

# **Syllabus**

## **Master of Commerce**

**(w.e.f. 2016-17)**



**Department of Commerce**  
**Central University of Haryana**  
**Mahendergarh, Haryana**

# List of Courses

## Semester I

S.NO.	Course Code	Course Title	L	T	P	Credit
1.	SLM COM 1 1 01 C 4105	Managerial Economics	4	1	0	5
2.	SLM COM 1 1 02 C 4105	Management Accounting	4	1	0	5
3.	SLM COM 1 1 03 C 4105	Business Environment	4	1	0	5
4.	SLM COM 1 1 04 C 4105	Statistical Analysis	4	1	0	5
5.		To be taken from other department	4	1	0	5

## Semester II

S.NO.	Course Code	Course Title	L	T	P	Credit
1.	SLM COM 1 2 05 C 4105	Financial Management	4	1	0	5
2.	SLM COM 1 2 06 C 4105	Human Resource Management	4	1	0	5
3.	SLM COM 1 2 07 C 4105	Marketing Management	4	1	0	5
4.	SLM COM 1 2 08 C 3104	Organisational Behaviour	4	1	0	5
5.	SLM COM 1 2 03 GE 2002	Operations Research (compulsory)	2	0	0	2
6.	Any One of the following three courses		4	1	0	5
	SLM COM 1 2 01 DCEC 4105	Industrial Relations and labour laws				
	SLM COM 1 2 02 DCEC 4105	Consumer Behaviour				
	SLM COM 1 2 03 DCEC 4105	Financial Markets, Institutions and Services				

## Semester III

S.NO.	Course Code	Course Title	L	T	P	Credit
1.	SLM COM 1 3 09 C 4105	International Business	4	1	0	5
2.	SLM COM 1 3 10 C 4105	Business Research Methods	4	1	0	5
3.	SLM COM 1 3 11 C 4105	E-Commerce	4	1	0	5
4.	SLM COM 1 3 04 DCEC 0202	Seminar Paper(Compulsory)	0	2	0	2
5.		To be taken from other department	4	1	0	5
6.	Any One of the following two courses		4	1	0	5
	SLM COM 1 3 05 DCEC 4105	Working Capital Management				
	SLM COM 1 3 06 DCEC 4105	Services Marketing				
	SLM COM 1 3 07 DCEC 4105	Selection, Training & Development of Human Resource				

## Semester IV

S.NO.	Course Code	Course Title	L	T	(D)	Credit
1.	SLM COM 1 4 12 C 4105	Business Policy and strategic Management	4	1	0	5
2.	SLM COM 1 4 13 C 4105	Corporate Governance and social responsibility	4	1	0	5
4.	SLM COM 1 4 15 C 4105	Securities Analysis & Portfolio Management	4	1	0	5
5.	SLM COM 1 4 16 C 04610	Project Report	0	4	6	10

### Skill Enhancement Elective Course (Compulsory and exclusively for commerce students)

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

S.NO.	Course Code	Course Title	L	T	P	Credit
<b>Offered in Semester I</b>						
1.	SLM COM 11 01 GE 3104	Fundamentals of Investment	3	1	0	4
2.	SLM COM 11 02 GE 3104	Consumer Protection	3	1	0	4
<b>Offered in Semester III</b>						
3.	SLM COM 13 04 GE 3104	Entrepreneurship Development	3	1	0	4
4.	SLM COM 13 05 GE 3104	Income Tax law & Practice	3	1	0	4
5.	SLM COM 13 06 GE 3104	Negotiation and Conflict Management	3	1	0	4

## Course - MANAGERIAL ECONOMICS

Course Code- SLM COM 1 1 01 C 4105

Credit: 4

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

### Course Contents:

#### Unit I

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

Theory of Consumer Choice: Cardinal Utility Approach; Indifference Approach; Revealed Preference Approach.

#### Unit II

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

#### Unit III

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

#### Unit IV

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

### Suggested Readings:

1. Koutsoyiannis, A., *Modern micro economics*, New Delhi: Palgrave, McMillan.
2. G. S. Gupta, *Managerial economics*, McGraw-Hill Education
3. Paul A Samuelson, William D Nordhaus, *Microeconomics*, McGraw-Hill Education.
4. Maddala G.S. and E. Miller, *Microeconomics: Theory and Applications*, McGraw-Hill Education.
5. N. Gregory Mankiw, *Principles of Micro Economics*, Cengage Learning.
6. Baumol, W.J., *Economic theory and operations analysis*, New Delhi: Prentice Hall.
7. Salvatore, D., *Managerial economics*, London: Oxford University press.
8. Dornbusch, R. and S. Fischer, *Macro Economics*, Tata McGraw Hill.
9. G. S. Gupta, *Macroeconomics: Theory and Applications*, McGraw-Hill Education

Note: Latest edition of the readings may be used.

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

## MANAGEMENT ACCOUNTING

**COURSE CODE:** SLM COM 1 1 02 C 4105

**CREDIT:** 4

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

### Course Contents:

#### UNIT I

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

#### UNIT II

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

#### UNIT II

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

#### UNIT IV

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

### Suggested Readings:

1. Atkinson Anthony A., Rajiv D. Banker, Robert Kaplan and S. Mark Young, *Management Accounting*, Pearson Education.
2. Robert N. Anthony, David F. Hawkins, and Kenneth A. Merchant, *Accounting: Text and Cases*, McGraw Hill Education (India) Private Limited, New Delhi.
3. Charles T. Horngren, Gary L. Sundrem, Jeff Schatzberg and Dave Burgstahler, *Introduction to Management Accounting*, Pearson Education.
4. Drury Colin, *Management and Cost Accounting*, Cengage Learning.
5. Garison R.H., E.W. Noreen and Peter C. Brewer, *Managerial Accounting*, McGraw Hill Education (India) Private Limited, New Delhi.
6. Hansen, Don, R., *Managerial Accounting*, Cengage Learning
7. Jawahar Lal, *Advanced Management Accounting, Text, Problems and Cases*, S.Chand & Co., New Delhi.

8. M.Y. Khan and P.K. Jain., *Management Accounting: Text, Problem and Cases*, McGraw Hill Education (India) Private Limited, New Delhi.

Note: Latest edition of the readings may be used.

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

## **Course- BUSINESS ENVIRONMENT**

**Course Code- SLM COM 1 1 03 C 4105**

**Credit: 4**

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

### **Course Contents:**

#### **UNIT-1**

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

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

#### **UNIT-2**

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

#### **UNIT-3**

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

#### **UNIT-4**

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

### **Suggested Readings:**

1. Justin Paul, *Business Environment*, McGraw Hill Education (India) Private Limited
2. Puri and Mishra, *Indian Economy*, Himalaya Publishing House, Mumbai.
3. K. Aswathappa, *Essentials of Business Environment*, Himalaya Publishing House, Mumbai.
4. Francis Cherunilam, *Business Environment*, Himalaya Publishing House, Mumbai.
5. Shaikh Saleem, *Business Environment*, Pearson Education.

Economic Survey – Various Issues, Govt. of India, Ministry of Finance  
Note: Latest edition of the readings may be used.

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

## Course- STATISTICAL ANALYSIS

Course Code- SLM COM 1 1 04 C 4105

Credit: 4

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

### Course Contents:

#### UNIT-1

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

#### UNIT-2

**Inferential Statistics:** Theory of Hypothesis Testing, Procedure for Hypothesis Testing, Formulation of hypothesis, Types of Errors in Testing of Hypothesis, Tests of Significance, Level of Significance-Confidence Interval and Confidence Limits, Two tailed and One tailed Tests, Degrees of Freedom, Critical Values, Acceptance and Rejection Regions, Test Statistics.

#### UNIT-3

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

#### UNIT-4

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

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

### Suggested Readings:

1. Richard I. Levin, Sanjay Rastogi, Masood Husain Siddiqui and David S. Rubin, *Statistics for Management*, Pearson Education.
2. N. D. Vohra, *Business Statistics*, Tata McGraw Hill, New Delhi.
3. Shailaja Rago and T.N. Srivastava, *Statistics for Management*, McGraw.
4. David M. Levine, Mark L. Berenson, Timothy C. Krehbiel and P. K. Viswanathan, *Business Statistics: A First Course*, Pearson Education.
5. David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, *Statistics for Students of Economics and Business*, CENGAGE Learning, New Delhi.



6. Andrew F. Siegel, *Practical Business Statistics*, McGraw Hill Education.
7. Amir D. Aczel, Jayavel Sounderpandian, *Complete Business Statistics*, Tata McGraw Hill Publishing.

Note: Latest edition of the readings may be used.

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

**Course- FINANCIAL MANAGEMENT**

**Course Code- SLM COM 1 2 05 C 4105**

**Credit: 4**

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

**Course Contents:**

#### **UNIT-1**

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

#### **UNIT-2**

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

#### **UNIT-3**

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

#### **UNIT-4**

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

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

**Suggested Readings:**

1. James C. Van Horne and John Wachowicz Jr., *Fundamentals of Financial Management*, Pearson Education
2. James C. Van Horne and Sanjay Dhamija, *Financial Management and Policy*, Pearson Education
3. Levy H. and M. Sarnat., *Principles of Financial Management*, Pearson Education
4. Brigham and Houston, *Fundamentals of Financial Management*, Cengage Learning

5. Khan and Jain., *Basic Financial Management*, McGraw Hill Education (India) Private Limited, New Delhi.
6. Prasanna Chandra, *Fundamentals of Financial Management*. McGraw Hill Education (India) Private Limited, New Delhi.
7. Pandey, I.M., *Financial Management*. Vikas Publications.

Note: Latest edition of the readings may be used.

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

## **Course-HUMAN RESOURCE MANAGEMENT**

**Course Code- SLM COM 1 2 06 C 4105**

**Credit: 4**

**Objective:** *The course is designed to give an understanding of the various aspects of the management of human resources, their interaction in the execution of managerial functions and facilitating learning of various concepts and skills required for utilization and development of these resources for organizational functions.*

### **Course contents:**

#### **UNIT-1**

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

#### **UNIT-2**

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

#### **UNIT-3**

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

#### **UNIT-4**

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

### **Suggested Readings:**

1. Gary Dessler, *A Framework for Human Resource Management*, Pearson Education.
2. DeCenzo, D.A. and S.P. Robbins, *Personnel/Human Resource Management*, Pearson Education.
3. Bohlendar and Snell, *Principles of Human Resource Management*, Cengage Learning
4. Ivancevich, John M., *Human Resource Management*, McGraw Hill.
5. Wreather and Davis, *Human Resource Management*, Pearson Education.
6. Robert L. Mathis and John H. Jackson, *Human Resource Management*, Cengage Learning.
7. Biswajeet Pattanayak, *Human Resource Management*, PHI Learning

Note: Latest edition of the readings may be used.

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

# MARKETING MANAGEMENT

COURSE CODE- SLM COM 1 2 07 C 4105

CREDIT: 4

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

## Course contents:

### UNIT I

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. Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, *Marketing Management: A South Asian Perspective*, Pearson.
2. Philip Kotler, Gary Armstrong, *Principles of Marketing*, Pearson Prentice-Hall.
3. William J. Stanton, Michael J. Etzel, Bruce J. Walker, *Fundamentals of Marketing*, McGraw Hill
4. McCarthy, E. Jerome, Joseph P. Cannon and William D. Perrault, Jr., *Basic Marketing: A Managerial Approach*, McGraw Hills.
5. Lamb, Charles W.; Hair, Joseph F. and Carl McDaniel, *Marketing*, Cengage Learning.
6. Michael R. Czinkota; Masaaki Kotabe, *Marketing Management*, Cengage Learning.

**Note: Latest edition of the readings may be used.**

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

## Course–ORGANIZATIONAL BEHAVIOUR

Course Code- SLM COM 1 2 08 C 4105

Credit: 4

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

### Course Contents:

#### UNIT-1

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

#### UNIT-2

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

#### UNIT-3

Job satisfaction; Commitment; Power; politics and conflict management; Stress management.

#### UNIT-4

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

### Suggested Readings:

1. Luthans, F., *Organizational Behaviour*. New Delhi: McGraw-Hill.
2. McShane, L., & Gilnow, M. V., *Organizational Behaviour*, New Delhi: McGraw-Hill.
3. Pareek, U., *Understanding organizational Behaviour*, New Delhi: Oxford University Press.
4. Robbins, S. P., & Judge, T.A., *Organizational Behaviour*, New Delhi: Pearson Education.
5. Singh, K. ,*Organizational Behaviour: Text and cases*, New Delhi: Pearson Education.
6. Newstrom, J.W., *Organizational Behavior*, New Delhi: McGraw-Hill.

Note: Latest edition of the readings may be used.

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

## **Course- OPERATIONS RESEARCH**

**Course Code- SLM COM 1 2 03 GE 2002**

**Credit: 2**

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

### **Course Contents:**

#### **UNIT-1**

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

#### **UNIT-2**

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

#### **UNIT-3**

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

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

#### **UNIT-4**

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

### **Suggested Readings:**

1. Richard I. Levin, Charles A. Kirkpatrick, David S. Rubin, Joel P. Stinson, *Quantitative Approaches to Management*, McGraw - Hill.
2. David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, *Quantitative Methods for Business*, CENGAGE.
3. N.D. Vohra, *Quantitative Techniques in Management*, McGraw Hill.
4. Hellier and Lieberman, *Introduction to Operation Research*, McGraw Hill.
5. Bierman H. Jr, C.P. Bonini and W.H. Hausman, *Quantitative Analysis for Business Decisions*, Homewood, Ill., Irwin.

Note: Latest edition of the readings may be used.

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

# INDUSTRIAL RELATIONS AND LABOUR LAWS

COURSE CODE- SLM COM 1 2 01 DCEC 4105

CREDIT: 4

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

## Course Contents:

### UNIT I

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

### UNIT II

Trade Union: Origin and growth, unions after Independence, unions in the era of liberalisation; Factors Affecting Growth of Trade Unions in India, Multiplicity & Recognition of Trade Unions; Major Provisions of Trade Union Act 1926

Collective Bargaining and Workers' Participation in Management

a) Collective Bargaining: Meaning, Nature, Types, Process and Importance of Collective Bargaining, pre-requisites, issues involved; Status of Collective Bargaining in India, Functions and role of Trade Unions in collective bargaining

b) Workers' Participation in Management: Concept, practices in India, Works Committees, Joint management councils; Participative Management and co-ownership; Productive Bargaining and Gain Sharing

### UNIT III

Discipline and Grievance Redressal

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

### UNIT IV

a) The Industrial Disputes Act, 1947: Definitions of Industry, workman, and Industrial Dispute; Authorities under the Act: Procedure, Powers and Duties of Authorities; Strikes and Lock outs: Lay-off and Retrenchment: Provisions relating to Layoff, Retrenchment, and closure

b) The Factories Act, 1948: Provisions relating to Health, Safety, Welfare facilities, working hours, Employment of young persons, Annual Leave with wages

## Suggested Readings:

1. PK Padhi, *Industrial Relations and Labour Law*, PHI Learning
2. Arun Monappa, *Industrial Relations and Labour Law*, McGraw Hill Education
3. S.C. Srivastav, *Industrial Relations and Labour Law*, Vikas Publishing House
4. P.L. Malik's *Handbook of Labour and Industrial Law, Vol 1 and 2*, Eastern Book Company

Note: Latest edition of the readings may be used.

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



## Course – CONSUMER BEHAVIOUR

Course Code - SLM COM 1 2 02 DCEC 4105

Credit: 4

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

### Course Contents:

#### UNIT-1

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

#### UNIT-2

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

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

#### UNIT-3

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

#### UNIT-2

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

### Suggested Readings:

1. Schiffman, L.G. and L.L.Kanuk, *Consumer Behaviour*, Pearson Education.
2. Engel, J.F., Roser D. Blackwell and Paul W. Miniard, *Consumer Behaviour*, Cengage Learning.
3. Peter, J. Paul, and Jerry C. Olson, *Consumer Behaviour and Marketing Strategy*, McGraw Hill.
4. Assael, H., *Consumer Behaviour and Marketing Action*, Cengage Learning.
5. Hawkins, Dal I., Roger J. Best and Kenneth A. Coney, *Consumer Behaviour Implication for Marketing Strategy*, McGraw Hill.
6. Hawkins, Del I, Mothersbaugh, David L, Mookerjee A, *Consumer Behaviour: Building Marketing Strategy*, McGraw Hill, Indian Edition.

Note: Latest edition of the readings may be used.

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

## Course- FINANCIAL MARKETS, INSTITUTIONS AND SERVICES

Course Code- SLM COM 1 2 03 DCEC 4105

Credits: 4

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

### Course Contents:

#### UNIT-1

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

#### UNIT-2

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

**Financial Markets:** Money Markets- Organization, features, regulation and economic role, Money Market instruments; Capital Market- Primary and Secondary markets, Procedure for buying shares through IPO, methods of trading in stock exchange, Role of SEBI and its powers.

#### UNIT-3

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

#### UNIT-4

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

### Suggested Readings:

1. Bhole, L.M., *Financial Institutes & Markets*, McGraw Hill.
2. Kohn, Meir, *Financial Institutions and Markets*, Oxford University Press.
3. Madura Jeff, *Financial Markets and Institutions*, South Western Cengage Learning.
4. Mishkin, Fredrick S. and Stanley G. Eakins, *Financial Markets and Institutions*, Pearson Education India.
5. Khan, M.Y., *Indian Financial System*, Tata McGraw Hill, New Delhi.
6. Khan, M. Y., *Financial Services*, Tata McGraw Hill, New Delhi.
7. Pathak, *Indian Financial System*, Pearson Education.

Note: Latest edition of the readings may be used.

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

# INTERNATIONAL BUSINESS

**COURSE CODE:** SLM COM 1 3 09 C 4105

**CREDIT:** 4

**Objectives:** *The objective of this course is to highlight the international environment including relationships between government, economic groupings and the consumer. The course will also highlight the problems encountered and issues raised in managing overseas business.*

## **Course Contents:**

### **UNIT I**

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

### **UNIT II**

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

### **UNIT III**

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

### **UNIT IV**

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

## **Suggested Readings:**

1. Charles W.L. Hill and Arun Kumar Jain, *International Business: Competing in the Global Marketplace*, McGraw Hill Education (India) Private Limited.
2. Johnson, Derbe, and Colin Turner, *International Business - Themes & Issues in the Modern Global Economy*, Roulledge, London.
3. Francis Cherunilam, *International Business: Text and Cases*, Prentice Hall of India Ltd.
4. Daniels John, D. Lee H. Radenbaugh and David P. Sullivan., *International Business: Environments and Operations*, Pearson Education.
5. Justin Paul, *International Business*, Prentice Hall of India Ltd.
6. Michael R. Czinkota. et al., *International Business*, The Dryden Press.
7. Bennett, Roger, *International Business*, Pearson Education.
8. Sumati Varma, *International Business*, Pearson Education.
9. Vyuptakesh Sharan, *International Business*, Pearson Education.
10. Ball, Donald, Wendall H. McCulloch, MiachelGeringer, Michael S. Minor and Jeanne M. McNett, *International Business: The Challenge of Global Competition*, McGraw Hill Education (India) Private Limited, New Delhi.

11. Griffin, Ricky W. and Pustay, Michael W, *International Business: A Managerial Perspective*, Prentice Hall.

**Note: Latest edition of the readings may be used.**

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

## Course- BUSINESS RESEARCH METHODS

Course Code: SLM COM 1 3 10 C 4105

Credit: 4

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

### Course Contents:

#### UNIT-1

Introduction to Business Research: Meaning, Relevance and significance of Research in business; Types of Research; Research Process.

Research Design: Types, role, relevance of research designs; exploratory research and descriptive research.

Sampling: Meaning, Steps in Sampling process; Types of Sampling - Probability and non probability Sampling Techniques; Errors in sampling.

Questionnaire preparation: Questionnaires design process; pilot testing of questionnaire.

#### UNIT-2

Data Collection: Primary data and secondary data; sources of primary and secondary data; tools and techniques of collecting data; Methods of collecting data;

Reliability and Validity – Meaning, types and their measurement; steps to improve the reliability and validity of data collected.

#### UNIT-3

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

#### UNIT-4

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

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

### Suggested Readings

1. Donald R. Cooper, Pamela S. Schindler, and JK Sharma, *Business Research Methods*, Tata McGraw Hill, 2005.
2. William J. Zikmund, BJ Babin, JCCarr, Atanu Adhikari and Mitch Giffin, *Business Research Methods: A South Asian Perspective*, Cengage Learning.
3. Uma Sekaran, and Roger Bougie, *Research Methods for Business. A Skill Building Approach*, Wiley India.
4. Shailaja Rego and T.N. Srivastava, *Business Research Methodology*, Tata McGraw Hill.
5. Naresh K. Malhotra and Satyabhushan Dash, *Marketing Research: An applied orientation*, New Delhi: Pearson Education.
6. Nigel Bradley, *Marketing research: Tools and techniques*, Delhi: Oxford University Press.

Note: Latest edition of the readings may be used.

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

## Course- E-COMMERCE

Course Code- SLM COM 1 3 11 C 4105

Credit: 4

**Objective:** *This paper intends to create an understanding towards types of e-commerce, process of e-commerce, channels, models and the related issues.*

### Course Contents:

#### UNIT-1

**Introduction:** Meaning, nature, scope, framework, factors affecting e-commerce, application of e-commerce, evolution of World Wide Web and its future, internet commercialization, business and technological dimensions of e-commerce.

#### UNIT-2

**Business Models of E-Commerce:** B2B, B2C, B2G and other models of e-commerce, public and private computer networks for B2B trading, B2C E-Commerce- Cataloging, Order planning and order generation, Order selection and prioritization, Order scheduling, fulfilling and delivery, Order billing, Post sales services;

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

#### UNIT-3

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

#### UNIT-4

**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, Agents in electronic commerce.

### Suggested Readings:

1. Ravi Kalakota, *Frontiers of Electronic Commerce*, Addison Wesley.
2. Bharat Bhaskar, *Electronic Commerce: Framework, Technology and Application*, 4<sup>th</sup> Ed., McGraw Hill Education
3. Kenneth C. Laudon and Carlo Guercio Traver, *E-Commerce*, Pearson Education.
4. David Whiteley, *E-commerce: Strategy, Technology and Applications*, McGraw Hill Education
5. PT Joseph S.J., *E-Commerce: An Indian Perspective*, PHI Learning
6. Debjani Nag, K.K. Bajaj, *E-commerce*, McGraw Hill Education

Note: Latest edition of the readings may be used.

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

## **Course- WORKING CAPITAL MANAGEMENT**

**COURSE CODE-** SLM COM 1 3 05 DCEC 4105

**CREDIT: 4**

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

### **Course Contents:**

#### **UNIT I**

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

#### **UNIT II**

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

#### **UNIT III**

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

#### **UNIT IV**

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

### **Suggested Readings:**

1. Hrishikes Bhattacharya, *Working Capital Management: Strategies and Techniques*, PHI Learning Private Limited, New Delhi.
2. James S. Sagner, *Working Capital Management: Applications and Cases*, Wiley
3. R. P. Rustagi, *Working Capital Management*, Taxmann's, New Delhi.
4. Khan and Jain. *Basic Financial Management*, McGraw Hill Education (India) Private Limited, New Delhi.
5. Prasanna Chandra, *Fundamentals of Financial Management*. McGraw Hill Education (India) Private Limited, New Delhi.

Note: Latest edition of the readings may be used.

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

## **Course- SERVICE MARKETING**

**Course Code- SLM COM 1 3 06 DCEC 4105**

**Credits: 4**

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

### **Course Content:**

#### **UNIT-1**

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

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

#### **UNIT-2**

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

#### **UNIT-3**

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

#### **UNIT-4**

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

### **Suggested Readings:**

1. Christopher H. Lovelock, Jochen Wirtz, and Jayanta Chatterjee, *Services Marketing: People, Technology, Strategy*, Prentice Hall.
2. Valarie Zeithaml, Mary Jo Bitner and Dwayne Gremler, *Service Marketing*, McGraw Hill.
3. Adrian Payne, *The Essence of Service Marketing*, Prentice Hall.
4. Harsh V. Verma, *Services Marketing – Text and Cases*, Pearson Education.
5. Rajendra Nargudkar, *Service Marketing: Text & Cases*, McGraw-Hill.

Note: Latest edition of the readings may be used.

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



## Course- SELECTION, TRAINING AND DEVELOPMENT OF HUMAN RESOURCE

Course Code- SLM COM 1 3 07 DCEC 4105

Credit: 4

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

### Course Contents:

#### UNIT-1

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

#### UNIT-2

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

#### UNIT-3

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

#### UNIT-4

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

### Suggested Readings:

1. Blanchard, P Nick, and James W. Thacker, *Effective Training – Systems, Strategies, and Practices*, Pearson Education, New Delhi.
2. Raymond, A Noe, and Amitabh D. Kodwani, *Employee Training and Development*, McGraw Hill Education.
3. McGrath, *Training for Life and Leadership in Industry*, Prentice Hall of India, New Delhi.
4. Sahu, R.K., *Training for Development*, Excel Books, New Delhi.
5. Goldstein, *Training in Organization*, Cengage Learning, Bombay.
6. Pepper, Allan D., *Managing the Training and Development Function*, Aldershot, Gower.

Note: Latest edition of the readings may be used.

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

## **BUSINESS POLICY AND STRATEGIC MANAGEMENT**

**COURSE CODE-** SLM COM 1 4 12 C 4105

**CREDIT: 4**

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

### **Course Contents:**

#### **UNIT I**

An overview of Strategic Management and Business Policy: Introduction to Strategic Management and Business Policy: Evolution of Strategic Management and Business Policy, understanding to Business Policy, understanding Strategy, Strategic Decision-Making. Establishment of Strategic Intent: Hierarchy of Strategic Intent: Strategic Intent, Vision, Mission, Goals and Objectives.

#### **UNIT II**

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

#### **UNIT III**

Strategic Implementation: Activating Strategies, Structural Implementation, Behavioural Implementation, Functional and Operational Implementation.

#### **UNIT IV**

Strategic Evaluation and Control: Strategic Control, Operational Control, Techniques of Strategic Evaluation and Control, Role of Operational Systems in Evaluation.

### **Suggested Readings:**

11. Christensen, C. Roland, Kenneth R. Andrews, Joseph L. Bower, Rochard G. Hamermesh, Michael E. Porter, *Business Policy : Tax and Cases*.
2. Coulter, Mary K, *Strategic Management in Action*, Pearson Education, New Jersey.
3. David, Fred R, *Strategic Management*, Prentice Hall, New Jersey.
4. Glueck, William F. and Lawrence R. Jauch, *Business Policy and Strategic Management*, McGraw Hill, International Edition.
5. H. Igor, Ansoff, *Implanting Strategic Management*, Prentice Hall, New Jersey.
6. Azhar Kazmi and Adela Kazmi, *Strategic Management*, McGraw Hill Education (India) Private Limited
7. Michal, E. Porter, *The Competitive Advantage of Nations*, Macmillan, New Delhi.
8. Mintzberg, Henry and James Brain Ouinn, *The Strategy Process*, Prentice Hall, New Jersey.

9. Newman, William H. and James P. Logan, *Strategy Policy and Central Management*, South Western Publishing Company, Cincinnati, Ohio.

10. S.B. Budhiraja and M.B. Atherya, *Cases in Strategic Management*, McGraw Hill Education (India) Private Limited

**Note: Latest edition of the readings may be used.**

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

# CORPORATE GOVERNANCE AND SOCIAL RESPONSIBILITY

COURSE CODE- SLM COM 1 4 13 C 4105

CREDIT: 4

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

## Course Contents:

### UNIT I

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

### UNIT II

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

### UNIT III

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

### UNIT IV

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

## Suggested Readings

1. Adrian Cadbury, *Corporate Governance and chairmanship: A personal View*, Oxford University Press, UK.
2. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press.
3. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
4. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility-A European Perspective*, Edward Elgar.
5. Geeta D. Rani, and R.K. Mishra, *Corporate Governance-Theory and Practice*, Excel Books, New Delhi.
6. Anil Kumar, *Corporate Governance: Theory and Practice*, International Book House, New Delhi.
7. K.V. Bhanumurthy, and Usha Krishna, *Politics, Ethics and Social Responsibility of Business*, Pearson Education.
8. Erik Banks, *Corporate Governance: Financial Responsibility, Controls and Ethics*, Palgrave Macmillan.

9. N. Balasubramanian, *A Casebook on Corporate Governance and Stewardship*, McGraw Hill Education (India) Private Limited

10. Bob Tricker, *Corporate Governance-Principles, Policies, and Practice* (Indian Edition), Oxford University Press.

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

**Course: SECURITIES ANALYSIS AND PORTFOLIO MANAGEMENT**

**Course Code: SLM COM 1 4 15 C 4105**

**Credit: 4**

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

**Course Contents:**

**UNIT-1**

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

**UNIT-2**

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

**UNIT-3**

Introduction to Portfolio Management: Meaning, risk & return determination of a portfolio; Portfolio Selection; Optimal Portfolio Mix; Theories of Portfolio Management: Markowitz portfolio theory; Optimal portfolio: selection & problems; Efficient Frontier: Meaning & Construction and investors utility; Efficient frontier (i) risk-free and (ii) risky lending and borrowing; Leveraged, portfolio; market portfolio; Sharpe single index model and Arbitrage Pricing Theory (APT).

**UNIT-4**

CAPM: security market line; capital market line; characteristic line; Portfolio revision - meaning, need and constraints; formula plan; constant-dollar-value plan; constant ratio plan; variable ratio plan.

Bond portfolio management strategies: passive portfolio strategies; active portfolio strategies; portfolio performance evaluation; risk adjusted performance measures.

**Suggested Readings**

1. Fischer, Donald E. and Ronald J. Jordan, *Security Analysis and Portfolio Management*, PHI Learning.
2. Sharpe William F, and Bailey Jeffery V, Alexander Gordon J, *Investments*, PHI Learning.
3. Chandra, P., *Security Analysis and Portfolio Management*, Tata McGraw Hill.
4. Bodie, Zvi., Kane Alex and Alan J. Marcus, *Investments*, McGraw Hill.
5. Reilly, Frank K, and Brown, Keith C., *Investment Analysis and Portfolio Management*, Cengage Learning.
6. Vishwanath, R and Krishna Murthi C., *Investment Management*, Springer.

Note: Latest edition of the readings may be used.

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

## FUNDAMENTALS OF INVESTMENT

COURSE CODE- SLM COM 11 01 GE 3104

CREDIT: 4

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

### Course Contents:

#### UNIT I

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

#### UNIT II

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

#### UNIT III

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

#### UNIT IV

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

### Suggested Readings

1. Charles P. Jones, *Investments Analysis and Management*, Wiley.
2. Prasanna Chandra, *Investment Analysis and Portfolio Management*, McGraw Hill Education
3. R.P. Rustogi, *Fundamentals of Investment*, Sultan Chand & Sons, New Delhi.
4. N.D. Vohra and B.R. Bagri, *Futures and Options*, McGraw Hill Education
5. Mayo, *An Introduction to Investment*, Cengage Learning.

Note: Latest edition of the readings may be used.

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

## CONSUMER PROTECTION

COURSE CODE- SLM COM 11 02 GE 3104

CREDIT: 4

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

### Course Contents:

#### UNIT I

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

#### UNIT II

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

#### UNIT III

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

#### UNIT IV

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

### Suggested Readings:

1. Sri Ram Khanna, Savita Hanspal, Sheetal Kapoor, and H.K. Awasthi, *Consumer Affairs* (2007) Delhi University Publication.
2. V. K. Aggarwal, *Consumer Protection: Law and Practice*. Bharat Law House, Delhi.
3. Girimaji, Pushpa, *Consumer Right for Everyone*, Penguin Books.
4. Nader, Ralph, *The Consumer and Corporate Accountability*, Harcourt Brace Jovanovich, Inc.
5. Sharma, Deepa (2011) *Consumer Protection and Grievance-Redress in India: A Study of Insurance Industry* (LAP LAMBERT Academic Publishing GmbH & Co.KG, Saarbrucken, Germany).
6. Rajyalaxmi Rao, *Consumer is King*, Universal Law Publishing Company.
7. Empowering Consumers e-book, [www.consumeraffairs.nic.in](http://www.consumeraffairs.nic.in)



Note: Latest edition of the readings may be used.

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

## **Course – ENTREPRENEURSHIP DEVELOPMENT**

**Course Code - SLM COM 1 3 04 GE 3104**

**Credit: 4**

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

### **Course Contents:**

#### **UNIT-1**

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

#### **UNIT-2**

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

#### **UNIT-3**

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

#### **UNIT-4**

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

### **Suggested Readings:**

1. Donald F. Kuratko, T.V. Rao, *Entrepreneurship: A South Asian Perspective*, Cengage Learning.
2. Robert Hisrich, Michael Peters, Dean Shepherd, *Entrepreneurship*, McGraw-Hill Education
3. Vasant Desai, *Dynamics of Entrepreneurial Development and Management*, Himalaya Publishing House.
4. Mare J. Dollinger, *Entrepreneurship: Strategies and Resources*, Illinois, Irwin.
5. David H. Holt, *Entrepreneurship: New Venture Creation*, Prentice-Hall of India, New Delhi.
6. K. Ramachandran, *Entrepreneurship Development*, McGraw-Hill Education

Note: Latest edition of the readings may be used.

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

## **Course – INCOME TAX LAW & PRACTICE**

**Course Code - SLM COM 1 3 05 GE 3104**

**Credit: 4**

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

### **Course Contents:**

#### **UNIT-1**

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

#### **UNIT-2**

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

#### **UNIT-3**

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

#### **UNIT-4**

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

### **Suggested readings:**

1. Singhania, Vinod K. and Monica Singhania, *Students' Guide to Income Tax*, University Edition. Taxmann Publications Pvt. Ltd., New Delhi.
2. Ahuja, Girish and Ravi Gupta, *Systematic Approach to Income Tax*, Bharat Law House, Delhi.

### **Journals**

1. *Income Tax Reports*, Company Law Institute of India Pvt. Ltd., Chennai.
2. *Taxman*, Taxman Allied Services Pvt. Ltd., New Delhi.
3. *Current Tax Reporter*, Current Tax Reporter, Jodhpur.

### **Software**

1. Vinod Kumar Singhania, *e-filing of Income Tax Returns and Computation of Tax*, Taxmann Publication Pvt. Ltd, New Delhi. Latest version
2. 'Excel Utility' available at [incometaxindiaefiling.gov.in](http://incometaxindiaefiling.gov.in)

Note: Latest edition of the readings may be used.

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

**Course: NEGOTIATION AND CONFLICT MANAGEMENT**

**Course Code-SLM COM 13 06 GE 3104**

**Credit: 4**

**Objective:**

*The objective of this course is to help students develop their skills in effective use of different forms of influence in the decision-making process, preparing them for leadership positions. The syllabus is intended to facilitate an understanding of the structure and dynamics of negotiation and the appropriate application of persuasion strategies and influence at work and other settings.*

**Contents :**

**UNIT-1**

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

**UNIT-2**

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

**UNIT-3**

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

**UNIT-4**

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

**Suggested Readings:**

1. Brett, J. M., *Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries*, San Francisco: Jossey Bass.
2. Cialdini, R., *Influence: The psychology of persuasion*, New York: Morrow.
3. Cialdini, R. B., *Influence: Science and practice*, New York: Allyn and Bacon
4. Fisher, R., Ury, W., & Patton, B., *Getting to yes: Negotiating agreement without giving In*, New York: Penguin Books.
5. Kolb, D., & Williams, J., *The Shadow Negotiation*, UK: Simon & Schuster.
6. Korobkin, R., *Negotiation theory and strategy*, Aspen Publisher.
7. Lewicki, R., *Essentials of negotiation*, Alexandria V. A.: Society of HRM.
8. Raiffa, H., *The art & science of negotiation*, US: Harvard College.

Note: Latest edition of the readings may be used.

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