



MASTER OF COMMERCE (M.Com.)

As per NEP 2020 Guidelines



DEPARTMENT OF COMMERCE
MAA VINDHYAVASINI UNIVERSITY, MIRZAPUR



National Education Policy-2020
Common Minimum Syllabus

Syllabus of

MASTER OF COMMERCE

As Per NEP Guidelines

MASTER OF COMMERCE **Two-Year Full Time (Four Semester) Programme** **(As per NEP Guidelines)**

The following Ordinances have been framed governing the admission, course structure, examinations and other allied matters relating to the Two-Year (Four Semester) *Master of Commerce* (M.Com.) Degree Course of Maa Vindhyavasini University, Mirzapur in continuation to 3Yrs UG (NEP) Programme.

ORDINANCE

1- The Department of Commerce under the Faculty of Commerce and Management studies, Maa Vindhyavasini University, Mirzapur shall run a Postgraduate Programme in Commerce leading to the award of the Degree of Master of Commerce (M.Com.) as per NEP 2020. This PG course will be treated as 4th Year (VII & VIII Semester) and 5th Year. (IX & X semester) exam in continuation to UG courses. After completion of 4th Year UG students will be entitled to get “**Bachelor Research in Commerce**” and after completion of 5th year courses will be awarded “**Master of Commerce**”.

2- The duration of this Programme shall be two years comprising four semesters, i.e. two semesters in each year.

3- ADMISSION-

(i) **Number of Seats-** 80(Eighty) + 8 for EWS + Supernumerary paid seats (as per University Guidelines)

Rules of reservation in admission for EWS (Economic Weaker Section), Scheduled Castes/Scheduled Tribes and other Backward Classes shall be applicable as per rules of the U.P. Government and University.

(ii) Eligibility-

The minimum qualification for admission shall be B.Com/ B.Com (Hon's) degree from a recognized University or Institute in India or abroad. Those appearing in the final year of the degree examination shall also be eligible to apply for admission subject to the stipulation that such candidates will have to submit their final year mark sheet at the time of counseling in support of the fact that they have passed of the aforesaid examination.

(iii) Admission Procedure-

The admission shall be made through written test or on Merit basis as decided by the University from time to time. The Graduates of Maa Vindhyavasini University, Mirzapur as well as ward of University teachers and staff shall be entitled to a weightage as per University rules. This weightage shall be added to the total marks obtained by the candidates for calculation of his/her merit. The written test (if conducted) will be objective in nature. The questions shall be



based on various papers of Commerce studied by an applicant in their graduation level course and General Studies.

(iv) Fees for Submission of Application and Admission Test-

The candidate shall have to apply online in the prescribed form along with such online examination fees as notified by the University each year.

(v) Schedule of fees-

The fees for the I and II semester /III and IV semester shall be due for payment at the beginning of the I and III semester respectively as per university rules.

4- Restrictions Against Joining other Courses of Study or Jobs-

Since the M.Com Programme shall be a full time, course, any student joining this course will not be permitted to pursue any other Degree of study or take up an employment during the tenure of this programme. However, this restriction shall not apply to students who wish to join a foreign language certificate course or Diploma in Computer course.

5- Scheme of Examination-

- (a) The evaluation of the students shall be done on the basis of Internal Assessment (25 Marks) and External Assessment (75 Marks). Duration of written Semester examination of each paper shall be generally of 3 hours or as decided by university as and when required.
- (b) Pass Marks-In order to pass a Semester examination every student shall have to secure 40% marks in aggregate and not less than 40% marks in Internal as well as External examination and viva-voce examination separately.
- (c) Division shall be awarded at the end of the fourth semester on the basis of aggregate marks obtained by a candidate in all the four Semesters. A candidate having secured 60% marks or above will be awarded first division and candidates securing 48% or more but less than 60% marks in aggregate will be placed in second division. The candidates securing 40% or more but less than 48% marks in aggregate will placed in third division/pass division.

6. Viva-Voce Examination-

In the 3rd and 4th semester there will be Survey Research Project Report cum Viva – Voce examination of 100 marks which will be conducted at the end of semester examination in order to judge the understanding as well as application of knowledge gained by the students at the end of respective semester course.



{ Year - 4 }

Semester- VII

Course Structure

Code	Paper Name	Credit	Internal Assessment	External Assessment	Max. Marks
MC 101	Accounting for Managerial Decisions	04	25	75	100
MC 102	Financial Management	04	25	75	100
MC 103	Marketing Management	04	25	75	100
MC 104	Human Resource Management	04	25	75	100
MC 105	Business Environment	04	25	75	100
Total Credit and Marks		20			500



Programme /Class: Master of Commerce	{ Year- 4 } Seventh Semester	Max. Marks: 25+75 Min. Passing Marks: 40
Credit – 4 (Compulsory)	Total No. of Lectures= 60 (in hours per week): L- 5/w	
Code: MC 101 ACCOUNTING FOR MANAGERIAL DECISIONS		

Course Objective: The objective of this course is to familiarize students with the accounting concepts and methods used by managers for Planning and controlling business operations.

- Unit I: Management Accounting:** Meaning, Nature Objectives, Scope, Techniques, Principles, Functions, Importance, Limitations, Management Accounting vs Financial and Cost Accounting, management Accountant-Role, Status, functions and responsibility. **(No. of Lectures 16)**
- Unit II: Financial Statement Analysis-** Parties interested in Financial Statement, Essentials of a good financial Statement, importance of Financial Statement, Analysis and Interpretation- Horizontal, Vertical; Comparative and Trend Analysis, Ratio Analysis meaning Utility, Classification of Ratios, Profitability Ratio, Activity Ratio and Financial Position ratios. **(No. of Lectures 16)**
- Unit III: Fund Flow and Cash Flow Statement-** Concept, Meaning of the term fund and preparation of fund flow statement and cash flow statement (As-3). **(No. of Lectures 12)**
- Unit IV: Reporting to Management:** Meaning, Objective, Methods, Principle of Reporting, Kinds of Reports, Reporting at different levels of management, Contemporary Issues in Management Accounting (Only Introduction):- Activity Based Costing, Quality Costing, Target Costing, Life cycle costing, Value chain Analysis. **(No. of Lectures 16)**

Suggested Readings

1. *Anthony, Robert*, "Management Accounting" McGraw Hill Education
2. *Bilrman, Haral Jr. Dyckman, Thoas, R.*, "Management Cost Accounting"
3. *Khan & Jain*, "Management Accounting", McGraw Hill Education; 6 edition
4. *Kulshreshtha*, "Management Accounting Concepts & Cases", Tata McGraw Hill
5. *Maheshwari & Maheshwari*, "Accounting for Management", S Chand Publishing
6. *Pandey, I.M.*, "Management Accounting", Vikas Publishing
7. *Sharma, R.K., Gupta, Sashi K.*, "Management Accounting", Kalyani Publishing
8. *Shukla, M.B.*, "Prabandhakiya Lekhankan" (Hindi) [5]



Programme /Class: Master of Commerce	{ Year- 4 } Seventh Semester	Max. Marks: 25+75 Min. Passing Marks: 40
Credit – 4 (Compulsory)	Total No. of Lectures= 60 (in hours per week): L- 5/w	
Code: MC102 FINANCIAL MANAGEMENT		

Objective: The objective of this course is to help students to understand the conceptual framework of Financial Management and its applications under various environmental constraints.

- Unit I:** **Financial Management:** Meaning, Nature and Scope, Financial Goal: Profit Vs. Wealth Maximization, Finance Functions-Investment, Financing and Dividend Decisions. Function of Finance Manager in Modern age.(**No. of Lectures 12**)
- Unit II:** **Investment Decisions:** Nature, Investment Evaluation Criteria- Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return, Profitability Index, Discounted Payback Period, N.P.V. and I.R.R. Comparison, Capital Rationing, Risk and Uncertainty in Capital Budgeting.(**No. of Lectures 16**)
- Unit III:** **Financing Decisions:** Sources of Short Term, Middle Term and Long Term Financing, Concept and Approaches of **Capital Structure Decisions**-NI, NOI, Traditional and Modigliani Miller Approach. **Leverage Analysis**-Financing, Operating and Combined Leverage and its implications, EBIT-EPS analysis.(**No. of Lectures 16**)
- Unit IV:** **Cost of Capital:** Significance, Calculation of Cost of Capital of Individual Sources and Combined Cost of Capital (Weighted), Cost of Equity and CAPM. **Dividend Decisions:** Relevancy and Irrelevancy Theory of Dividend Decisions. (Walter's Model, Gordon's Model and Modigliani Miller Model). Factors Affecting Dividend Decision.(**No. of Lectures 16**)

Suggested Readings:

1. *Chandra, Prasanna*, "Financial Management", McGraw Hill Education; Ninth edition
2. *Khan, M.Y. & Jain, P.K.*, "Financial Management", Tata McGraw Hill,
3. *Kuchhal, S.C.*, "Financial Management", Chaitanya Publishing House
4. *Pandey, I.M.*, "Financial Management", Vikas Publishing House, New Delhi
6. *Shukla, M.B.*, "Business Finance", Kitab Mahal
7. *Sharma, R.K. & Shashi K. Gupta*, "Management Accounting", Kalyani Publication
8. *Srivastava, R.M.*, "Financial Management", Himalaya Publishing House [6]



Programme /Class: Master of Commerce	{ Year- 4 } Seventh Semester	Max. Marks: 25+75 Min. Passing Marks: 40
Credit – 4 (Compulsory)	Total No. of Lectures= 60 (in hours per week): L- 5/w	
Code: MC103 MARKETING MANAGEMENT		

Course Objective: To develop in students an understanding of the underlying concepts, strategies and issues involved in the marketing of product and services.

- Unit I:** Nature and Scope of Marketing, Marketing Environment, Marketing Mix, Market Segmentation, Consumer Behavior.(No. of Lectures 15)
- Unit II:** Product Decisions: Product Mix, Product Life Cycle, New Product Development, Branding and Packaging, Pricing Methods and Strategies.(No. of Lectures 15)
- Unit III:** Promotion Decisions: Promotion Mix, Advertising, Publicity, Personal Selling, Sales Promotion, Internet, Channel Management Decision.(No. of Lectures 15)
- Unit IV:** Marketing Research, Marketing Planning, Marketing Organization, Marketing Control; Emerging Issues and Developments in Marketing.(No. of Lectures 15)

Suggested Readings:

1. Kotler, Philip, & Keller, K. L., "Marketing Management" Pearson
2. Kotler, Philip & Armstrong, G., "Principles of Marketing", Pearson
3. Baines, Paul & Fill, Chris, "Marketing", Oxford University Press
4. Perreault, W.D. & McCarthy, E.J., "Basic Marketing, A Global Managerial Approach", McGraw-Hill
5. Walker, B.J., Etzel, M.J., Stanton, W.J., & Pandit, Ajai, "Marketing- Concepts and Cases", Tata McGraw Hill Education
6. Czinkota, M.R. & Kotabe, M., "Marketing Management", Thomson Learning;
7. Ramaswami, V.S. & Namakumari, S., "Marketing Management- Global Perspective, Indian Context", Macmillan Publishers India Ltd
8. Sontakki, C.N., "Marketing Management", Kalyani Publication
9. Shukla, Ajit Kumar, "Marketing Management" Vaibhav Laxmi Prakashan
10. Shukla, Ajit Kumar, "Vipanan Prabhandh" Vaibhav Laxmi Prakashan [7]



Programme /Class: Master of Commerce	{ Year- 4 } Seventh Semester	Max. Marks: 25+75 Min. Passing Marks: 40
Credit – 4 (Compulsory)	Total No. of Lectures= 60 (in hours per week): L- 5/w	
Code: MC104 HUMAN RESOURCE MANAGEMENT		

Course Objectives: The objective of the course is to acquaint students with the techniques and principles to manage human resource of an organization.

Unit I: Meaning, Definitions, Characteristics and Nature of HRM, Human Resource Manager- Qualification, Functions, Manpower Planning, Recruitment, Selection and Placement. (No. of Lectures 16)

Unit II: Wages and Salary, Employee Benefit Programmes, Group and Individual Incentives, Motivation. (No. of Lectures 12)

Unit III: Promotion, Demotion, Transfer, Termination of Service, Retirement, Retrenchment, Training-meaning, Objectives, Need of Training, Different levels of Training, Moral- Meanings of Moral, Determinants of Employee Moral, Methods of Raising of Employee Moral. (No. of Lectures 16)

Unit IV: Job Analysis, Job Description, Performance Appraisal –Meaning, Difference with Merit Rating, Objectives of Performance Appraisal Merit and Demerit of Performance Appraisal, Welfare and Working Condition. (No. of Lectures 16)

Suggested Readings:

1. Agarwal, R.D., “Dynamics of Personnel Management in India”, McGraw-Hill Inc.US
2. Flippo, E.D., “Principles of Personnel Management”, Tata McGraw Hill.
3. Mamoria, C.B., “Personal Management”, Himalaya Publishing House
4. Ashwathappa, K., “Human Resource Management”, Tata McGraw Hill. (2013)
5. Rao, V.S.P., “Human Resource Management”, 3rd Edition, Excel Books, (2010)
6. Monappa, A. & Saiyyadain M.S., “Personnel Management”, McGraw-Hill Publishing Co
7. Stone, Lloyed & Leslie, W. Rue, “Human Resource and Personnel Management”, Irwin/McGraw-Hill
9. Yoder, Dale, “Personal Management and Industrial Relations”, Prentice-Hall, Inc
10. Mamoria. C.B., “Sevi Vargiya Prabandha”,
11. Verma, Pramod, “Sevi Vargiya Prabandha”
12. Kulshreshtha, “Sevi Vargiya Prabandha”
13. Singh, D.P.N., “Sevi Vargiya Prabandha”
14. Youder, Dale, “Sevi Vargiya Prabandha Avan Audyogik Sambandh”
15. Goyal, C.P. & Pandey, Baleshwer, “Sevi Vargiya Prabandha Avan Audyogik Sambandh [8]



Programme /Class: Master of Commerce	{ Year- 4 } Eighth Semester	Max. Marks: 25+75 Min. Passing Marks: 40
Credit –4 (Compulsory)	Total No. of Lectures= 60 (in hours per week): L- 5/w	

Code: MC 105 BUSINESS ENVIRONMENT

Course Objective: This course develops ability to understand and scan business environment analysis opportunities and take decisions under uncertainty.

Unit-I: Theoretical Framework of Business Environment: Concept, Significance and Nature of Business Environment, Element of Environment- Internal and External; Changing Dimensions of Business Environment, Techniques of Environment Scanning and Monitoring. **(No. of Lectures 16)**

Unit-II: Economic Environment of Business: Economic Systems and Business Environment; Economic Planning in India; Economic Policies, Public Sector and Economic Development; Economic Reforms. Emerging Issues in Business Environment; Media Management, Bureaucracy and Business, Environmental Management. **(No. of Lectures 16)**

Unit-III: Political and Legal Environment of Business: Critical Elements of Political Environment; Government and Business; Changing Dimensions of Legal Environment in India; Competition Act. 2002, FEMA 1999, Consumer Protection Act.

Socio- Cultural Environment: Critical Elements of Socio-Cultural Environment; Social Institutions and Systems; Social Values and Attitude; Social Groups, Middle Class, Problems of Uneven Income Distribution; Social Responsibility of Business. **(No. of Lectures 16)**

Unit-IV: International and Technological Environment: Foreign Investment and Collaborations, International Economic Institutions; WTO, World Bank, IMF and their Importance to India; Technological Environment in India. **(No. of Lectures 12)**

Suggested Readings:

1. *Ashwathappa, K.*, “Business Environment for Strategic Management”, Tata McGraw Hill.
2. *Adhikari, M.*, “Economic Environment of Business”, Excel Book.
3. *Cherunilam, Francis*, “Business Environment”, Himalaya Publishing House.
4. *Dutta & Sundaram*, “Indian Economy”, S.Chand.
5. *Shukla, M.B.*, “Business Environment”, Taxmann’s Publication.
6. *Gupta, C.B.*, “Business Environment”, Sultan Chand & Sons.
7. *Kuchhal, S.C.*, “Industrial Economy of India”, Chaitanya Publication.
8. *Shukla M. B.*, “Business Environment”, Taxmen



{ Year - 4 }
Semester- VIII
Master of Commerce
Course Structure

Code	Paper Name	Credit	Internal Assessment	External Assessment	Max. Marks
MC 201	Advanced Statistical Analysis	04	25	75	100
MC 202	Organizational Behavior	04	25	75	100
MC 203	Corporate Tax Planning & Management	04	25	75	100
MC 204	Sales Management	04	25	75	100
MC 205	Strategic Management	04	25	75	100
Total Credit and Marks		20			500



Programme /Class: Master of Commerce	{ Year- 4 } Eighth Semester	Max. Marks: 25+75 Min. Passing Marks: 40
Credit – 4 (Compulsory)	Total No. of Lectures= 60 (in hours per week): L- 5/w	

Code: MC 201 ADVANCED STATISTICAL ANALYSIS

Objectives: The objective of this course is to give advance knowledge of the subject to make the students learn the application of Statistical Tools and Techniques for decision making.

Unit I: Association of Attributes: Determination of unknown Class Frequencies, Consistency of Data, Methods of Determining Association, Coefficient of Contingency, Chi-Square Test and Goodness of Fit.

Probability Theory: Importance, Different Approaches to Definition. Permutation and Combination, Theories of Probability- Additions and Multiplications, Conditional Probability. **(No. of Lectures 15)**

Unit II: Probability Distribution: Binomial, Poisson and Normal distribution, Their Characteristics and Application. Theory of Sampling, Law of Sampling, Sampling and Non-Sampling Errors, Standard Error, Sampling Distribution and their Characteristics. **(No. of Lectures 15)**

Unit III: Large Sampling Test: Test of Significance, Procedure of Testing of Hypothesis- Null and Alternative Hypothesis

- (a) Test of Significance in Attributes, - Assumptions, Significance of Difference-Mean, Proportion and S.D. in Sampling of Attributes.
- (b) Test of Significance in Variables (Null Hypothesis Testing): Significance of difference between- Two Sample Means, Difference between Standard Deviations of Two Samples. **(No. of Lectures 15)**

Unit IV: Small Sampling Test: Assumption, Need, Z-test, t- test, and F- test. Non- Parametric Test (Assumptions Free Testing) Meaning, Assumptions, Chi- Square Test, Analysis of Variance (ANOVA).

Statistical Quality Control – Meaning, Characteristics, Causes of Variation in Quality Characteristics, Quality Control Charts. **(No. of Lectures 15)**

Suggested Readings:

1. *Beri*, “Statistics for Management”, Tata McGraw Hill
2. *Chandran, J.S.*, “Statistics for Business and Economics”, Vikash, 1998
3. *Render & Stair Jr.*, “Quantitative Analysis for Management”, Prentice Hall
4. *Sharma, J.K.*, “Business Statistics”, Pearson Education
5. *Gupta, C.B.*, “An Introduction to Statistical Methods” Vikash Publication
6. *Levin Rubin*, “Statistics for Management” Pearson, New Delhi.
7. *Jaiswal K.S.*, “Advanced Statistics”, Vaibhav Laxmi Prakashan, Varanasi.
8. *Gupta, K.L.*, “Business Statistics”, Navyug Publication
9. *Gupta, C.B. & Gupta, Vijay*, “An Introduction to Statistical Methods”, S. Chand” Delhi
10. *Gupta, S.C. & Gupta, Indra*, “Business Statistics” Himalaya Pub. House Delhi
11. *Gupta S.P.*, Statistical Methods, S. Chand & Sons, Delhi
12. *Nagar Kailash Nath*, “Sankhiyaki Vishlotion”, Minakashi Publication
13. *Shukla & Sahai*, “Business Statistics”, Sahitya Bhawan Publication, Agra



Programme /Class: Master of Commerce	{ Year- 4 } Eighth Semester	Max. Marks: 25+75 Min. Passing Marks: 40
Credit – 4 (Compulsory)	Total No. of Lectures= 60 (in hours per week): L- 5/w	
Code: MC 202 ORGANISATIONAL BEHAVIOUR		

Course Objective: To impart the students an understanding of behavioural components in the process of management & to develop an understanding of organizational and individual variants that effect organizations.

Unit I: Organisational Behaviour- Concept, Nature, Significance, Relationship with other fields, Challenges and Opportunities for Organisational Behaviour, **Approaches of Organisational Behaviour** - Human Behaviour Approach, Social System Approach, System and Contingency Approach. (**No. of Lectures 15**)

Unit II: Industrial Dimensions of Organisational Behaviour: Perception - Concept, Nature, Process, **Attitude** - Concept, Process, and Measurement, **Personality** - Concept, Determinants of Personality, **Learning-** Concept, Components, Factors affecting Learning, Learning Theories. (**No. of Lectures 15**)

Unit III: Group Dimensions of Organisational Behaviour: Group-Concept, Types of Group, Group Formation, and Group Decision Making, **Motivation** – Concept, Theories of Motivation, **Leadership** - Concept, Nature, Determinations and Style, **Theories of Leadership** - Trait, Behavioural and Situational Theories. (**No. of Lectures 15**)

Unit IV: Organisational Power and Politics, Organisational Change – Concept, Nature, Resistance to Change, Management Resistance to Change, **Conflict-** Concept, Sources & Types, Resolution of Conflict, **Organisational Culture** - Concept, Elements, Implication & Process. (**No. of Lectures 15**)

Suggested Readings:

1. *Prasad, L.M.*, “Organizational Behaviour”, Sultan Chand & Sons
2. *Aswathappa, K.*, “Organisational Behaviour (English) 10th Edition”, Himalaya Publishing House Pvt. Ltd
3. *Robbins, Judge, Vohra*, “Organizational Behavior”, Pearson Prentice Hall,
4. *Rao, V.S.P.*, “Organizational Behaviour”, Excel Books
5. *Sharma, R.A.*, “Organisational Theory and Behavior”, Tata McGraw-Hill,
6. *Bennis, W.G.*, “Organisation Development- Its Nature, Origin and Prospects, Addison-Wesley Publishing Co.



Programme /Class: Master of Commerce	{ Year- 4 } Eighth Semester	Max. Marks: 25+75 Min. Passing Marks: 40
Credit – 4 (Compulsory)	Total No. of Lectures= 60 (in hours per week): L- 5/w	
Code: MC 203 CORPORATE TAX PLANNING & MANAGEMENT		

Course Objective: To emphasize the role of tax factors in the use of management accounting techniques along with tax laws and their impact on management decisions.

- Unit I:** Basic Concepts of Income Tax, Residential Status of a Company, Computation of Income of a Company, Set Off and Carry Forward of Losses, Deductions and Exemptions in Additional Tax on undistributed Profits. **(No. of Lectures 15)**
- Unit II:** Meaning and Scope of Tax Planning, Ownership Pattern, Tax Planning Regarding Dividend Policy, Issue of Bonus Shares, Merger of Companies. **(No. of Lectures 15)**
- Unit III:** Tax Considerations in Respect of Specific Managerial Decision Like Make or Buy, Own or Lease, Close or Continue, Sale in Domestic Markets or Exports. **(No. of Lectures 15)**
- Unit IV:** Tax Planning in Respect of Managerial Remuneration, Foreign Collaborations and Joint Ventures, Implications of Avoidance of Double Taxation Agreements. **(No. of Lectures 15)**

Suggested Readings:

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|---------------------------------------|--|
| 1- Acharya, Swachandra | : <i>Tax Planning Under Direct Tax</i> |
| 2- Ahuja, G.K. & Gupta, Ravi | : <i>Systematic Approaches to Income Tax</i> |
| 3-Basu, S.N. & Basu, S. | : <i>Income Tax</i> |
| 4-Iyengar, A.C. Sampat | : <i>Law of Income Tax</i> |
| 5-Kanga, J.B. and Palkhivalas, N.A. | : <i>Income Tax</i> |
| 6- Lakhotia, R.N. & Lakhotia, Subhash | : <i>Corporate Tax Planning</i> |
| 7- Prasad, Bhagwati | : <i>Law & Practice of Tax in India</i> |
| 8- Raina, H.P. | : <i>Corporate Taxation</i> |
| 9- Srinivas, E.A. | : <i>Handbook of Corporate Tax</i> |
| 10- Singhania, V.A. | : <i>Direct Taxes</i> |
| 11. Shukla S.K. and Shukla | : <i>Tax Planning and Management</i> |



Programme /Class: Master of Commerce	{ Year- 4 } Eighth Semester	Max. Marks: 25+75 Min. Passing Marks: 40
Credit – 4 (Compulsory)	Total No. of Lectures= 60 (in hours per week): L- 5/w	

Code: MC 204

SALES MANAGEMENT

Course Objective: The aim of the course is to build knowledge, understanding and skills of sales management among the students.

Unit-I: Sales Management – Meaning, Significance, Functions of Sales Manager, Relation with other executives. **(No. of Lectures 15)**

Unit-II: Sales Organisation and Relationship – Purpose of Sales, Organization, Types of Sales Organization Structures, Sales Department external relations. **(No. of Lectures 15)**

Unit-III: Salesmanship – Theories of Selling, Types of Sales executives, Qualities of Sales Executives, Sales Forecasting. **(No. of Lectures 15)**

Unit-IV: Sales Distribution – Physical Distribution System, Factors affecting distribution system, Channels of Distribution, Logistics, Supply Chain Management, International Marketing Channels. **(No. of Lectures 15)**

Suggested Readings:

1. Spiro, R.L., Stanton W.J. & Rich, A.G. – *Management of Sales Force*
2. Still R.R., Cundiff, E.W., & Govani, NAP- *Sales Management, Decisions, Strategies and Cases*
3. Venugopal, P. – *Sales and Distribution Management – An Indian Perspective*
4. Panda, T.K. – *Sales and Distribution Management*
5. Sahu, P.K. & Raut, K.C. – *Salesmanship and Sales Management*



Programme /Class: Master of Commerce	{ Year- 4 } Eighth Semester	Max. Marks: 25+75 Min. Passing Marks: 40
Credit – 4 (Compulsory)	Total No. of Lectures= 60 (in hours per week): L- 5/w	
Code: MC 205 STRATEGIC MANAGEMENT		

Objective: To impart an understanding of the comprehensive process of top management of a business enterprise so as develop the ability to analyze business problems and their solutions.

Unit I: Concept, Definition and Nature of Strategy, Vision, Mission, Goal & Objective.
Strategic Management: Definition and Process, Models of Strategic Decision Making, Strategic Intent, Strategic Business Unit. **(No. of Lectures 12)**

Unit II: Environmental Scanning-Concept of Environment and its Components, SWOT Analysis, Environmental Scanning and Appraisal, Strategic Advantage Analysis and Diagnosis, Concept of Synergy, Core Competence. **(No. of Lectures 16)**

Unit III: Strategic Analysis & Choice- Stability, Growth, Turnaround, Retrenchment, Diversification, Vertical and Horizontal Integration, Strategic Alliance, Divestment, Business Portfolio analysis BCG & GEC matrix, Strategic Choice.
(No. of Lectures 16)

Unit IV: Strategic Implementation and Control: Inter- relation between Formulation and Implementation, Issues in Strategy Implementation, Structural and Non-Structural Resource Allocation. Overview of Strategic Evaluation, Strategic Control, Techniques of Strategic evaluation and Control. **(No. of Lectures 16)**

Suggested Readings:

1. *Kazmi Azhar*, "Strategic Management & Business Policy", Tata McGraw Hill.
2. *Srinivasana, R.*, "Strategic Management", PHI Learning
3. *Lynch Richard*, "Strategic Management", Pearson
4. *Rao, P. Subba*, "Business Policy and Strategic Management", Himalaya Publishing House
5. *Haberberg & Rieple*, "Strategic Management: Theory and Application", Oxford Press
6. *Rathore, P.S.*, "Strategic Management", Kitab Mahal Distributers
7. *Mathur, U.C.*, "Strategic Management", Macmillain India limited.
8. *Mital, Amita*, "Cases in Strategic Management", McGraw Hill Education



{ Year - 5 }
Semester- IX

Mater in Commerce (M.Com.)

Course Structure

Code	Paper Name	Compulsory / Elective	Credit	Internal Assessment	External Assessment	Max. Marks
MC 301	Research Methodology	Compulsory	04	25	75	100
MC 302	Entrepreneurship Development & Small Business in India	Compulsory	04	25	75	100
Select any two from the following						
MC 303	Accounting for Planning & Control	Optional	04	25	75	100
MC 304	Management of Financial Services	Optional	04	25	75	100
MC 305	Services Marketing	Optional	04	25	75	100
MC 306	Industrial Relations	Optional	04	25	75	100
MC 307	Survey Research Project Report Cum Viva-Voce	Compulsory	04			100
Total Credit and Marks			20			500

Note: (a) MC 307: Students have to do Survey Research Project Report Dissertation/Internship Field or Survey Work in Intra/ Inter faculty related to main subject



Programme /Class: Master in Commerce	{ Year- 5 } Ninth Semester	Max. Marks: 25+75 Min. Passing Marks: 40
Credit – 4 (Compulsory)	Total No. of Lectures= 60 (in hours per week): L- 5/w	

Code: MC 301

RESEARCH METHODOLOGY

Course Objectives: The objective of the course is to impart basic understanding and steps involved in a good research. Students should understand research design, sampling and report writing.

Unit I: Introduction: Concept of Research and its Application in Various Functions of Management, Types of Research, Types of Business Problems Encountered by the Researcher, Problems and Precautions to the Researchers.
Process of Research: Steps Involved in Research Process. **Research Design:** Various Methods of Research Design. **(No. of Lectures 15)**

Unit II: Collection of Data: Concept of Sample, Sample Size and Sampling Procedure, Various Types of Sampling Techniques, Types of Data: Secondary and Primary, Various Methods of Collection and Data, Preparation of Questionnaire and Schedule, Precautions in Preparation of Questionnaire and Collection of Data. **(No. of Lectures 15)**

Unit III: Analysis of Data: Coding, Editing and Tabulation of Data, Various Kinds of Charts and Diagrams used in Data Analysis, Bar and Pie Diagrams and their Significance, Use of SPSS in Data Analysis, Application and Analysis of Variance (ANOVA). **(No. of Lectures 15)**

Unit IV: Report Preparation: Types and Layout of Research Report, Precautions in Preparing the Research Report, Bibliography and Annexure in the Report: their Significance, Drawing Conclusion, Suggestion and Recommendation to the Concerned Persons. **(No. of Lectures 15)**

Suggested Readings:

1. Kothari, C.R., "Research Methodology: Methods & Techniques", New Age International Publishers, New Delhi.
2. Gupta, S.P., "Statistical Methods", Sultan Chand & Sons.
3. Sinha, K.K. "Business Communication", Taxmann Publication.
4. Chawla, Deepak & Sodhi, Neena, "Research Methodology: Concepts & Cases", Vikas Publishing House, New Delhi.
5. Bhattacharya, D.K., "Research Methodology", Excel Books.



Programme /Class: Master in Commerce	{ Year- 5 } Ninth Semester	Max. Marks: 25+75 Min. Passing Marks: 40
Credit – 4 (Compulsory)	Total No. of Lectures= 60 (in hours per week): L- 5/w	

MC 302 ENTREPRENEURSHIP DEVELOPMENT & SMALL BUSINESS IN INDIA

Course Objective: It provides exposure to the students to the entrepreneurial culture and industrial growth so as to preparing them to set up and manage their own small units.

Units-I: Entrepreneurship: Concept, Nature, Scope and Importance, Emergence of Entrepreneurial Class in India. Theories of Entrepreneurship, Entrepreneurship and Environment, Creativity and Innovation. **(No. of Lectures 15)**

Units-II: Entrepreneurship Development Programme (EDP): Nature Scope and importance, Institutions Established by the Government for EDP Government Assistance and Incentives. Women Entrepreneurship, Social Entrepreneurship, Intrapreneurship. **(No. of Lectures 15)**

Units-III: Promotion of a Venture, Project Management. Financial Management: Raising of Funds, Private Equity and Venture Capital, Production, Human Resource Management and Marketing Management Practices in Small Scale Sector. **(No. of Lectures 15)**

Unit-IV: Small Business: Nature, Scope and Importance of Small Business, Government Support System, Infrastructural Facilities. Latest Government Policy with regard to Small Scale Sector. Problems & Suggestions for Small Industries. Industrial Sickness: Meaning, Causes and Remedies. **(No. of Lectures 15)**

Suggested Readings:

1. *Desai, Vasant*, "Entrepreneurship and Small Business Management", Himalaya Publishing House
2. *Duker, Peter*, "Innovation and Entrepreneurship", Harper Business; Reprint edition
3. *Gupta, C.B. & Srinivasan, N.P.*, "Entrepreneurship Development", S. Chand
4. *Kenneth, P. Van*, "Entrepreneurship and Small Business Management"
5. *Shukla, M.B.*, "Entrepreneurship and Small Business Management", Kitab Mahal.
6. *Agrawal, R.C.*, "Udyamita Vikas" (Hindi)
7. *Khanka, S.S.*, "Entrepreneurship Development", S. Chand & Company



Programme /Class: Master in Commerce	{ Year- 5 } Ninth Semester	Max. Marks: 25+75 Min. Passing Marks: 40
Credit –4 (Optional)	Total No. of Lectures= 60 (in hours per week): L- 5/w	
Code: MC 303 ACCOUNTING FOR PLANNING AND CONTROL		

Course Objective: The objective of this course is to Familiarize students with the accounting concepts and methods used by managers for Planning and controlling business operations.

- Unit I: Budgeting Control:** Meaning of Budget and Budgeting control, purposes of Budgeting, Importance, Essentials of an effective budget, classification of budgets Flexible budget and ZBB Capital Budgeting: meaning and Appraisal- Payback period, method, Rate of return method and net present value method. **(No. of Lectures 15)**
- Unit II: Standard Casting and Variance Analysis:** meaning and objectives of Standard Costing Setting of Standard, Variance Analysis: Material, Labour and Overhead variances. **(No. of Lectures 15)**
- Unit III: Marginal Casting:** meaning, Determination of Profit under marginal Costing, Importance and Applications: Dropping a line or product or Department, Pricing of Product, make or by Decision, Selection of most profitable channel, **Break even Analysis:** Meaning, P/V ratios, BEP Chart and Practical Applications of Break even Analysis. **(No. of Lectures 15)**
- Unit IV: Responsibility Accounting:** Meaning and Advantages, Responsibility Centers – Cost, Profit and Investment Centers. Transfer Pricing- Meaning, Methods and Selection of Transfer Pricing Method. Inventory Control- Meaning, Importance and Techniques EOQ, ROP, ABC, VED) and Determination of Inventory levels. **(No. of Lectures 15)**

Suggested Readings:

1. Anthony, Robert : *Management Accounting*
2. Birlman, Haral Jr. Dyckman, Thoas, R. : *Management Cost Accounting*
3. Khan, M.Y. : *Management Accounting*
4. Khan & Jain : *Management Accounting*
5. Kulshreshtha : *Management Accounting Concepts j& Cases*
6. Lall, B.M. & Jain, I.C. : *Management Accounting Principles & Practice*
7. Maheshwari, S.N. : *Management Accounting*
8. Pandey, I.M. : *Management Accounting*
9. Sharma, R.K. : *Management Accounting*
10. Shukla, M.B. : *Prabandhakiya Lekhankan (Hindi)*



Programme /Class: Master in Commerce	{ Year- 5 } Ninth Semester	Max. Marks: 25+75 Min. Passing Marks: 40
Credit – 4 (Optional)	Total No. of Lectures= 60 (in hours per week): L- 5/w	

Code: MC 304 MANAGEMENT OF FINANCIAL SERVICES

Course Objective: To familiarize the prospective managers with the various financial services and institutions and their role in the overall financial system.

Unit I: Financial Services: Concept, Nature, Types and Scope of Financial Services, Fund Based and Non-Fund based Financial Services.(**No. of Lectures 16**)

Unit II: Origin of Merchant Banking in India: Nature, Characteristics, Functions and Importance, Services Rendered by Merchant Bankers, Underwriting, Concept, Nature, Features, Importance, Functions and Evolution of Underwriting Business, SEBI Guidelines with regard to Underwriting.(**No. of Lectures 16**)

Unit III: Nature, Objective and Features of Credit Rating, Credit Rating Agencies in India, Depositories.(**No. of Lectures 12**)

Unit IV: Other Financial Services: Lease Financing, Hire Purchase, Venture Capital, Mutual Funds Housing Finance, E-Banking.(**No. of Lectures 16**)

Suggested Readings:

1. *Avadhani, V.A.*, "Investment and Securities Market in India", Himalaya Publication.
2. *Bhola L. M. & Mahakud, J.*, "Financial Market and Institution", McGraw Hill Education
3. *Bhalla, V.K.*, "Management of Financial Services", Generic Pub.
4. *James, C. & Horne, Van*, "Financial Market Rates and Flows", Oxford University Press.
5. *Khan, M.Y.*, "Indian Financial System", Tata McGraw Hill.
6. *Machiraju, H.R.*, "Merchant Banking", New Age International Publishers
7. *G., Rameshbabu*, "Financial Services in India", Concept Publishing House.



Programme /Class: Master in Commerce	{ Year- 5 } Ninth Semester	Max. Marks: 25+75 Min. Passing Marks: 40
Credit – 4 (Optional)	Total No. of Lectures= 60 (in hours per week): L- 5/w	
Code: MC 305 SERVICES MARKETING		

Course Objective: To develop in students an understanding of the underlying concepts, strategies and issues in the Service Marketing.

- Unit I:** Concept, Nature, Emergence, Growth and Importance of Services, Marketing Challenges in Service Business, Service Classification, Marketing Framework for Service Business, Understanding Service Market, Services and Consumer Behaviour.(No. of Lectures 15)
- Unit II:** Approaches to Segmenting Service Market, Marketing Mix in Services Marketing, Branding of Services, Retail Marketing.(No. of Lectures 15)
- Unit III:** Marketing Research and Marketing Information System in Services, Strategies for Services Marketing, Service Vision.(No. of Lectures 15)
- Unit IV:** E-Marketing and Services Marketing in various Business Areas, Development of Services Market in Indian Business.(No. of Lectures 15)

Suggested Readings:

1. Zeithaml, V.A. & Bitner, M.J., “Services Marketing”, McGraw- Hill Education
2. Lovelock, C. H., “Services Marketing”, Prentice Hall
3. Rao, K. R. Mohana, “Services Marketing” Pearson Education India
4. Nargundkar, R., “Services Marketing”, McGraw- Hill Education
5. Apte, Govind, “Services Marketing”, Oxford University Press
6. Shukla, Ajit Kumar, “Services Marketing”, Vaibhav Laxmi Prakashan



Programme /Class: Master in Commerce	{Year- 5} Ninth Semester	Max. Marks: 25+75 Min. Passing Marks: 40
Credit – 4 (Optional)	Total No. of Lectures= 60 (in hours per week): L- 5/w	
Code: MC 306 INDUSTRIAL RELATIONS		

Course Objective: The course intends to educate and create awareness among the participants about various aspects to industrial relation and thus equip them to handle this delicate subject with maturity, objectivity and understandings.

- Unit I:** Industrial Relation-Concept, Nature Objectives, Importance, Industrial Disputes, Meaning, Causes, Strike, Lockout. **(No. of Lectures 10)**
- Unit II:** Collective Bargaining-Meaning, Characteristics, Trade unionism- Concept and Nature of Objective of Trade Union Functions of Trade Unions, Problems of Trade Union, Measures of Strengthening of Trade Union. **(No. of Lectures 18)**
- Unit III:** Industrial Accident, Safety Measures Absenteeism, Measures to Check Absenteeism, Labour Turn Over, Causes of Labour Turn Over, Measures to Reduce Labour Turn Over. **(No. of Lectures 12)**
- Unit IV:** Workers Participation in Management- Meaning, Objectives, Different forms of WPM, Causes of the Failure of Participation Scheme in India, Suggestions for the Success of WPM, Grievance- Meaning and Definition, Causes of Grievance, Characteristics of Good Grievance Handling Procedures, Steps taken by the Manager in Handling a Grievance, Suggestions to make the Grievance Procedure Successful. **(No. of Lectures 20)**

Suggested Readings:

1. Kochan, T.A. & Katz Harry, "An Introduction to Collective Bargaining and Industrial Relations", Irwin/McGraw-Hill
2. Mamkoottam, K., "Trade Unionism: Myth and Reality", OUP India
3. Bhagoliwal, T.N., "Industrial Relations in India", Sahitya Bhawan, Agra
4. Mehrotra, S.N., "Labour Problems in India", S. Chand
5. Mamoria, C. B., Mamoria, S, & Gankar, S. V., "Dynamics of Industrial Relations", Himalaya Publishing House
6. Tripathy, P. C. "Personnel Management and Industrial Relations", Sultan Chand & Sons, New Delhi.
7. Mani, B.R., "Participative Management Vs. Collective Bargaining", Vision Books, New Delhi,
8. Relevant Labour Acts



{ Year - 5 }
Semester- X

Master of Commerce (M.Com.)

Course Structure

Code	Paper Name	Compulsory / Elective	Credit	Internal Assessment	External Assessment	Max. Marks
Select any two subject group from the following-						
Group A- Accounting & Finance						
MC401	Security Analysis and Portfolio Management	Optional	04	25	75	100
MC402	Management Information System	Optional	04	25	75	100
Group B- Marketing						
MC403	International Marketing	Optional	04	25	75	100
MC404	Advertising Management	Optional	04	25	75	100
Group C- Human Resource Management						
MC405	Labour Legislation in India	Optional	04	25	75	100
MC406	Human Resource Planning & Development	Optional	04	25	75	100
MC407	Survey Research Project Report Cum Viva-Voce	Compulsory	04			100
Total Credit and Marks			20			500

Note: MC 404: Students have to do Survey Research Project Report Dissertation/Internship Field or Survey Work in Intra/ Inter faculty related to main subject.



Programme /Class: Master in Commerce	{ Year- 5 } Tenth Semester	Max. Marks: 25+75 Min. Passing Marks: 40
Credit – 4 (Optional)	Total No. of Lectures= 60 (in hours per week): L- 5/w	

Group A- Accounting & Finance

Code: MC 401	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
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Objective: To impart knowledge to students regarding the theory and practice of Security Analysis and Portfolio Management.

- Unit I:** **Security Analysis:** Concept, Nature and Scope, Investment Vs. Speculation, Effective Investment Programme, Sources of Investment Information. Primary Market, Secondary Market, Operations of Indian Capital Market. **(No. of Lectures 20)**
- Unit II:** **Valuation of Securities:** Bond, Debenture, Preference Shares, Equity Shares. **(No. of Lectures 10)**
- Unit III:** Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis, Efficient Market Hypothesis and its Testing. **(No. of Lectures 10)**
- Unit IV:** Portfolio Management, Portfolio Selection and its Models. Markowitz Portfolio Theory. Efficient Frontier, Capital Market Theory: CAPM Single Index Model; Portfolio Total Risk (Risk and Return Analysis). Portfolio Market Risk and Unique Risk, Capital Market line and Security Market Lines, Portfolio Performance Evaluation: Measurement of Risk & Return, Evaluation Criteria and Procedures. **(No. of Lectures 20)**

Suggested Readings

1. *Avadhani, V.A.*, “Security Analysis & Portfolio Management”, Himalaya Publishing House
2. *Bhalla, V.K.*, “Investment Management”, S. Chand Publishing
3. *Pandian, P.*, “Security Analysis & Portfolio Management”, Vikas Publishing House.
4. *Fischer, L.M. & Ormiston. A.*, “Security Analysis & Portfolio Management”, Prentice Hall of India.
5. *Ronald J. Jordon & Donald E. Fischer*, “Security Analysis & Portfolio Management”, Pearson India.
6. *Chandra Prasanna*, “Investment Analysis & Portfolio Management”, McGraw Hills Education.
7. *Kevin, S.*, “Security Analysis and Portfolio Management”, PHI Learning.
8. *Singh, Preeti*, “Investment Management”, Himalaya Publishing House



Programme /Class: Master in Commerce	{ Year- 5 } Tenth Semester	Max. Marks: 25+75 Min. Passing Marks: 40
Credit – 4 (Optional)	Total No. of Lectures= 60 (in hours per week): L- 5/w	

Group A- Accounting & Finance

Code: MC 402	MANAGEMENT INFORMATION SYSTEM
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Objective: To acquaint the students with the basics of Information technology and related aspects.

- Unit I:** Management Information System(M.I.S): Meaning, Elements, Characteristics, Functions, Objectives and Role of M.I.S., Principles of Good MIS, Installation of MIS, Basic Requirements of MIS, Implementation of MIS, Problems in Installation of MIS, Guidelines for Making MIS Effective.(**No. of Lectures 15**)
- Unit II:** Development of System Analysis, System Definition, System Analysis, tools for making System Analysis, System Design, Testing, System Evaluation, Types of Information System, comparison of human and computer system(Alternative Framework). (**No. of Lectures 15**)
- Unit III:** Information System for Decision Making: Meaning, Types of Decisions, Decision Making Process, Basic Information System related to Production, Finance, Human Resource and Marketing. (**No. of Lectures 15**)
- Unit IV:** Data Communication and Networking: Meaning, Basic Elements of Communication, Data Transmission Modes, Transmission Channels, Transmission Media, Types of Database System, Network Topologies, LAN, WAN and MAN. Base of MIS: Reporting- Meaning, Principles of Reporting, Methods of Reporting, Classification of Reports.(**No. of Lectures 15**)

Suggested Readings:

1. Louden & Louden, "Management Information System", Prentice Hall,
2. Banerjee, U. K., & Sachdeva, R. K., "Management Information System: A New Frame Work" Vikas Publishing House, New Delhi
3. Davis, G.B., & Olson, M. H., "Management Information Systems: Conceptual Foundations, Structure, and Development", New York: McGraw-Hill.
4. Gupta, A.K., "Management Information System", S. Chand Co. Ltd
5. Jindal Aman, "Management Information System", Kalyani Publishers
6. Kanter Jerome, "Management Oriented MIS", Prentice Hall
7. Kelker, S.A., "Management Information System -A Concise Study", PHI Learning Private Limited, New Delhi.
8. Murthy, C.S.V., "Management Information System (Text, Cases and Applications)", Himalaya Publishing House
9. Prasad, L.M.&Prasad, Usha, "Management Information System", Sultan Chand



Programme /Class: Master in Commerce	{ Year- 5 } Tenth Semester	Max. Marks: 25+75 Min. Passing Marks: 40
Credit – 4 (Optional)	Total No. of Lectures= 60 (in hours per week): L- 5/w	

Group B- Marketing

Code: MC 403

INTERNATIONAL MARKETING

Objective: The course aims at exposing the students to the global business activities, marketing in international business and global forces transforming the international business today.

- Unit I:** Nature, Scope and Importance of International Marketing. Distinction between International Marketing and Domestic Marketing, International Market entry Strategies, International Marketing Environment and its Impact on Marketing Decisions. **(No. of Lectures 15)**
- Unit II:** Institutional set up for Export Promotion, Governmental Agencies in International Marketing, Export Houses, Export Documentation and Procedures. International Marketing Operations. **(No. of Lectures 15)**
- Unit III:** Planning for Overseas Market– Product strategy, International Product Life Cycle, Management of International Brands and Packaging, Pricing Decisions, International Promotion, International Channel Management Decisions. **(No. of Lectures 15)**
- Unit IV:** Emerging Issues and Developments in International Marketing, International Marketing of Services, Information Technology and International Marketing, World Trade Organization(WTO). **(No. of Lectures 15)**

Suggested Readings:

1. *Cateora, P. R. & Graham, J.L.*, “International Marketing” McGraw-Hill/Irwin; 15 edition
2. *Jain, Subhash C.*, “International Marketing Management” South-Western
3. *Terpstra, Vern & Sarathy, R.*, “International Marketing” Thomson Learning
4. *Onkvisit, S. & Shaw, J.J.*, “International Marketing Analysis and Strategy” Routledge, New York
5. *Czinkota, M. R. & Ronkainen, I. A.* “International Marketing”, Thomson Higher Education, USA
6. *Cherunilam, F.*, “International Marketing”, Himalaya Publishing House
7. *Sahai, I.M.*, “International Marketing” Sahitya Bhawan Publication
8. *Mishra, Arvind K., & Pallavi*, “Fundamentals of International Marketing”, Vaibhav Laxmi Prakashan
9. *Sahai, I.M.*, “Antarrastriya Vipanan”, Sahitya Bhawan Publication
10. *Jain, S.C.*, “Antarrastriya Vipanan”, Kailash Pustak Sadan



Programme /Class: Master in Commerce	{ Year- 5 } Tenth Semester	Max. Marks: 25+75 Min. Passing Marks: 40
Credit – 4 (Optional)	Total No. of Lectures= 60 (in hours per week): L- 5/w	

Group B- Marketing

Code: MC 404

ADVERTISING MANAGEMENT

Objective: This course aims to familiarize the student with the basic principles of advertising and introduction to media involved.

- Unit I:** Advertising Management – Concept, Scope, Importance in business, Role of Advertising in Social and Economic Development of India, Legal, Ethical and Social aspects of advertising.(No. of Lectures 15)
- Unit II:** Media Plan – Types and choice criteria, reach and frequency of advertisements, Cost of advertisement related to sales, Media Planning.(No. of Lectures 15)
- Unit III:** Message Development – Different types of advertisements, layout, design appeal, copy structure, Advertisement production, Print, Radio, T.V. and Web advertisements, Media Research.(No. of Lectures 15)
- Unit IV:** Promotional Objectives – Importance, Determination of Promotional objectives, Setting objectives DAGMAR, Advertising Budget – Objectives, Approaches and Methods.(No. of Lectures 15)

Suggested Readings:

1. Aaker, Batra & Myers – Advertising Management
2. Percy, L. & Elliott, R.R., - Strategic Advertising Management
3. Manendra Mohan – Advertising Management
4. Tyagi C.L. – Advertising Management
5. Sontakki C.N., - Advertising



Programme /Class: Master in Commerce	{ Year- 5 } Tenth Semester	Max. Marks: 25+75 Min. Passing Marks: 40
Credit – 4 (Optional)	Total No. of Lectures= 60 (in hours per week): L- 5/w	

Group C- Human Resource Management

Code: MC 405

LABOUR LEGISLATION IN INDIA

Objective: To provide an understanding, application and interpretation of the various labour laws and their implications for industrial relations and labour issues.

- Unit I:** Objectives of Labour laws, Industrial Disputes Act, 1947- Objectives Scope, Lay off, Strike, Lockout, Retrenchment. **(No. of Lectures 12)**
- Unit II:** Workmen Compensation Act-1923 Employer, Partial Disablement, Total Disablement, Wages, Workman Rules Regarding Workmen's Compensation. Factories Act- 1948 Definition, Health of Workers in Factories, Safety of Workers in Factories. **(No. of Lectures 16)**
- Unit III:** Payment of Wages Act, 1936: Object of the Act, Definitions, Rules for Payment of Wages, Deductions from Wages, Enforcement of the Act, Minimum Wages Act, 1948: Definition, Minimum, Fair and Living Wages, Fixation and Revision of Minimum Wages, Payment of Minimum Wages, Enforcement of the Act. **(No. of Lectures 16)**
- Unit IV:** Trade Union Act, 1926: Features. Definition. Registration of Trade Unions. Rights and Liabilities of Registered Trade Unions, Funds of Trade Union. Employee's Provident Fund and Miscellaneous Provisions Act, 1952: Introduction, Definition, Schemes under the Act. **(No. of Lectures 16)**

Suggested Readings:

1. Ghaiye, B.R., "Laws and Procedure of Developmental Enquiry (In Private and Public Sector)", Eastern Book Co, India
2. Malhotra, O.P., "The Law of Industrial Disputes", Lexis Nexis
3. Malik, P.C., "Handbook of Labour and Industrial Law", Eastern Book Company
4. Kapoor, N.D., "Element of Industrial Law", Sultan Chand & Sons
5. Padhi, P.K., "Labour & Industrial Laws", PHI Learning Pvt. Ltd
6. Srivastava, S. C., "Industrial Relations and Labour Laws", Vikas Publishing House
7. Misra, S. N., "Labour and Industrial Laws", Central Law Publications,



Programme /Class: Master in Commerce	{ Year- 5 } Tenth Semester	Max. Marks: 25+75 Min. Passing Marks: 40
Credit – 4 (Optional)	Total No. of Lectures= 60 (in hours per week): L- 5/w	

Group C- Human Resource Management

Code: MC 406 HUMAN RESOURCE PLANNING & DEVELOPMENT

Objective: The objective of the course is to make student aware of the concepts, techniques and practices of Human Resource Planning and Human Resource Development. This course is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.

- Unit I:** Introduction to Human Resource Planning: Concept, Importance, Need for Human Resource Planning, Objectives Types of HR plan, Dimensions of Human Resource Planning, Human Resource Information System, Human Resource Planning Process, Career planning vs. Human resource planning, Career planning vs. Succession planning. **(No. of Lectures 15)**
- Unit II:** Evolution and Concept of HRD: System concept, Role of HRD, Professionals, HRD climate and its element, HRD Matrix, HRD Function, HRD Process, Role of line managers and supervisors in HRD. **(No. of Lectures 15)**
- Unit III:** Assessing and Implementing HRD Programmes: Task Analysis, Person Analysis, Organizational Analyses, Assessing HRD needs, HRD process models, Training Vs HRD, HRD Intervention, Quality of Work-life. Creating HRD environment, Issues concerning evaluation, Assessing the impact of HRD. **(No. of Lectures 15)**
- Unit IV:** Organizational Culture and HRD: Workforce diversity and HRD, Labor Market changes, Equal Employment Opportunity, Adapting demographic changes and gender issues, HRD practices in the manufacturing and services sectors. **(No. of Lectures 15)**

Suggested Readings:

1. *Bhattacharya, DipakKumar – Human Resource Planning, ExcelBooks.*
2. *T.V.Rao Human Resource Development Oxford IBH Publication*
3. *Aswathapa, Human Resource, and Personnel Management Text & Cases, TMH.*
4. *Desimone & Harries–Human Resource Development –Thomson Learning*