend capitalisation models, and price-earnings multiple approach to equity valuation.

UNIT IV
Portfolio Analysis and Financial Derivatives: Portfolio and Diversification, Portfolio Risk and Return; Mutual Funds; Introduction to Financial Derivatives; Financial Derivatives Markets in India

Suggested Readings
1. C. P. Jones, Investments Analysis and Management, Wiley.
2. Prasanna Chandra, Investment Analysis and Portfolio Management, McGraw Hill Education
4. N.D. Vohra and B.R. Bagri, Futures and Options, McGraw Hill Education

Note: Latest edition of the readings may be used.

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.
CONSUMER PROTECTION

COURSE CODE- SLM COM 11 02 GE 3104 CREDIT: 4

Objective: This paper seeks to familiarise the students with their rights as a consumer, the social framework of consumer rights and legal framework of protecting consumer rights. It also provides an understanding of the procedure of redress of consumer complaints.

Course Contents:

UNIT I
Conceptual Framework: Consumer and Markets: Concept of Consumer, Nature of markets, Concept of Price in Retail and Wholesale, Maximum Retail Price (MRP) and Local Taxes, Fair Price, labelling and packaging Experiencing and Voicing Dissatisfaction: Consumer Satisfaction/dissatisfaction-Grievances complaint, Consumer Complaining Behaviour: Alternatives available to Dissatisfied Consumers; Internal and External Complaint handling: Corporate Redress Systems and Public Redress Systems

UNIT II
The Consumer Protection Act, 1986 (CPA): Objectives and Basic Concepts: Consumer, goods, service, defect in goods, deficiency in service, spurious goods and services, unfair trade practice, restrictive trade practice.

UNIT III
Organizational set-up under the Consumer Protection Act: Advisory Bodies: Consumer Protection Councils at the Central, State and District Levels, Basic Consumer Rights; Adjudicatory Bodies: District Forums, State Commissions, National Commission: Their Composition, Powers, and Jurisdiction (Pecuniary and Territorial), Role of Supreme Court under the CPA.

UNIT IV
Grievance Redress Mechanism under the Consumer Protection Act, 1986: Who can file a complaint? Grounds of filing a complaint; Limitation period; Procedure for filing and hearing of a complaint; Disposal of cases, Relief/Remedy to be provided; Temporary Injunction, Enforcement of order, Appeal, frivolous and vexatious complaints; Offences and penalties. Seven Leading Cases decided under Consumer Protection Act: Medical Negligence; Banking; Insurance; Housing & Real Estate; Electricity, Water, and Telecom Services; Education; Defective Product; Unfair Trade Practice.

Suggested Readings:
7. Empowering Consumers e-book, [www.consumeraffairs.nic.in](http://www.consumeraffairs.nic.in)

Note: Latest edition of the readings may be used.

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.
Course – ENTREPRENEURSHIP DEVELOPMENT

Course Code - SLM COM 1 3 04 GE 3104       Credit: 4

Objectives: This Course Aims at Instituting Entrepreneurial skills in the students by giving an overview of who the entrepreneurs are and what competences are needed to become an entrepreneur.

Course Contents:

UNIT-1
Concept and Definitions; Role of entrepreneurship in Economic development; Entrepreneurship process; Factors impacting emergence of entrepreneurship; Women Entrepreneurs; Classification and Types of Entrepreneurs; EDP Programmes; Entrepreneurial Training; Traits/Qualities of an Entrepreneurs.

UNIT-2
Creating Entrepreneurial Venture: Generating Business idea- Sources of Innovation; methods of generating ideas; Creativity and Entrepreneurship; Business planning process; Legal issues – forming business entity, considerations and Criteria, Requirements for formation of a Private/Public Limited Company; Legal Acts Governing Business in India.

UNIT-3
Marketing plan– for the new venture; environmental analysis; steps in preparing marketing plan; marketing mix; contingency planning; Organizational plan – designing organization structure and Systems.

UNIT-4
Entrepreneurial Finance: Debt or equity financing; Sources of Finance- Commercial banks; private placements; venture capital; financial institutions supporting entrepreneurs; Lease Financing; Funding opportunities for Startups in India.

Suggested Readings:

2. Robert Hisrich, Michael Peters, Dean Shepherd, Entrepreneurship, McGraw-Hill Education
8. SS Khanka, Entrepreneurial Development, S. Chand & Co, Delhi.
10. SIDBI Reports on Small Scale Industries Sector.

Note: Latest edition of the readings may be used.

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.
Course – INCOME TAX LAW & PRACTICE

Course Code - SLM COM 1 3 0 5 GE 3 1 0 4 Credit: 4

Objectives: The objective of this paper is to help students to acquire conceptual knowledge of income tax law & practice.

Course Contents:

UNIT-1
Basic concepts: Income; Agricultural income; Person; Assessee; Assessment year; Previous year; Gross total income; Total income; Residential status; Tax incidence and Residential status; Exempted income.

UNIT-2
Computation of income under different heads: Salaries; Income from house property.

UNIT-3
Profits and gains of business or profession; Capital Gain; Income from other sources.

UNIT-4
Computation of Total Income and Tax Liability: Clubbing of income; Aggregation of income and set-off and carry forward of losses; Deductions from Gross Total Income; Computation of total income and tax liability of individuals.

Suggested readings:


Journals


Software

2. ‘Excel Utility’ available at incometaxindiaefiling.gov.in

Note: Latest edition of the readings may be used.

Note: The list of cases, references and relevant articles will be provided by the faculty in the class.
Objective:
The objective of this course is to help students develop their skills in effective use of different forms of influence in the decision-making process, preparing them for leadership positions. The syllabus is intended to facilitate an understanding of the structure and dynamics of negotiation and the appropriate application of persuasion strategies and influence at work and other settings.

Contents:

UNIT-1
Social Influence processes- Persuasion and Negotiation; principles of influence; influence tactics.

UNIT-2
Negotiation: Scope, Types and Styles of negotiation; negotiation process, strategies and tactics; win-win negotiation; Role of trust in negotiations.

UNIT-3
Negotiation and IT; ethics in negotiation; cultural differences in negotiation styles; gender in negotiations; context of mediation; negotiation as persuasion;

UNIT-4
Persuasion: Principles of persuasion; Persuasion Strategy; seeking and resisting compliance; Effective persuasion.

Suggested Readings:


Note: Latest edition of the readings may be used.
Note: The list of cases, references and relevant articles will be provided by the faculty in the class.