



Syllabus

Master of Commerce

(w.e.f. 2014-15)

DEPARTMENT OF COMMERCE

Central University of Haryana
Mahendergarh

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DEPARTMENT OF COMMERCE
CENTRAL UNIVERSITY OF HARYANA
MAHENDERGARH, HARYANA



University Logo

University Logo is conceived with a globe at its centre surrounded by holy trinity of three arcs and at the bottom is a shloka taken from 'Neeti Shatkam' written by Bhartiari.

The arc at the bottom depicts an open book and a Veena, symbolising University's commitment to meeting the quest for acquiring knowledge, learning, enlightenment and promoting art and culture.

The arc at the right that depicts processes of science, technology and adventurism symbolises the University's commitment to promoting scientific progress and creating a culture of creativity, innovation and enquiring approach.

The arc at the left that depicts nature symbolises University's commitment to promoting education inculcating respect for environment, ecology and living in harmony with nature.

The globe at the centre surrounded by the human chain and the pigeon flying above expresses University's belief that commitments represented by the trinity of three arcs shall lead to global peace, prosperity and human solidarity-the real spirit of education.

The shloka at the bottom conveys that 'education' is the unrivalled treasure of all.

Vision Statement

To develop enlightened citizenship for a knowledge society for peace and prosperity of individuals, nation and the larger world through promotion of innovation, creative endeavors and scholarly inquiry

Mission Statement

- To be a leading model by defining learning, teaching and discovery in a global, national and local context
- To strive to create a learning ambience with diverse cultural backgrounds and enhance student's acquisition of useful knowledge, skills and analytical abilities through innovative teaching and holistic learning environment
- To facilitate cutting edge research in emerging areas and expanding research in traditional areas
- To progressively expand in phases academic and research areas to be pursued by the University from time to time into their diversified focuses
- To focus on relevance, quality and excellence in each area and discipline of study that University is to pursue
- To develop partnership with international and national institutions and facilitate providing international linkages for contextual and cultural learning for both faculty and students
- To involve stakeholders including Government, Industry, Community and others in providing relevant and quality education
- To create and maintain highest level of integrity, ethics and values on Campus and ensure zero tolerance for lack of these core commitments

University Objectives

- To disseminate and advance knowledge by providing instructional and research facilities in such branches of learning as it may deem fit;
- To make special provisions for integrated courses in humanities, social sciences, science and technology in its educational programmes;
- To take appropriate measures for promoting innovations in teaching-learning process and inter-disciplinary studies and research;
- To educate and train manpower for the development of the country;
- To establish linkages with industries for the promotion of science and technology; and
- To pay special attention to the improvement of the social and economic conditions and welfare of the people, their intellectual, academic and cultural development.

Central University of Haryana

The Central University of Haryana, established by MHRD, under the Central Universities Act-2009 (Act No. 25 of 2009) made a spirited beginning under the leadership of its sagacious and visionary founder Vice Chancellor Prof. Mool Chand Sharma, from a rented building in Gurgaon as transit office and Narnaul B.Ed. college building as campus. It has now shifted to its Permanent Campus sprawling over 488 acres of land at Jant-Pali Villages, Mahendergarh district of Haryana. The University, fully funded by the UGC, is all set to emerge as a seat of great learning in the Southern Haryana under the leadership of its reverent and visionary Acting Vice-Chancellor Prof. U. P. Sinha. Being at the nascent stage of establishment, the University immediately after getting possession of the land at Jant-Pali, Mahendergarh acted through various empowered Committees and Groups to chart out the course of development. After duly considering the recommendations of various empowered committees the Executive Council of the University approved the road map for the first phase of development of the campus on the site at Jant-Pali, Mahendergarh. The first phase of development comprises the construction of boundary wall and a block of four buildings. The construction of boundary wall is complete and the four blocks are functional to run the academic programmes. These blocks host separate hostels for boys and girls, modest accommodation for faculty and other staff, academic wing with class rooms, seminar rooms, tutorial rooms, laboratories, libraries, conferencing facilities, etc. These buildings will be integrated as a part of hostel zone when the development of the Campus enters in the final phase. Marching ahead on the journey of promoting grass root research and fruitful engagement with society many brainstorming sessions of idea generation are held. After comprehensive deliberations University has adopted “**Multidisciplinary Approach to Inclusive Education**” as motto.



DEPARTMENT OF COMMERCE

Department of Commerce, Central University of Haryana was opened in the academic year 2012-13 by offering M.Com programme. This *Department* is functioning under the School of Law, Public Policy, Governance & Management, one of the oldest Schools of the University. This school started functioning during the academic year 2010-11 and right now have the following departments

- Department of Commerce
- Department of Law
- Department of Management Studies

Department of Commerce offers PG programme i.e. M.Com of two years duration which are divided into four semesters & based on choice based credit system (CBCS).



Course Structure for M.Com under Choice Based Credit System has been given on the next page.

LIST OF COURSES IN MCOM I SEMESTER

Sr. No	Nomenclature of course	Course code	Core/elective	Credits
1.	Management & Organisation Behaviour	SLM COM 01 101 C 2103	Core	3
2.	Accounting Theory and Practices	SLM COM 01 102 C 2103	Core	3
3.	Statistics and Quantitative Techniques	SLM COM 01 103 C 2103	Core	3
4.	Company Law	SLM COM 01 104 C 2103	Core	3
5.	Income Tax and Audit	SLM COM 01 105 C 2103	Core	3
6.	Contemporary Issues in Indian Economic Environment	SLM COM 01 101 E 2103	Elective	3
Elective courses offered by other Departments				
9.	Deptt. Of Law		Elective	3
10.	Deptt. Of Economics		Elective	3
11.	Deptt. Of Education		Elective	3
12.	Deptt. of Management	-----	Elective	3
Total Credits				

LIST OF COURSES IN MCOM II SEMESTER

Sr. No	Nomenclature of course	Course code	Core/elective	Credits
1.	Managerial Economics	SLM COM 01 201 C 2103	Core	3
2.	Management Accounting	SLM COM 01 202 C 2103	Core	3
3.	Financial Management	SLM COM 01 203 C 2103	Core	3
4.	Marketing Management	SLM COM 01 204 C 2103	Core	3
5.	Human Resource Management	SLM COM 01 205 C 2103	Core	3
6.	International Business	SLM COM 01 201 E 2103	Elective	3
Elective courses offered by other Departments				
7.	Deptt. Of Law	-----	Elective	3
8.	Deptt. Of Economics	-----	Elective	3
9.	Deptt. Of Education	-----	Elective	3
10.	Deptt. Of Management		Elective	3
Total Credits				

LIST OF COURSES IN MCOM III SEMESTER

Sr.No	Nomenclature of course	Course code	Core/elective	Credits
1.	Research Methodology-I (Theory)	SLM COM 01 301 C 2103	Core	3
2.	E- Commerce	SLM COM 01 302 C 2103	Core	3
3.	Two Elective courses	To be chosen from the	Elective	3 each

	from any Group courses offered in the mentioned below group		
4.	Two Elective courses from the Group other than the group already chosen	---Do---	Elective 3 each
5.	Elective	To be offered by other Department	Elective 3

Total Credits

List of Elective courses offered from the Groups in MCOM III SEM

Group I: Accounting and Finance

Sr.No	Nomenclature	Course Code	Core/Elective	Credits
1	Corporate Accounting	SLM COM 01 301 E 2103	Elective	3
2.	Security Analysis and Portfolio Management	SLM COM 01 302 E 2103	Elective	3

Group II: Regulatory Framework of Business

Sr.No	Nomenclature	Course Code	Core/Elective	Credits
3.	Corporate Laws	SLM COM 01 303 E 2103	Elective	3
4.	Industrial Laws	SLM COM 01 304 E 2103	Elective	3

Group III: Human Resource Management

Sr.No	Nomenclature	Course Code	Core/Elective	Credits
5.	Human Resource Development	SLM COM 01 305 E 2103	Elective	3
6.	Leadership Dynamics and Change Management	SLM COM 01 306 E 2103	Elective	3

Group IV: Global Business and Marketing

Sr.No	Nomenclature	Course Code	Core/Elective	Credits
7.	Advertising and Sales Management	SLM COM 01 307 E 2103	Elective	3
8.	Management of Global Business	SLM COM 01 308 E 2103	Elective	3

Group V: Banking and Insurance

Sr.No	Nomenclature	Course Code	Core/Elective	Credits
9.	Principles of Banking and Insurance	SLM COM 01 309 E 2103	Elective	3
10.	Accounting for Bankers	SLM COM 01 310 E 2103	Elective	3

LIST OF COURSES IN MCOM IV SEMESTER

Sr.No	Nomenclature of course	Course code	Core/elective	Credits
1.	Research Methodology-II (Dissertation)	SLM COM 01 401 C 0336	Core	6
2.	Corporate Governance &	SLM COM 01 402 C 2103	Core	3

	Social Responsibility of Business			
3.	Two Elective courses from any Group mentioned below	To be chosen from the courses offered in the group	Elective	3 each
4.	Two Elective courses from the Group other than the group already chosen	----Do---	Elective	3 each
5.	Elective	To be offered by other Department	Elective	3

Total Credits

List of Elective courses offered from the Groups in MCOM IV SEM

Group I: Accounting and Finance

Sr.No	Nomenclature of course	Course code	Core/elective	Credits
1.	International Accounting	SLM COM 01 401 E 2103	Elective	3
2.	Public Finance and Policy	SLM COM 01 402 E 2103	Elective	3

Group II: Regulatory Framework of Business

Sr.No	Nomenclature of course	Course code	Core/elective	Credits
3.	Economic Laws	SLM COM 01 403 E 2103	Elective	3
4.	Cyber Laws	SLM COM 01 404 E 2103	Elective	3

Group III: Human Resource Management

Sr.No	Nomenclature of course	Course code	Core/elective	Credits
5.	Training and Development	SLM COM 01 405 E 2103	Elective	3
6.	Compensation Management	SLM COM 01 406 E 2103	Elective	3

Group IV: Global Business and Marketing

Sr.No	Nomenclature of course	Course code	Core/elective	Credits
7.	International Marketing	SLM COM 01 407 E 2103	Elective	3
8.	Foreign Exchange Management	SLM COM 01 408 E 2103	Elective	3

Group V: Banking and Insurance

Sr.No	Nomenclature	Course Code	Core/Elective	Credits
9.	Banking Law and Practices	SLM COM 01 409 E 2103	Elective	3
10.	Acturial Practice	SLM COM 01 410 E 2103	Elective	3

**ORDINANCE RELATING TO PROGRAMMES
LEADING TO THE AWARD OF POST GRADUATE DEGREES / DIPLOMAS**

1. Definitions:

1.1 “Course” means a Semester course.

1.2 “Credit” (c) is the weightage assigned to a course in terms of contact hours.

1.3 “Grade” means a letter grade assigned to a student on the basis of evaluation of a course on a ten point scale.

1.4 “Grade point” (g) means the numerical equivalent of a letter grade assigned to a student in the ten point scale.

1.5 Semester Grade Point Average (SGPA) means the grade point average of a student for a semester calculated in the following manner:

$SGPA = (g_1 \times c_1) + (g_2 \times c_2) + \dots$ (in respect of all courses for which the student has registered in the semester concerned) divided by the total number of credits offered by the student in the semester.

1.6 “Cumulative Grade Point Average” (CGPA) means a cumulative index grade point average of a student calculated in the following manner:

$CGPA = (g_1 \times c_1) + (g_2 \times c_2) + \dots$ (in respect of all the courses for which the student has registered up to and including the semester for which the cumulative index is required) divided by the total number of credits offered by the student in the said courses.

1.7 “Final Grade Point Average” (FGPA) is the final index of a student at the time of award of a degree, calculated in the following manner:

$$FGPA = \frac{\sum_{i=1}^n g_i \times c_i}{\sum_{i=1}^n c_i}$$

Where $\sum_{i=1}^n c_i$

c_i = credit in the i^{th} course

g_i = grade point secured by the student in the i^{th} course

n = total number of courses prescribed for the student for the entire programme.

1.8 “Final Grade” is the letter equivalent assigned to a student on the basis of his/her FGPA at the time of the award of the degree.

2. Eligibility for admission:

A candidate may be admitted to the Master’s programme if he/she has obtained a Bachelor’s degree under 10+2+3 system recognized by the University, or a degree recognized as its equivalent, provided such a candidate has attained the minimum proficiency in the subject at the time of admission as decided by the University from time to time.

3. Semesters:

3.1 An academic year shall consist of two semesters, viz.:Odd semester and Even semester.

3.2 Ordinarily an Odd semester shall extend from July to December, and an Even semester from January to May.

3.3 A semester normally extends over a period of 15 weeks, each week having 30 hours of instruction spread over a week.

4. Type of courses:

Each programme may have three types of courses, viz. core courses, elective courses and self-study-courses.

4.1. Core courses:

4.1.1 Core courses are those, knowledge of which is deemed essential for students registered for a particular Master's programme. Where feasible and necessary, two or more programmes may prescribe one or more common core courses.

4.1.2 Core courses shall be mandatory for all students registered for that Master's programme.

4.1.3 Core courses shall be spread over all the semesters of the programme.

4.2 Elective courses:

Elective courses are intended to:

- allow students to specialize in one or more branches of the broad subject area; or
- acquire knowledge and skills in a related area that may have applications in the broad subject area; or
- bridge any gap in the curriculum and enable acquisition of essential skills (e.g. statistical, computational, language, communication skills, etc.); or
- help pursue an area of interest to the student.

4.3 Self-study courses:

4.3.1 Self-study courses are optional, not mandatory. They are not taken into account for awarding grades.

4.3.2 Students may also choose 3 additional courses to enable them to acquire extra credits through self-study.

4.3.3 Self-study courses shall be in advanced topics in a course (core or elective) under the supervision of a faculty member.

Note: A course (Core/Elective/Self-study) may also take the form of a Dissertation/ Project work/ Practical training/ Field work/ Internship/ Seminar, etc.

5. Credits:

Credit defines the quantum of contents/syllabus prescribed for a course and determines the number of hours of instruction required per week. Thus, in each course, credits are assigned on the basis of the number of lectures/tutorials/laboratory work/field work and other forms of learning required completing the contents in a 15 week schedule. 2 hours of laboratory work/field work is generally considered equivalent to 1 hour of lecture.

- 1 credit = 1 hour of instruction per week (1 credit course = 15 hours of instruction per semester)

- 3 credits = 3 hours of instruction per week (3 credit course = 45 hours of instruction per week)

A Core course may carry 3 to 4 credits; an elective/ Self-study will not normally carry more than 3 credits. However, a dissertation/ project work may carry up to 6 credits; a semester-long field work may carry 10-15 credits.

6. Auditing:

Students may be permitted by the individual faculty member at his/her discretion to audit two courses without assigning any credits.

7. Course numbering:

Each course offered by a faculty/department is identified by a unique course code: e.g. SSS C 001 Eco 3003, where

- SSS stands for School of Social Sciences;
- C stands for core course;
- 001 stands for the serial number of the course;
- The figures 3,0,0,3 stand for credits attached to lectures (practical, if it is a practical course), tutorials, practical work (theory, if it is a practical course) and total number of credits for the course respectively.

8. Duration of programme:

The minimum duration for completion of a one-year Post Graduate Diploma programme shall be two consecutive semesters (one odd and one even semester), for a two-year Master's programme in any subject shall be four consecutive semesters (two odd and two even semesters) and for a three-year Master's programme - six semesters, i.e. three odd and three even semesters. The maximum period for completion shall be four semesters, six semesters and eight semesters respectively.

Provided that a semester or a year may be declared by the Academic Council zero semester or zero year in the case of a student if he/she could not continue with the academic work during that period due to illness and hospitalization, or due to accepting a foreign scholarship/fellowship, subject to fulfillment of requirements laid down in this respect by regulations. Such zero semester/year shall not be counted for calculation of the duration of the programme in case of such a student.

9. Student Advisor:

The Department in which the student gets admitted shall appoint an Advisor for him/her from amongst the members of the faculty concerned. All faculty members of the department shall function as Student Advisors and shall have more or less equal number of students. The Student Advisor shall advise the student in choosing courses and render all possible help to the student.

10. Course Registration:

- 10.1 Registration of courses is the sole responsibility of a student. No student shall be allowed to do a course without registration, and no student shall be entitled to any credits in the course unless he/she has been formally registered for the course by the scheduled date fixed by the University.

- 10.2 Every student has to register in each semester (in consultation with his/her Student Advisor) for the courses he/she intends to undergo in that semester by applying in the prescribed proforma in triplicate, duly signed by him/her, the Student Advisor and the Head of the Department, within the deadline notified for the purpose by the University.
- 10.3 Late registration may be permitted by the Dean of the faculty upto a maximum of two weeks after the commencement of the semester on payment of prescribed late registration fee.
- 10.4 A student shall register for a minimum of 15 credits and can register for a maximum of 24 credits in a semester.
- 10.5 Withdrawal from a course shall be permitted up to one week from the date of registration, provided the courses registered after withdrawal shall enable the student to earn a minimum of 15 credits. Withdrawal from a course shall not be allowed for those who had late registration.
- 10.6 A student shall be allowed to add a course or substitute a course for another course of the same type (core, elective or self study) for valid reasons with the consent of the Student Advisor not later than two weeks from the date of commencement of the semester.
- 10.7 A student may take more elective courses than prescribed in the programme, in which case in the calculation of the Semester/ Cumulative/ Final Grade Point Average only the prescribed number of elective courses in the descending order of the grades obtained by him/her shall be included.

11. Evaluation & examination:

- 11.1 Sessional evaluation shall be done on a continuous basis, taking into account the student's class performance, fulfillment of home assignments and performance at the compulsory sessional tests (2 best out of 3 tests to be conducted in a semester). For uniformity, particularly for interdepartmental transfer of credits, there shall be a uniform procedure of examination to be adopted by all faculty members. There shall be three sessional tests and one end-semester examination in each course during every semester.
- 11.2 Sessional Test 1 shall be held during the sixth week of the semester for the syllabi covered till then.
- 11.3 Sessional Test 2 shall be held during the eleventh week for the syllabi covered between seventh and eleventh week.
- 11.4 Sessional test 3 shall be held during the fourteenth week of the semester for the remaining syllabus after the sessional test 2.
- 11.5 Sessional tests may employ one or more assessment tools such as objective tests, assignments, paper presentation, laboratory work, etc. suitable to the course.
- 11.6 The pattern of assessment of sessional work, including the weightages to be given to different elements like class performance, home assignments and the sessional tests, for each course shall be prescribed by the School Board on the recommendation of the Board of Studies of the Department concerned and shall be made known to the students at the commencement of each semester.

- 11.7 A student cannot repeat sessional tests.
- 11.8 The sessional work and the end semester examination shall have equal weightage i.e. 50% each. The 50% weightage allotted to sessional work shall consist of 30% for class performance and home assignments and the remaining 20% for the two compulsory sessional tests (i.e. 10% each), or 20% for class performance and home assignments and 30% for the two sessional tests, depending upon the nature of the course.
- 11.9 A student clears the sessional work in a course if he / she has participated in the sessional work and secured a grade higher than F in it.
- 11.10 End semester Examinations covering the entire syllabus prescribed for the course and carrying 50% of weightage shall be conducted under the direction of the Dean of the School.
- 11.11 Examiners or Board of Examiners shall be appointed for each course by the School Board on the recommendation of the Board of Studies of the Department concerned.
- 11.12 The distribution of weightage for the valuation of semester-long project work/ dissertation shall be:
- i) Periodic presentation : 20%
 - ii) Concise dissertation : 60%
 - iii) Viva voce : 20%
- Or as decided by the School Board on the recommendations of the Board of Studies of the Department concerned.
- 11.13 An application for admission to the semester examination shall be made in the prescribed form and forwarded to the Dean of the School through the HOD concerned and shall be accompanied by the following documents:
- i) Clearance in sessional evaluation;
 - ii) Clearance of all dues.

12. Grades and Grade points:

The students shall be graded in sessional tests, end semester examinations, etc. in each course on the following ten point scale:

Grade	Grade Point
A+	9.00
A	8.25
A-	7.50
B+	6.75
B	6.00
B-	5.25
C+	4.50
C	3.75
C-	3.00
F	0

Note:

1. There shall be no rounding of SGPA/CGPA/FGPA.
2. The SGPA/CGPA/FGPA obtained by a student is out of a maximum possible 9 points. The Final Grade Point Average obtained by a student shall be classified into the following divisions:

FGPA	Class/ Division
8.5 and above	First Class with Distinction
7.0 and above, but less than 8.5	First Class
5.0 and above, but less than 7.0	Second Class
4.0 and above, but less than 5.0	Pass

13. Credit requirements:

- 13.1 For a one-year Post Graduate programme, the credit requirements for the award of the Post Graduate Diploma shall be 40 credits ($\pm 10\%$), including a minimum of 9 credits from elective courses (of which at least 3 credits shall be from elective course offered by another Department).
- 13.2 For a two-year Master's programme, the credit requirements for the Master's degree shall be 80 credits ($\pm 10\%$), including a minimum of 18 credits from elective courses (**of which at least 6 credits shall be from elective courses offered by other Departments**).
- 13.3 For a three-year Master's programme, the credit requirements for the Master's degree shall be 120 credits ($\pm 10\%$), including 27 credits from elective courses (of which 9 credits shall be from elective courses offered by other Departments).

14 Grade point requirements:

A student in order to be eligible for the award of the Master's degree of the University must have fulfilled the following requirements:

- i) He/she has taken and passed all the prescribed courses as laid down;
- ii) He/she has obtained a FGPA of 4.00 at the end of the programme.

Provided that students who are otherwise eligible for the award of the degree / diploma but have secured a FGPA less than 4.00 at the end of the permissible period of semesters may be allowed by the Department / School concerned to repeat the same course/s or other courses of the same type in lieu thereof in the two extra semesters provided in clause 8 on "Duration of Programme".

15 Removal of name of a student from the programme:

- a. The name of a student falling under the following categories shall automatically stand removed from the rolls of the University:
 - (a) A student who fails to fulfill the minimum grade point requirements under clause 14.
 - (b) A student who has already exhausted the maximum duration allowed for completion of the Programme and has not fulfilled the requirements for the award of the degree / diploma.
- b. The School Board, on the recommendation of the Board of Studies of the Department concerned, may remove the name of a student from the programme of study if
 - (a) he / she fails to clear at least 50% of the prescribed core courses at the end of the 1st semester.
 - (b) he / she has still to clear courses which cannot possibly be cleared in the remaining period of the programme which he/ she is allowed to register for the normal load in the said period.

Notwithstanding what is contained in the foregoing clauses of this Ordinance, the Academic Council may, in exceptional circumstances and on the recommendations of the Board of Studies of the Department and the School Board as well as on the merits of each individual case, consider at its discretion and for reasons to be recorded relaxation of any of the provisions except those prescribing CGPA / FGPA requirements.

MASTER OF COMMERCE SEMESTER-I

COURSE-I
MANAGEMENT AND ORGANIZATION BEHAVIOUR
COURSE CODE- SLM COM 01 101 C 2103, CREDIT: 3

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 I

Meaning and Nature of Management: Management as science and art, Management and other disciplines.

Unit II

Evolution of Management – Fayol’s principles of management, Taylors’s scientific management, and Elton Mayo’s human relations school, System’s approach to management;

Unit III

Management Processes- Planning, organizing, staffing, directing and controlling; Delegation and decentralization, Organization Structure & Design Decision-Making Types and Models, contemporary trends in management,

Unit IV

Introduction to Organization Behaviour, Perception, Theories and principles of Learning, Personality, Attitudes and Values, Job satisfaction, Commitment, Power, politics and conflict management, Stress management, Group Dynamics, Teams vs groups, Organizational Culture and Climate, Management of Change, Leadership and Theories and Styles.

Suggested Readings:

1. Robbins, S.P. & Decenzo, D (2008), *Fundamental of Management*, Pearson Education
2. Koontz Harold and Weilrich Heinz (2006), *Essentials of Management*, Tata McGraw Hill
3. Pareek, U. (2008), *Understanding Organizational Behaviour*, 2nd Ed. Oxford Higher Education
4. Robbins, S. P. Judge, T.A. Sanghi, S (2009), *Organizational Behaviour*, 13th ed, Pearson Education

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

COURSE- II
ACCOUNTING THEORY AND PRACTICES
COURSE CODE- SLM COM 01 102 C 2103, CREDIT: 3

Objective: *The course aims to acquaint the students with coherent set of logical principles & general frame of reference for the evaluation of accounting practices. Students will develop an understanding of financial reporting and analysis practices.*

Course Contents:

Unit I

Accounting Theory: Concept and Scope of accounting theory, Accounting Theory Vs. Accounting Practice, Different approaches to theory construction, accounting concepts, conventions and standards, Issues in accounting standard setting,

Unit II

Conceptual framework of financial accounting and reporting: Overview of International Financial Reporting Standards (IFRS), Income concepts for financial reporting, Measurement and reporting of revenues, expenses, gains and losses, Adjustments for changing prices and financial reporting.

Unit III

Policy for Depreciation and Inventory: Valuation of asset and liabilities, Revaluation of fixed assets and income measurement, Developing Depreciation Policy, Accounting Policies for Inventory, Inventory Systems and Inventory Valuation Methods, Nature of ownership equities.

Unit IV

Corporate Reporting: Objectives, disclosure requirements, periodic and segment reporting, Harmonisation of corporate reports, recent developments in financial accounting and reporting.

Suggested Readings:

1. Anthony R.N., D.F. Hawkins and K.A. Merchant, *Accounting: Text and Cases*, Mc Graw Hill, 1999
2. Richard G. Schroeder, Myrtle W. Clark and Jack M. Cathey, *Financial Accounting Theory and Analysis, Text Readings and Cases*, John Wiley and Sons, 2005.
3. Ahmed Riahi Belkaoui, *Accounting Theory*, Quorm Books, 2000.
4. Jawahar Lal, *Accounting Theory and Practice*, Himalaya Publishing House, 2008.
5. L.S. Porwal, *Accounting Theory*, TMH, 2000.

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

COURSE- III
STATISTICS AND QUANTITATIVE TECHNIQUES
COURSE CODE- SLM COM 01 103 C 2103, CREDIT: 3

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 I

Inferential Statistics: Hypothesis Testing- Formulation of hypothesis and types of errors, Large and Small Sample tests - Z, t, F tests and ANOVA (One way), Non Parametric tests: Chi-square tests, Sign tests, Wilcoxon signed- Rank test, Kruskal-Wallis test.

Unit II

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

Unit III

Linear programming: Formulation of Linear Programme Problems, Graphical and Simplex method, Duality and sensitivity analysis, Transportation and Assignment problems, Inventory models, Replacement Models, Queuing theory (Poisson-exponential single server and multiple server-finite & infinite population models).

Unit IV

PERT/CPM and network analysis.

Suggested Readings:

1. Gupta, S.P. *Statistical Methods*, Sultan Chand & Sons, New Delhi.
2. Hooda, R.P. *Statistics for Business and Economics*, Vikas Publication, New Delhi
3. Vohra, N.D. *Quantitative Techniques in Management*, TMH,
4. Wanger Harvey M. *Principles of Operations Research*, PHI

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

COURSE- IV
COMPANY LAW
COURSE CODE- SLM COM 01 104 C 2103, CREDIT: 3

Objective: The objective of the course is to impart basic knowledge of the provisions of the Companies laws and the Depository Laws along with relevant case law.

Course Contents:

Unit I

Characteristics of a company; Lifting of corporate veil; Types of companies; One Person Company (OPC), Small Company, Association not for profit; Illegal association; Formation of company – promoters, their legal position, pre-incorporation contract and provisional contracts, Corporate Identity Number (CIN), Online Registration of Company.

Unit II

Documents – Memorandum of Association, Articles of Association, Doctrine of Constructive Notice and Indoor Management, Prospectus and Book Building.

Unit III

Share Capital – Issue, Allotment and forfeiture of share, Transmission of shares, Buyback and provisions regarding buyback; Dividend Provisions and Issue of bonus shares.

Unit IV

Directors, classification of directors, small shareholders on board, director identity number (DIN), disqualifications, appointment, legal positions, powers and duties, removal of directors; meetings of shareholders and board; kinds of meetings, convening and conduct of meetings, postal ballot.

Unit V

1. MCA-21, online Filing of Documents, concept and modes of winding up, National Company Law Tribunal (NCLT)
2. Emerging Issues In Company Law – Producer Company, LLP, insider trading, rating agencies, class action, secretarial standards, secretarial audit, auditor's rotation, CSR.

Suggested Readings: Note: Latest edition of text book may be used.

1. Sharma, J. P, *An Easy Approach to Corporate Laws*, Ane Books Pvt Ltd, New Delhi.
2. Hicks, Andrew & Goo S H, *Cases and Material on Company Law*, Oxford University Press, UK
3. Gowar, LCB, *Principles of Modern Company Law*, Stevens & Sons, London.
4. Majumdar, A.K., and G.K. Kapoor, *Company Law and Practice*, Taxmann, New Delhi
5. Ramaiya *A Guide to Companies Act*, Wadhwa and Company Nagpur
6. Kannal, S., & V.S. Sowrirajan, *Company Law Procedure*, Taxman's Allied Services (P) Ltd., New Delhi
7. *Companies Act and Corporate Laws*, Bharat Law House Pvt. Ltd, New Delhi

COURSE –V
INCOME TAX AND AUDIT
COURSE CODE - SLM COM 01 105 C 2103, CREDIT: 3

Objectives: *The objective of this paper is to help students to acquire conceptual knowledge of income tax and audit.*

Course Contents

Unit I

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 II

Computation of income under different heads: Salaries, Income from house property, Profits and gains of business or profession, Capital Gain and Income from other sources.

Unit III

Computation of tax liability under section 111A and 112; 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 and firms.

Unit IV

Auditing: Meaning, Objective, Audit Procedure, Vouching and Verification of Assets and Liabilities.

Suggested Readings:

1. Mehrotra, H.C., *Income Tax Law*, Sahitya Bhawan, Agra.
2. Ahuja, Girish and Ravi Gupta, *Systematic Approach to Income Tax*, Bharat Law House, Delhi.
3. Singhania, Vinod K. and Monica Singhania, *Students' Guide to Income Tax*, Taxmann Publications Pvt. Ltd., New Delhi.
4. Basu S. K. *Auditing –Principles and Techniques*, Pearson Education.
5. Jha, Aruna, *Student guide to Auditing*, Taxman Allied Service (P) Ltd.
6. Sharma, S.D., *Auditing Principles and Practice*, Taxmann Allied Services (P) Ltd.

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

**ELECTIVE COURSE-I:
CONTEMPORARY ISSUES IN INDIAN ECONOMIC
ENVIRONMENT
COURSE CODE: SLM COM 01 101 E 2103, CREDIT: 3**

Objectives: The objective of the course is to acquaint the students with the evolution of Indian Economy and its role, emerging issues and development after and during reforms and also to make the student capable of understanding the macroeconomic policies of the government implemented from time to time and assess their impact on business.

Course Contents:

Unit I

Indian Economy: Changing Structure of the Indian Economy, economic planning and five year plans, Indian planning and economic reforms, agriculture, manufacturing and service sector in India, role of private sector in development and growth, Disinvestment in Public Sector Units, PPP model for growth.

Unit II

Macro-economic Environment: Macroeconomic indicators and forecasting of macro-economy, Economic Growth (Theories in Modern Context), its variables and strategic planning, Economic Policies and Macro Economic movements in an open economy.

Unit III

Indian Economic Policies: New economic policy with reference to small scale industries, Industrial policy of 1991 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, Highlights of Budget.

Unit IV

Contemporary Issues in Indian Economy: Issues in service sector and Indian manufacturing sector, SEZ as a policy of industrial development, Emergence of knowledge intensive industries in India, Infrastructure bottlenecks in Indian economy, Impact of Institutional factors on development of Indian economy.

Suggested Readings:

1. Rudder Dutt & Sundaram, *Indian Economy*, Vikas Pub., New Delhi.
2. Justin Paul, *Business Environment*, Tata McGraw-Hill Publishing Company Ltd., New Delhi, 2nd Edition.
3. Francis Cherunilam, *Business Environment*, Himalaya Publishing House, Mumbai, 2007.
4. K. Aswathappa, *Essentials of Business Environment*, Himalaya Publishing House, Delhi, 10th Edition, 2008.
5. Mishra & Puri, *Indian Economy*, Himalaya Publishing House, New Delhi.
6. Reports of Planning commission, RBI, SEBI, WTO, Policy documents by the GOI, ASSOCHAM, FICCI, CII, NCAER, ICIER and latest business events from the periodicals, news papers and magazines etc.
7. Economic Survey – Various Issues, Govt. of India, Ministry of Finance.

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

MASTER OF COMMERCE SEMESTER-II

COURSE –I
MANAGERIAL ECONOMICS
COURSE CODE- SLM COM 01 201 C 2103, CREDIT: 3

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

Definition, nature and scope of Managerial Economics - Managerial Economics and Micro-economics - Managerial Economics and Macro-economic - Applications of Economics in Managerial decisions making

Unit II

Production Analysis: Production function, Marginal Rate of Technical Substitution, Iso-quants and Iso-costs, Production function with one/two variables, Returns to Scale and Returns to Factors, Economies of scale.

Unit III

Pricing and output determination - Pricing decisions under different market forms like perfect competition, monopoly, oligopoly - Pricing Methods and Strategies.

Cost Benefit Analysis – classification of cost, Steps in cost benefit analysis - Justification for the use of cost benefit analysis

Unit IV

Government and Business - Need for Government intervention in the market - Price Controls, Support Prices and Administered Prices; Prevention and control of monopoly - Protection of consumers' interest.

Suggested Readings:

1. Keat and Young, *Managerial Economics: Economic Tools for Today's Decision Makers*, Pearson Education, 5th edition
2. James L.Pappas and Engene F.Brigham: *Managerial Economics*, Pearson Education, New Delhi, 2006.
3. Suma Damodaran: *Managerial Economics*, Oxford, 2007.
4. Varshney and Maheswari, *Managerial Economics*, Sultan Chand and Sons, New Delhi.
5. Dwivedi, D. N., *Managerial Economics* Vikas Publication, New Delhi

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

COURSE-II
MANAGEMENT ACCOUNTING
COURSE CODE: SLM COM 01 202 C 2103, CREDIT: 3

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, functions, role, scope and tools of Management Accounting; Management accounting vs. Financial accounting; Financial Ratio analysis.

Unit II

Planning for Liquidity: statement of sources and applications of funds, cash flow statement
Use of Marginal costing in managerial decision making involving alternative choices, Use of variance analysis in managerial decision making.

Unit III

Budgeting: Meaning, Types of budgets and their preparation, Performance budgeting and Cost-accounting: Meaning, nature, types of cost, costing; Usefulness of Costing to Managers.
Zero-base budgeting, budgetary control; Responsibility accounting

Unit IV

Management reporting systems: Need, types of reports, principles of reporting, methods of reporting, uses of reports by management, MIS for management accountants; contemporary trends in management accounting

Suggested Readings:

1. Pandey, I.M., *Management Accounting*, Vikas Publishing House, New Delhi
2. Malhotra, A. K., *Management Accounting*, Mayur Publication
3. Bhattacharya S.K. and Dearden J., *Accounting for Management: Text and Cases*, New Delhi, Vikas Publishing House, New Delhi.
4. Hingorani, N.L. and Ramanathan, A.R., *Management Accounting*, Sultan Chand & Sons, New Delhi.
5. Jawahar Lal, *Cost Accounting*, Vikas Publishing House, New Delhi
6. Maheshwari, S.N., *Management Accounting*, Vikas Publishing House, New Delhi

Note: The list of cases and specific references will be announced in the class by the faculty.

COURSE-III
FINANCIAL MANAGEMENT
COURSE CODE: SLM COM 01 203 C 2103, CREDIT: 3

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 I

Financial management: Introduction, Scope and Objectives (profit maximization vs. wealth maximization); Time value of money, organisation of the finance functions.

Unit II

Capital budgeting: Meaning, techniques and Importance, Risk analysis and capital budgeting.
Working capital management: Cash management, Inventory management, receivables management; sources of working capital finance

Unit III

Cost of capital: Concept and importance, Computation of cost of various sources of finance; Weighted Average Cost of Capital; CAPM
Capital Structure decisions: Leverages, Theories of relevance and irrelevance of capital structure, Factors affecting capital structure decision. Optimum capital structure

Unit IV

Dividend Policy Decisions: Theories and policies of dividend distribution, factors affecting dividend decisions.

Suggested Readings:

1. Khan, M.Y and Jain, P.K., *Financial Management*, McGraw Hill, latest edition.
2. Prasanna Chandra, *Financial Management*, McGraw Hill, latest edition.
3. Pandey, I.M., *Financial Management*, Vikas Publication House, 2000.
4. Van Horne. James C., *Financial Management and Policy*, Prentice Hall of India, New Delhi.
5. Kishore, Ravi M., *Financial Management*, Taxmann Publishers, New Delhi.

Note: The list of cases and problems will be announced in the class by the faculty.

COURSE- IV
MARKETING MANAGEMENT
COURSE CODE- SLM COM 01 204 C 2103, CREDIT: 3

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

Introduction to Marketing: Nature, concepts, functions and role of marketing management, Marketing management process- a strategic perspective, concept of marketing mix, market analysis-understanding, Marketing Environment, Consumer buying decision process and influences, Market Segmentation, Targeting and Positioning.

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. Kotler Philip and Kevin Keller, *Marketing Management*, 13th ed., Pearson Prentice 2008.
2. Kotler, Philip, and Gary Armstrong, *Principles of Marketing*, 12th ed., Pearson Prentice-Hall 2008.
3. McCarthy, E. Jerome, Joseph P. Cannon and William D. Perrault, Jr., *Basic Marketing: A Managerial Approach*, 9th ed., McGraw Hills, 2008.
4. Kotler, P., *Marketing Management: Analysis, Planning, Implementation & Control*, Prentice Hall of India, New Delhi.
5. Ramaswamy, V.S. and Namakumari, S., *Marketing Management: Planning, Control*, New Delhi, MacMillan Press, New Delhi.

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

COURSE-V
HUMAN RESOURCE MANAGEMENT
COURSE CODE- SLM COM 01 205 C 2103, CREDIT: 3

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 I

Human resource management: functions, scope and models, HRM environment and environmental scanning, human resource planning, job analysis and job designing, recruitment, selection, induction and placement, training and development, job evaluation

Unit II

Managing performance, potential management, fringe benefits and incentives, compensation management, promotion, demotion, transfer, separation and right sizing

Unit III

Team management, empowerment management, creativity and decision making management, organizational learning and knowledge management, culture management, change management, Managing ethical issues in human resource management, HRD Audit

Unit IV

E-HRM/HRIS, Measuring intellectual capital, impact of HRM practices on organizational performance, contemporary issues in human resource management, global HR practices

Suggested Readings:

1. Aswathappa, K., *Human Resource Management*, Tata McGraw-Hill
2. Bratton J. and Gold J, *Human Resource Management: Theory and Practice*, Palgrave
3. Dessler, G., *Human Resource Management*, Prentice-Hall
4. Flippo, E., *Human Resource Management*, McGraw Hill
5. Rao, V.S.P., *Human Resource Management: Text and Cases*, Excel Books, New Delhi.

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

ELECTIVE COURSE-I
INTERNATIONAL BUSINESS
COURSE CODE: SLM COM 01 201 E 2103, CREDIT: 3

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: Nature, Types and Significance, International Business Process; Forms of International Business. An overview of International trade theories; Heckscher-Ohlin Trade Theory of Comparative advantage Trade barriers.

Unit II

Environment factors affecting International Business: Economic, Cultural, Socio-Political, Legal, Ecological and Technological environment.

Unit III

Multinational Enterprises Vs MNCs: Meaning, Characteristics and their role in developing countries, Strategic Financial Management of MNE's, Determination of exchange rate.

Unit IV

Foreign Trade: Foreign Trade Policy of India; EXIM Policy; Import Substitution; Export Promotion Schemes; Free Trade Zones (FTZs), Comparative Export Performance of India

International trade and institutions; IMF, World Bank, GATT/WTO, Regional Blocks
Emerging Issues of International Business: Trade disputes; IPRs; Social issues, legal issues; dispute Settlement Mechanism of WTO

Suggested Readings:

1. Mithani, D.M., *International Economics*, Himalaya Publishing, New Delhi
2. Charles, W.L., *International Business*, Tata McGraw Hill, New Delhi
3. Daneiels, Radebaugh and Sulluan; *International Business: Environments and Operations*, Pearson Education
4. Aswathappa, K., *International Business*, Tata McGraw Hill Education Pvt. Ltd.
5. Cherunilam, Francis, *International Business: Text and Cases* PHI

Note: The List of Cases and Specific References including recent articles will be announced by the faculty.

**MASTER OF COMMERCE
SEMESTER-III**

COURSE- I
RESEARCH METHODOLOGY- I (THEORY)
COURSE CODE: SLM COM 01 301 C 2103, CREDIT: 3

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

Course Contents:

Unit I

- i. Introduction to Business Research: Meaning, Relevance and significance of Research in business; Types of Research; Research Process.
- ii. Research Design: Types, role, relevance of research designs, exploratory research, and descriptive research.
- iii. Sampling: Meaning, Steps in Sampling process, Types of Sampling - Probability and non-probability, Sampling Techniques, Errors in sampling.
- iv. Questionnaire preparation: types of questionnaires, pilot testing of questionnaire and schedule of questions.

Unit II

- i. Data Collection: Primary data and secondary data, sources of primary and secondary data, tools and techniques of collecting data, Methods of collecting data,
- ii. Measurement concepts: Measurement and Scaling concepts, attitude measurement, questionnaire design, Psychometric, psychological and social instruments used in management research, Levels of measurement and types of scales, Criteria for good measurement.
- iii. Reliability and Validity – Meaning, types and their measurement, steps to improve the reliability and validity of data collected.

Unit III

- i. 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.
- ii. Application of computer software in Business research with focus on SPSS and EXCEL.

Unit IV

- i. 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

1. Business Research Methods: Cooper, Donald and Schindler, Pamela, Tata McGraw Hill.
2. Research Methodology: Kothari, C. R., New Age International Publishers.
3. Research methodology: Dr S L Gupta, IBH
4. Research Methodology: Paneerselvam, R., PHI, New Delhi.
5. Research Methodology: D. K. Bhattacharya, Excel Books.

Note: The List of Cases and Specific References including recent articles will be announced by the faculty.

COURSE-II
E-COMMERCE
COURSE CODE- SLM COM 01 302 C 2103, CREDIT: 3

Objective: This paper intends to create an understanding towards e-commerce and its models.

Course contents:

Unit I

Introduction to Electronic Commerce: Meaning, nature and scope; application of e-commerce; evolution of World Wide Web and its future

Unit II

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

Unit III

Electronic Payment System: Types of payment systems –e-cash and currency servers, e-cheques, credit cards, smart cards; electronic purses and debit cards

Unit IV

Security Issues in E-Commerce: Risks of e-commerce –Types of threats, Protecting electronic commerce assets and intellectual property; Firewalls; Security tools; Digital identity and electronic signature; Encryption and concepts of public and private key infrastructure; Risk management approach to e -commerce security

Suggested Readings:

1. Laudon, Kenneth C. and Carol Guercio Traver (2002) E -commerce: business, technology, society. (New Delhi: Pearson Education).
2. Awad, Elias M. (2007), Electronic Commerce: From Vision to Fulfillment (New Delhi: Pearson Education).
3. Smith, P.R. and Dave Chaffey (2005), eMarketing eXcellence; The Heart of eBusiness (UK: Elsevier Ltd.)
4. *Guide to Cyber Laws - Rohmay D. Ryber (Wadhwa, Nagpur).*
5. *E-Commerce: D. Joseph PHI.*

ELECTIVE COURSE – I
CORPORATE ACCOUNTING
COURSE CODE - SLM COM 01 301 E 2103, CREDIT: 3

Objectives: *This course enables the students to develop awareness about corporate accounting in conformity with the provisions of companies act.*

Course Contents:

Unit I

Accounting for Share Capital and Debentures: Issue of shares, Forfeiture and Reissue of Forfeited Shares, Concept of Book-Building, Issue of Bonus Shares, Right Issues, Buy-back of shares, Redemption of Preference shares, Issue and Redemption of Debentures (Conversion method, purchasing own debentures in the open market for cancellation and Sinking Fund Method only).

Unit II

Valuation of Shares: Concept of valuation of Shares, Valuation of Shares as per Intrinsic, Value Method, Yield Method and Discounted Cash Flow Method.

Unit III

Accounting for Amalgamation of Companies as per AS-14 (excluding Inter- Company holding).
Accounting for Internal Reconstruction (excluding preparation of scheme of Internal Reconstruction)

Suggested Readings:

1. Monga, J.R., *Fundamentals of Corporate Accounting*, Mayur Paper Backs, New Delhi.
2. Sehgal, Ashok and Deepak Sehgal, *Corporate Accounting*, Taxman Publication, New Delhi.
3. Maheshwari, S.N. and S. K. Maheshwari, *Corporate Accounting*, Vikas Publishing House, New Delhi.
4. Gupta, R.L., and Radhaswamy M., *Company Accounts*, Sultan Chand and sons, New Delhi.
5. Shukla, M.C., Grewal T.S. and Gupta S.C., *Advanced Accounts*, S. Chand and Co., New Delhi.

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

ELECTIVE COURSE-II
SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
COURSE CODE: SLM COM 01 302 E 2103, CREDIT: 3

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 I

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.

Issue Management Activities: Placement of IPO, Book Building, private placement, SEBI guidelines regarding IPO and latest trends

Unit II

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

Introduction to Portfolio Management: Meaning, risk & return determination of a portfolio, Portfolio Selection, Optimal Portfolio Mix

Unit III

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 IV

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

1. Alexander, Gordon J. and Bailey, Jeffery V., *Investment analysis and Portfolio Management*, Dryden Press, Thomson Learning, Bombay.
2. Fischer, Donald E. and Jordan, Ronald J. *Security Analysis and Portfolio Management*, Prentice Hall of India, New Delhi.
3. Fuller, Russell J. and Farrell, James L. *Modern Investment and Security Analysis*, New York, McGraw Hill.
4. Machiraju, H. R. *Indian Financial System*. Vikas Publishing House, N. Delhi.
5. Pandian, *Security Analysis and Portfolio Management*, Vikas Publishing House, New Delhi.
7. Sharpe, William F. etc. *Investment*, Prentice Hall of India, New Delhi.

Note: The list of cases and problems will be announced in the class by the faculty.

ELECTIVE COURSE – III CORPORATE LAWS

COURSE CODE - SLM COM 01 303 E 2103, CREDIT: 3

Objectives: *The objective of the course is to familiarize the students with the nature of legal regulatory environment of corporate enterprises in India.*

Course Contents:

Unit I

Provisions of the Companies Act, 2013 with special reference to management of companies, producers companies, CSR, and case law relating to Managerial remuneration, Accounts and audit.

Unit II

SEBI Act, 1992: Functions of SEBI, Powers of SEBI in relation to securities markets, Guidelines for Securities issues.

Unit III

Industries (Development and Regulation) Act, 1951.

Unit IV

Environment Protection Act, 1986 – Objectives, Powers of the Central Government, Major Provisions

Suggested Readings:

1. Sharma, J.P., *An Easy Approach to Corporate Laws*, Ane Books Pvt Ltd, New Delhi.
2. Jain D. K., *Company Law Ready Reckoner*, Latest Edition, Bharat Law House Pvt. Ltd, New Delhi.
3. Datey, V.S., *Business and Corporate Law*, Latest Edition, Taxmann.
4. Puliani Ravi & Mahesh Puliani, *Manual of Companies Act & Corporate Laws including SEBI Rules, Regulations, Etc*, Bharat Law House Pvt. Ltd, New Delhi.
5. Agrawal Sumit and Robin Joseph Baby, *SEBI Act*, Taxmann.
6. Majumdar, A.K., and G.K. Kapoor, *Company Law and Practice*, Taxmann, New Delhi.
7. SEBI Act, 1992

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

ELECTIVE COURSE-IV
INDUSTRIAL LAWS
COURSE CODE- SLM COM 01 304 E 2103, CREDITS: 3

Objectives: To familiarize the students with the understanding and provisions of industrial related laws. Case studies and problems involving issues in industrial laws are required to be discussed.

Course Contents:

Unit I

- i. The Employees Provident Fund & Miscellaneous Provisions Act, 1952: Definitions; Schemes under the Act – Employees’ Provident Fund Scheme; Employees’ Pension Scheme, 1995; Employees’ Deposit linked Insurance Scheme.
- ii. Employees State Insurance Act, 1948: Objects and Applicability of the Scheme; Definitions: Personal Injury, Factory, Manufacturing Process, Wages, Partial and Permanent Disablement; ESI Corporation, Standing Committee and Medical Benefit Council; Contributions; Adjudication of Dispute and Claims, Benefits.

Unit II

- i. Factories Act, 1948: Historical Background, objectives & reasons; Definitions; Authorities under the Factories Act; Health; Safety; Provisions Relating to Hazardous Processes; Welfare; Working Hours of Adults; Employment of Young Persons; Annual Leave with Wages
- ii. Industrial Disputes Act, 1947: Historical Background, Objectives and Applications of the Act; Definitions; Authorities under the Act; Procedure, Powers and Duties of Authorities; Strikes and Lock-Outs; Lay-off and Retrenchment; Unfair Labour Practices

Unit III

- i. Payment of Wages Act, 1936: Definitions – Employed Person, Employer, Factory, Industrial or other Establishment, Wages; Responsibility for Payment of Wages; Fixation of Wage Period; Time of Payment of Wages; Mode of Payment; Deductions from Wages and Fines.
- ii. The Payment of Bonus Act, 1965: Definitions – Accounting year, allocable surplus, available surplus, employee, employer, establishments, salary or wage; determination of bonus, calculation of bonus, eligibility for bonus, disqualifications for bonus, payment of minimum and maximum bonus, set on and set off of allocable surplus, deductions of certain amounts from bonus payable, time limit for payment of bonus.

Unit IV

- i. Payment of Gratuity Act, 1972: Applicability and non- applicability of the Act; Definitions-employee, employer, continuous service; payment of gratuity; forfeiture of gratuity; employer’s duty to determine and pay gratuity; recovery of gratuity; penalties.
- ii. Trade Unions Act, 1926: Historical Background, objectives and applicability of the Act; Definitions; Registration of Trade Unions; Rights and Liabilities of Registered Trade Union; Regulations; Penalties and Procedure.
- iii. Employee’s Compensation Act, 1923: Definitions: dependent, employer, partial and total

disablement, workmen, injury, accident; employer's liability for compensation; amount of compensation; contracting; commissioner; case laws.

Suggested Readings:

1. Sharma, J.P., *Simplified Approach to Labour Laws*, Bharat Law House (P) Ltd., New Delhi.
2. Sharma, J.P., *Industrial Laws*, Taxmann, New Delhi.
3. Malik, K.L., *Industrial Laws and Labour Laws*, Eastern Book Company, Ltd. Lucknow.

COURSE- V
HUMAN RESOURCE DEVELOPMENT
COURSE CODE- SLM COM 01 305 E 2103, CREDITS: 3

Objective: *The objective of the course is to analyze and build the understanding on the concepts, techniques and practices of human resource development in coherent and critical manner. Also to make students capable of applying the principles and techniques as professionals in organizations.*

Course Contents:

Unit I

Human resource development: Concept, scope and evolution, HRD Conceptual base, human resource mobilizations, strategic interventions in HRD sector and target groups, HRD mechanisms, processes and outcomes, HRD instruments.

Unit II

HRD and Management: Attitude of top management towards HRD, Motivational aspects of HRD, Trends and Practices, Line manager and HRD.

Unit III

HRD Activities: HRD culture and climate, Elements of HRD climate, measurement of HRD climate, HRD climate factors, Determinant needs, developmental supervisor, HRD for Workers: HRD mechanisms for workers, Role of trade unions.

Unit IV

HRD in Organisations: Government organisations, educational institutions, armed forces, police and industry, private sectors and public sectors units, Emerging Issues in HRD: Creating awareness and commitment to HRD, Industrial relations and HRD, Utilization of HRD efforts, Future of HRD, International comparison of HRD.

Suggested Readings:

1. Werner, Jon M. and Randy L. Desimone, *Human Resource Development*, South- Western Educational Publishing, 6th Edition, 2009.
2. Nadler, L (ed), *Corporate Human Resources Development*, Van Nostrand Reinhold, 1980.
3. Parek V. and T.V. Rao, *Designing and Planning Human Resource Systems*, Oxford and IBH, New Delhi, 1985.
4. Dayal, Ishwar., *Successful Applications of HRD*, New Concepts.
5. Dayal, Ishwar, *Designing HRD Systems*, New Concepts.
6. Kohli, Uddesh & Sinha, D. P., *HRD - Global Challenges & Strategies in 2000*, A.D. ISTD.

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

COURSE-VI

LEADERSHIP DYNAMICS AND CHANGE MANAGEMENT

COURSE CODE- SLM COM 01 306 E 2103, CREDITS: 3

Objective: The objective of this course is to analyze the major concepts, theories of leadership in rational and critical manner also to offer essentials on organizational change.

Course Contents:

Unit I

Leadership: Nature, determinants and significance, Leadership Approaches: Trait theory of leadership, Behavioral styles in leadership role, Likert's management system, Managerial grid, Followers as determinants of effective leadership, Situation as determinants of leadership, various leadership theories, Charisma and transformational leadership.

Unit II

Interpersonal dynamics, emotional expression in interpersonal relationship, personal change through interpersonal styles and communication, Johari window and Transactional analysis; t-groups theory and laboratory methods; Basic and advanced leadership skills.

Unit III

Understanding change: Nature, Forces, Types of Change, Overcoming resistance to change, Customer and competitors focused strategies Change Management, Strategic leverages to implementing change.

Unit IV

Organisational Development: Nature & Characteristics, Assumptions, Steps in OD, OD Interventions, Issues and Challenges for OD practioners, Ethics of OD professionals, OD in India-Past trends and future challenges, Evaluation of OD.

Suggested Readings:

1. Hughes, Richard L., Ginnett, Robert C. and Curphy, Gordon J., *Leadership: Enhancing the Lessons of Experience*, McGraw Hill.
2. Yukl G.A, *Leadership in an Organization*, Prentice Hall.
3. Harigopal K., *Management of Organisational Change*, Response Books, N. Delhi.
4. Weiss, *Organisational Behaviour and Change*, Vikas Publishing House, New Delhi.
5. Carnall, Colin, *Managing Change in Organisations*, Prentice Hall Inc/Financial Times.
6. Singh, A.K., Gupta, R.K. and Ahmod, Abad, *Designing and Developing Organisations for Tomorrow*, New Delhi, Response Books.
7. Cummings, *Organisational Development and Change*, Thomson Learning, Bombay.

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

COURSE– VII
ADVERTISING AND SALES MANAGEMENT
COURSE CODE- SLM COM 01 307 E 2103, CREDIT: 3

Objective: *The basic objective of this course is to acquaint students with the theory and practice of advertising, as well also management of a firm's sales operations.*

Course Contents:

Unit I

- i. Advertising: Defined, advertising as a tool of marketing, advertising effects- economic and social, Advertising and consumer behaviour, Advertising scene in India.
- ii. Advertising Objectives and Budgets: Determining advertising objectives, Methods of determining advertising budget.

Unit II

- i. Message Decision: Determining advertising message, developing advertising copy – Headline main copy, logo, illustration, appeal, layout, creativity in advertising.
- ii. Media Planning: Types of media and their merits and limitations, advertising through the internet, Media selection, Media scheduling.

Unit III

- i. Fundamentals of Personal Selling: Nature and importance of selling, Types of selling, Personal selling, salesmanship and sales management, Process of effective selling, Strategic Sales management.
- ii. Sales Planning: Importance and types of sales planning, Market analysis and sales forecasting, Sales budget, Sales territory, Sales quota.
- iii. Sales Organisation: Organisation structure, relationship of sales department with other departments, Distribution networks relationship.

Unit IV

- i. Sales Force Management: Recruitment and selection, training and development, motivating, supervising and compensating sales personnel.
- ii. Control Process: Controlling the sales effort, Evaluation of sales personnel, Sales and cost analysis.

Suggested Readings:

1. Aaker, David A., Rajeev Batra and John G. Mayers, *Advertising Management*, Prentice Hall of India, New Delhi.
2. Belch. George and Michael Belch, *Advertising and Promotion: An Integrated Marketing Communications Perspective* 6th Ed., McGraw Hill, 2004.
3. Mandell, Maurice, *Advertising*, Prentice- Hall of India, New Delhi.
4. Norris, James S, *Advertising*, Prentice Hall, New Delhi.
5. Still, Richard R. Edward W. Cundiff and Norman A.P.Govoni, *Sales Management: Decisions, Strategies and cases*, Prentice Hall of India, New Delhi.

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

COURSE- VIII
MANAGEMENT OF GLOBAL BUSINESS
COURSE CODE- SLM COM 01 308 E 2103, CREDIT: 3

Objective: *The course intends to acquaint the students with the management of international business operations of a business firm.*

Course Contents:

Unit I

International Business Management: Complexities and issues, Approaches to international management, Cross-cultural values and business management; Foreign market entry mode decisions and level of international involvement, International management orientation, International business management-A strategic perspective.

Unit II

International Planning: Environmental scanning and monitoring, Resource allocation and portfolio compositions of a global firm, Linkages and synergies among business units across borders, Locus of decision making, Headquarter – subsidiary relationships in international business enterprises, International management information system.

Unit III

International Production and Procurement: International production and location decisions, Procurement for international operations – International sourcing World class manufacturing and international quality standards, Supply chain management and global business operations.
International Marketing Management: International Market segmentation, targeting and positioning; International marketing mix planning – Product, price, promotion and distribution decisions.

Unit IV

Management of International Financial Operations; International capital budgeting and portfolio investment decisions, International capital structure decision, International working capital management, International accounting and taxation issues.
International Human Resource Management: Selection, training and development of people in international firms, Compensation and reward systems among international firms, Motivation and leadership in international firms.

Suggested Readings:

1. Danoes, John D. Radebaugh, Lee H., and Daniel P. Sullivan, *International Business: Environment and Operations*, latest edition, Prentice Hall, 2009.
2. Griffin, Ricky W. and Pustay, Michael W, *International Business: A Managerial Perspective*, Prentice Hall, 2009.
3. Hill, Charles, W.L., *International Business*, McGraw Hill Company, New York, 2009.
4. Ball, Donald, Wendall H. McCulloch, Miachel Geringer, Michael S. Minor and Jeanne M. McNett, *International Business: The Challenge of Global Competition*, McGraw Hill Co.
5. Justin Paul, *International Business*, PHI Learning Pvt. Ltd.

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

COURSE- IX
PRINCIPLES OF BANKING AND INSURANCE
COURSE CODE: SLM COM 01 309 E 2103, CREDIT: 3

Objective: *The objective of this course is to analyze the major concepts of banking and insurance in coherent and critical manner to make students aware with the current scenario in this field.*

Course Contents:

Unit I

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, Concept and implications of banassurance.

Unit II

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

Unit III

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

Unit IV

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

Suggested readings:

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

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

COURSE- X
ACCOUNTING FOR BANKERS
COURSE CODE- SLM COM 01 310 E 2103, CREDIT: 3

Objective: *The student would be able to acquire the knowledge of the basics of financial mathematics and basics of accountancy and develop an understanding of the basic financial concepts.*

Course Contents:

Unit I

Basics of Business Mathematics: Calculation of Simple Interest and Compound Interest, Fixed and Floating Interest Rates, Calculation of EMIs, Calculation of front end and back end interest, Calculation of Annuities Calculation of provisions for NPA and risk weights for Basel II - Interest calculation using products / balances

Unit II

Bonds: Calculation of YTM, Duration, Bond Pricing, Premium and Discount, Bond valuation rules preliminary method, definition of debt, rules on compounding in respect of loan accounts, penal interest etc.

Unit III

Accounting in Banks / Branches: Definition & Scope and Accounting Standards-Nature and purpose of accounting, historical perspectives-Origins of accounting principles-accounting standards and its definition and Scope.

Unit IV

Bank Accounting and Balance Sheet: Rules for bank accounts, cash / clearing / transfer vouchers / system - subsidiary book and main day book - General Ledger - Branch v/s Bank Accounts. Bank Balance Sheet Structure - accounts - categories - Assets, Liabilities and Net worth Components.

Unit V

Accounting for NPA / Provisioning / Suit Filed Accounts.

Final Accounts: Preparation of Final Accounts, Final Accounts of Banking Companies.

Suggested Readings:

1. Toor, N. S., and Arundeeep Toor, *Accounting and Finance for Bankers*, Bharat Law House.
2. Gupta, R.L., *Advanced Financial Accounting*, S. Chand and Sons.
3. Lele, R. K., and Jawaharlal, *Accounting Theory*, Himalaya Publishers.
4. Tulsian, P.C., *Financial Accounting*, Pearson.
5. Indian Institute of Banking and Finance, *Accounting and Finance for Bankers*, Course study material.
6. Ross, S. M., *Mathematical Finance*, Cambridge University Press, Chapters 1-8.
7. Sehgal, Ashok and Deepak Sehgal, *Advanced Accounting*, Taxmann, New Delhi.
8. Khan, M.Y., and, P.K. Jain, *Financial Management*, Tata McGraw-Hill Companies

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

**MASTER OF COMMERCE
SEMESTER-IV**

COURSE- I
CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY
OF BUSINESS
COURSE CODE- SLM COM 01 402 C 210 CREDITS: 3

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 – Meaning, Theories of Corporate Governance, Models of Corporate Governance, Benefits Of Good Corporate Governance, Concept of Corporate Excellence; Ethical Governance, Green Governance/ E-governance.

Unit II

Corporate Governance Framework in India – Corporate Boards and its powers, Responsibilities, Disqualifications; Board Committees and their Functions, Remuneration Committee, Nomination Committee, Compliance Committee, Shareholders Grievance Committee, Investors Relation Committee, Investment Committee, Risk Management Committee, and Audit Committee; Clause 49 of Listing Agreement; Corporate Governance in Public Sector Undertakings.

Unit III

Major Corporate Governance Failures –Bank of Credit and Commerce International (UK), Maxwell Communication Corporation and Mirror Group Newspapers (UK), Enron (USA), World.Com (USA), Andersen Worldwide (USA), Vivendi (France), and Satyam Computer Services Ltd (India); Common Governance Problems Noticed in various Corporate Failures.

Unit IV

Major Codes & Standards on Corporate Governance – Sir Adrian Cadbury Committee (UK), 1992, Greenbery Committee (UK), 1995, Calpers Global CG Principles (USA),1996, Combined Code of Best Practices (LS Exch)1998, Blue Ribbon Committee (USA), 1999, OECD Principles of Corporate Governance, 1999, and Sarbanes-Oxley (SOX) Act, 2002 (USA).

Whistle-Blowing and Corporate Governance – The Concept of Whistle-Blowing; Types of Whistle-Blowers; Whistle-Blower Policy; the Whistle-Blower Legislation across Countries.

Unit V

Ethics In Business: Concept of Business Ethics, Principles of Business Ethics, Characteristics of Ethical Organization, Theories of Business Ethics, Corporate Code of Ethics, Globalization and Business Ethics, Stakeholder’s Protection, Corporate Governance and Business Ethics, Environment, Accountability, Responsibility, Leadership, Diversity, Discrimination.

Corporate Social Responsibility (CSR) –Meaning, Corporate Philanthropy, CSR and CR, CSR and Corporate Sustainability, CSR and Business Ethics, CSR and Corporate Governance, Environmental Aspect of CSR, CSR Models, Drivers of CSR, Global Reporting Initiatives, ISO 26000

Suggested Readings

1. Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi
2. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
3. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
4. Rani, Geeta D., and R.K. Mishra, *Corporate Governance-Theory and Practice*, Excel Books, New Delhi

5. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility- A European Perspective*, Edward Elgar

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

ELECTIVE COURSE– I
INTERNATIONAL ACCOUNTING
COURSE CODE- SLM COM 01 401 E 2103, CREDIT: 3

Objective: *The objective of this course is to develop some conceptual knowledge and understanding of international accounting issues among students.*

Course Contents:

Unit I

Introduction to International Accounting: International Dimensions of accounting and control, Multinational enterprise, Internationalization of accounting profession, Operational and conceptual issue.

Unit II

International Financial Reporting and Disclosure: International convergence, international financial reporting standards (IFRS), international sources of authority and the standard setting process, progress towards international harmonization, national standard setting authority and time table for convergence with IFRS.

Unit III

Standard Setting in India: accounting standards, interpretations and guidance notes on various accounting aspects issued by the ICAI and their applications, framework for the preparation and presentation of financial statements-according to IFRS presentation of financial statements, accounting policies, changes in accounting estimates and errors.

Unit IV

International Financial Statement Analysis: Financial Statement Analysis of companies and countries differences in accounting principles, foreign currency statements and Ratio Analysis.

Suggested Readings:

1. Radebaugh L. H. and S.J. Gray, *International Accounting*, and *Multinational Enterprises*, John Wiley & Sons, 2002.
2. Saudagaran S.M., *International Accounting*, South Western, 2001.
3. Gray, S.J., *International Accounting and Transnational Decisions*, Butterworth, London, U.K.,
4. Holzer H. Peter, *International Accounting*, Horper and Row Publishers, New York.
5. Shirin Rathore, *International Accounting*, Prentice Hall of India, 2008.
6. Doupnik, T. and Perera, H., *International Accounting*, McGraw-Hill.
7. Ghosh, T.P., *Guide to Indian Accounting standards converged with IFRSs*, Taxmann's New Delhi.

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

COURSE- II
PUBLIC FINANCE AND POLICY
COURSE CODE- SLM COM 01 402 E 2103, CREDIT: 3

Objective: *The objective of this course is to analyze the major concepts of public finance and policy in coherent and critical manner.*

Course contents:

Unit I

Nature and Scope of Administrative and Financial Relationship between Centre and State Governments, Introduction to Indian Public Financial System – Government Financial System: Significance and Definition, Purpose and Organization, Liberalization of the Public Financial System, Principles and functions of Budgetary System in India.

Unit II

Government Expenditure: classification, performance and Zero Base Budgeting, Emerging trends in Global scenario vis-a-vis Government Budgeting System.

Unit III

Revenue source: Tax and Non Tax, Deficit financing, Role of RBI in Government Finance, Public debt management.

Unit IV

Investment policy of public sector in India: Financial, economic and Social appraisal, Financial control, Legislative and Executive Accounting and Auditing System in India, Role of Comptroller and Auditor General (CAG).

Unit V

Fiscal Policy and Financial administration in public sector units, Financial Autonomy and Accountability of Public sector units-Indian Sectors.

Suggested Readings:

1. Musgrave, R.A., and P.B.Musgrave, *Public Finance in Theory and Practice*, Tata McGraw Hill.
2. Tayagi, B.P., *Public Finance*, S.Chand & Co.
3. Bhatia, H.L., *Public Finance*, Vikas Publishing House
4. Lekhi, R.K., *Public Finance*, Kalyani Publishers.
5. Mithani, D.M., *Public Finance and International Trade*, Himalaya Publications

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

ELECTIVE COURSE-III
ECONOMIC LAWS
COURSE CODE- SLM COM 01 403 E 2103, CREDIT: 3

Objective: *To provide knowledge on certain economic laws and update the students with various legislative changes which have direct relevance with the functioning of companies.*

Course Contents:

Unit I

Competition Act 2002: Background of Competition Law in India, The competition Act, 2002, features of new competition policy, competition commission in India: duties, power, functions of competition commission in India, Abuse of dominance position, Combination, Distinction between MRTP and Competition Act.

Unit II

Consumer protection Act: introduction, objectives, scope, Rights of consumer, Unfair trade practices, Consumer Protection Councils, Redressal agency: district forum, state forum, national forum, national commission agency.

Unit III

FEMA 1999 : an overview, objective and features, difference between FERA and FEMA, Mechanism under FEMA, Forex transactions; current account transaction and capital account transactions, Recent amendments in FEMA.

Suggested Readings:

1. Vinod Dhall, Competition law today-concepts, issues and law in practice, oxford university press, New Delhi.
2. T. Ramappa, Competition Law in India- Policy, issues and development, oxford university press, New Delhi.
3. S. M. Duger, Law of Monopolistic, restrictive and Unfair Trade practices, 3rd edition, 1997, Wadhava & Company, Taxation Publishers (P) Ltd, Nagpur.
4. Sumeet Malik, Environmental Law, eastern book company, Lucknow.
5. Rajiv Jain, Guide to new industrial policy, with procedure, India Investment Publications, New Delhi.
6. Richard Parlour, International Guide to money-laundering law and practices.
7. S.S. Gulshan and G. K. Kapoor, Economic, labour and industrial laws: Sultan Chand & Sons, 23, Daryaganj, New Delhi-2.

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

COURSE- IV
CYBER LAWS
COURSE CODE- SLM COM 01 404 E 2103, CREDIT: 3

Objective: *This course intends to create an understanding towards e-business and its odels. Further, it aims to familiarize the students with the application of cyber laws in e-business.*

Course contents:

Unit I

Concept of Internet, Internet Governance, E-Contract, E-Forms, Encryption, Data Security, Cyber Crime. Access, Addressee, Adjudicating Officer, Affixing Digital Signatures, Appropriate Government, Certifying Authority, Certification Practice Statement, Computer, Computer Network, Computer Resource, Computer System, Cyber Appellate Tribunal, Data, Digital Signature, Electronic Form, Electronic Record, Information, Intermediary, Key Pair, Originator, Public Key, Secure System, Verify, Subscriber as defined in the Information Technology Act, 2000.

Unit II

Authentication of Electronic Records; Legal Recognition of Electronic Records; Legal Recognition of Digital Signatures; Use of Electronic Records and Digital Signatures in Government and its Agencies; Retention of Electronic Records; Attribution, Acknowledgement and Dispatch of Electronic Records; Secure Electronic Records and Digital Signatures.

Unit III

Regulation of Certifying Authorities; Appointment and Functions of Controller; License to issue Digital Signatures Certificate; Renewal of License; Controller's Powers; Procedure to be Followed by Certifying Authority; Issue, Suspension and Revocation of Digital Signatures Certificate, Duties of Subscribers; Penalties and Adjudication; Appellate Tribunal; Offences

Case Laws:

1. **Communication Device-Section 2(ha)** of the Information Technology (Amendment) Act, 2008-‘State v Mohd.Afzal and others (2003), VIIAD (Delhi) 1, 107(2003) DLT385, 2003(71) DRJ178, 2003(3) JCC1669’
2. **Computer Network-Section 2 (j)** of the Information Technology (Amendment) Act, 2008 ‘Diebold System Pvt Ltd. v The Commissioner of Commercial Taxes, (2006), 144 STC, 59 (Kar)’
3. **Electronic Record Sec. 2 (t)**-‘Dharambir v Central Bureau of Investigation 148 (2008) DLT 289’
4. **Time and Place of Dispatch and Receipt of Electronic Record-section 13**-‘P.R. Transport Agency v Union of India & others, AIR 2006 All 23, 2006(1) AWC 504, ALL HC’; ‘Groff v America Online, Inc., 1998 WL 307001 (1998)’
5. **Penalty for Damage to Computer or Computer System- Section 43**-‘Umashankar Sivasubramanian v ICICI Bank, 18.04.2010. (Petition No. 2462/2008)’
6. **Tampering with Computer Source Documents-Section 65**-‘Syed Asifuddin and Ors.v The State of Andhra Pradesh &Anr. 2006 (1) ALD Cri 96, 2005 CriLJ 4314’
7. **Punishment for sending offensive messages-Sec. 66A**-‘SMC Pneumatics (India) Pvt. Ltd v JogeshKwatra’, Suit No. 1279/2001’

8. **Punishment for Identity Theft-Section 66C**-‘CBI v ArifAzim Case Judicial Reports (Criminal) 2003 (2) page 272’
9. **Punishment for Cheating by Personating by using Computer Resource-section 66D**-‘National Association of Software and Service Companies (NAASCOM)v Ajay Sood. (2005) F.S.R. 38; 119 (2005) DLT 596, 2005 (30) PTC 437 Del’
10. **Punishment for Publishing or Transmitting Obscene Material in Electronic formsection 67**-‘Avnish Bajaj v State (N.C.T.) of Delhi, (2005) 3 Comp, LJ 364 (Del), 116(2005) DLT427, 2005(79) DRJ576’
11. **Punishment for Publishing or Transmitting of Material Containing Sexually Explicit Act, etc., in Electronic Form-Section 67A**-‘R v Graham Waddon., Southwark [Crown Court, 30/6/1999]’

Suggested Readings:

1. Sharma J. P, and SunainaKanojia, *Cyber Laws*, Ane Books Pvt Ltd, New Delhi.
2. Efraim Turban, Jae Lee, King, David, and HM Chung, *Electronic Commerce-A managerial Perspective*, Pearson
3. Joseph, P.T., *E-Commerce-An Indian Perspective*, PHI
4. Chaffey, Dave, *E-business and E-commerce Management*, Pearson Education.
5. Painttal, D., *Law of Information Technology*, Taxmann Publications Pvt. Ltd., New Delhi.
6. Dietel, Harvey M., Dietel, Paul J., and Kate Steinbuhler., *E-business and E-commerce for managers*, Pearson Education.
7. Brian, Craig, *Cyber Law: The Law of the Internet and Information Technology*, Pearson Education
8. Taxmann Publications Pvt. Ltd., New Delhi, *Information Technology Rules 2000 & Cyber Regulations Appellate Tribunal Rules 2000 with Information Technology Act 2000*

COURSE-V
TRAINING AND DEVELOPMENT
COURSE CODE- SLM COM 01 405 E 2103, CREDIT: 3

Objective: *This course acquaints the students with different methods and techniques of training & development and other important aspect of training. Thereby they will be capable to provide training & development to the human resource in the organization.*

Course Contents:

Unit I

Training – concept, and rationale, training process, role of stakeholders in training programme Organization and Management of training function Training needs assessment – organizational analysis, operational analysis, person analysis, competency mapping .

Unit II

Designing the training programme, process of learning in training programme : attributes and factors influencing learning process, learning styles, training climate and pedagogy, developing training modules and Training aids .

Unit III

Training methods and techniques : role playing, business games, in basket exercises, laboratory training incidents and cases, seminars, syndicates and group discussion, lecture, programmed instructions ,inspirational techniques: brainstorming, mind mapping, creative problem solving .

Unit IV

Evaluation of training : need for evaluation, principles of evaluation, criteria and approaches, return on investment in training, process of calculating ROI in training, emerging trends in training and development, new perspectives on training : cross cultural training, e-learning, knowledge management.

Suggested Readings:

1. Agochia, Devendra, *Every Trainer's Handbook*, New Delhi; Sage Publications
2. De Simone, R.L. and Harris, D.M., *Human Resource Development*, Thomson Learning
3. Sahu, R.K., *Training for Development*, Excel Books, New Delhi
4. Blanchard, P Nick, and James W. Thacker, *Effective Training – Systems, Strategies, and Practices*, Pearson Education, New Delhi
5. Goldstein, *Training in Organization*, Thomson Learning, Bombay
6. McGrath, *Training for Life and Leadership in Industry*, Prentice Hall of India, New Delhi

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

COURSE-VI
COMPENSATION MANAGEMENT
COURSE CODE: SLM COM 01 406 E 2103, CREDITS: 3

Objective:

This course acquaints the students with the concept of compensation Management in coherent and critical manner.

Course Contents:

Unit I

Understanding on Compensation Management: Role of Compensation in organization, Economic theories related to compensation, Strategic perspectives of Compensation, Compensation as motivational tool, Compensation policy.

Unit II

Compensation system: Internal & External equities in compensation system, Determining the worth of jobs, Understanding Inter and Intra-industry compensation differentials, Designing pay structure and administering compensation package, Understanding different components of compensation package like fringe benefits, Incentives & retirement plans, Pay for performance plans.

Unit III

Compensation of Special groups: Corporate Directors, Chief Executives, Senior Managers, Components of executive compensation package, Compensation of professionals and knowledge workers, R&D Staff, Sales compensation plan, Expatriate pay.

Unit IV

Role of various institutions: Statutory provisions governing different components of reward systems, Working of different Institutions related to reward system like wage boards, pay commissions, Role of trade Unions in compensation management.

Suggested Readings:

1. Milkovich, George T and Newman J.M., *Compensation*, Irwin, USA.
2. Henderson, R.O., *Compensation Management*, Englewood Cliffs, Prentice Hall Inc.
3. Martocchio, J.J., *Strategic Compensation*, Englewood Cliffs, Prentice Hall Inc.
4. Armstrong, M. and Murlis H., *Reward Management*, Kogan Page, UK.
5. Cascio, *Costing Human Resource*, Thomson Learning, Bombay.

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

COURSE-VII
INTERNATIONAL MARKETING
COURSE CODE- SLM COM 01 407 E 2103, CREDIT: 3

Objective:

This course familiarizes the students with various concept of international marketing and helps them to formulate the appropriate strategy in the environment of international market.

Course Contents:

Unit I

International Marketing: Nature and scope, opportunities and challenges in international marketing. International Marketing Planning, Organization and Control, Contemporary developments and issues in international marketing.

Unit II

Framework for analyzing International Marketing Environment: Geographic, demographic, economic, socio -cultural, political and legal environment and their impact on international marketing decisions, Global trading environment and developments.

Unit III

International Market Segmentation, Selection and Positioning, International Market Entry Mode Decisions.

International Product Policy: Planning and development of products for foreign markets, Product standardization vs. adaptation, International trade product life cycle and implications.

Unit IV

Pricing in International Markets: Pricing objectives, Determination of International Price, Delivery terms and price quotations, International pricing policies, Strategies and Transfer pricing.

Unit V

International Promotion: Complexities and issues in international promotion; Promotion tool for international markets; Developing the promotion campaign for foreign markets; Role of image.

International Distribution: Distribution Channels and intermediaries for international markets, Selection, motivation and control of foreign middlemen, Global logistics issues and planning.

Suggested Readings:

1. Cateora, Phillip R., and John L. Grahm, *International Marketing*, 14th ed., McGraw Hill.
2. Terpstra, Vern and Ravi Sarathy, *International marketing*, 8th ed., Harcourt Asia PTE Ltd., Singapore.
3. Onkvist, S., and J.J. Shaw, *International Marketing: Analysis and Strategy*, Prentice Hall of India Private Ltd.
4. Keegan, Warran J. and mark C. Green, *Global Marketing*, 5th ed., Pearson Education.

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

COURSE- VIII
FOREIGN EXCHANGE MANAGEMENT
COURSE CODE- SLM COM 01 408 E 2103, CREDIT: 3

Objective: *The purpose of this course is to skill the students in the instruments, techniques and applications of foreign exchange management. It exposes the students to the functional and operational aspects of foreign exchange market and the intricacies of the risks involved.*

Course contents:

Unit I

Nature of foreign exchange: sources of demand for and supply of foreign exchange-the balance of payments (bop) framework, nominal, real and effective exchange rates, determination of rate of exchange, monetary portfolio balance, purchasing power parity approaches, overvalued and undervalued currencies, exchange rate systems, General factors of exchange rate fluctuations.

Unit II

Nature functions and participants of foreign exchange market, spot and forward markets, forward premium, forwards in hedging and arbitrage, methods of quoting exchange rates, cross rates of exchange, arbitrage operations, bid -ask spreads, the Interest Rate Parity Theorem, the Expectation Theory, International Fisher Effect.

Unit III

Currency futures, options and determination of their market value, over-the-counter options, Fisher Black's Optional-Pricing model, currency and interest rate swaps, credit risk of swaps, Euro currency market and its instruments, measuring foreign exchange risk and exposure, basic techniques of exposure management, foreign exchange regulation in India.

Suggested Readings:

1. Giddy I.A.N., *Global Financial Markets*, AITBS, New Delhi
2. D. Levi Maurice, *International Finance*, Prentice Hall of India, New Delhi
3. Buckley, *Multinational Finance*, Prentice Hall of India, New Delhi
4. Roth Paul, *Mastering Foreign Exchange and Money Markets*, Pitman, London
5. Apte P.G., *International Financial Management*, Tata McGraw Hill, New Delhi

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

COURSE-IX
BANKING LAW AND PRACTICE
COURSE CODE- SLM COM 01 409 E 2103, CREDIT: 3

Objective: *To give the basic understanding on laws and legal provisions for banking practices in India with the view to have sufficient control on the working and performance of banks.*

Course Contents:

Unit I

Overview of Banking System: Regulatory Framework and Compliances, Provisions of RBI Act 1935, Banking Regulation Act 1949, Government and RBI's Powers Opening of New Banks and Branch Licensing, Amalgamation and Mergers Powers to Control Advances.

Unit II

Legal Aspects of Banking Operations: Laws Relating to Securities, Valuation of Securities, Banking Related Laws, Provisions of Bankers Book Evidence Act, Nature of Banker-Customer Relationship and their Mutual Rights and Duties of Special Categories of Customers.

Unit III

Securities for Banker's Loans: The legal issues involved in and the practice governing the different kinds of securities for banker's advances and loans, Role of Financial System, Capital Flow Through Intermediary Financial Institutions.

Unit IV

Financial Analysis of Banks: Financial System Contemporary and Emerging Issues, International Banking Management, International Banking Operations Management, Risk Management in International Banking, Electronic Banking and IT in Banks, Risk Management in Banks, Ethics and Corporate Governance in Banks.

Suggested Readings:

1. M. L. Tannan, revised by : Banking Law and Practice, Wadhwa & Company, Nagpur.
2. C.R. Datta & S.K. Kataria, A.B. Srivastava and Seth's: Banking Law, Law Publisher's India (P) Limited.
3. K. Elumalai, R.K. Gupta: BANKING Law and Practice in 3 Vols, Modern Law Publications.
4. Prof. Clifford Gomez: Banking and Finance - Theory, Law and Practice, PHI Learning Private Limited
5. J.M. Holden: The Law and Practice of Banking, Universal Law Publishing.

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

COURSE– X
ACTUARIAL PRACTICE
COURSE CODE- SLM COM 01 410 E 2103, CREDIT: 3

Objective: *The purpose of this course is to equip the student with the principles and techniques of actuarial practice. The paper requires at least a prior general knowledge of mathematics and statistics.*

Course Contents:

Unit I

Basic Mathematics: Basic functions, Annuities-certain, Loans repayable by instalments, Simple methods of determining the rate of interest in a transaction, Capital redemption assurance, Valuation of simple loans and debentures.

Unit II

Life Contingencies: Mortality tables, Elementary functions, the central death rate, Single life annuities and assurances, Commutation columns, Temporary and deferred annuities and assurances, Conversion tables, Special annuities and assurances, Periodical payments, Complete annuities, Policy value, Select and other tables.

Unit III

Joint-life Annuities and Assurances: Value of and premiums for joint-life and contingent annuities and assurances.

Suggested readings:

1. Donald D.W.A. “*Compound Interest and Annuities – Certain*”, Latest Edition, Cambridge [Eng.] Published for the Institute of Actuaries and the Faculty of Actuaries at the University Press, 1970.
2. Underwood, R.E., “*The Elements of Actuarial Science*”, Latest Edition, Pitman.
3. Harry Freeman, “*Mathematics for Actuarial Students*”, Cambridge at the University Press. 1949.

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



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