

**V.B.S. Purvanchal University, Jaunpur**

**Syllabus based on New Education Policy**

**Year-wise Structure of Faculty of Commerce PG (M.COM)**

Year	Semester	Major subject  Own Faculty  (5 credit each)	Minor  Elective  Other Faculty	Major  Industrial Training/Survey/Research Project  (Inter/Intra Faculty related to main subject)	Minimum Credit for the Year	Cumulative Minimum Credit Required for Award of Certificate/Diploma/Degree	
4	VII	1. Business Management			52	(184)  Bachelor (Research)  In Commerce	
		2. Advance Business Economics					
		3. Advance Business Statistics					
		4. Economic Environment					
	VIII	1. Government and Business		I  (4/5/6)  Credit			I  (4 Credit)
		2. Research Methodology					
		3. Human Resource Management					
		Dissertation Viva-Voce  (8 Credit)					
		4. Choose any one from the following :					
		4.1 Fund based Financial Services					
		4.2 Marketing Management					
		4.3 Labour Welfare and Social Security					

5	IX	1. Financial Management		I	4 Credit	48	(232) Master in Commerce	
		2. Corporate Tax Planning and Management						
		3. Organisational Behaviour						
		4. Choose any one from the following :						
		4.1 Fee based Financial Services						
		4.2 International Marketing						
		4.3 Wage and Salary Administration						
	X	1. Security Analysis and Portfolio Management		I	4 Credit			
		2. Banking and Insurance						
		Dissertation Viva-Voce (8 Credit)						
		3. Choose any one Group from the following						
		Group						Mutual Fund Investment
		3.1						International Finance
Group		Sales Management						
3.2		Advertising Management						
Group	Human Resource Policy and Practices							
3.3	Industrial Relations							

**V.B.S. Purvanchal University, Jaunpur**

**Syllabus based on New Education Policy**

**Semester- wise Title of the Paper in PG Commerce**

**(Programme : M.Com.)**

Year	Sem.	Course code	Paper title	Theory/P ractical	Credit
4	VII	CO10701T	Business Management	Theory	5
		CO10702T	Advance Business Economics	Theory	5
		CO10703T	Advance Business Statistics	Theory	5
		CO10704T	Economic Environment	Theory	5
4	VIII	CO10801T	Government and Business	Theory	5
		CO10802T	Research Methodology	Theory	5
		CO10803T	Human Resource Management	Theory	5
		<b>CO10804R</b>	<b>Dissertation Viva-Voce</b>	<b>Viva</b>	<b>8</b>
		CO10805T	Fund based Financial Services	Theory	5
		CO10806T	Marketing Management	Theory	5
		CO10807T	Labour Welfare and Social Security	Theory	5
5	IX	CO10901T	Financial Management	Theory	5
		CO10902T	Corporate Tax Planning and	Theory	5

			Management		
		CO10903T	Organisational Behaviour	Theory	5
		CO10904T	Fee based Financial Services	Theory	5
		CO10905T	International Marketing	Theory	5
		CO10906T	Wage and Salary Administration	Theory	5
<b>5</b>	<b>X</b>	CO11001T	Security Analysis and Portfolio Management	Theory	5
		CO11002T	Banking and Insurance	Theory	5
		<b>CO11003R</b>	<b>Dissertation Viva-Voce</b>	<b>Viva</b>	<b>8</b>
		CO11004T	Mutual Fund Investment	Theory	5
		CO11005T	International Finance	Theory	5
		CO11006T	Sales Management	Theory	5
		CO11007T	Advertising Management	Theory	5
		CO11008T	Human Resource Policy and Practices	Theory	5
		CO11009T	Industrial Relations	Theory	5

## Model Question Paper

**Maximum Marks : 75**

**Time : 3:00 Hours**

### **Section-A :**

Ten very short answer questions, based on entire course. Each question must be answered in about 50 words.

**(10×2=20 Marks)**

### **Section-B :**

This section will have Eight short answer questions. The candidates will have to answer any five questions. Each question must be answered in about 200 words.

**(5×7=35 Marks)**

### **Section-C :**

This section will have four long answer questions. The candidates will have to answer any two questions. Each question must be answered in about 500 words.

**(2×10=20 Marks)**

**Note: The examinees may use calculator in numerical papers of each class.**

**Seventh Semester**  
**Business Management**

**Course code : CO10701T**

**(5-0-0-5)**

**Objective**

The objective is to impart a basic understanding of Management; its functions and process; as applicable to business organizations.

**Unit - I**

Introduction to Business Management

Critical Analysis of Management Theories

Management and Society

Ethical Issues in Management

Social Responsibilities of Business and Corporate Governance

**Unit - II**

Essentials of Planning

Types of Managerial Plans

Management by Objectives

Decision Making – Its Importance, Process and Types

**Unit - III**

Nature of Organising

Different Types of Organisational Structures

Authority – Responsibility Relationship

Organisational Climate and Culture

**Unit - IV**

Motivation and Leadership: Concept and Theories

Communication Process; Organisational Communication Channels, Barriers and Measures

**Unit - V**

Process of Control and Control Types

Essentials of Effective Control

Co-ordination

Recent Trends and Issues in Management

**Suggested Readings:**

1. Wehrich, Cannice and Koontz: Management – A Global Entrepreneurial Perspective
2. Robbins, S. P. and Mary Coulter: Management
3. Stoner, Freeman and Gilbert, Jr.: Management
4. Jain, J. K.: Principles and Functions of Management (English & Hindi)
5. Saxena, S. C: Prabandh Ke Siddhant (Hindi)

**Seventh Semester**  
**Advanced Business Economics**

**Course Code: CO10702T**

**(5-0-0-5)**

**Objective:**

The objective of this course is to develop ability to apply the concepts, tools, and techniques of Economics in analyzing and interpreting business decisions.

**Unit - I**

Introduction: Concept, Nature, and Scope of Business Economics.

Fundamental economic concepts: incremental principle, opportunity cost principle, discounting principle, equi-marginal principle.

**Unit - II**

**Demand analysis:** Individual and market demand functions; Law of demand, determinants of demand.

**Elasticity of Demand:** Determinants and Distinctions, Degrees and Measurements of Price, Income, Cross Elasticities.

**Unit - III**

**Production Theory:** Production Function; Laws of Variable Proportions; Producer's Equilibrium - Traditional Analysis, Isoquant, Isocost and Ridge Lines and Returns to Scale as per Isoquants; Economies and Diseconomies of Scale—Internal and External.

**Unit - IV**

**Cost Analysis:** Cost-Output Relationship, Significance of Cost Analysis.

**Price Determination under different Market Conditions:** Characteristics of different market structures; Price determination and firm's equilibrium in short-run and long-run under perfect competition, monopolistic competition and monopoly.



**Unit - V**

**Business Cycle:** Concept, Types, Phases, Impacts, and Control Measures of Business Cycle.

**Inflation-Deflation:** In Relation to Employment, GDP and General Economic Conditions, Control Measures.

**Suggested Readings:**

1. G. S. Gupta, Managerial Economics, TMH
2. Joel Dean, Managerial Economics, PHI
3. Baumol, Economic Analysis and Business Decisions.
4. R. L. Varshney and K. L. Maheshwari: Managerial Economics, S. Chand & Sons, Delhi
5. Sharma & Kejrival: Prabhandh Arthshastra

## Seventh Semester

### Advance Business Statistics

Course code : CO10703T

(5-0-0-5)

#### **Objective:**

The objective of this paper is to acquaint students with the principles of business statistics so that they should be able to use various statistical tools for the analysis of economic and business data.

#### **Unit - I**

**A. Regression Analysis:** Regression Equations, Regression Coefficients.

**B. Parametric and Non-Parametric Test :** Meaning, Types, Characteristics, Difference between Parametrics and Non-Parametrics test.

#### **Unit - II**

**A. Theoretical Frequency Distributions:** Binomial, Normal and Poisson Distribution.

**B. Probability Theory:** Addition and Multiplication Theorems of Probability, Application of Addition & Multiplication Theorem.

#### **Unit - III**

**A. Association of Attributes:** Theory of Association, Criterion of Independence, Coefficient of Association.

**B. Chi-square Test:** Methods and Uses.

#### **Unit - IV**

**A. Sampling:** Hypothesis Testing, Standard Error, Sampling of Attributes, Sampling of Variables – Large and Small Sample, z-test, t-test.

**B. Statistical Quality Control:** Meaning, Definition, Origin, Control Charts.

## **Unit -V**

**A. Analysis of Variance:** F-test; Assumption and Application.

**B. Business Forecasting:** Elements, Importance, Limitations and Theories of Business Forecasting.

### **Suggested Readings:**

1. Goode and Hatt: Methodology of Social Sciences Research
2. Roy, Ramendu, Principle of Statistics, Prayag Pustak, Prayagraj
3. Gupta, S. P.: Statistical Methods, Sultan Chand
4. Kothari, C. R.: Research Methodology, New Age Publication, New Delhi
5. Roy, Ramendu: Sankhiki Ke Siddhant , Prayag Pustak Bhawan, Prayagraj
6. Shukla & Sahai: Sankhiki Ke Siddhant , Sahitya Bhawan

**Seventh Semester**  
**Economic Environment**

**Course code : CO10704T**

**(5-0-0-5)**

**Objective:**

The purpose is to provide an awareness of various economic issues and challenges being faced by India in the globalised economy.

**Unit - I**

Meaning of Environment, Elements of Economic Environment; Factors Affecting Economic Environment, Globalization and its drivers, Sunrise Sector of India.

**Unit - II**

**Economic Environment of Business:**

Economic Reforms and Current Government Policies – New Industrial Policy, Fiscal Policy, Monetary Policy and EXIM Policy; Demonetarization.

**Unit - III**

**Competition** – Meaning of Competition, Salient Features of Competition Act 2002, CCI-Competition Commission of India, CAT- Competition Appellate Tribunal.

Consumerism, Salient features of Consumer Protection Act 2019 and its amendments.

**Unit - IV**

**Institutional Economic Environment**

International Collaborative Arrangements and Strategic Alliances; GATT, WTO,

TRIPS, TRIMS.

**Regional Economic Groupings in Practice:**

Levels of Regional Economic Integration; Regionalism vs. Multilateralism, Structure and Functions of EU, NAFTA, ASEAN and SAARC.

## **Unit - V**

**FDI-** Meaning, Types, Policies with regard to FDI, Recent Trends.

**FEMA-** Current Account Transaction, Capital Account Transaction.

### **Suggested Readings:**

1. Ghosh: Economic Environment of Business
2. Morrison J.: The International Business Environment
3. Mishra & Puri: Economic Environment
4. Ruddra Dutt & Sundaram: Indian Economy
5. Francis Cherunilam: Business Environment
6. D.M. Mithani: International Economics

## Eighth Semester

### Government and Business

Course code : CO10801T

(5-0-0-5)

#### **Objective**

To acquaint the students with current Economic and Social Reforms undertaken by the Government to lift trade and industry.

#### **Unit - I**

##### **Make in India:**

Program, policies, Process, Plan, Progress, Key Sectors, Opportunities, Key Reforms, Ease of doing business, Key Examples.

#### **Unit - II**

##### **Start Up India:**

Definition: Start Up, Central and State Policy and Tax Incentives, Registering a Company in India, Service and Benefits, Start Up India Action Plan, Incubators, Initiatives by Banking and Financial Institution, MUDRA Bank Scheme, Start Up India Hub, Innovation and Business, Success Stories.

#### **Unit - III**

##### **Stand Up India:**

Scheme and Guidelines: Bankers, Applicant and Handholding Agencies, Subsidy Schemes for SC, ST and Women, Stand Up India Ecosystem, Deen Dayal Upadhyaya Gram Jyoti Yojna, Saubhagya Yojana, Ujjawala Yojana.

#### **Unit - IV**

##### **Skill India:**

Skill Development and Entrepreneurship, Government Initiatives and Policies, National Policy on Skill Development and Entrepreneurship, Pradhan Mantri Kaushal Vikas Yojana (PMKVY), Directorate General of Training (DGT), National Skill Development Corporation (NSDC), National Institute of Entrepreneurship and Small Business development (NIESBUD).

## **Unit - V**

### **Sustainable Development:**

**Hospitality and Tourism** – Incredible India, Swatch Bharat Abhiyan

**Infrastructure: Roads** – Bharat Mala; **Power** – Solar Power, Wind Energy;

**Housing** – Pradhan Mantri Grameen Awas Yojana (PMGAY)

**Financial Inclusion:** Jan Dan Yojana

### **Suggested Reading:**

1. Status Report Start Up India
2. Annual Report by Ministry of Skill Development and Entrepreneurship (English and Hindi)
3. <http://www.makeinindia.com>
4. <http://www.standupmitra.in>
5. <http://www.skilldevelopment.gov.in>

## Eighth Semester

### Research Methodology

Course code : CO10802T

(5-0-0-5)

#### **Objective:**

The objective is to equip the students with the basic understanding of research methodology and to provide an insight into the application of modern tools of analysis and interpretation.

**Unit-I: Theory of Research** : Meaning and Objectives of Research; Process of Research; Types of Research; Research Approaches; Selection and Formulation of a Research Problem; Criteria of a Good Research Problem.

**Unit-II: Hypothesis and Research Design** : Concept, Sources and Types of Hypotheses; Formulation of Hypothesis; Usefulness of Hypothesis in Business Research; Uses of Research Design; Steps in Preparing a Research Design; Exploratory or Formulative Design; Descriptive and Diagnostic Design; Experimental Research Design; Research Design for Business Studies.

**Unit-III: Sampling and Data Sources** : Principles of Sampling; Sampling Process; Probability and Non-probability Sampling; Techniques of Data Collection; Process of Data Collection through Observation and Schedule; Construction of Questionnaire; Interview Technique in Business Research.

**Unit-IV: Measurement and Scales** : Concept and Levels of Measurement; Tests of Sound Measurement-Test of Validity and Reliability; Concept of Scaling; Types of Rating Scales; Attitude's Scale-Likert Scale.

**Unit-V: Interpretation and Report Writing** : Meaning; Pre-requisites of Interpretation; Errors in Interpretation; Essentials of a Good Research Report; Types of Reports; Layout of a Research Report; Writing up of the Report; Evaluating a Research Report.



**Suggested Readings:**

1. Goode and Hatt, Methods in Social Research
2. Tanushree Roy & Ramendu Roy: Shodh karyapranali, Pravalika publications, Allahabad (Hindi)
3. Ramendu Roy & S. Banerjee: Fundamental of Research Methodology, Kitab Mahal, Allahabad
4. Kothari, C. R., Research Methodology, New Age Publication, New Delhi

## Eighth Semester

### Human Resource Management

Course Code: C010803T

(5-0-0-5)

#### Objective :

The objective of the course is to develop a sound knowledge and understanding of different aspects of managing people and offer insights into recent trends in the field to the students so as to enable them to effectively manage human resource in organizations.

#### Unit I

**Human Resource Management:** Evolution; Nature, Functions and Objectives; HRM vs HRD, Roles and Characteristics of HR manager Human Resource Planning: Concept and Nature.

#### Unit II

**Job Analysis:** Process, Job description, Job Specification Job Design: Concept and Approaches, Recruitment: Types, Process; Selection: Process, Methods.

#### Unit III

**Performance Appraisal and Management:** Process, Methods- Traditional and Modern, Challenges Training and Development: Concept, Significance, On-the-Job Training Methods, Off-the-Job Training Methods.

#### Unit IV

**Wage and Salary Administration:** Concept, Process, Essentials of a Sound Wage and Salary Structure, Factors Affecting Wage and Salary Structure; Rewards, Incentives; Fringe Benefits: Nature and Types.

#### Unit V

**Industrial Relation:** Concept and Nature, Characteristics of Industrial Labour, Industrial Disputes: Nature, Causes and Settlement.

**Suggested Reading:**

1. VSP Rao: Human Resource Management, Excel Books
2. K Aswathappa : Human Resource Management, McGraw Hill
3. Garry Dessler: Human Resource Management, Pearson Education
4. CB Mamoria: Personnel Management, Himalaya Publishing House
5. A Monappa & M S Sayadin: Personnel management, Mc Graw Hill
6. VP Michael: Human Resource Management, HPH, New Delhi
7. RS Dwivedi: Human Resource Management, Galgotia Publications
8. Edwin B Flippo: Personnel Management, McGraw Hill
  
9. Singhal Ajai Kumar: Human Resource Management, SPB, Allahabad (Hindi & English)
10. Malviya, A. K.: Human Resource Management, PPB, Allahabad (Hindi)

## Eighth Semester

### **Fund Based Financial Services**

**Course code : CO10805T**

**(5-0-0-5)**

**Objective:** To provide fundamental understanding of different types of fund based financial services.

**Unit-I : Hire-Purchase** : Conceptual; Framework; Features; Hire-purchase and Credit Sale; Hire-purchase and Installment Sale; Legal Framework; Taxation Aspects; Banks and Hire-purchase Business; Bank Credit for Hire-purchase Business.

**Unit-II : Leasing** : Meaning; Steps in Leasing; Types of Lease; Advantages and Disadvantages of Leasing ; Leasing and Hire-purchase; Legal Aspects of Leasing.

**Unit-III : Venture Capital** : Meaning, Features, Scope and Significance; Venture Capital Guidelines; Methods of Venture Financing; Indian Venture Capital Scenario.

**Unit-IV : Mutual Fund** : Meaning and Classification of Mutual Funds; Organisation of the Funds; Operation of the Funds; Net Asset Value; Mutual Funds in India; Regulation of Mutual Funds in India.

**Unit-V : Factoring and Forfaiting** : Factoring-Meaning; Modus Operandi; Terms and Conditions; Functions; Types of Factoring; Factoring Vs. Discounting; Factoring in India; Forfaiting – Definition, Working of Forfaiting; Factoring Vs. Forfaiting.

**Suggested Readings:**

1. Avadhani, V.A. Investment and Securities Market in India.Himalaya Publication.
2. Bholal 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.

## Eighth Semester

### Marketing Management

Course Code : CO10806T

(5-0-0-5)

#### **Objective :**

The objective of this course is to provide a conceptual understanding of the subject and to make the student aware about the latest developments in the field of Marketing so as to enable them to face the upcoming challenges.

#### **Unit-I**

**Introduction:** Concept and Scope of Marketing; Marketing and Economic Development; Marketing and Society.

**Marketing Philosophies :** Exchange - based , Production-based, Product-based, Sales-based and Society-based Marketing Philosophies.

**Marketing Environment :** Micro and Macro ; Marketing Research, Methods and Procedure.

#### **Unit-II**

**Buyer Behaviour and Market Selection :** Buyer Behaviour - Factors Influencing Buyer Behaviour, Buying Motives and Buying Process.

**Market Segmentation :** Levels and Pattern of Market Segmentation, Bases for Segmenting Consumer Market.

**Market Targeting :** Patterns of Target Market Selection.

#### **Unit-III**

**Product and Pricing Decisions:** Product - Concept, Product line and Mix.

**Product Life Cycle :** Product Planning and Development : Stages Involved, Product Packing, Branding and Labelling.

**Pricing Decisions :** Steps Involved in Price Setting; Methods and Strategy.

#### **Unit-IV**

**Marketing Distribution Channels and Market Logistics :** Channel , Flows and Levels ; Channel Design Decision; Channel Management Decisions ; Marketing Logistics–Market Objectives and decision.

#### **Unit-V**

**Promotion Decisions and Marketing Control :** Factors Influencing Promotion Decisions; Promotional Tools- A Brief Study of Advertising, Personal Selling and Sales Promotion ; Concept and Types of Marketing Control; Rural Marketing in India.

#### **Suggested Reading:**

1. Philip Kotler: Marketing Management
2. Philip & Duncan: Marketing Principles and Methods
3. Ramaswamy, V.S. and Namkumari: Marketing Management – Planning Control
4. Donald, S. Tull and Well, I.Z. Hawkins: Marketing Research
5. Johri, Lalit, M.: International Marketing – Strategies for Success
6. Malviya, A.K.: Marketing Management (Hindi), PPB, Allahabad
7. Sharma, D.C. & Baijal, V.M.: Marketing Management (Hindi)

**Eighth Semester**

**Labour Welfare & Social Security**

**Course code : CO10807T**

**(5-0-0-5)**

**Objective:** To provide fundamental understanding of Labour welfare and Social Security in HR Practices.

**Unit-I : Labour Welfare** : Concept, Objectives and Scope of Labour Welfare; Types of Labour Welfare- Statutory and Non-Statutory; Agencies of Labour Welfare Work.

**Unit-II : Labour Welfare in India** : Labour Welfare under Constitution of India; Main Provisions of the Factories Act, 1948 and the Mines Act, 1952 Regarding Labour Welfare; Workers' Education in India.

**Unit-III : International Labour Organisation in Pursuit of Labour Welfare** : Structure; Functions and Roles.

**Unit-IV : Social Security** : Concept, Need and Significance of Social Security; Types of Social Security; Social Assistance and Social Insurance.

**Unit-V: Social Security in India** : Main Features and Provisions of the Employees State Insurance Act, 1948; the Employees' Provident Funds and Misc. Provisions Act, 1952; the Workmen's Compensation Act, 1923 and the Maturity Benefit Act, 1961 with regard to Labour Welfare.



**Suggested Readings:**

1. Taxmann's: Labour Laws; Tanmann Allied Services (P) Ltd.
2. S. N. Mishra: Labour Laws and Social Security; Central Book Agency, Prayagraj.

## Ninth Semester

### Financial Management

Course code : CO10901T

(5-0-0-5)

#### Objective:

The objective is to provide conceptual knowledge of the tools of financial analysis and management. It aims at helping the students develop skills to make financial decisions in business situations.

#### Unit I

**Financial Management:** Meaning, nature and scope of finance; Financial goal—Profit vs. Wealth maximisation; Finance function – investment, financing and dividend decision, Emerging role of Finance Manager.

#### Unit II

**Capital Budgeting :** Nature of investment decisions; Investment evaluation criteria-net present value, internal rate of return, profitability index, payback period, accounting rate of return, NPV and IRR comparison; capital rationing; Risk analysis in capital budgeting.

**Cost of Capital:** Cost of Debt and preference, Cost of Equity, Cost of Retained Earnings, WACC, Factors affecting WACC. and CAPM.

#### Unit III

**Capital Structure Theories:** Net Income Approach, Net Operating Income Approach and M.M. Hypotheses – without taxes and with taxes; Determining capital structure in practice.

**Capital Structure Decisions:** EBIT-EPS analysis, Leverage- Operating, Financial and Combined.

#### Unit IV

**Dividend Policies:** Issues in dividend decision, Walter's model, Gordon's model, M-M hypothesis, dividend and uncertainty, relevance of dividend; Dividend policy in practice; Forms of dividends; Stability in dividend policy; corporate dividend behaviour.

## **Unit V**

**Management of Working Capital** : Meaning, significance and types of working capital; Calculating operating cycle period and estimation of working capital; Financing of working capital; Sources of working capital, Dimensions of working capital management.

### **Suggested Readings:**

1. Khan & Jain: Financial Management, Tata McGraw Hill, New Delhi
2. I.M. Pandey: Financial Management, Vikas Publishing House, New Delhi
3. Prasanna Chandra: Financial Management, TMH, New Delhi
4. J. C. Van Horne: Financial Management and Policy, Printice Hall of Hall.
5. S. C. Kuchhal: Financial Management, Chaitanya Publishing House.
6. V. K. Bhalla: Financial Management and Policy, Anmol Publications.
7. R. P. Rustagi: Financial Analysis and Financial Management, Sultan Chand & Sons

**Ninth Semester**

**Corporate Tax Planning and Management**

Course code : CO10902T

(5-0-0-5)

**Objective:**

To identify the Tax Planning and Assessment Procedures for Individuals, Firms and Companies.

**Unit-I : Introduction to Tax Management** : Concept of Tax Planning; Tax Avoidance and Tax Evasion; Corporate Taxation and Dividend Tax; Tax Planning with Reference to Location, Nature and Form of Organization of New Business.

**Unit-II : Tax Planning and Financial Management Decisions** : Tax Planning Relating to Capital Structure Decision, Dividend Policy, Inter-Corporate Dividends and Bonus Shares.

**Unit-III : Tax Planning and Managerial Decisions** : Tax Planning in Respect of Own or Lease; Sale of Assets Used for Scientific Research; Make or Buy Decisions, Repair, Replacement, Renewal or Renovation and Shutdown or Continue Decisions.

**Unit-IV : Special Tax Provisions** : Tax Provisions Relating to Free Trade Zones, Special Economic Zones, Infrastructure Sector and Backward Areas; Tax Incentives for Exporters; 100% Export Oriented Units; Carry Forward and Set Off of Losses and Depreciation.

**Unit-V : Tax Payment and Issues Related to Amalgamation** : Tax Deductions and Collection at Source; Advance Payment of Tax; Tax Planning with reference to Merger, Demerger, Reverse merger etc.

**Suggested Readings:**

1. Ahuja G.K. and Ravi Gupta: Systematic Approach to Income Tax and Central Sales Tax, Bharat Law House, New Delhi.
2. Circulars issued by C.B.D.T.
3. Income Tax Act, 1961.
4. Income Tax Rules, 1962.
5. Lakhotia, R.N.: Corporate tax Planning, Vision Publications, Delhi.
6. Singhanian, V.K.: Direct Taxes: Law and Practice, Taxman's Publications, Delhi.

## Ninth Semester

### **Organisational Behaviour**

**Course code : CO10903T**

**(5-0-0-5)**

#### **Objective:**

The objective of the course is to help the students comprehend various dimensions of behaviours in organisations at individual, group and organisational level.

#### **Unit: I**

**Organisation:** Concept, Theories of Organization: Classical, Neo Classical, Modern.

**Organisational Behavior:** Concept, Organisational Behaviour Models: Autocratic, Custodial, Supportive.

#### **Unit: II**

##### **Individual Behavior in Organization**

**Personality:** Meaning, Determinants, Personality Traits.

**Learning :** Concept, Theories of Learning: Classical Conditioning Theory, Operant Learning Theory.

**Perception:** Meaning, Factors Affecting Perception, Application of Perception in Organisational Behavior.

#### **Unit: III**

##### **Group Behaviour in Organisation**

**Group Behaviour:** Meaning and Types of Groups, Stages of Group Formation and Group Structure.

**Work Teams:** Meaning and Types of Work Teams, Creating Effective Teams.

## **Unit: IV**

### **Organisational Conflict and Culture**

**Organisational Conflicts:** Concept, Reasons for Conflicts, Strategies for Resolving Conflicts.

**Organisational Culture:** Concept and Elements.

## **Unit: V**

### **Organisational Change and Development**

**Organisational Change:** Forces for Change, Reasons for Resistance to Change and Overcoming Change Resistance.

**Organisational Development:** Concept and Process of Organisation Development.

### **Suggested Reading:**

1. Fred Luthans, Organisational Behaviour, New Delhi: McGraw Hill Book Co.,
2. Keith Davis and Newstorm, Human Behaviour at Work, New Delhi: McGraw Hill Co.
3. Robbins, SP: Organisational Behaviour, Prentice Hall
4. Robbins, Judge and Sanghi: Organisational Behaviour, Prentice Hall of India
5. Prasad, L.M., Organisational Behaviour, New Delhi: PHI, 1991.
6. Rao V.S.P. & Narayanan P.S., Organisational Theory & Behaviour, New Delhi, Konark Pub.

## **Ninth Semester**

### **Fee Based Financial Services**

**Course code : CO10904T**

**(5-0-0-5)**

**Objective:** To provide fundamental understanding of different types of fee based financial services.

**Unit-I : Merchant Banking :** Concept; Merchant Banks vs. Commercial Banks; Services of Merchant Banks ; Regulation By SEBI; Merchant Banking in India.

**Unit-II : Underwriting :** Meaning; Forms of Underwriting; Underwriting of Capital Issues in India; SEBI's Guidelines on Underwriting.

**Unit-III : Credit Rating :** Meaning and Functions of Credit Rating; Credit Rating Process and Methodology; Credit Rating Agencies in India; Future of Credit Rating in India.

**Unit-IV : Stock Broking :** Introduction; Stock Brokers; Sub-Brokers; Foreign Brokers; Stock Market Trading.

**Unit-V : Depository Services :** Meaning and Objectives of Depository Services; Depository Process; Trading in a Depository System; Depository System in India; Depository Institution in India; SEBI Regulations.



**Suggested Readings:**

1. Avadhani, V.A. Investment and Securities Market in India.Himalaya Publication.
2. Bholu 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.

## Ninth Semester

### International Marketing

Course Code : C010905T

(5-0-0-5)

#### Objective :

The objective of this course is to provide a conceptual understanding of the subject and to make the student aware about the latest developments in the field of International Marketing so as to enable them to face the upcoming challenges.

#### Unit - I

**Introduction to International Marketing:** Nature and significance; Complexities in international marketing; Transition from domestic to transnational marketing;

**International market orientation:** EPRG framework; International market entry strategies.

#### Unit - II

**International Environment:** International environment; external environment-geographical, demographic, economic-socio-cultural, political and legal environment; Impact of environment of international marketing decisions.

**Foreign Market Selection:** Global market segmentation; Selection of foreign markets; International positioning.

#### Unit - III

**Product Decisions :** Product planning for global markets; Standardisation vs. product adaptation; new Product development; Management of international brands; Packaging and labelling; Provision of sales related services.

**Pricing Decisions:** Environmental influences on pricing decisions; International pricing policies and strategies.

**Promotion Decisions :** Complexities and issues; International advertising, personal selling, sales promotion and public relations.

## **Unit - IV**

**Distribution Channels and Logistics** : Functions and types of channels; Channel selection decisions; Selection of foreign distributors/agents and managing relations with them; International logistics decisions.

## **Unit - V**

**International Marketing Planning, Organising and Control:** Issues in international marketing planning; International marketing information system; Organising and controlling; International marketing operations.

**Emerging Issues and developments in international marketing's:** Ethical and social issues; International marketing of services; Information technology and international marketing, Impact of globalisation; WTO.

### **Suggested Reading:**

1. Czinkota, M.R. International Marketing, Dryden Press, Boston.
2. Fayerweather, Joh: International Marketing, Prentice Hall, New Delhi.
3. Jain, S.C. International Marketing, CBs Publications, New Delhi.
4. Keegan, Warren, J: Global Marketing Management, Prentice Hall, New Delhi.
5. Onkvisit, Sak and Joh J. Shaw: International Marketing : Analysis and Strategy, prentice Hall, New Delhi.
6. Paliwoda, S.J., (ED) : International Marketing Reader, Routledge, London.
7. Paliwoda, Stanley J.: The Essence of International marketing, Prentice Hall, New Delhi.
8. Sarathy, R and V Terpstra; International Marketing, Dyden Press, Boston.

**Ninth Semester**

**Wage and Salary Administration**

Course code : CO10906T

(5-0-0-5)

**Objective:** To provide fundamental understanding of wage and salary in current HR Practices.

**Unit-I : Compensation** : Concept and Role Compensation; Objectives of Compensation; Planning; Economic and Behavioural Issues in Compensation.

**Unit-II : Compensation Structure** : Components of Pay Structure in India; Wage Policy in India- Minimum Wage; Fair Wage and Living Wage; Pay Commissions and Wage Boards; Job Evaluation and Internal Equity.

**Unit-III : Methods of Wage Payment** : Time; Piece and Incentive Systems of Wage Payment; Stock Options; Fringe Benefits and Bonus System.

**Unit-IV : Profit Sharing and Co-partnership** : Concepts; Objectives; Forms/Levels; Merits and Demerits.

**Unit-V : Emerging Issues** : Tax Planning for Salaried/Wage Earners; Job Related; Performance Related and Competency Related Compensation.

### **Suggested Readings:**

1. Agarwal, R.D. Dynamics of Personnel Management in India. McGraw-Hill Inc.
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.
5. Rao, V.S.P. Human Resource Management. Excel Books.
6. Monappa, A. & Saiyyadain M.S. Personnel Management. McGraw-Hill Publishing Co
7. Stone, Lloyed & Leslie, W. Rue. Human Resource and Personnel Management. McGraw-Hill.
9. Yoder, Dale. Personal Management and Industrial Relations. Prentice-Hall Inc
10. Mamoria, C. B. Sevi Vargiya Prabandha. Sahitya Bhawan Publication Agra.
11. Verma, Pramod. Sevi Vargiya Prabandha. Sahitya Bhawan Publication Agra.
12. Kulshreshta, Sevi Vargiya Prabandha. Sahitya Bhawan Publication Agra.
13. Singh, D.P.N. Sevi Vargiya Prabandha. Sahitya Bhawan Publication Agra.
14. Youder, Dale. Sevi Vargiya Prabandha Avan Audyogik Sambandh. Sahitya Bhawan Publication Agra.
15. Goyal, C.P. & Pandey, Baleshwer. Sevi Vargiya Prabandha Avan Audyogik Sambandh. Sahitya Bhawan Publication Agra.

## Tenth Semester

### Security Analysis and Portfolio Management

Course code : CO11001T

(5-0-0-5)

#### **Objective:**

The objective of this course is to impart knowledge to students regarding the theory and practice of Security Analysis and to give the students an in-depth knowledge of theory and practice of Portfolio management.

#### **Unit – I**

**Introduction:** Concept, Meaning, Nature and Scope of Security Analysis, Overview of Security Market, Various Approaches to Investment Decisions; Investment Process.

#### **Unit – II**

**Fundamental Analysis:** Meaning and Scope of Fundamental Analysis; Features and Impact of Economic Indicators and Industry Level Factors; Company Analysis.

**Technical Analysis:** Meaning and Significance of Technical Analysis; Technical Analysis vs. Fundamental Analysis; Tools & Techniques of Technical Analysis.

#### **Unit – III**

**Efficient Market Hypothesis:** Weak, Semi-strong and Strong Market; Testing of Different Forms of Market Efficiency and their Significance.

**Portfolio Analysis:** Portfolio Risk and Return, Effects of combining securities Markowitz Model-Return optimization.

#### **Unit - IV**

Single Index Model - Sharpe's Optimization Solution, Capital Asset Pricing Model (CAPM) - Capital market line, Security market line; Risk free lending and borrowing.

## **Unit – V**

Portfolio Performance Evaluation & Revision – Risk Adjusted measures of Performance Evaluation, Market Timing, and Evaluation Criteria & Procedures.

### **Suggested Readings:**

1. Fischer, Donald E. and Jordan, Ronald J.: Security Analysis and Portfolio Management, PHI, New Delhi.
2. Bhalla, V. K.: Investment Management – Security Analysis and Portfolio Management, S. Chand, New Delhi
3. Alexander, Gordon J. and Sharpe, William F.: Fundamentals of Investments: Englewood Cliffs, Prentice Hall Inc, New Jersey.
4. Pandian, Punithavathy, Security Analysis and Portfolio Management, Vikas Publication.
5. Elton, Edwin J and Gruber, martin J. : Modern Portfolio Theory and Investment Analysis, johan Wiley, new york
6. Chandra ,P. : Investment Analysis & Portfolio management, Himalaya Publication New Delhi.
7. Khatri, Dhanesh., Security Analysis and Portfolio Management, Macmillan, New Delhi

## Tenth Semester

### Banking and Insurance

Course code : CO11002T

(5-0-0-5)

#### **Objective:**

To develop the knowledge pertaining to banking and Insurance system, its procedural and regulatory framework and recent reforms.

#### **Unit - I**

**Introduction:** Concept of Banking & Bank, Emergence and Development of Banking System, Functions of Bank, Importance of banks in the economy, NPA- Concept and Management, Risk Management in Bank- Credit Risk; Liquidity Risk; Market Risk; Operation Risk, Ethics and Corporate Governance in Banks.

#### **Unit - II**

**Indian Banking System:** Structure, History, Organization, objectives, functions and working, Nationalized Banks, Co-operative Banks, RRB'S, Private Sector Banks, Schedule Vs Non-scheduled Banks; Priority Sector Lending.

#### **Unit - III**

**Regulatory Frameworks Related to Banking:** Special Provision related to Money Laundering under FEMA Act -1999, Debts Recovery Tribunal- Authorities, Procedure and power, SARFAESI, Special Provision of RERA Act, IT Act related to Cyber security in digital transaction, Banking Ombudsman.

#### **Unit - IV**

**New Dimensions and Transitional Reforms in Banking Sector:** Traditional Vs Modern Banking, Digital Banking-ATMs, Mobile Banking, Internet Banking, Shadow Banking, Bank Correspondents, Payment Bank, Collection Bank, Various New Government Schemes(PMJDY, MUDRA, PMAY and Sukanya Samridhi Yojana), Micro Banking, Inclusive Banking.



## **Unit - V**

**Insurance** : Meaning, Types of Insurance - Life and Non - Life Insurance, Risk Classification and Management, Re-Insurance, Regulatory framework of Insurance : IRDA and Its role.

### **Suggested Readings:**

1. Hajela, T.N., Money and Banking- Theory with Indian Banking, Ane Books Pvt. Ltd., New Delhi
2. Principles and Practices of Banking, Indian Institute of Banking and Finance
3. Desai, B., Fundamentals of the Indian Financial System, HPH
4. Verma, A., Indian Monetary System and Banking Reforms, Unistar Books
5. Digital Banking, Indian Institute of Banking and Finance, Taxmann
6. Motihar, M.: Principle and Practices of Insurance, Sharda Pustak Bhawan, Allahabad

## Tenth Semester

### Mutual Fund Investment

Course code : CO11004T

(5-0-0-5)

#### **Objective**

To provide the elementary and working knowledge to the students about various aspects of mutual funds, so as to empower them to make career in the fast expanding mutual fund industry.

#### **Unit – I**

**An Overview:** Concept, Nature and Features of Mutual Funds; Advantages and Disadvantages of Mutual Fund Investments; Open –Ended Funds and Close-Ended Funds.

#### **Unit – II**

**Growth / Equity Funds:** Diversified Equity Funds, Growth Funds, Index Funds, Sectoral Funds, Dividend Yield Funds; Tax Planning Scheme: ELSS Funds.

#### **Unit – III**

**Debt / Income Funds:** Diversified Debt Funds, High Yield Debt Funds, Assured Return Funds, Gilt Funds, Monthly Income Plan (MIP), Fixed Maturity Plans (FMP).

#### **Unit – IV**

**Other Funds:** Balanced Funds, Money Market / Liquid Funds, Large Cap Funds, Mid Cap Funds, Small Cap Funds; Exchange Traded Funds (ETFs).

## **Unit – V**

**Types of Mutual Funds Investments:** Lump-Sum Investment, Systematic Investment Plan (SIP), Systematic Withdrawal Plan (SWP), Systematic Transfer Plan (STP).

**Comparison of Mutual Fund Investments with other Investment Options:** Bank Fixed Deposits, PPF, LIC, Post Office Schemes.

### **Suggested Readings:**

1. Jitendra Gala, A. Gala: Guide to Indian Mutual Fund, Buzzing Stock Pub. House, Mumbai
2. Rachna Baid: Mutual Funds and Services, Taxman Pub., New Delhi
3. Mabijs Mank: Mutual Funds: An Introduction to the Core Concepts, John Wiley & Sons (Asia) Pvt. Ltd.
4. Mrudula E., Raju Priya: Mutual Fund Industry in India, ICFAI University Press, Hyderabad
5. Sakaram Sunder: Indian mutual Fund Handbook – A Guide for Industry Professionals and Intelligent Investors, Vision Books Pvt. Ltd. New Delhi

**Tenth Semester**  
**International Finance**

**Course code : CO11005T**

**(5-0-0-5)**

**Objective**

To give the students an overall view of the International Financial System – Instruments and Markets.

**Unit – I**

International Financial System: Introduction; Elements; Financial Market- Structure, Participants; International Financial Institutions – IMF, World Bank.

**Unit – II**

International Financial Market Instruments: ADR, GDR, IDR, FCCB; FCEB; External Commercial Borrowing – Concept, Documentation; Loan Syndication; Euro Bond; Foreign Bond; Euro Loan.

**Unit- III**

Balance of Payments and Foreign Exchange Market: BOP – Components; Disequilibrium of BOP – Concept , Correction of Disequilibrium –Devaluation, Deflation, Exchange Control, Trade Control; Foreign Exchange Market – Features, Participants; Management of Foreign Exchange in India

**Unit – IV**

Foreign Exchange Rate: Fixed and Floating; Exchange Rate Quotes; Spot and Forward Exchange Rate; Factors affecting Exchange Rate; Determination of Exchange Rate – Balance of Payment Theory and Purchasing Power Parity Theory.

**Unit – V**

Foreign Exchange Exposure and Management: Transaction Exposure, Translation Exposure and Economic Exposure.

**Suggested Reading:**

1. Shapiro, Alan. C.: Multinational Financial Management, Prentice Hall, New Delhi
2. Apte, P. G.: International Financial Management, Tata McGraw Hill, New Delhi
3. Buckley, Adrian: Multinational Finance, Prentice Hall, New Delhi
4. Yadav, Surendra S, P. K. Jain and Max Peyrard: Foreign Exchange Markets, Mac Millan, New Delhi
5. Sharan, V.: International Financial Management, PHI, New Delhi
6. Jeevanandam, C.: Foreign Exchange- Practices, Concepts & Control, Sultan Chand & Sons, New Delhi

## Tenth Semester

### Sales Management

Course code : CO11006T

(5-0-0-5)

#### Objective

The objective of this course is to provide a conceptual understanding of the subject and familiarize the students with process of management of sales.

#### Unit: I

**Sales Management:** Meaning, objectives, Characteristics, Functions and Importance.

**Salesmanship:** Meaning, Features and Significance. Qualities of a Good Salesman.

**Selling Process:** Meaning, Stages in Selling Process- Prospecting, Pre-approach, the Approach, Presentation and Demonstration, Handling the Objections, Closing the Sale.

#### Unit: II

**Sales Forecasting:** Meaning, Factors Governing Sales Forecasting, Steps in Sale Forecasting; Limitations of Sales Forecasting.

**Sales Planning:** Meaning, Importance and Process.

**Sales Territories:** Meaning, Objectives, Advantages and Reasons for Revising Sale Territories; Factors Determining size of Sales Territories;

#### Unit: III

**Sales Quota:** Meaning and Concepts, Reasons to Fix Sales Quota; Factors Considered while setting sales Quota; Types of Sales Quota, Methods of Setting Sales Quota.

**Sales Organisation:** Meaning, Objectives and Importance; Types of Sales Organisation.

**Sales Manager:** Functions, Duties and Qualities.

**Unit: IV****Sales Force Management:**

**Recruitment and Selection:** Meaning, Importance, Process, Sources and Methods.

**Training and Placement:** Meaning, Importance, Objectives and Limitations of Sales Force Training, Contents of a Sound Training Programme, Methods of Sales Training; Sales Force Placement.

**Unit: V**

**Compensation to Sales Force:** Meaning, Needs and Methods, Essentials of Sound Compensation Plan.

**Sales Force Control:** Meaning, Importance and Process of Sales Force Control; Sales Force Performance Appraisal.

**Suggested Readings:**

1. Bolling, C.R.: Sales Management
2. Downing, G.D.: Sales Management
3. Cundiff, Still and Govoni: Sales Management
4. Chunawala: Sales Management

## Tenth Semester

### Advertising Management

Course code : CO11007T

(5-0-0-5)

#### **Objective :**

The objective of this course is to acquaint students with the theory and practice of Advertising and Media Planning in order to enable them to take up the challenges in the World of Advertising and Media.

#### **Unit: I**

**Advertising:** Meaning, Functions, Importance and Features; Social and Economic Aspects; Types; Advertising Objectives; Advertising V/s Personal Selling, Advertising V/s Sales promotion.

#### **Unit: II**

**Advertising Copy:** Meaning and Objectives; Attributes of an Effective Advertising Copy; Types of Advertising Copy.

**Copy Layout:** Meaning, Elements and Types of Layout; Principles of Good Layout.

#### **Unit: III**

**Advertising Effectiveness:** Meaning and Objective; Techniques of Testing Advertising Effectiveness.

**Advertising Budget:** Meaning, Advertising Budget Procedure, Factors Influencing Advertising Budget.

#### **Unit: IV**

**Advertising Agencies:** Meaning, Features, Need and Functions of Advertising Agencies; Selection of Advertising Agency.

**Rural Advertising in India;** Legal Aspect of Advertising in India; Advertising Standards Council of India (ASCI).



**Unit: V**

**Advertising Media:** Meaning and Role of Media; Types of Media- Print Media, Electronic Media, Out Door Media, Other Media.

**Media Planning:** Importance, Steps and Problems.

**Selection of Advertising Media:** Factors Affecting Selection of Advertising Media.

**Suggested Readings:**

1. Aaker, David A., Batra, Rajiv Mayers, John G.; Advertising Management.
2. Chunawala, S.A.: Foundation of Advertising – Theory & Practice.
3. Sandage & Fryburger: Advertising Theory and Practice.
4. Hall, S. Rolland: Theory & Practice of Advertising.

## Tenth Semester

### Human Resource Policy and Practices

Course code : CO11008T

(5-0-0-5)

#### **Objective**

The contents of this paper are designed in such a way that the students who man the HRM Department in the Corporate World can effectively plan HRM policies and implement them.

#### **Unit - I**

**HRM in India:** HRM environment in India, Human Resource Strategies, Challenges faced by Human Resource Management, Human Resource Information System (HRIS), HR Policies.

#### **Unit - II**

**Managing Careers:** Concept of Career, Career Anchors, Elements and Process of Career Planning, Career Development Cycle, Career Objectives and the Career Path: Promotion, Transfer; Succession Planning.

#### **Unit - III**

**Employee Retention:** Policy regarding Retention of Employees, Rewards and Incentives: Types of Incentives, Wage Differentials; Fringe Benefits.

**Social Assistance Schemes:** Meaning, Need, Objectives, Components, Recent Trends.

#### **Unit - IV**

**Quality of Work Life:** Concept, Methods to Improve Quality of Work Life: Flexi Time, Flexi Place, Job Rotation, Job Enlargement, Benefit of QWL Programms, Challenges in Implementing QWL Programme.

**Quality Circles:** Concept, Development and Working of a Quality Circle, Problem Solving Techniques in Quality Circles; Brainstorming Sessions, Cause and Effect or Fish Bone Diagrams; Implementing Quality Circle.

## **Unit - V**

**International HRM:** Concept; Approaches to IHRM: Ethnocentric, Polycentric, Geocentric; Features of IHRM, Importance of IHRM, Factors Affecting IHRM, Implementing a Global HR System.

### **Suggested Readings:**

1. Gary Dessler & Biju Varkkey: Human Resource Management , Prentice Hall, Delhi
2. Mamoria, C. B. & Ganker, S. V.: Personnel Management: Text & Cases, HPH, Mumbai
3. Singhal, A. K.: Human Resource Management, Sharda Pustak Bhawan, Allahabad  
(Hindi & English)

**Tenth Semester**  
**Industrial Relations**

**Course code : CO11009T**

**(5-0-0-5)**

**Objective:**

The objective of the course is to help the students comprehend various dimensions of industrial relations in India. It familiarizes the students with the current scenario and various issues in industrial relations. The course aims at developing skills in students in managing these issues in general and in the Indian context in particular.

**Unit: I**

Concept of Industrial Relations; Organization of IR in India; Trade Union: Meaning, Functions and Structures of Trade Unions, Problems; Trade Union Act, 1926 - Salient Features.

**Unit: II**

Industrial Discipline; Industrial Conflicts: Nature, Manifestation; Industrial disputes, Causes of Disputes, Dispute Settlement Machinery; Strikes and Lockouts; Lay-off and Retrenchment.

**Unit: III**

Collective Bargaining: Nature and Process, Grievance Handling- Procedure, Workers Participation in Management- Forms and Methods.

**Unit: IV**

Labour Welfare - Statutory and Non-statutory Measures; Social Security- Objectives and Need; Factories Act, 1948 - Salient Features.

**Unit: V**

Workers' Education and Training; Industrial Health and Safety- Need, Accidents, Occupational hazards; Role of International Labour Organisation in Industrial Relations in India.

**Suggested Readings:**

1. Piyali Ghosh and Shefali Nandan: Industrial Relations and Labour Laws. McGraw Hill India
2. Arun Monappa: Industrial Relations. McGraw Hill India
3. SN Mishra: Labour Laws. Kitab Mahal, Allahabad
4. CS Venkataratnam: Industrial Relations, Oxford University Press, New Delhi
5. PRN Sinha, Indubala Sinha, Seema and P. Shekhar: Industrial Relations, Trade Unions, and Labour Legislation, Pearson Education India
6. TA Kochan and H Katz: Collective Bargaining and Industrial Relations, Homewood, Illinois
7. EA Ramaswamy: The Rayon Spinners-The Strategic Management of Industrial Relations, Oxford University Press, New Delh

