

**MASTER OF COMMERCE (SEMESTER-I)**  
**MANAGERIAL ECONOMICS**

**TERM-1**

- Managerial Economics: Meaning, Nature, Scope and Concepts
- Law of Demand: Meaning, Determinants, Exceptions, Kinds of Demand, Change in Demand and Importance.
- Elasticity of Demand: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand, Importance.
- Marginal Analysis: Law of Diminishing Marginal Utility, Law of Equimarginal Utility
- Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance.
- Production Function: Meaning, Types: Short Run and Long Run Production Function, Economies and Diseconomies of Scale.
  
- Theory of Costs: Types of Costs, Traditional Theory: Long Run & Short Run, Modern Theory: Long Run & Short Run
- National Income: Conceptual Framework, Measures of National Income, Methods of Measurement, Limitations of National Income.
- Consumption Function: Meaning, and Nature, Determinants and Measures to Raise Propensity to Consume. Keynes Psychological Law of Consumption – Meaning, Properties and Implications.
- Inflation: Meaning, Types, Theories, Causes, Effects and Control. Unemployment rate, WPI, CPI.

**TERM-2**

- Managerial Theories: Profit maximization and Sales Maximization.
- Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition.
- Oligopoly: Sweezy Model.

Submitted by:  
Ravneet Arora  
Asst. Prof. in Economics

**MASTER OF COMMERCE (SEMESTER-I)**  
**STATISTICAL ANALYSIS FOR BUSINESS**

**TERM-1**

- Probability Theory: Probability–classical, relative, and subjective probability; Addition and multiplication probability models.
- Probability Distributions: Binomial, Poisson, and normal distributions; Their characteristics and applications.
- Sampling and Data Collection: Sampling and sampling (probability and non probability) methods; Sampling and non–sampling errors.
- Hypotheses testing; Null and alternative hypothesis, type I and type II error.
- Correlation: Simple, partial and multiple correlation coefficients;

**TERM-2**

- Primary data collection techniques; Survey and Observation methods: Secondary data sources; Commercial (Syndicated) and Non–commercial sources.
- Questionnaire design.
- Large and small sampling tests–Z tests, T tests, and F tests. (ANOVA one–way and two– way), (Chi–square test.)

Submitted by:  
Harpreet Uppal  
Asst. Prof. in Economics  
  
VijayLaxmi  
Asst. Prof. in Mathematics

MASTER OF COMMERCE (SEMESTER-I)

**MC-103: MANAGEMENT PRINCIPLES AND ORGANIZATION BEHAVIOUR**

**TERM-1**

- Organisational Behaviour (OB): Meaning, Importance, Challenges and Opportunities for OB.
- Personality: Concept and determinants
- Attitudes: Sources and types, Cognitive dissonance theory
- Emotions: Nature and Types, Sources of Emotions, Managing Emotions at work, Emotional Intelligence: concept and Dimensions.
- Management: Definition, Nature and Purpose; Functions of Managers, Managerial Skills and Roles.
- Planning: Concept and Importance, Types, Steps in Planning, Limitations of Planning and Planning Premises. Management by Objectives (MBO): Concept, Objective setting process, Benefits and Weaknesses of MBO.
- Motivation: Concept and various theories of Motivation: McGregor's theory X and theory Y, Maslow's Hierarchy of Needs theory, Alderfer's ERG theory, Herzber's Motivation-Hygiene theory, McClelland's Needs theory of Motivation, Adam's Equity theory, Vroom's Expectancy theory and Porter and Lawler's Model of Motivation.

**TERM-2**

- Organizing: Nature and Types of Organizations; Departmentation; Span of Management; Centralization and Decentralization; Line and Staff Authority; Authority and Responsibility; Committees: Nature, Advantages and Disadvantage of Committees.
- Leadership: Concept and various theories of Leadership: The Michigan Studies, The Ohio State Leadership Studies, Tannenbaum and Schmidt's Leadership Pattern, Fiedler's Contingency theory, Path-Goal theory, Likert's System four, The Managerial Grid, Charismatic Leadership, Transactional and Transformational Leadership.
- Perception: Nature and significance of perception, Factors influencing perception, perceptual process, Perceptual Distortions and Improving Perception.

Submitted by:  
Dr. Payal  
Asst. Prof. in Commerce

## MASTER OF COMMERCE (SEMESTER-I)

### MC-104: Business Environment

#### TERM-1

- Salient features of Economic Systems: Capitalist system/Market economy; Socialist system and Mixed Economy, Basic Features of Indian Economy, Government Business Relationship.
- Business Environment: Meaning, Types: Internal Environment; External Environment; Micro and Macro Environment.
- Aspects of Economic Reforms: Liberalisation; Privatisation; Globalisation and its Implications for India.
- Economic Planning in India: objectives, Strategies and Evaluation of Xth plan and Strategy and priorities of XIth plan
- Social Responsibility of Business: Concept, rationale, dimensions models of social responsibility and barriers of SR.
- Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget
- Demonetisation: concept & its impact on the Indian economy..
- Disinvestment of Public Enterprises: Rationale; Objectives and Implications.
- Evaluation of various regulatory policies of Government: Industrial Policy changes during the post Reforms; Fiscal and Monetary policy changes in India, Salient Features of FEMA.

#### TERM-2

- Consumer Rights and Consumerism: Role of Consumer Groups with special reference to India; Consumer Protection Act, 1986 with latest amendments.
- Foreign Trade: concept of balance-of-payments; balance-of-trade; currency convertibility; Foreign trade policy 2004-09 and 2009-14; Exim Policy during the post reforms in India.
- NITI Aayog: objectives, functions & role in economic planning.
- The Environment Protection Act, 1986.

Submitted by:

Ramya

Asst. Prof. in Commerce

MASTER OF COMMERCE (SEMESTER-I)  
**MC – 105: MANAGEMENT ACCOUNTING AND CONTROL SYSTEMS**

**TERM-1**

- **Introduction to Accounting:** Accounting as a management information system; Users of accounting information; generally accepted accounting principles and concepts; understanding the annual reports of companies.
- **Management Accounting and Managerial Decisions:** Management accountant's position, role and responsibilities.
- **Management Control System:** Meaning, nature and scope. Relationship between management control, strategic planning and operational control.
- **Managerial Behaviour and Control Process:** Goal congruence, functions of the controller. Understanding various forms of organizational structure and their relevance to the management control systems.
- **Management Control Structure:** Various forms of responsibility centers. Responsibility Accounting, Intra-company transfer pricing.
- **Marginal Costing and Break-even Analysis:** Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; Cost-volume Prof.it analysis; Break-even analysis; Assumptions and practical applications of breakeven– analysis; Decisions regarding sales–mix, make or buy decisions and discontinuation of a product line etc.

**TERM-2**

- **Management Control Process:** Budgeting process, Preparation of fixed and flexible budgets, Zero Base Budgeting, Activity Based Budgeting, performance budgeting and participative budgeting.
- **Standard Costing and Variance Analysis:** Standard costing as a control technique; Setting of standards and their revision; Variance analysis –meaning and importance, kinds of variances and their uses–material, labour variances; Relevance of variance analysis to budgeting and standard costing.
- **Analyzing Financial Statements:** Horizontal, vertical and ratio analyses.
- **Segment Performance Evaluation:** Traditional measures of evaluation. Economic Value Added, Balanced Score Card.
- **Contemporary Issues in Management Accounting:** Value chain analysis; Activity based costing; Quality costing; Target Costing.
- **Reporting to Management:** Objectives of reporting, reporting needs at different managerial levels; Types of reports, modes of reporting, reporting at different levels of management.

Submitted by:  
Dr. Samriti Kapoor  
Asst. Prof. in Commerce

## MASTER OF COMMERCE (SEMESTER – III)

### MC – 301: Banking and Insurance Services

#### TERM-1

**Banking:** Brief History and Present Structure of Commercial Banking (CB) in India

Management of CB in India, Management of Commercial Banks in India: Liquidity Management, Security Investments and Income Management, Assets and Liabilities Management. Liberalization of Banking Sector in India: Narsimham Committee Report Part I and II.

**Risk Management:** Concept, Nature, Causes, Types and Methods of Risk Management.

**BASEL Norms:** Introduction to BASEL Norms, Regulatory framework, Significance and Difficulties.

**BASEL III** –An introduction, Social Banking: Need, Challenges, policy initiatives: Priority Sector Lending, Service area approach, genesis of Microfinance.

Introduction to Insurance, Purpose and need/ role of Insurance; Insurance industry in India- Evolution, Liberalisation in Insurance Sector: Malhotra Committee Report and its status of implementation, Legislative Insurance Framework Insurance Act 1938.

Financial planning and Taxation: Saving and Investment Policies of Insurance Companies in India, Tax benefits under insurance policies.

Insurance pricing: Computation of Premium, rider premium, Bonuses, Surrender Value and Paid up Value, Insurance Documents, Concepts of reinsurance, Bancassurance

#### TERM-2

Innovations in Banking: Internet banking, Phone Banking, Mobile Banking Wholesale and Retail banking, Universal and Narrow Banking, Off Shore Banking and Multi national banking.

Social Banking: Need, Challenges, policy initiatives: Priority Sector Lending, Service area approach, genesis of Microfinance.

Regulation of Banking Sector in India: Role of RBI, CRR, SLR, CRAR and Prudential norms.

LIC Act, 1956

IRDA Act, 1999

Submitted by:  
Dr. Payal  
Asst. Prof. in Commerce

**MASTER OF COMMERCE (SEMESTER – III)**  
**MC – 311: Security Analysis and Portfolio Management**

**TERM-1**

- Nature and Scope of Investment analysis, Elements of Investment, Avenues of Investment, Approaches to Investment Analysis, Concept of Risk and Return, Security return and risk analysis, Measurement of return and risk

Capital Market: Meaning, Importance, Participants, Instruments, Recent changes in Capital Market.

- Evaluation of Securities: Bonds, Debentures, Preference Shares and Equity Shares.
- Fundamental Analysis : Concept & significance of economic analysis, industry analysis : introduction, need for industry analysis : alternative classification of industry, industry life cycle analysis, economic factors & industry analysis, SWOT analysis for industries, Company analysis-nature and style of management, key role of financial analysis, ratio analysis.
- Technical Analysis: Different techniques of analysis, DOW theory, volume indicators, market sentiment indicators, confidence indicators, points & figure charting, bar charting.
- Efficient Market Theory: Random Walk: weak form, semi-strong, strong form of market. Empirical tests. Comparison of random walk, technical & fundamental analysis.
- Portfolio Management : Meaning, importance, objectives and various issues in portfolio construction, revision of portfolio and evaluation
- Portfolio Analysis
- Portfolio Performance Evaluation and Revision.

**TERM-2**

- Bond and Equity Portfolio Management strategies.
- CAPM, CML, SML, Factor Models, Arbitrage theory.
- Derivatives

Submitted by:  
Priyanka Sharma  
Asst. Prof. in Commerce

MASTER OF COMMERCE (SEMESTER – III)

**MC – 312: Contemporary Accounting**

**TERM-1**

- Emergence of contemporary issues in accounting – influence of other disciplines on accounting and changing environment.
- Human Resource Accounting: Meaning and Scope, Human Resource Cost Accounting – Capitalization, Write off and Amortization Procedure. Human Resource Valuation Accounting – Appraisal of Various Human Resource Valuation Models. Use of Human Resource Accounting in Managerial Decisions. Human Resource Accounting in India.
- Price Level Accounting – Methods, Utility and Corporate Practices
- Corporate Social Reporting: Areas of Corporate Social Performance, Approaches to Corporate Social Accounting and Reporting. Corporate Social Reporting in India.
- Corporate Reporting: Concept of Disclosure in relation to Published Accounts, Issues in Corporate Disclosure, Corporate Disclosure Environment, Conceptual framework of corporate reporting.
- Recent Trends in the Presentation of Published Accounts.
- Reporting by Diversified Companies
- Value Added Reporting: Preparation and Disclosure of Value Added Statements,
- EVA

**TERM-2**

Accounting Standards in India. Significance and formulation of Accounting Standards. Accounting Standards relating to Interim Reporting. Accounting for Leases, Earning Per Share and Accounting for Intangibles.

Submitted by:  
Harpreet Kaur  
Asst. Prof. in Commerce



**MASTER OF COMMERCE (SEMESTER – III)**  
**MC – 321: Strategic Management**

**TERM-1**

- Understanding strategy and strategic management. Strategic management process. Strategic decision making. Levels of strategy. The secret of success of successful companies( Mckinsey's 7 S model)
- Defining strategic intent: Vision, Mission Goals and Objectives. Characteristics of a good mission statement. Designing and evaluating a mission statement.
- External environment analysis – Strategically relevant components of external environment. Industry analysis – Porter's five forces model; Strategic group mapping; industry driving forces; key success factors. External Factor Evaluation matrix.
- Internal environment analysis – Resource based view of an organization: VRIO framework; Value chain analysis; Competitive advantage and Core competency. Internal Factor Evaluation Matrix.
- Environmental scanning techniques – ETOP and SWOT analysis.
- Business level strategies – Porter's framework of competitive strategies : Cost leadership, Differentiation and Focused strategies.

**TERM-2**

- Portfolio strategies – BCG Model, G E Business Planning Matrix, Shell's Directional Policy Matrix, Product Life Cycle matrix.
- Strategy implementation – Strategy-structure fit: developing and modifying organizational structure. Leadership and organization culture.
- Corporate governance and social responsibilities of business.
- Strategy Evaluation and Control – Nature of strategy evaluation; Strategy evaluation framework; The balanced Score Card.

Submitted by:  
Harleen Kaur  
Asst. Prof. in Commerce

## MASTER OF COMMERCE (SEMESTER – III)

### MC – 322: Security Market Operations

#### TERM-1

- Structure of Capital market in India
- New Issue Market : Reforms in New Issue Market, Guidelines governing new Issue market, Mechanics of Floating New Issues-Public Issues, Bonus Issues, Right Issues, e-IPOs, Book Building, Private Placement, ESOPs, New financial Instruments
- Stock Exchange : Regulation of Stock exchanges in India, Membership rules of stock exchange, Listing of Securities ; Trading on a Stock Exchange-Online Trading, Internet Trading ; Margin Trading ; Corporate Governance ; Corporatisation and demutualization of stock exchanges in India, Takeovers and Buybacks.
- OTCEI, BSE, NSE, Interconnected stock exchange of India, Indonext
- **Indian Stock Indices:** Need and importance, Compiling of Index Numbers and Interpretation.
- Clearing and Settlement : Policy Developments, Clearing Process, Risk Management, Settlement-Process, Account period settlement, rolling Settlement, Continuous Net Settlement, Settlement Efficiency and Settlement Statistics, G-30 and ISSA recommendations
- Derivatives Market : Products, Participants and Functions, Global Derivatives Market, Derivatives Market in India : Risk containment measures, Trading Mechanism, Membership Criteria, Clearing and Settlement of Futures and Options,
- Debt Market : Policy developments, Segments, Participants, Primary Issuance Process, Secondary Market, Clearing and Settlement, STRIPS, Market Developments
- Mutual Funds : Evolution of Mutual Funds, Mutual Funds in India, Regulation of Mutual Funds, Mutual Funds Prospectus and Balance Sheet, Management of Mutual Funds, Performance of Mutual Funds, Current Developments, Future Scenario of Mutual Fund Industry
- Euro Issues : Conceptual framework, Issuing Procedure, Regulatory Framework, Progress
- FIIs : Registration, Investment conditions and restrictions, General obligations and responsibilities, role of FIIs in Indian capital market.
- Securities and Exchange Board of India : Objectives, Powers and Functions Investor Protection-Investor education and awareness, Investor protection fund, Investors' complaints and their redressal-mechanism and statistics, Unfair trade practices and Insider Trading, Short selling and its regulation in India.

#### TERM-2

- Regulation of Merchant, Bankers, Brokers, Custodian, Banker to issue, Registrar to issue, Portfolio manager and Underwriters.
- Legal Environment : SEBI Act, 1992, SCRA, 1956, Companies Act, 1956 (Various provisions relating to securities), RBI rules and guidelines for FIIs
- Depository : Role and need, Procedure for Dematerialisation and Rematerialisation, The Depositories Act, 1996, SEBI rules, Performance of NSDL and CSDL
- Credit Rating : Concept, Agencies, Methodology and process, Regulatory framework.

Submitted by:

Twinkle

Asst. Prof. in Commerce

**MASTER OF COMMERCE (SEMESTER – III)**  
**MC – 351: Consumer Behaviour**

**TERM-1**

- Introduction to Consumer Behaviour: Nature, Scope and Importance.
- Consumer Motivation: Nature of motivation; Types of consumer needs and motives; Dynamics of motivation; Need conflict; Need Hierarchy Theory of Motivation and its applications; Measurement of Motives.
- Personality and Consumer Behaviour: Definition of personality; Theories of personality; Personality and consumer diversity; Self concept and self image; Life style and psychographics.
- Consumer Perception: Elements of perception; Dynamics of perception, Perceptual process; Perception and marketing strategy; Perceived risk.
- Consumer Learning: Elements of consumer learning; Behavioural theories and Cognitive theories of learning.
- Consumer Attitude Formation: Definition of attitudes; Structural models of attitudes;
- Attitude Theories; Attitude formation; Strategies of attitude change; Measuring Attitude. Reference Group and Family Influences: Power of reference groups; Types of consumer related reference groups; Celebrity and other reference group appeals; Family decision making and consumption related roles; Family life cycle.
- Social Class: Definition; Measurement of social class; Social class dynamics.
- Cultural and Sub cultural Influences on Consumer Behaviour: Definition of culture and subculture; Affect of culture on consumer behaviour; Nature of culture; Measurement of culture; Subculture and consumer behaviour; subcultural categories.
- Diffusion of Innovation : Diffusion process, adoption process.

**TERM-2**

- Opinion Leadership: Definition; Dynamics of the opinion leadership process; Motivation behind opinion leadership
- Consumer Decision Making: Consumer decision process; Types of decisions; Information search process; Alternative evaluation and selection; Decision rules.
- Models of Consumer Behaviour: E.K.B; Howard and Sheth; Nicosia's Model

Submitted by:  
Dr. Samriti Kapoor  
Asst. Prof. in Commerce

MASTER OF COMMERCE (SEMESTER – III)  
**MC-352: Retail Management**

**TERM-1**

**Introduction to Retailing:** Meaning, Nature and Importance.

**Retailing in India:** Evolution of Retail in India, Drivers of Retail Change and Challenges to Retail Development in India.

**Types of retailers:** Food Retailers, General Merchandise Retailers, Non-Store Retail Formats,

Services Retailing, Types of Ownership.

**Understanding the Retail Consumer:** Need for Consumer Behavior, Factors Influencing the Retail Shopper, The Customer Decision Making Process.

**Retail Locations:** Types of Retail Locations; Steps involved in choosing a Retail Location; Methods of Evaluating a Trading Area

**Retail Store Design and Visual Merchandising:** Importance of Store Design; Exterior Store Design; Interior Store Design; Visual Merchandising.

**Basics of Retail Merchandising** – What is Merchandising, Factors Affecting the Buying Function, The Merchandiser: Roles and Responsibilities, The Buyer: Roles and Responsibilities,

Function of Buying for Different Types of Organisations.

**TERM-2**

**Process of Merchandise Planning:** Concept of Merchandising, Implications of Merchandise Planning, Process of Merchandise Planning.

**Methods of Merchandise Procurement:** Merchandise Sourcing, Age of Global Sourcing. Retail Pricing: Concept of Retail Price, Elements of Retail Price, Determining the Price, Retail Pricing Strategies.

**Category Management:** Concept of Category Management, Reasons for Emergence of Category Management, Components of Category Management, Category Management Process.

Submitted by:  
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Asst. Prof. in Commerce