CBCS CURRICULUM OF

MASTER OF COMMERCE PROGRAMME

SUBJECT CODE = COM

FOR POST GRADUATE COURSES UNDER RANCHI UNIVERSITY

Implemented from
Academic Session 2018-2020

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Contents

COURSE STUCTURE FOR MASTER OF COMMERCE

Table AI-1: Distribution of 80 Credits [*wherever there is a practical there will be no tutorial and vice –versa.]

	Course	Papers	Credits (Sc) Theory + Practical	Credits (Arts/Comm) Theory + Tutorial
I.	**Foundation Course (FC)**			
	1. Foundation Course	**(FC)**		
	Compulsory Foundation/ Elective Foundation	1 Paper	1X5=5	1X5=5
II.	**Core Course (CC)**	**(CC 1 to 10/11)**		
	Theory	7 Papers/11 Papers	7X5=35	11X5=55
	Practical/ Tutorial*	3 Papers/-----------	3X5=15	
	Project	1 Paper	1X5=5	1X5=5
III.	**Elective Course (EC)**			
	A. Ability Enhancement Course of the Core Course opted	**(AE/EC 1)** 1 Paper	1X5=5	1X5=5
	B. Discipline Centric Elective	**(DC/EC 2&3)**		
	Theory +	2 Papers	2X5=10	
	Practical	1 Paper	1x5=5	
	OR Theory/Practical/Tutorial*	1Paper + 1 Practical/Dissertation		2X5=10
	OR Generic Elective/ Interdisciplinary	**(GE/EC 2&3)**		
	Theory OR	2 Papers		
	Theory/Practical/Tutorial*	1 Paper + 1 Practical/Dissertation		
			Total Credit = 80	**= 80**

Table AI-1.1: Course structure for M.Com. Programme

Semester	Subject (Core Courses) 12 Papers	Allied (Elective Courses) 3 Papers	Foundation Course (Compulsory Course) 1 Paper	Total Credits
Sem-I	C-1, C-2, C-3 (5+5+5=15 Credits)		Foundation Course FC (05 Credits)	**20 Credits**
Sem-II	C-4, C-5, C-6, C-7 (5+5+5+5=20 Credits)			**20 Credits**
Sem-III	C-8, C-9, C-10 (5+5+5=15 Credits)	EC1 (05 Credits)		**20 Credits**
Sem-IV	C-11, (05 Credits) C-12 (Project) (05 Credits)	EC2, EC3 (5+5=10 Credits)		**20 Credits**

Total = 80 Credits

For Session 2018-20 onwards

COURSES OF STUDY FOR POSTGRADUATE, MASTER OF COMMERCE PROGRAMME

Table AI-2 Subject Combinations allowed for M. Com. Programme (80 Credits)

Foundation Course **FC** **1 Paper**	Core Subject **CC** **12 Papers**	Ability Enhancement Course **AE** **1 Paper**	Discipline Centric Elective/ Generic Elective Course **DC/ GE** **2 Papers**

Table AI-2.1 Semester wise Examination Structure for Mid Sem & End Sem Examinations:

Sem	Core, AE/ GE/ DC/ EC & Compulsory FC Courses				Examination Structure		
	Paper	**Paper Code**	**Credit**	**Name of Paper**	**Mid Semester Evaluation (F.M.)**	**End Semester Evaluation (F.M.)**	**End Semester Practical/ Viva (F.M.)**
I	Foundation Course	FCCOM101	5	Organizational Theory and Behaviour	30	70	----
	Core Course	CCCOM102	5	Managerial Economics	30	70	----
	Core Course	CCCOM103	5	Managerial Accounting	30	70	----
	Core Course	CCCOM104	5	Business Statistics	30	70	----
II	Core Course	CCCOM201	5	Business Environment	30	70	----
	Core Course	CCCOM202	5	Strategic Management	30	70	----
	Core Course	CCCOM203	5	Financial Management and Policy	30	70	----
	Core Course	CCCOM204	5	Marketing Management	30	70	----
III	Ability Enhancement Course	ECCOM301	5	A. Business Communication/ B. Entrepreneurship Development/	30	70	----
	Core Course	CCCOM302	5	International Business & Trade	30	70	----
	Core Course	CCCOM303	5	Quantitative Techniques for Business Decisions	30	70	----
	Core Course	CCCOM304	5	Human Resource Management	30	70	----
IV	Elective	ECCOM401	5	A. Financial Institutions & Markets/ B. Advertising and Sales Management/ C. Human Resource Development	30	70	----
	Elective	ECCOM402	5	A. Security Analysis and Portfolio Management/ B. International Marketing/ C. Management of Industrial Relations	30	70	----
	Core Course	CCCOM403	5	Corporate Governance, Ethics and Social Responsibility of Business	30	70	----
	PROJECT/ Dissertation	PRCOM404	5	Project	----	----	70 + 30

SEMESTER I **4 Papers**

Total 100 x 4 = 400 Marks

I. COMPULSORY FOUNDATION COURSE [FCCOM101]:

(Credits: Theory-05)

Marks: 30 (MSE: 20Th. 1Hr + 5Attd. + 5Assign.) + 70 (ESE: 3Hrs)=100	Pass Marks (MSE:17 + ESE:28)=45

Instruction to Question Setter:

Mid Semester Examination (MSE):
*There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered.*

End Semester Examination (ESE):
*There will be **two** groups of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type six** questions of fifteen marks each, out of which any four are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*
*The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "**Best of Two**" shall be applicable for computation of marks for SIA.*

(Attendance Upto75%, 1mark; 75<Attd.<80, 2 marks; 80<Attd.<85, 3 marks; 85<Attd.<90, 4 marks; 90<Attd, 5 marks).

ORGANIZATIONAL THEORY AND BEHAVIOUR

Theory: 60 Lectures; Tutorial:15 Hrs

Objective:

The objective of the course is to enable students to develop a theoretical understanding about organization structure and its behaviour over time. The course will also make them capable of realizing the competitiveness for firms.

Contents:

Unit I: Conceptual Foundations of Organization theory and Behaviour

Organizational Theories – Classical, Neo-Classical and Contemporary, Forms and Structure of Organization, Organizational Behaviour (OB)- Concepts, Determinants, Models, Challenges and Opportunities of OB, Disciplines Contributing to the field of OB, Individual Behaviour – Foundations of Individual Behaviour, Values, Attitudes, Personality and Emotions; Perceptual Process and Learning; McGregor's Theory of X and Y.

Unit II: Group Decision Making and Communication

Concept and Nature of Decision Making Process, Individual and Group Decision Making; Nominal Group Technique; Communication Effectiveness in Organizations; Improving Inter- personal Communication.

Unit III: Motivation

Content Theories – Maslow's Need Hierarchy, Herzberg's Two Factor Theory, Contemporary Theories of Motivation Expectancy Model; Behaviour Modification; Motivation and Organizational Effectiveness.

Unit IV: Leadership

Concept and Theories of Leadership – Behavioral Approach, Situational Approach, Leadership Effectiveness, Leadership across Cultures

Unit V: Organizational Culture, Organizational Development and Stress Management

Concept and Determinants of Organizational Culture, Creating Sustaining and Changing Organizational Culture; Organizational Development- Concept, Values; Stress forms and Management

Suggested Readings:

- Robbins, Stephens P. And Tomothy A. Judge, Organizational Behaviour, Prentice Hall, New Delhi.
- Robbins S.P. and Mathew M., Organizational Theory: Structure, Design and Application, Prentice Hall of India Pvt. Ltd.
- Luthans Fred, Organizational Behaviour, McGraw Hill, New York
- Sekaran Uma, Organizational Behaviour: Text and Cases, Tata McGraw Hill Publishing Co. Ltd.
- Aswathappa K., Organizational Behaviour, Himalaya Publishing House, New Delhi.
- Singh K., Organizational Behaviour: Text and Cases, Pearson
- Pareek U. And Khanna S., Understanding Organizational Behaviour, Oxford University Press.
- Newstorm, John W., Organizational Behaviour: Human Behaviour at Work Tata McGraw Hill Publishing Co. Ltd.
- Hersey, Paul Dewey, E. Jhonson and Kenneth H. Blanchard, Management of Organizational Behaviour, Prentice Hall of India, New Delhi
- Terrance R. Motchell, People in Organization: An Introduction to Organizational Behaviour, McGraw Hill, New York.

Notes: Latest Edition of the readings may be used.

II. <u>CORE COURSE [CCCOM102]</u>: (Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 20Th. 1Hr + 5Attd. + 5Assign.) + 70 (ESE: 3Hrs)=100	**Pass Marks (MSE:17 + ESE:28)=45**

Instruction to Question Setter:

<u>Mid Semester Examination (MSE):</u>
*There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered.*

<u>End Semester Examination (ESE):</u>
*There will be **two** groups of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type six** questions of fifteen marks each, out of which any four are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*
*The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "**Best of Two**" shall be applicable for computation of marks for SIA.*

(Attendance Upto75%, 1mark; 75<Attd.<80, 2 marks; 80<Attd.<85, 3 marks; 85<Attd.<90, 4 marks; 90<Attd, 5 marks).

MANAGERIAL ECONOMICS **Theory: 60 Lectures; Tutorial:15 Hrs**

Objective:
The objective of the course is to acquaint students with the basic principles of micro and macroeconomics for developing the understanding of theory of the firm, markets and the macro environment, which would help them in managerial decision making processes.

Contents:

<u>Unit I: Demand and The Firm</u>
Consumer Behaviour: Cardinal and Ordinal Approaches to the Derivation of Demand Function; Revealed Preference Approach, Theory of Attributes – Demand for Consumables Durables; Firm Theory: Objectives of the Firm.

<u>Unit II: Production and Cost</u>
Production: Law of Variable Proportions, Returns to scale; Production Function: Concept of Productivity and Technology; Producer's Equilibrium – Isoquants, Ridge Lines, Isoclines; Cost Function – Classification of Costs, Short Run Cost Functions, Relationship between Returns to Scale and Returns to a Factor, Long Run Cost Functions.

<u>Unit III: Market and Pricing</u>
Market Types and Characteristics of different Market Structures, Price Determination under different market conditions; Price Determination under Perfect Competition, Monopolistic Competition and Oligopoly.

<u>Unit IV: Aggregate Demand and Aggregate Supply</u>
Modern Aggregate Demand Function, Demand Management, Aggregate Supply and the Price Level.

<u>Unit V: Trade Cycles and The Open Economy</u>
Real Business Cycles, Exchange Rate, Trade Balance, Net Saving, Macroeconomic Movements in an Open Economy.

Suggested Readings:

- Koutsyiannis, A., Modern Microeconomics, McMillan Press Ltd.
- Varian, Micro Economic Analysis, Norton.
- Pindyck Robert S., Daniel L. Rubinfeld and Prem L. Mehta, Micro Economics, Pearson Education Asia, New Delhi.
- Branson William H., Macro Economic Theory and Policy, First East – West Press.
- DornbuschR. And S. Fischer, Macro Economics, Tata McGraw Hill
- Oliver Blanchard, Micro Economics, Pearson Education, LPE
- Mankiw N. Gregory, Macro Economics, McMillan Press Ltd.

Notes: Latest Edition of the readings may be used.

III. CORE COURSE [CCCOM103]: (Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 20Th. 1Hr + 5Attd. + 5Assign.) + 70 (ESE: 3Hrs)=100 Pass Marks (MSE:17 + ESE:28)=45

Instruction to Question Setter:

Mid Semester Examination (MSE):
*There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered.*

End Semester Examination (ESE):
*There will be **two** groups of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type six** questions of fifteen marks each, out of which any four are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*
*The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "**Best of Two**" shall be applicable for computation of marks for SIA.*

(Attendance Upto75%, 1mark; 75<Attd.<80, 2 marks; 80<Attd.<85, 3 marks; 85<Attd.<90, 4 marks; 90<Attd, 5 marks).

MANAGERIAL ACCOUNTING **Theory: 60 Lectures; Tutorial:15 Hrs**

Objective:
The objective of the course is to enable students to acquire knowledge of concepts, methods and techniques of management accounting and to make the students develop competence with their usage in managerial decision making and control.

Contents:

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

Unit II: Activity Based Costing (ABC)
Concept and Uses; Allocation of Overhead under ABC; Steps to Develop ABC; Traditional Costing Vs. ABC

Unit III: Variable and Absorption Costing
Concept, Historical Costing Vs. Marginal Costing, Cost-Volume-Profit (CVP) Analysis, Contribution Margin, Break Even Analysis, Profit Volume Analysis, Optimal Uses of Limited Resources.

Unit IV: Relevant Information and Short Run Managerial Decisions
Managerial Decision Making – Decision Making Process, Differential Analysis; Types of Managerial Decisions – Make/Buy, Add/ Drop, Sell/ Process Further, Operate/ Shutdown, Special Order, Product Mix, Pricing Decisions

Unit V: Budgeting
Nature and Functions; Preparation of different types of Budgets, Fixed vs. Flexible Budgeting. Standard Costing – Concept, Advantages, Types of Standards; Variance Analysis – Materials, Labour and Overhead, Managerial Uses of Variances

Unit VI: Responsibility Accounting

Concept of Responsibility Accounting - Meaning, Essential Steps of Responsibility Accounting, Responsibility Centres – Cost Centre, Revenue Centre, Profit Centre Investment Centre, Cost Centre vs. Responsibility Centre; Transfer Pricing – Concept, Methods, Objective; Performance Evaluation Reporting, Measurement of Performing

Suggested Readings:

- Atkinson Anthony A., Rajiv D. Banker, Robert Kaplan and S. Mark Young, Management Accounting, Prentice Hall
- Horngreen Charles T., and Gary L. Sandem and William O. Stratton, Introduction to Management Accounting, Prentice Hall of India
- Dury Colin, Management and Cost Accounting, Thomson Learning
- Garison R. H. And E.W. Noreen, Managerial Accounting, McGraw Hill
- Ronald W. Hilton, Managerial Accounting, McGraw Hill Education
- Jawahar Lal, Advanced Management Accounting: Text , Problems and Cases Chand & Co., New Delhi

Notes: Latest Edition of the readings may be used.

IV. CORE COURSE [CCCOM104]: (Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 20Th. 1Hr + 5Attd. + 5Assign.) + 70 (ESE: 3Hrs)=100	Pass Marks (MSE:17 + ESE:28)=45

Instruction to Question Setter:

Mid Semester Examination (MSE):
There will be ***two*** *groups of questions in written examinations of 20 marks.* ***Group A is compulsory*** *and will contain five questions of* ***very short answer type*** *consisting of 1 mark each.* ***Group B will contain descriptive type five*** *questions of five marks each, out of which any three are to be answered.*

End Semester Examination (ESE):
There will be ***two*** *groups of questions.* ***Group A is compulsory*** *and will contain two questions.* ***Question No.1 will be very short answer type*** *consisting of five questions of 1 mark each.* ***Question No.2 will be short answer type*** *of 5 marks.* ***Group B will contain descriptive type six*** *questions of fifteen marks each, out of which any four are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*
*The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "****Best of Two****" shall be applicable for computation of marks for SIA.*

(Attendance Upto75%, 1mark; 75<Attd.<80, 2 marks; 80<Attd.<85, 3 marks; 85<Attd.<90, 4 marks; 90<Attd, 5 marks).

BUSINESS STATISTICS **Theory: 60 Lectures; Tutorial:15 Hrs**

Objective:
The objective of this paper is to equip students with some of the important statistical techniques for managerial decision making and to provide ground for learning advanced analytical tools used in research.

Contents:
Unit I: Univariate Analysis –
An over view of Central Tendency, Dispersion and Skewness.

Unit II: Theory of Probability and Probability Distributions:
Approaches to calculation of probability. Marginal, joint and conditional probabilities. Probability rules. Bayes' theorem. Expected value and standard deviation of a probability distribution. Standard probability distributions - Binomial, Poisson, Hyper geometric, and Normal.

Unit III: Sampling Distributions and Estimation:
Sampling concepts. Sampling methods. Concept of sampling distribution, its expected value and standard error. Sampling distribution of means and Central Limit Theorem. Sampling distribution of proportions. Point and interval estimation.

Unit IV: Hypothesis Testing:
General methodology of hypothesis testing – Primary and Secondary hypothesis, techniques of hypothesis testing – Conclusion drawing and cross testing.

Unit V: Analysis of Variance:
F-test of equality of variances. Chi – square test for Independence, Rank correlation test.

Unit VI: Correlation and Regression Analysis:
Simple, multiple and partial correlation analysis. Rank correlation. Simple and Multiple linear regression analysis (involving up to three variables).

Suggested Readings:

- Levin, R.I. and D.S. Rubin, *Statistics for Management*, Prentice-Hall of India.
- Aczel, Amir D., and Sounderpandian, J., *Complete Business Statistics*, Tata McGraw Hill Publishing.
- Anderson, Sweeny and Williams, *Statistics for Business and Economics*, CENGAGE Learning, New Delhi
- Kazmeir Leonard J., *Business Statistics*, Tata McGraw Hill Publishing Company, New Delhi
- Vohra, N. D., *Business Statistics*, Tata McGraw Hill Publishing Company, New Delhi
- Freund, J. E. And F. J. Williams, *Elementary Business Statistics – The Modern Approach*, Prentice Hall of India Private Ltd., New Delhi.

Note: Latest edition of the readings may be used.

SEMESTER II 4 Papers

Total 100 x 4 = 400 Marks

I. CORE COURSE [CCCOM201]: (Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 20Th. 1Hr + 5Attd. + 5Assign.) + 70 (ESE: 3Hrs)=100	Pass Marks (MSE:17 + ESE:28)=45

Instruction to Question Setter:
Mid Semester Examination (MSE):
There will be ***two*** *groups of questions in written examinations of 20 marks.* ***Group A is compulsory*** *and will contain five questions of* ***very short answer type*** *consisting of 1 mark each.* ***Group B will contain descriptive type five*** *questions of five marks each, out of which any three are to be answered.*

End Semester Examination (ESE):
There will be ***two*** *groups of questions.* ***Group A is compulsory*** *and will contain two questions.* ***Question No.1 will be very short answer type*** *consisting of five questions of 1 mark each.* ***Question No.2 will be short answer type*** *of 5 marks.* ***Group B will contain descriptive type six*** *questions of fifteen marks each, out of which any four are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*
*The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "****Best of Two****" shall be applicable for computation of marks for SIA.*

(Attendance Upto75%, 1mark; 75<Attd.<80, 2 marks; 80<Attd.<85, 3 marks; 85<Attd.<90, 4 marks; 90<Attd, 5 marks).

BUSINESS ENVIRONMENT **Theory: 60 Lectures; Tutorial:15 Hrs**

Objective –
The course is aimed at acquainting the students with the nature and dimensions of the evolving environment in India which influence managerial decisions.

Contents:
Unit - I
Nature and significance of environmental analysis for business decisions, Dimensions of Business Environment: Economics, Technological, Socio-cultural, Political, Legal-Regulatory and market Conditions.

Unit - II - Economic environment:
Economic Policy - An overview Changes in Government policies since 1991. Impact of liberalization, globalization, and structural reforms, Import policy and its domestic and international implications.

Unit – III - Technological environment:
Dynamics of technological environment; Challenge of technology upgradation, Impact of foreign investment and foreign collaboration.

Unit – IV - Socio-cultural environment:
Demographic profile. Class structure and mobility. Rural- urban convergence. Changes in consumption habits and life styles. Social responsibilities of business.

Unit - V
New Industrial Policy, Fiscal Policy and Monetary Policy.

Unit - VI
Social Responsibility of Business and ethics.

Suggested Readings:

- Cherunilam, Francis, Business Environment, Himalaya Pub. House, 1996.
- Ghosh, P.K.Business and Government, 1998 Sultan Chand, Delhi.
- Devis, Keith, and Blomstrom, Robert L, Business and Society: Environment and Responsibility, 1975.
- Ghosh, P.K. and Kapoor ,G.K.Business Policy and Environment, 1998, Sultan Chand, Delhi.
- Adhikary, M. Economics Environment of Business (latest ed.), Sultan Chand, Delhi.
- Jalan, B., India's Economic Crises, 1991. Oxford Univ. Press, New Delhi.
- Dhingra, I.C., The Indian Economy: Environment and Policy, 1998, Sultan Chand, Delhi.

II. CORE COURSE [CCCOM202]: (Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 20Th. 1Hr + 5Attd. + 5Assign.) + 70 (ESE: 3Hrs)=100	Pass Marks (MSE:17 + ESE:28)=45

Instruction to Question Setter:

Mid Semester Examination (MSE):
*There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered.*

End Semester Examination (ESE):
*There will be **two** groups of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type six** questions of fifteen marks each, out of which any four are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*
*The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "**Best of Two**" shall be applicable for computation of marks for SIA.*

(Attendance Upto75%, 1mark; 75<Attd.<80, 2 marks; 80<Attd.<85, 3 marks; 85<Attd.<90, 4 marks; 90<Attd, 5 marks).

STRATEGIC MANAGEMENT **Theory: 60 Lectures; Tutorial:15 Hrs**

Objective:
To help students understand strategy making process that is informed integrative and responsive to rapid changes in an organization's globally oriented environment and also to help them understand tasks of implementing strategy in a global market.

Contents:
Unit I-Introduction:
Concept and Role of Strategy; The Strategic Management Process; Approaches to Strategic Decision Making; Strategic Role of Board of Directors & Top Management. Strategic Intent.

Unit II-Environmental Analysis:
Analysis of Global Environment- Environmental Profile; Constructing Scenarios; Environmental scanning techniques- ETOP, PEST and SWOT
Analysis of Internal Environment– Resource Audit; Resource Based View (RBV), Global Value Chains Systems.

Unit III-Strategic Choice:
Strategic options at Corporate Level – Growth, Stability and Retrenchment Strategies; Corporate Restructuring; Strategic options at Business Level-

Unit IV-Situation Specific Strategies:
Strategies for situation like competing in emerging industries, maturing and declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses.

Unit V-Strategy Implementation and Control:
Interdependence of Formulation and Implementation of Strategy; Issues in global strategy implementation- Planning and allocating resources.

Unit VI-Ethical and Social considerations in Global Strategic Management:
The Global Context of Corporate Governance.

Suggested Readings

- Hill, Charles W.L. and Gareth R. Jones, *Strategic Management: An Integrated Approach,* Cengage Learning, India.
- Ungson, G.R. and Yim-Yu-Wong, *Global Strategic Management*, M.E. Sharpe.
- Davidson, W.H., *Global Strategic Management,* John Wiley, New York.
- Thompson, Arthur A. and A. J. Strickland*, Strategic Management*, McGraw Hill, New York.
- Hitt, Michael A., Ireland, R. D., Hokisson, Robert E. and S. Manikutty, *Strategic Management: A South-Asian Perspective*, Cengage Learning, India
- Bartlett, C.A., Ghoshal, S. and P. Beamish, *Transnational Management: Text, Cases, and Readings in Cross-Border Management*, McGraw Hill.
- Porter, Michael E., *Competition in Global industries*, Harvard University Press, New York, 1986.
- Porter, Michael E., *The Competitive Advantage of Nations*, Macmillan, London, 1990.
- Frynas, J.G. and K. Mellahi, *Global Strategic Management*, Oxford University Press.
- Henry, Anthony E., *Understanding Strategic Management*, Oxford University Press, New York.
- Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N. and Charles E. Bamford, *Strategic*
- *Management and Business Policy: Globalization, Innovation and Sustainability,* Prentice Hall, NewJersey.
- Sengupta, N. and J.S. Chandan, *Strategic Management: Contemporary concepts and Cases*, Vikas Publishing.
- Ghosh, P.K., *Strategic Management- Text & Cases*, Sultan Chand & Sons.
- Nag, A., *Strategic Management- Analysis, Implementation, Control*, Vikas Publishing.

Note: Latest edition of the readings may be used.

III. CORE COURSE [CCCOM203]: (Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 20Th. 1Hr + 5Attd. + 5Assign.) + 70 (ESE: 3Hrs)=100	**Pass Marks (MSE:17 + ESE:28)=45**

Instruction to Question Setter:

Mid Semester Examination (MSE):
*There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered.*

End Semester Examination (ESE):
*There will be **two** groups of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type six** questions of fifteen marks each, out of which any four are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*
*The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "**Best of Two**" shall be applicable for computation of marks for SIA.*

(Attendance Upto75%, 1mark; 75<Attd.<80, 2 marks; 80<Attd.<85, 3 marks; 85<Attd.<90, 4 marks; 90<Attd, 5 marks).

FINANCIAL MANAGEMENT AND POLICY

Theory: 60 Lectures; Tutorial:15 Hrs

Objective:

To make students understand various issues involved in financial management of a firm and quip them with advanced analytical tools and techniques that are used for making sound financial decisions and policies.

Contents:

Unit I- Introduction:

Nature, scope and objectives of financial management. Financial decision making and types of financial decisions. Finance as a strategic function. Role of finance manager. Stakeholders' wealth maximization. Risk-return framework for financial decision making.

Unit II- Capital Budgeting:

Nature, significance and kinds of capital budgeting decisions. Cash flow estimation. Capital budgeting techniques- ARR, Payback period, Discounted payback period, NPV, Equivalent annual NPV, IRR,. Capital rationing. Capital budgeting decision under inflation.

Unit III- Capital Structure:

An overview of cost of capital- Specific and WACC. Financial leverage and evaluation of financial plans (EBIT-EPS analysis). Theories of capital structure- NI, NOI, MM Hypothesis. Optimal capital structure. Determinants of Capital structure in practice.

Unit IV- Dividend Policy:

Forms of dividends. Relevance of dividend policy under market imperfections. Traditional and Radical position on dividend. Issues in dividend policy. Types of dividend polices in practices. Determinants of dividend policy.

Unit V- Working Capital Planning and Management:
Concept and types of working capital. Operating and cash cycle. Estimation of working capital requirement. Working capital financing. Determinants of working capital. Components of working capital management. Receivables management.

Unit VI- Corporate Restructuring and Contemporary Issues in Financial Management: Corporate restructuring. Mergers and Acquisitions- types, sources of takeover gains, Contemporary issues in financial management.

Suggested Readings:

- Van Horne, James C., *Financial Management and Policy*, Prentice Hall of India.
- Pandey, I. M., *Financial Management,* Vikas Publishing.
- Ross S.A., R.W. Westerfield and J. Jaffe, *Corporate Finance*, McGraw Hill.
- Brealey R.A. and S.C. Myers, *Principles of Corporate Finance*, McGraw Hill.
- Damodaran, A.,*Corporate Finance: Theory and Practice,* John Wiley & Sons.
- Chandra, P. *Financial Management*, Tata McGraw Hill.
- Khan, M.Y & Jain, P.K *Financial Management: Text, Problems and Cases*, Tata McGraw Hill.
- Ehrhardt, M. C. & Brigham E. F, *Corporate Finance*, Indian Edition, Cengage Learning
- Srivastava, Rajiv and Misra. Anil, *Financial Management,* Oxford University Press.
- Arthur J. Kewon, John H. Martin, J. William Petty &David F. Scott, *Financial Management: Principles & Application,* Pearson.
- Meyer. et.al, *Contemporary Financial Management*, Cengage Learning.

Note: Latest edition of the readings may be used.

IV. CORE COURSE [CCCOM204]: (Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 20Th. 1Hr + 5Attd. + 5Assign.) + 70 (ESE: 3Hrs)=100	**Pass Marks (MSE:17 + ESE:28)=45**

Instruction to Question Setter:

Mid Semester Examination (MSE):
*There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered.*

End Semester Examination (ESE):
*There will be **two** groups of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type six** questions of fifteen marks each, out of which any four are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*
*The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "**Best of Two**" shall be applicable for computation of marks for SIA.*

(Attendance Upto75%, 1mark; 75<Attd.<80, 2 marks; 80<Attd.<85, 3 marks; 85<Attd.<90, 4 marks; 90<Attd, 5 marks).

MARKETING MANAGEMENT **Theory: 60 Lectures; Tutorial:15 Hrs**

Objective:
To familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.

Contents:

Unit I-Introduction:
Nature and Scope of Marketing; Evolution of modern marketing concept; Modern marketing concepts; Marketing Mix; Marketing Environment: Significance of scanning marketing environment; Analyzing macro environment of marketing-economic, demographic, socio-cultural, technological, political and legal segments; Impact of micro and macro environment on marketing decisions. Market Segmentation, Targeting and Positioning: Bases for segmenting a consumer market; Levels of market segmentation; Factors influencing selection of market segments.

Unit II-Product and Pricing Decisions:
Product - concept and classification; Major product decisions; New product development; Packaging and labelling; Product support services; Branding decisions; Product life cycle – concept and appropriate strategies adopted at different stages. Pricing- Objectives, Factors affecting price of a product, Pricing policies and strategies. Ethical issues in product and pricing decisions.

Unit III-Distribution Decisions:
Channels of distribution – concept and importance; Different types of distribution middlemen and their functions; Retailing and Wholesaling: Types of retail formats; Retail theories; Retailing strategies; Non-Store retailing; Wholesaling-nature and importance, types of wholesalers; Developments in retailing and wholesaling in Indian perspective.

Unit IV-Promotion Decisions:

Role of promotion in marketing; Promotion methods. Developing advertising campaigns. Ethical issues in promotion decisions.

Unit V-Trends in Marketing:

Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, Rural marketing, other emerging trends.

Suggested Readings:

- Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, *Marketing Management: ASouth Asian Perspective*, Pearson.
- Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, *Mktg*, Cengage Learning.
- Etzel, Michael J., Walker, Bruce J., Staton, William J., and Ajay Pandit, *Marketing Concepts and Cases*, Tata McGraw Hill (Special Indian Edition).
- Czinkota, Miachel, *Marketing Management*, Cengage Learning.
- Kazmi, SHH, *Marketing Management Text and Cases*, Excel Books.
- Kumar, Arun and N. Meenakshi, *Marketing Management*, Vikas Publishing House.
- Zikmund, William G. and Michael D’Amico, *Marketing: Creating and Keeping Customers in an Ecommerce World*, South-Western College Pub.

Note: Latest edition of the readings may be used.

SEMESTER III **4 Papers**

Total 100 x 4 = 400 Marks

I. ABILITY ENHANCEMENT COURSE [ECCOM301A]:

(Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 20Th. 1Hr + 5Attd. + 5Assign.) + 70 (ESE: 3Hrs)=100	Pass Marks (MSE:17 + ESE:28)=45

Instruction to Question Setter:

Mid Semester Examination (MSE):
*There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered.*

End Semester Examination (ESE):
*There will be **two** groups of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type six** questions of fifteen marks each, out of which any four are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*
*The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "**Best of Two**" shall be applicable for computation of marks for SIA.*

(Attendance Upto75%, 1mark; 75<Attd.<80, 2 marks; 80<Attd.<85, 3 marks; 85<Attd.<90, 4 marks; 90<Attd, 5 marks).

A. BUSINESS COMMUNICATION **Theory: 60 Lectures; Tutorial:15 Hrs**

Objectives:
To understand the process of business communication, and acquire required skills to manage business communication. .To give awareness about and to help develop the personality of the students.

Contents:

Unit I:
Business Communication – meaning – need – process – methods – written, Verbal, non verbal, visual, telecommunications; types of business communications – internal and external, upward and downward, lateral; barriers to communication-physical, psychological, linguistic, mechanical.

Unit II:
Communication through letters, business letters, layout of letters, kinds of business letters, characteristics of a good letter; application for appointment – resume – references; appointment orders; Business enquiries – offers and quotations; orders- execution of orders – cancellation of orders. Letters of complaint, letters of agency – status enquiries; circulars and circular letters; notices; reports by individuals; reports by committees; annual report; writing of reports.

Unit III:
Principles of effective listening; factors affecting listening .Interviewing skills: appearing in interviews; conducting interviews.

Unit IV:

Self – development and communication: Development of positive personal attitudes; SWOT analysis. Personality development: Concept of personality; Concept of self; Perception; Personality types.

Unit V:

Game sand exercises: Business games, Group discussions; Mock interviews; Seminars; effective listening exercises; report writing. Public speaking: preparing and delivering effective public speeches. Physical exercises: Yoga and meditation for personality development.

Suggested Readings:

- Darmar Fisher, Communication in Organizations, Jaico Publishing House, Mumbai,1999.
- Bovee and Thill: Business Communication Today, Tata McGraw Hill, New Delhi.
- Randall E. Magors: Business Communication, Harper and Row, New York.
- Balasubramanyam: Business Communications: Vikas Publishing House, Delhi.
- Kaul: Effective Business Communications, Prentice Hall, New Delhi.
- Patri V.R.: Essentials of Communications; Greenspan Publications, New Delhi.
- Allan Pease, Body Language, Sudha Publications, New Delhi.
- Taylor, Shirley: Model Business Letters. Pearson Education Asia, New

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OR

ABILITY ENHANCEMENT COURSE [ECCOM301B]:

(Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 20Th. 1Hr + 5Attd. + 5Assign.) + 70 (ESE: 3Hrs)=100	Pass Marks (MSE:17 + ESE:28)=45

Instruction to Question Setter:

Mid Semester Examination (MSE):
*There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered.*

End Semester Examination (ESE):
*There will be **two** groups of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type six** questions of fifteen marks each, out of which any four are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*
*The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "**Best of Two**" shall be applicable for computation of marks for SIA.*

(Attendance Upto75%, 1mark; 75<Attd.<80, 2 marks; 80<Attd.<85, 3 marks; 85<Attd.<90, 4 marks; 90<Attd, 5 marks).

B. ENTREPRENEURSHIP DEVELOPMENT

Theory: 60 Lectures; Tutorial:15 Hrs

Contents:

Unit I - The Entrepreneurial Development Perspective:
The Concept and Evolution of Entrepreneurship Development, Characteristics, Role and different forms of Entrepreneurship, Attributes and Characteristics of a successful Entrepreneur, Role of Entrepreneur s in Indian economy and developing economies with reference to Self-Employment.

Unit II - Project Management:
An Overview of Project Life Cycle, Technical, Financial, Marketing, Personnel and Management Feasibility, Estimating and Financing funds requirement - Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding, Project Appraisal and Reports.

Unit III - Entrepreneurship in Small Scale industry:
Present status of Entrepreneurship in Small Scale Industries in India, Various problems faced by Entrepreneurs, Role of agencies like District Industries Centre (DIC), Small Industries Service Institute (SISI).

Unit IV:
Role of Central Government and State Government in promoting Entrepreneurship, Various Incentives available to Entrepreneurs in India, Fiscal and Tax concessions available.

Unit V - Problems associated with Entrepreneurship in India:
Reasons for failure of several Entrepreneurs, The Four Entrepreneurial Pitfalls (Peter Drucker) Reasons for low number of women Entrepreneurs.

Unit VI- Case Studies

Case studies of Successful Entrepreneurial Ventures, Failed Entrepreneurial Ventures and Turnaround Ventures.

Unit VII - Assignments and Field Work:

There will be a group of 10 students who will prepare a project for a new venture giving details of Name, objective, Working Capital required, Fixed Capital required, Market survey, New Strategy for promoting sales, Challenges and suggestions.

Suggested Readings:-

- Vasant Desai & Urmila Ravi: Himalaya Publishing House Pvt. Ltd. – Entrepreneurial Development & Business Communication.
- E. Gordon & K. Natarajan: 2008, Himalaya Publishing House Pvt. Ltd. – Entrepreneurship Development.
- Bhide, Amar V.: Oxford University Press, New York -The Origin and Evolution of New Businesses.
- Holt, David H: Prentice Hall of India, New Delhi, Latest Edition- Entrepreneurship: New Venture Creation.
- Anda, Shiba Charan: Anmol Publications, New Delhi (Latest Edition) – Entrepreneurship Development.
- Vasant Desai: Himalaya Publishing House Pvt. Ltd.-Dynamics of Entrepreneurship Development.

II. CORE COURSE [CCCOM302]: (Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 20Th. 1Hr + 5Attd. + 5Assign.) + 70 (ESE: 3Hrs)=100	Pass Marks (MSE:17 + ESE:28)=45

Instruction to Question Setter:

Mid Semester Examination (MSE):
*There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered.*

End Semester Examination (ESE):
*There will be **two** groups of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type six** questions of fifteen marks each, out of which any four are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*
*The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "**Best of Two**" shall be applicable for computation of marks for SIA.*

(Attendance Upto75%, 1mark; 75<Attd.<80, 2 marks; 80<Attd.<85, 3 marks; 85<Attd.<90, 4 marks; 90<Attd, 5 marks).

INTERNATIONAL BUSINESS & TRADE

Theory: 60 Lectures; Tutorial:15 Hrs

Objective:
The purpose of this course is to acquaint the students with nature, scope, structure and operations of international business and familiarize them with trends and developments in International Business Environment and policy framework.

Contents:

Unit I – Introduction I
International Trade Meaning, Definition, causes, merits and demerits.

Unit II – Theories of International Trade:
Comparative cost theory and modern theory of International Trade.

Unit III- International Trade:
Terms of Trade – Meaning, Type, Factors influencing the terms of Trade, importance, causes of Unfavorable terms of trade & Remedial measures. And their effects. World Trade and Protectionism**:** GATT, The Uruguay Round, WTO, Evaluation of WTO, Important Agreements of WTO – Agriculture Agreements; SPS, TBT, GATS, TRIPS; WTO and Developing Countries, WTO and India.

Unit IV - Balance of Payment Account:
Components of BOP: Current Account, Capital Account, Official Reserve Account; Disequilibrium in BOP; Correction of Disequilibrium.

Unit V - International Economic Institutions and Financial Environment:
IMF, World Bank, Foreign Direct Investment: Types of FDI; Theories of FDI,

Unit VI – Multinational Corporation MNC:
An overview, features, impacts, merits and demerits

Suggested Readings:

- Daniels, John D., Radebaugh, Lee H., *Sullivan, Daniel P. and Salwan, P., International Business: Environment and Operations*.
- Griffin, Ricky W. and Pustay, Michael W, *International Business: A Managerial Perspective*, Prentice Hall.
- Hill, Charles, W.L., *International Business*, McGraw Hill Company, New York.
- Cherunilam, F., *International Business Text and Cases*, PHI.
- Bhasin, N., *Foreign Direct Investment in India: Policies, Conditions and Procedures*, New Century Publications.
- Ball, Donald, Wendall H. McCulloch, Miachel Geringer, Michael S. Minor and Jeanne M. McNett, *International Business: The Challenge of Global Competition*, McGraw Hill Co.

Note: Latest edition of the readings may be used.

III. CORE COURSE [CCCOM303]: (Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 20Th. 1Hr + 5Attd. + 5Assign.) + 70 (ESE: 3Hrs)=100	Pass Marks (MSE:17 + ESE:28)=45

Instruction to Question Setter:

Mid Semester Examination (MSE):
*There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered.*

End Semester Examination (ESE):
*There will be **two** groups of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type six** questions of fifteen marks each, out of which any four are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*
*The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "**Best of Two**" shall be applicable for computation of marks for SIA.*

(Attendance Upto75%, 1mark; 75<Attd.<80, 2 marks; 80<Attd.<85, 3 marks; 85<Attd.<90, 4 marks; 90<Attd, 5 marks).

QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

Theory: 60 Lectures; Tutorial:15 Hrs

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

Contents:

Unit I – Fundamental of Decision Making:
Types of decisions; Steps in decision making; Quantitative analysis and decision making; Different types of models and their uses; Model building steps.

Unit II - Linear Programming:
Basic concepts; mathematical formulation and applications; Solution of LP problem using graphic and simplex method; Use of artificial variables; Sensitivity analysis and interpretation of solution; Duality in linear programming – formulation and solution; Integer linear programming – solution.

Unit III – Transportation, Assignment and Trans-shipment:
Formulation; Solving transportation and assignment problems; Dealing with exceptional cases of transportation and assignment problems.

Unit IV - Inventory and Queuing Management:
Concepts of inventory management; Inventory models – classical EOQ, EOQ with price breaks, EOQ model for production runs, planned shortage model- deciding optimum safety stock and reorder level, probabilistic model; Techniques of selective control. Queuing models: Elements of a queuing system; Models with Poisson arrival and Exponential services rates- single server and infinite and finite population; Cost behavior analysis. Simulation: Monte Carlo Simulation, Application of simulation in inventory management and queuing situation.

Unit V – Project Scheduling:

Concepts of PERT & CPM techniques and their applications; Network analysis- scheduling activities, determining critical path, calculation of floats; Time-cost trade-off; Resource allocation and resource levelling.

Unit VI- Markov Chains and Theory of Games:

Markov Chains- decision processes; Market share analysis; Account receivable analysis. Game Theory- Pure strategy games; Mixed strategy games; Value of the game; Rules of Dominance.

Suggested Readings:

- Levin, R.I., D.S. Rubin and J.P. Stingson, *Quantitative Approaches to Management*, McGraw - Hill.
- Vohra N.D., *Quantitative Techniques in Management*, The McGraw Hill companies
- Bierman H. Jr, C.P. Bonini and W.H. Hausman, *Quantitative Analysis for Business Decisions*, Homewood, Ill., Irwin.
- Anderson, *Quantitative Methods for Business*, CENGAGE.
- Gupta and Khanna, *Quantitative Techniques for Decision Making,* Prentice Hall of India.
- Kapoor V.K., *Operations Research: Concepts, Problems and Solutions,* Sultan Chand & Sons.
- Swarup Kanti, P K Gupta, Manmohan, *Operations Research,* Sultan Chand & Sons.

Note: Latest edition of the readings may be used.

IV. CORE COURSE [CCCOM304]: (Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 20Th. 1Hr + 5Attd. + 5Assign.) + 70 (ESE: 3Hrs)=100 Pass Marks (MSE:17 + ESE:28)=45

Instruction to Question Setter:

Mid Semester Examination (MSE):
*There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered.*

End Semester Examination (ESE):
*There will be **two** groups of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type six** questions of fifteen marks each, out of which any four are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*
*The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "**Best of Two**" shall be applicable for computation of marks for SIA.*

(Attendance Upto75%, 1mark; 75<Attd.<80, 2 marks; 80<Attd.<85, 3 marks; 85<Attd.<90, 4 marks; 90<Attd, 5 marks).

HUMAN RESOURCE MANAGEMENT

Theory: 60 Lectures; Tutorial:15 Hrs

Objective:

The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course intends to make students understand the applicability of these principles and techniques in an organization.

Contents:

Unit I-Introduction to Human Resource Development:

Concept and evolution; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes.

Unit II-HRD Process:

Assessing HRD needs; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.

Unit III-HRD Activities and Applications:

HRD for Workers; HRD mechanisms for workers; Role of trade unions; Employee training and development- Process, methods, and types; Coaching, counselling and performance management; Career management and development; Organization development.

Suggested Readings:

- Werner J. M., DeSimone, R.L., *Human resource development*, South Western.
- Nadler, L., *Corporate human resources development,* Van Nostrand Reinhold.
- Blanchard, P.N., Thacker, J.W., Anand Ram, V., *Effective training, systems, strategies, and practices*, Pearson Education.
- Raymond, N. and Kodwani, A.D., *Employee training and development,* McGraw Hill Education India.
- Mankin, D., *Human resource development*, Oxford University Press India.
- Haldar, U. K., *Human resource development,* Oxford University Press India.
- Rao, T.V., *Future of HRD*, Macmillan Publishers India.
- Rao, T.V., *HRD score card 2500: Based on HRD audit,* Response Books, SAGE Publications.

- Rao, T.V., *Hurconomics for talent management: Making the HRD missionary business-driven*, Pearson Education.
- Curtis, B., Hefley, W. E., Miller, S. A., *The people capability maturity model: Guidelines for improving workforce,* Pearson Education.
- Kaplan, R.S., and Norton, D.P. 1992, The Balanced Scorecard: Measures that drive performance, *Harvard Business Review*.
- Kameshwar Pandit & Preeti Raina. " Manav Sansadhan Prabandh" Sahitya Bhawan Publication Agra.

Note: Latest edition of the readings may be used.

SEMESTER IV **4 Papers**

Total 100 x 4 = 400 Marks

I. GENERIC/DISCIPLINE CENTRIC ELECTIVE [ECCOM401A]:

(Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 20Th. 1Hr + 5Attd. + 5Assign.) + 70 (ESE: 3Hrs)=100	Pass Marks (MSE:17 + ESE:28)=45

Instruction to Question Setter:

Mid Semester Examination (MSE):
*There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered.*

End Semester Examination (ESE):
*There will be **two** groups of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type six** questions of fifteen marks each, out of which any four are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*
*The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "**Best of Two**" shall be applicable for computation of marks for SIA.*

(Attendance Upto75%, 1mark; 75<Attd.<80, 2 marks; 80<Attd.<85, 3 marks; 85<Attd.<90, 4 marks; 90<Attd, 5 marks).

A. FINANCIAL INSTITUTIONS & MARKETS

Theory: 60 Lectures; Tutorial:15 Hrs

Objectives:
The purpose of this course is to equip the students with an understanding of the financial system, its constituents, the principles on which it operates, inter linkages and regulatory concerns.

Contents:

Unit I - Introduction:
Overview of financial markets& securities, Role of financial institutions, depository and non-depository institutions, consolidation & competition among financial institutions, financial conglomerates. Overview of the Indian financial system including financial sector reforms. Other contemporary issues in finance.

Unit II- Financial Markets:
Money markets-organization, economic role, instruments & regulation. Capital Markets- Primary & Secondary markets and their organization. Security market regulation and stability. Role of SEBI.

Unit III- Banking:
An overview of the banking industry, Securitization. Bank earnings & bank performance, investment banking. Bank failure & regulation; RBI and its policy evolution.

Unit IV- Financial Services and Non Depository Institutions:
Various fund based and fee based financial services- Leasing, Factoring, Forfaiting, Merchant Banking, Credit rating, Custodial services etc. Mutual Funds: Types of mutual funds schemes, ETFs, hedge funds,

venture capital funds, private equity funds and regulation. An overview of Indian Mutual Funds Industry. An overview of Indian pension fund industry including NPS. Insurance: Incentive problems in insurance-moral hazard & adverse selection, pure premium, premium smoothing etc. Reinsurance, catastrophe insurance. Regulation. An overview of the Indian insurance industry. Role of SEBI.

Unit V- Financial Inclusion:
Extent of exclusion, financial inclusion initiatives including SHG-Bank linkage Model. Micro finance-emerging issues & regulation.

Suggested Readings:

- Kohn Meir, *Financial Institutions and Markets*, Oxford University Press.
- Madura Jeff, *Financial Markets and Institutions*, South Western Cengage Learning.
- Mishkin, Fredrick S. and Stanley G. Eakins, *Financial Markets and Institutions*, Pearson Education India.
- Kidwell, David S., Backwell, David W., Whidbee, David A. and Sias Richard W., *'Financial Institutions, Markets and Money',* Wiley.
- Reserve Bank of India – Various publications.

Note: Latest edition of the readings may be used.

OR
GENERIC/DISCIPLINE CENTRIC ELECTIVE [ECCOM401B]:

(Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 20Th. 1Hr + 5Attd. + 5Assign.) + 70 (ESE: 3Hrs)=100	**Pass Marks (MSE:17 + ESE:28)=45**

Instruction to Question Setter:

Mid Semester Examination (MSE):
*There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered.*

End Semester Examination (ESE):
*There will be **two** groups of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type six** questions of fifteen marks each, out of which any four are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*
*The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "**Best of Two**" shall be applicable for computation of marks for SIA.*

(Attendance Upto75%, 1mark; 75<Attd.<80, 2 marks; 80<Attd.<85, 3 marks; 85<Attd.<90, 4 marks; 90<Attd, 5 marks).

B. ADVERTISING AND SALES MANAGEMENT

Theory: 60 Lectures; Tutorial:15 Hrs

Objective:
To develop an in -depth understanding of the modern concepts and latest techniques of advertising and personal selling and sales force management which constitute a fast -growing area of marketing.

Contents:

Section A: Advertising

Unit I-Communication Basics:
Advertising - Its importance and nature; Advertising and publicity; Advertising management process; Advertising objectives; DAGMAR Approach; Determination of Target Audience and positioning; Advertising budget – factors influencing budget decision and methods .

Unit II- Advertising Message and Media Decisions:
Creativity and advertising; Creative process; Creative appeals and execution styles; Developing advertising copy for print ad - headline, body copy, logo, illustration and layout. Media Decisions –Types of media, Advertising through Internet and interactive media; Developing media plan; media selection and scheduling.

Unit III-Organization and Evaluation of Advertising Efforts:
Centralized and decentralized systems; Inhouse agency arrangements; Advertising agencies – selection, IMC services; Reasons for evaluating Advertising Effectiveness; Advertising testing process - Before and after advertising tests and techniques.

Unit IV-Advertising in India:
Social and regulatory aspects of advertising in India. Recent developments and issues in advertising.

Section B: Sales Management

Unit V-Fundamentals of Personal Selling:

Nature and importance of selling; Types of selling; Personal selling, salesmanship and sales management; Process of effective selling; Sales management process; Environmental factors impacting selling; Managing ethics in selling environment; Role of personnel selling in customer relationship management

Unit VI-Sales Planning and Organization:

Setting personal selling objective; Market analysis and sales forecasting; Sales budget; Sales territory; Sales quota; Role of IT in sales planning.

Unit VII-Sales Force Management:

Recruitment and selection; training and development- Objectives, techniques and Evaluation. Motivating and Supervising sales personnel.

Suggested Readings:

- Aaker, David A., Rajeev Batra and John G. Mayers, *Advertising Management*, Prentice Hall of India.
- Belch. George and Michael Belch, *Advertising and Promotion: An Integrated Marketing*
- *Communications Perspective*, McGraw Hill Education.
- Still, Richard R., *Sales Management: Decisions, Strategies and Cases*, Pearson Education India
- Anderson B. Robert, Professional Selling, Universe.
- Johnston, Mark W. and Greg W. Marshall, *Sales Force Management: Leadership, Innovation,*
- *Technology*, Routledge.
- Spiro, Rosann, William J. Stanton and Gregory A. Rich, *Management of a Sales Force*, McGraw Hill Education.
- Hair, *Sales Management*, Cengage Learning.
- Johnston, mark W. and Greg W. Marshall, *Contemporary Selling: Building Relationships and Creating Value*, Routledge.
- Sharma, Kavita, *Advertising: Planning and Decision Making*, Taxmann.

Note: Latest edition of the readings may be used.

OR

GENERIC/DISCIPLINE CENTRIC ELECTIVE [ECCOM401C]:

(Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 20Th. 1Hr + 5Attd. + 5Assign.) + 70 (ESE: 3Hrs)=100	**Pass Marks (MSE:17 + ESE:28)=45**

Instruction to Question Setter:

Mid Semester Examination (MSE):
*There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered.*

End Semester Examination (ESE):
*There will be **two** groups of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type six** questions of fifteen marks each, out of which any four are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*
*The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "**Best of Two**" shall be applicable for computation of marks for SIA.*

(Attendance Upto75%, 1mark; 75<Attd.<80, 2 marks; 80<Attd.<85, 3 marks; 85<Attd.<90, 4 marks; 90<Attd, 5 marks).

C. HUMAN RESOURCE DEVELOPMENT

Theory: 60 Lectures; Tutorial:15 Hrs

Objective:

The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course intends to make students understand the applicability of these principles and techniques in an organization.

Contents:

Unit I-Introduction to Human Resource Development:
Concept and evolution; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes.

Unit II-HRD Process:
Assessing HRD needs; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.

Unit III-HRD Activities and Applications:
HRD for Workers; HRD mechanisms for workers; Role of trade unions; Employee training and development- Process, methods, and types; Coaching, counselling and performance management; Career management and development; Organization development.

Suggested Readings:

- Werner J. M., DeSimone, R.L., *Human resource development*, South Western.
- Nadler, L., *Corporate human resources development,* Van Nostrand Reinhold.
- Blanchard, P.N., Thacker, J.W., Anand Ram, V., *Effective training, systems, strategies, and practices*, Pearson Education.
- Raymond, N. and Kodwani, A.D., *Employee training and development,* McGraw Hill Education India.
- Mankin, D., *Human resource development*, Oxford University Press India.
- Haldar, U. K., *Human resource development,* Oxford University Press India.

- Rao, T.V., *Future of HRD*, Macmillan Publishers India.
- Rao, T.V., *HRD score card 2500: Based on HRD audit,* Response Books, SAGE Publications.
- Rao, T.V., *Hurconomics for talent management: Making the HRD missionary business-driven*, Pearson Education.
- Curtis, B., Hefley, W. E., Miller, S. A., *The people capability maturity model: Guidelines for improving workforce,* Pearson Education.
- Kaplan, R.S., and Norton, D.P. 1992, The Balanced Scorecard: Measures that drive performance, *Harvard Business Review*.
- Kameshwar Pandit & Preeti Raina. " Manav Sansadhan Prabandh" Sahitya Bhawan Publication Agra.

Note: Latest edition of the readings may be used.

II. GENERIC/DISCIPLINE CENTRIC ELECTIVE [ECCOM402A]:

(Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 20Th. 1Hr + 5Attd. + 5Assign.) + 70 (ESE: 3Hrs)=100	Pass Marks (MSE:17 + ESE:28)=45

Instruction to Question Setter:

Mid Semester Examination (MSE):
*There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered.*

End Semester Examination (ESE):
*There will be **two** groups of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type six** questions of fifteen marks each, out of which any four are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*
*The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "**Best of Two**" shall be applicable for computation of marks for SIA.*

(Attendance Upto75%, 1mark; 75<Attd.<80, 2 marks; 80<Attd.<85, 3 marks; 85<Attd.<90, 4 marks; 90<Attd, 5 marks).

A. SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Theory: 60 Lectures; Tutorial:15 Hrs

Objective:
To equip the students with advanced analytical tools, models and financial theory necessary for making sound investment decisions and optimum portfolio choice as well as understanding the paradigms by which financial securities are valued.

Contents:

Unit I- Introduction:
Investment environment, various asset classes and financial instruments. Investment process. Return-risk analysis and impact of taxes and inflation. Types and sources of risks. Contemporary issues in investment management

Unit II- Analysis of Fixed Income Securities andEquity Analysis:
Bond fundamentals; Types of bonds; valuation of bonds; Measurement of return and risk of equity shares. Approaches to equity analysis. Fundamental Analysis- Economy, Industry, Company Analysis; Technical Analysis –Efficient market hypothesis. Tests of market efficiency and empirical evidence.

Unit III- Portfolio Analysis, Selection and Management:
Optimal risky portfolio- Markowitz portfolio selection model. Sharpe's single Index Model and optimal portfolio construction. Capital Asset Pricing Model (CAPM) and Market Anomalies (Size effect, Value effect, Seasonality effect, Overreaction effect etc). Arbitrage Pricing Theory and Multifactor Asset Pricing Models. Active and Passive portfolio management. Investment strategies- value investing, momentum and contrarian strategies etc. Portfolio performance evaluation (Sharpe index, Trey nor Index)

Unit V- Financial Derivatives:
Futures-types and payoffs. Pricing of financial futures and commodity futures (Cost of carry model). Options- types and valuation using Black and Scholes Model. Put call parity. Options trading strategies. Portfolios of futures and options synthetics.

Suggested Readings:

- Bodie, Zvi., Kane Alex and Alan J. Marcus, *Investments,* McGraw Hill.
- Reilly, Frank K, and Brown, Keith C., *Investment Analysis and Portfolio Management*, Cengage Learning.
- Chandra, P., *Security Analysis and Portfolio Management*, Tata McGraw Hill.
- Vishwanath, R and Krishna Murthi C., *Investment Management,* Springer
- Fischer, Donald E. and Ronald J. Jordan, *Security Analysis and Portfolio Management*, PHI Learning.
- Elton, E. and Gruber, M, *Modern Portfolio Theory and Investment Analysis*, John Wiley and Sons.
- Damodaran, A., *Investment Valuation,* John Wiley & Sons.
- Sharpe William F, and Bailey Jeffery V, Alexander Gordon J, *Investments*, PHI Learning.
- Hull, J.C., *Options*, *Futures and Other Derivatives*, Prentice Hall.
- Bhalla, V. K., *Investment Management*, S. Chand & Company Ltd.

Note: Latest edition of the readings may be used.

OR

GENERIC/DISCIPLINE CENTRIC ELECTIVE [ECCOM402B]:

(Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 20Th. 1Hr + 5Attd. + 5Assign.) + 70 (ESE: 3Hrs)=100	Pass Marks (MSE:17 + ESE:28)=45

Instruction to Question Setter:

Mid Semester Examination (MSE):
*There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered.*

End Semester Examination (ESE):
*There will be **two** groups of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type six** questions of fifteen marks each, out of which any four are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*
*The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "**Best of Two**" shall be applicable for computation of marks for SIA.*

(Attendance Upto75%, 1mark; 75<Attd.<80, 2 marks; 80<Attd.<85, 3 marks; 85<Attd.<90, 4 marks; 90<Attd, 5 marks).

B. INTERNATIONAL MARKETING

Theory: 60 Lectures; Tutorial:15 Hrs

Objective:

To familiarize the students with the concept and issues of international marketing and enable them to be able to analyze the foreign market environment and develop international marketing strategies for a business firm.

Contents:

Unit I-Introduction:
Nature, importance, and scope of international marketing; International marketing management process-an overview, International marketing information system. International Marketing Environment: Global trading environment and developments. International Market Segmentation, Selection and Positioning; Screening and selection of markets.

Unit II-International Product Planning and Pricing decisions:
Major Product decisions-product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.

Unit III-International Distribution Decisions:
Distribution channel strategy- International distribution channels; their roles and functions; selection and management of overseas agents; International distribution logistics- inventory management, transportation.

Unit IV-International Promotion Strategies:
International promotion tools and planning; Advertising, publicity, and sales promotion; International public relations, Planning for direct mail, sales literature, trade fairs, and exhibitions.

Unit V-Emerging trends in International Marketing:
International Marketing through Internet.

Suggested Readings:

- Keegan, Warran J. and Mark C. Green, *Global Marketing*, Pearson.
- Cateora, Phillip R.; Grahm, John L. and Prashant Salwan, *International Marketing*, Tata McGraw Hill.
- Czinkota, Michael R. and Illka A. Ronkainon, *International Marketing*, Cengage Learning.
- Terpstra, Vern; Foley, James and Ravi Sarathy, *International Marketing*, Naper Press.
- Jain, Subash C., *International Marketing*, South-Western.
- Kotabe, Masaaki and Kristiaan Helsen, *Global Marketing Management*, John Wiley & Sons.
- Onkvist, Sak and John J.Shaw, *International Marketing; Analysis and Strategy*, Psychology Press.
- Rajagopal, *International Marketing*, Vikas Publishing House.

Note: Latest edition of the readings may be used.

OR

GENERIC/DISCIPLINE CENTRIC ELECTIVE [ECCOM402C]:

(Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 20Th. 1Hr + 5Attd. + 5Assign.) + 70 (ESE: 3Hrs)=100	Pass Marks (MSE:17 + ESE:28)=45

Instruction to Question Setter:

Mid Semester Examination (MSE):
*There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered.*

End Semester Examination (ESE):
*There will be **two** groups of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type six** questions of fifteen marks each, out of which any four are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*
*The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "**Best of Two**" shall be applicable for computation of marks for SIA.*

(Attendance Upto75%, 1mark; 75<Attd.<80, 2 marks; 80<Attd.<85, 3 marks; 85<Attd.<90, 4 marks; 90<Attd, 5 marks).

C. MANAGEMENT OF INDUSTRIAL RELATIONS

Theory: 60 Lectures; Tutorial:15 Hrs

Objective:
The objective of the course is to make student practically equipped to manage the industrial relations in the light of numerous augmentations in the area of Industrial relations. The course will make them understand the importance of industrial relations for an organization and the ways and means to create industrial harmony at different levels of organization.

Contents:

Unit I- Structure and Evolution of Industrial Relations:
Concept, Nature and models of IR: Industrial relations system in India: Structure and its evolution. Major contemporary developments in global economy and polity and their impact on industrial relations scenario in India.

Unit II- Industrial Conflict and Disputes Resolution:
Industrial Relations Machinery in India, Provisions under the Industrial Disputes Act, 1947; Authorities under the Act, Reference of disputes to boards, courts or Tribunals, Procedures, Powers and duties of Authorities, Strikes, Lockouts, Layoff and retrenchments, unfair labour Practices, Penalties. Disputes resolution methods, Forms of industrial conflicts, Labour turnover, workplace practices and cooperation. Nature, Causes and Types of industrial disputes. Nature, Causes and types of Industrial dispute.

Unit III- Trade Unionism, Negotiations and Collective bargaining:
Provisions of Trade Union Act, 1926, Definitions, Legislations of Trade unions, rights and Liabilities of Registered Trade Union, Regulations, Penalties and procedure. Management of labour, management control strategies, business strategies and industrial relations, Role of market conditions, Structure for management of Industrial relations; Collective bargaining: Nature and functions; Types of bargaining; Collective bargaining in the Indian context; Negotiating a collective bargaining agreement.

Unit IV- Industrial Democracy:
Concept and scope of industrial democracy, Workers' participation: Strategy, practices, behavioural science input/contribution and models. Rationale for participation, Issues in participation, strategies for making participation effective. Emerging trends in Union-Management relations.

Suggested Readings:

- Venkataratnam, C. S. *Industrial Relations: Text and Cases.* Delhi. Oxford University Press.
- Michael Salamon, *Industrial Relations—Theory & Practice*. London. Prentice Hall.
- Bray, M, Deery.S, Walsh.J, and Waring P, *Industrial Relations: A Contemporary Approach*, Tata Mc Graw Hill.
- Dwivedi, R.S., *Managing Human Resources: Industrial Relations in Indian Enterprises*, New Delhi, Galgotia Publishing Company.
- Edwards, P. *Industrial Relations: Theory and Practice in Britain*. U.K. Blackwell Publishing.
- Kaufman, B. *The global evolution of industrial relations: events idea and the IIRA*. Geneva:
- International Labour Office.
- Singh, P., & Kumar, N. *Employee Relations Management.* New Delhi: Pearson Education India.
- Kameshwar . Pandit , "Audoyogic Samband AWM Shram Sangh" Relations & Trade Unions Novelty & Co. Patna.
- Dr. Kameshwar. Pandit & Preeti Raina "New Dimension & Labour Economics Novelty & Co., Patna.
- Ramaswamy, E.A. The Rayon Spinners —*Strategic Management of Industrial Relations*, New Delhi. Oxford University Press.
- Mamoria C.B. & S. Mamoria: *Dynamics of Industrial Relations in India.* Mumbai. Himalaya Publishing House.
- Niland R. et. al. *The Future of Industrial Relations*, New Delhi. Sage.
- Sen, R. *Industrial relations: text and cases,* New Delhi. Macmillan Publishers.
- Rowley, C., & Warner, M. *Globalizing international human resource management.* New York: Routledge.
- Zeytinoglu, I. U. *Effects flexibility in workplace on workers: Work environment and the unions*. Geneva: International Labour Office.
- www.workersparticipation.eu
- www.ilo.org

Note: Latest edition of the readings may be used.

III. <u>CORE COURSE [CCCOM403]</u>: (Credits: Theory-04, Tutorial-01)

Marks: 30 (MSE: 20Th. 1Hr + 5Attd. + 5Assign.) + 70 (ESE: 3Hrs)=100	Pass Marks (MSE:17 + ESE:28)=45

Instruction to Question Setter:

Mid Semester Examination (MSE):
*There will be **two** groups of questions in written examinations of 20 marks. **Group A is compulsory** and will contain five questions of **very short answer type** consisting of 1 mark each. **Group B will contain descriptive type five** questions of five marks each, out of which any three are to be answered.*

End Semester Examination (ESE):
*There will be **two** groups of questions. **Group A is compulsory** and will contain two questions. **Question No.1 will be very short answer type** consisting of five questions of 1 mark each. **Question No.2 will be short answer type** of 5 marks. **Group B will contain descriptive type six** questions of fifteen marks each, out of which any four are to be answered.*

Note: *There may be subdivisions in each question asked in Theory Examinations*
*The Mid Semester Examination shall have three components. (a) Two Semester Internal Assessment Test (SIA) of 20 Marks each, (b) Class Attendance Score (CAS) of 5 marks and (c) Class Performance Score (CPS) of 5 marks. "**Best of Two**" shall be applicable for computation of marks for SIA.*

(Attendance Upto75%, 1mark; 75<Attd.<80, 2 marks; 80<Attd.<85, 3 marks; 85<Attd.<90, 4 marks; 90<Attd, 5 marks).

CORPORATE GOVERNANCE, ETHICS & SOCIAL RESPONSIBILITY OF BUSINESS

Theory: 60 Lectures; Tutorial:15 Hrs

Objective:
To familiarize the students with the knowledge of ethics, emerging trends in good governance practices and corporate social responsibility in the global and Indian context.

Contents:

<u>Unit I-Business Ethics:</u>
Concept of business ethics; various approaches to business ethics; ethical theories; ethical governance; the concept of corporate ethics; benefits of adopting ethics in business.

<u>Unit II-Conceptual Framework Of Corporate Governance:</u>
Evolution of corporate governance; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act; corporate governance in PSUs and banks;

<u>Unit III-Corporate Governances Practices –</u>
In India and abroad, Independent directors, Nomination Committee, Mandatory Auditing and Major Corporate Frauds.

<u>Unit IV-Role and Functions of Board Committees:</u>
Standing committees, ad-hoc committees, task force committees.

<u>Unit V-Whistleblowing and Corporate Governance –</u>
The Concept of Whistle-Blowing; Types of Whistle-blowers; Whistle-blower Policy; the Whistle-Blower Legislation and development in India.

<u>Unit VII-Corporate Social Responsibility (CSR) –</u>
Meaning; corporate philanthropy; CSR through triple bottom line; CSR and business ethics; CSR initiatives in India.

Suggested Readings:

- Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
- Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
- Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility-A European Perspective*, Edward Elgar.
- Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi.
- Sharma, J.P., *Corporate Governance and Social Responsibility of Business*, Ane Books Pvt. Ltd, New Delhi.

Note: Latest edition of the readings may be used.

III. CORE COURSE (PROJECT) [PRCOM404]: (Credits: 05)

Marks: 100 (ESE: 3Hrs)=100	**Pass Marks =45**

Guidelines to Examiners for

End Semester Examination (ESE):

Evaluation of project dissertation work may be as per the following guidelines:

Project model (if any) and the Project record notebook = 70 marks
Project presentation and viva-voce = 30 marks

Overall project dissertation may be evaluated under the following heads:

- *Motivation for the choice of topic*
- *Project dissertation design*
- *Methodology and Content depth*
- *Results and Discussion*
- *Future Scope & References*
- *Presentation style*
- *Viva-voce*

DISSRERTATION/ PAPER PRESENTATION

- Student alone or in a group of not more than five, shall undertake one Project approved by the Subject Teacher/H.O.D. of the Department/College concerned. The progress of the Project shall be monitored by the faculty members at regular intervals.

  OR

- Paper presentation on ‘Topic Provided’ and group discussion

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DISTRIBUTION OF CREDITS FOR P.G. PROGRAMME (SEMESTER-WISE) FOR POSTGRADUATE **'P.G. Voc./M.Sc./M.A./M.Com'** PROGRAMME

Table B-1: Semester wise distribution of 80 Credits for Subjects with Practical Papers.

Semester	CC	FC	GE/DC	AE	Total credits
Semester I	15	05			20
Semester II	20				20
Semester III	15			05	20
Semester IV	5		15		20
	55	**05**	**15**	**05**	**80**

Table B-1: Semester wise distribution of 80 Credits for Subjects without Practical Papers.

Semester	CC	FC	GE/DC	AE	Total credits
Semester I	15	05			20
Semester II	20				20
Semester III	15			05	20
Semester IV	10		10		20
	60	**05**	**10**	**05**	**80**

CC=Core Course; FC=Foundation Compulsory/Elective Course; GE=Generic Elective; SE=Skill Enhancement Course; DC=Discipline Centric Elective

SAMPLE CALCULATION FOR SGPA & CGPA FOR POSTGRADUATE **'P.G. Voc./M.Sc./M.A./M.Com'** PROGRAMME

Table B-2: Sample calculation for SGPA for M.Sc./M.A./M.Com Programme

Course	Credit	Grade Letter	Grade Point	Credit Point (Credit X Grade)	SGPA (Credit Point/Credit)
Semester I					
FC	05	A	8	40	
C-1	05	B+	7	35	
C-2	05	B	6	30	
C-3/CP	05	B	6	30	
Total	**20**			**135**	**6.60 (135/20)**
Semester II					
C-4	05	B	6	30	
C-5	05	C	5	25	
C-6	05	B+	7	35	
C-7/CP	05	A+	9	45	
Total	**20**			**135**	**6.60 (135/20)**
Semester III					
EC-1	05	A+	9	45	
C-8	05	0	10	50	
C-9	05	A	8	40	
C-10/CP	05	A	8	40	
Total	**20**			**175**	**8.75 (175/20)**
Semester IV					
EC-2/EC-2	05	B	6	30	
EC-3/EC-3	05	A+	9	45	
C11/EP	05	B	6	30	
Project	05	A+	9	45	
Total	**20**			**150**	**7.50 (150/20)**
CGPA					
Grand Total	**80**			**595**	**7.44 (595/80)**

Table B-3: Sample calculation for CGPA for P.G. Vocational M.Sc./M.A./M.Com Programme

Semester I	**Semester II**	**Semester III**	**Semester IV**
Credit:20; SGPA:6.60	Credit:20; SGPA: 6.60	Credit:20; SGPA: 8.75	Credit:20; SGPA: 7.50

Thus CGPA= (20x6.60+20x6.60+20x8.75+20x7.50) /80**=7.36**

DISTRIBUTION OF MARKS FOR EXAMINATIONS AND FORMAT OF QUESTION PAPERS

Distribution of Marks for Mid Semester Evaluation:

Table No. 15: Distribution of marks of Theory Examinations of Mid Semester

Topic	Code	Full Marks	Pass Marks	Time	Group-A (Very short answer type Compulsory Questions) No. of Questions x Marks = F.M.	Group-B (Descriptive Questions) No. of Questions x Marks = F.M.	Total No. of Questions to Set	
							Group A	Group B
Mid Sem*	T30*	30 (20 +5 +5)	17	1 Hr	5 x1 =5	3 (out of 5) x5 =15	05	5

***There shall be 20 marks theory examination for mid sem, 05 marks for attendance/ regular interactions & 05 marks for seminar/ assignment/ term paper given by faculty concerned in classrooms.**

Distribution of Marks for End Semester Theory Examinations:

Table No. 16: Marks distribution of Theory Examinations of End Semester

Topic	Code	Full Marks	Pass Marks	Time	Group-A# (Very short answer type Compulsory Questions) No. of Questions x Marks = F.M.	Group-B (Descriptive Questions) No. of Questions x Marks = F.M.	Total No. of Questions to Set	
							Group A#	Group B
End Sem	T50	50	--	3 Hrs	2 x5 =10	2 (out of 3) x20 =40	2	3
	T70	70	28	3 Hrs	Q.No.1 (5x1) + 1x5 =10	4 (out of 6) x15 =60	2	6

 # Question No.1 in Group-A carries very short answer type questions of 1 Mark

Note : There may be subdivisions in each question asked in Theory Examinations.

FORMAT OF QUESTION PAPER FOR MID SEM EXAMINATION

20 MARKS

Ranchi University, Ranchi

Mid Sem No. Exam Year

Subject/ Code

F.M. =20 **Time**=1Hr.

General Instructions:
समान्य निर्देश :

i. **Group A** carries very short answer type compulsory questions.
(खंड 'A' में अत्यंत लघु उत्तरीय अनिवार्य प्रश्न हैं।)

ii. **Answer 3 out of 5** subjective/ descriptive questions given in **Group B**.
(खंड 'B' के पाँच में से किन्हीं तीन विषयनिष्ठ/ वर्णनात्मक प्रश्नों के उत्तर दें।)

iii. Answer in your own words as far as practicable.
(यथासंभव अपने शब्दों में उत्तर दें।)

iv. Answer all sub parts of a question at one place.
(एक प्रश्न के सभी भागों के उत्तर एक साथ लिखें।)

v. Numbers in right indicate full marks of the question.
(पूर्णांक दायीं ओर लिखे गये हैं।)

Group A

1. .... [5x1=5]
2. ....
3. ....
4. ....
5. ....

Group B

6. .... [5]
7. .... [5]
8. .... [5]
9. .... [5]
10. .... [5]

Note: There may be subdivisions in each question asked in Theory Examination.

FORMAT OF QUESTION PAPER FOR END SEM EXAMINATION

70 MARKS

Ranchi University, Ranchi

End Sem No. Exam Year

Subject/ Code

F.M. =70 **P.M.**=28 **Time**=3Hrs.

General Instructions:

i. **Group A** carries very short answer type **compulsory** questions.
ii. **Answer 4 out of 6** subjective/ descriptive questions given in **Group B**.
(खंड 'B' के छः में से किन्हीं चार विषयनिष्ठ/ वर्णनात्मक प्रश्नों के उत्तर दें।)
iii. Answer in your own words as far as practicable.
(यथासंभव अपने शब्दों में उत्तर दें।)
iv. Answer all sub parts of a question at one place.
(एक प्रश्न के सभी भागों के उत्तर एक साथ लिखें।)
v. Numbers in right indicate full marks of the question.
(पूर्णांक दायीं ओर लिखे गये हैं।)

Group A

1. [5x1=5]
 i. ....
 ii. ....
 iii. ....
 iv. ....
 v. ....
2. .... [5]

Group B

3. .... [15]
4. .... [15]
5. .... [15]
6. .... [15]
7. .... [15]
8. .... [15]

Note: There may be subdivisions in each question asked in Theory Examination.