

SYLLABUS FOR MASTER OF COMMERCE (M. COM)

(Semester: I - II)
Session: 2020-21



DIRECTORATE OF OPEN AND DISTANCE LEARNING (ODL)
GURU NANAK DEV UNIVERSITY, AMRITSAR
(ESTABLISHED UNDER STATE LEGISLATURE ACT NO. 21 OF 1969)

Accredited by National Assessment and Accreditation Council (NAAC) At 'A++' Grade (Highest Level) As Per Modified Criteria Notified On 27/07/2017 And Conferred 'University with Potential for Excellence' Status and 'Category-I University' As Per University Grants Commission (F. No. 1-8-2017/(CPP-II) Dated 12/02/2018)

- Note:**
- (i) Copy rights are reserved.
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 - (ii) Subject to change in the syllabi at any time. Please visit the University website time to time.**

**MASTER OF COMMERCE (SEMESTER SYSTEM) under Directorate of Open & Distance
Learning, Guru Nanak Dev University, Amritsar**

Eligibility:

Bachelor of Commerce (Regular, Hons.)/Bachelor of Business Administration with at least 50% marks in aggregate (45% for SC/ST Candidates)

OR

Any other examination recognised equivalent there to

SEMESTER I

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
ODMCM - 101T	Managerial Economics	20	80	100	4
ODMCM - 102T	Statistical Analysis for Business	20	80	100	4
ODMCM - 103T	Business Environment	20	80	100	4
ODMCM - 104T	Management Accounting and Control Systems	20	80	100	4
ODMCM - 105S	Seminar-I			100	4
Total Marks and Credits		100	400	500	20

SEMESTER II

Paper Code	Subject Name	Marks			Credits
		Internal Assessment	End term	Total	
ODMCM - 201T	Corporate Financial Accounting and Auditing	20	80	100	4
ODMCM - 202T	Financial Management	20	80	100	4
ODMCM - 203T	Research Methodology	20	80	100	4
ODMCM - 204T	Management Principles and Organization Behaviour	20	80	100	4
ODMCM - 205S	Seminar-II			100	4
Total Marks and Credits		100	400	500	20

ODMCM - 101T: Managerial Economics

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

End Term: 80 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

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.

Section – B

Marginal Analysis: Law of Diminishing Marginal Utility, Law of Equimarginal Utility

Indifference Curve Analysis: Meaning, Assumptions, Properties, Consumer Equilibrium, Importance.

Section – C

Theory of Costs: Types of Costs, Traditional Theory: Long Run & Short Run, Modern Theory: Long Run & Short Run.

Market Structure: Meaning, Assumptions and Equilibrium of Perfect Competition, Monopoly, Monopolistic Competition.

Oligopoly: Sweezy Model.

Section – D

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.

Suggested Readings:

1. Thomas, Christopher R. and Maurice, S. Charles, "Managerial Economics – Concepts and Applications", 8th Edition (2006), Tata McGraw Hills, New Delhi.
2. Mehta, P L, "Managerial Economics – Analysis, Problems and Cases", 13th Edition (2007), Sultan Chand & Sons, Delhi.
3. Peterson and Lewis, "Managerial Economics", 4th Edition, Prentice Hall of India Pvt. Ltd. New Delhi.
4. Joel, Dean, "Managerial Economics", Prentice Hall of India, Pvt. Ltd., New Delhi.
5. Hirschey, M. "Fundamental of Managerial Economics", 9th Edition (2009), South Western Cengage Learning.
6. Koutsyannis A., "Modern Microeconomics", 2nd Edition (1977), Macmillan
7. Dwivedi, D.N., "Managerial Economics", 7th Edition, Vikas Publication.
8. Ahuja, H. L., "Modern Micro Economics", (2009), Sultan Chand and Co.
9. Deepashree, "Principles of Micro Economics", 2nd Edition, Ane Books Pvt. Ltd.
10. Mithani, D.M., "Managerial Economics", 5th Edition (2009), Himalaya Publishing House, New Delhi
11. <http://swayam.gov.in/>
12. <http://edx.org/>
13. <http://epgp.inflibnet.ac.in/>

ODMCM - 102T: Statistical Analysis for Business

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

End Term: 80 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

Probability Theory: Probability–Addition and multiplication probability models.

Probability Distributions: Binomial, Poisson, and normal distributions; Their characteristics and applications.

Section – B

Sampling and Data Collection: Sampling and sampling (probability and non-probability) methods; Sampling and non-sampling errors.

Primary data collection techniques; Survey and Observation methods: Secondary data sources; Commercial (Syndicated) and Non-commercial sources.

Section – C

Questionnaire design.

Hypotheses testing; Null and alternative hypothesis, type I and type II error

Section – D

Large and small sampling tests–Z tests, T tests, and F tests. (ANOVA one-way and two-way)

Correlation: Simple, partial and multiple correlation coefficients;

Practical Through SPSS:

The students will be trained in the following techniques of data analysis using latest version of SPSS software. At the end of the semester, external examiner will be appointed by the University to conduct the practical by examining the students in the lab and award marks.

Topics: Z tests, T tests, and F tests. (ANOVA one-way and two-way), Chi-square test, correlation.

Suggested Readings:

1. Sharma, J.K., “Business Statistics”, 2nd edition (2007), Dorling Kindersley (India) Pvt Ltd.
2. Hooda, R.P, “Statistics for Business and Economics”, 2003, Macmillan, New Delhi.
3. Heinz, Kohler, “Statistics for Business & Economics”,(2002), South-Western/Thomson Learning.
4. Hien, L.W, “Quantitative Approach to Managerial Decisions”, Prentice Hall, New Jersey,
5. McClave, J. T.; Benson, P.G. and Sincich, T., “Statistics for Business & Economics”, 11th edition (2011), Pearson.
6. <http://swayam.gov.in/>
7. <http://edx.org/>
8. <http://epgp.inflibnet.ac.in/>

ODMCM - 103T: Business Environment

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

End Term: 80 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

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: Liberalization; Privatization; Globalization and its Implications for India.

Section – B

NITI Aayog: objectives, functions & role in economic planning.

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

Section – C

Deficit Financing and its implications for the Indian Economy; Analysis of current year Annual Budget.

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.

Section – D

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 2009–14; Exim Policy during the post reforms in India

Demonetization: concept & its impact on the Indian economy.

Suggested Readings:

1. Cherunilam, Francis, "Business Environment", 2011, Himalaya Publishing House, New Delhi.
2. K Ashwathappa, "Legal Environment of Business", Himalaya Publishing House, New Delhi.
3. M. Adhikary, "Economic Environment for Business", Sultan Chand & Sons, New Delhi.
4. K. Ashwathappa, "Essentials of Business Environment", 11th edition (2011), Himalaya Publishing House, New Delhi.
5. Paul Justin, "Business Environment – Text and Cases", 2006, Tata McGraw Hills Publishing
6. Ruddar Dutt and KPM Sundaram, "Indian Economy", 53rd edition, S. Chand and Company Ltd., New Delhi.
7. Govt. of India, Five Years Plan documents.
8. Govt. of India, Various issues of Annual Economic survey of India.
9. <http://swayam.gov.in/>
10. <http://edx.org/>
11. <http://epgp.inflibnet.ac.in/>

ODMCM - 104T: Management Accounting and Control Systems

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

End Term: 80 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

- 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.

Section – B

- 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.
- Management Control Process: Budgeting process, Preparation of fixed and flexible budgets, Zero Base Budgeting, Activity Based Budgeting, performance budgeting and participative budgeting.

Section – C

- Standard Costing and Variance Analysis: Standard costing as a control technique; Setting of standards and their revision;
- Marginal Costing and Break-even Analysis: Concept of marginal cost; Marginal costing and absorption costing; Marginal costing versus direct costing; Cost-volume profit analysis; Break-even analysis; Assumptions and practical applications of breakeven- analysis

Section – D

- Segment Performance Evaluation: Traditional measures of evaluation. Economic Value Added, Balanced Score Card.
- Analyzing Financial Statements: Horizontal, vertical and ratio analysis.
- Reporting to Management: Objectives of reporting, reporting needs at different managerial levels; Types of reports, modes of reporting, reporting at different levels of management.

Suggested Readings:

1. Cherunilam, Francis, “Business Environment”, 2011, Himalaya Publishing House, New Delhi.
2. K Ashwathappa, “Legal Environment of Business”, Himalaya Publishing House, New Delhi.
3. M. Adhikary, “Economic Environment for Business”, Sultan Chand & Sons, New Delhi.
4. K. Ashwathappa, “Essentials of Business Environment”, 11th edition (2011), Himalaya Publishing House, New Delhi.
5. Paul Justin, “Business Environment – Text and Cases”, 2006, Tata McGraw Hills Publishing
6. Ruddar Dutt and KPM Sundaram, “Indian Economy”, 53rd edition, S. Chand and Company Ltd., New Delhi.
7. Govt. of India, Five Years Plan documents.
8. Govt. of India, Various issues of Annual Economic survey of India.
9. <http://swayam.gov.in/>
10. <http://edx.org/>
11. <http://epgp.inflibnet.ac.in/>

ODMCM – 105S: Seminar - I

Max. Marks: 100 Marks

Internal Assessment: 0 Marks

End Term: 100 Marks

ODMCM - 201T: Corporate Financial Accounting and Auditing

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

End Term: 80 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

- Company Final Accounts–Requirements of Companies Act, 2013.
- Managerial remuneration. Meaning of profit. Divisible profits.

Section – B

- Valuation of goodwill, different approaches such as super profit, annuity and capitalization approach.
- Valuation of shares; different approaches such as book value and earnings approach.

Section – C

- Understanding the concept and rationale of Financial Audit, Cost Audit, Management Audit, Internal Audit, Proprietary Audit, Efficiency Audit and Audit by C. and A.G.,
- Statutory Auditor–Appointment qualifications, removal. Duties and liabilities of auditor. Code of conduct and ethics, professional misconduct of statutory auditor.

Section – D

- Meaning, Objectives and scope of cost audit. Cost Auditor, his appointment, duties liabilities. Cost audit report; Meaning, objectives and scope of management audit. Appointment and qualifications of management Auditor.
- Audit of management functions such as planning, organising and control. Audit of functional areas– production, personnel marketing finance and accounting.

Suggested Readings:

1. Khan, M.Y. and Jain, P.K., "Financial Management", 5th edition, Himalaya Publishing, New Delhi
2. Pandey I.M., "Financial Management", 9th edition (2009), Vikas Publishing House.
3. Gupta, Kamal, "Contemporary Auditing", 6th edition, Tata McGraw Hill.
4. Sehgal, Ashok and Sehgal, Deepak, "Advanced Accounting", 3rd edition, Taxman, New Delhi.
5. Maheshwari, S.N. and Maheshwari, S.K., "Corporate Accounting", 5th edition (2009), Vikas Publication, New Delhi
6. Mukherjee and Hanif, "Corporate Accounting", 2005, Tata McGraw Hill, New Delhi.
7. <http://swayam.gov.in/>
8. <http://edx.org/>
9. <http://epgp.inflibnet.ac.in/>

ODMCM - 202T: Financial Management

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

End Term: 80 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

- Financial Management: Meaning and nature; Financial goal–profit vs. wealth maximization; Finance functions–investment, financing, liquidity and dividend decisions.
- Capital Structure Theories: Conceptual framework. Determinants. Net income approach, Net operating income approach, Intermediary approach and M.M. Hypotheses with special reference to the process of arbitrage.
- Cost of Capital: Meaning and significance of cost of capital; Calculation of cost of debt, preference capital, equity capital and retained earnings; Combined cost of capital (weighted).

Section – B

- Instruments of Finance: Long term and short term.
- Capital Budgeting: Nature of investment decisions; Investment evaluation criterion– discounted cash flow criteria, discounted cash flow criteria; Risk analysis in capital budgeting (practicals through excel).

Section – C

- Operating and Financial Leverage: Measurement of leverages; Analyzing Alternate Financial Plans; Financial and Operating leverage, Combined leverage. EBIT and EPS analysis
- Management of Working Capital: Meaning, Significance and Types of Working Capital; Approaches of Working Capital; Calculating Operating Cycle Period and Estimation of Working Capital Requirements.

Section – D

- Management of Cash: Strategies, Baumol's, Miller–Orr's and Beranek's models of Cash Management.
- Management of Receivables: Credit Policy, Credit Terms and Collection Efforts.

Suggested Readings:

1. Berk, Jonathan and DeMarzo, Peter, "Financial Management", 2nd Edition (2010), Pearson Education, Dorling Kindersley (India) Pvt Ltd.
2. Bhattacharya, Hrishikes, "Working Capital Management: Strategies and Techniques", 2nd Edition (2009), Prentice Hall, New Delhi.
3. Brealey, Richard A; Stewart, C. Myers and Allen, F. "Principles of Corporate Finance", 8th Edition (2006), McGraw Hill, New York.
4. Chandra, Prasanna, "Financial Management", 7th Edition (2008), Tata McGraw Hill, Delhi
5. Pandey I.M., "Financial Management", 9th Edition (2009), Vikas Publishing House
6. Van Horne. J.G. and J.M. Wachowicz Jr., "Fundamentals of Financial Management", 13th Edition (2009), Prentice Hall, Delhi.
7. Van Horne, James G, "Financial Management and Policy", 12th Edition (2002), Prentice Hall, Delhi
8. Khan, MY, Jain, PK, "Financial Management", 6th Edition (2011), Tata McGraw Hill, New Delhi..
9. <http://swayam.gov.in/>
10. <http://edx.org/>
11. <http://epgp.inflibnet.ac.in/>

ODMCM - 203T: Research Methodology

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

End Term: 80 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

- Research methodology: Nature and scope; problem formulation and statement of research objectives. Research process.
- Choose a Research Topic.

Section – B

- Review of Literature
 - Goals of a Literature Review.
 - Types of Reviews
 - Sources of Research Literature.
 - Writing of Review.
- Research designs: Exploratory, descriptive and Causal designs (Basic designs—After only, Before After, After along with control group, Before after with control group, Time series designs).

Section – C

- Measurement concept, Levels of measurement—Nominal, Ordinal, Interval and Ratio.
- Attitude Measurement: Comparative and Non-comparative scaling techniques, Tabulation and cross-tabulation of data.

Section – D

- Data Preparation, Analysis, and Interpretation.
 - Data preparation
 - Data screening
 - Transforming data
 - Data Analysis and Interpretation.

- Data analysis techniques: Multiple regression analysis, Discriminant analysis and Factor analysis.

Suggested Readings:

1. Cooper, D. R. and Schindler, P.S., “Business Research Methods”, 9th Edition, Tata McGraw Hill, New Delhi.
2. Levine, D.M., Krehbiel T.C. and Berenson M.L., “Business Statistics”, 12th Edition (2012), Pearson Education, New Delhi.
3. Kothari, C. R., “Research Methodology”, 2nd Edition (2008), New Age International.
4. Anderson, D.R.; Sweeney, D.J. and Williams, T.A., “Statistics for Business and Economics”, 2nd Edition (2011), Thompson, New Delhi.
5. <http://swayam.gov.in/>
6. <http://edx.org/>
7. <http://epgp.inflibnet.ac.in/>

ODMCM - 204T: Management Principles and Organizational Behaviour

Time: 03 Hours

Max. Marks: 100 Marks

Internal Assessment: 20 Marks

End Term: 80 Marks

Instructions for the Paper-Setter/examiner:

1. Question paper shall consist of **Four sections**.
2. Paper setter shall set **Eight questions** in all by selecting **Two questions** of equal marks from each section. However, a question may have sub-parts (not exceeding four sub-parts) and appropriate allocation of marks should be done for each sub-part.
3. Candidates shall attempt **Five questions** in all, by at least selecting **One question** from each section and the **5th question** may be attempted from any of the **Four sections**.
4. The question paper should be strictly according to the instructions mentioned above. In no case a question should be asked outside the syllabus.

Section – A

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.

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.

Section – B

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.

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.

Section – C

Organisational Behaviour (OB): Meaning, Importance, Challenges and Opportunities for OB.

Personality: Concept and determinants

Attitudes: Sources and types, Cognitive dissonance theory

Section – D

Emotions: Nature and Types, Sources of Emotions, Managing Emotions at work, Emotional Intelligence: concept and Dimensions.

Perception: Nature and significance of perception, Factors influencing perception, perceptual process, Perceptual Distortions and Improving Perception.

Suggested Readings:

1. Harold Koontz and Heinz Weihrich, “Essentials of Management: An International Perspective”, 7th edition (2007), McGraw–Hill, New Delhi.
2. Richard L Daft, “The New Era of Management”, 2nd edition (2008), Thomson, New Delhi.
3. Stephen P Robbins, David A. Decanzo, “Fundamentals of Management”, 6th edition (2007), Pearson Education, New Delhi.
4. Stephen P. Robbins, Timothy A. Judge, Seema Sanghi, “Organisational Behaviour “, 14th edition, Pearson Education, New Delhi.
5. K. Aswathappa, “Organisational Behaviour, Text, Cases and Games”, 10th edition (2012), Himalaya Publishing.
6. Sekaran, Uma, “Organizational Behaviour: Text and Cases”, 2007, Tata McGraw Hill, New Delhi.
7. McShane, Steven L.; Glinow, Mary Ann Von and Sharma, Radha R, “Organisational Behaviour”, 5th edition (2008), Tata McGraw Hill, New Delhi.
8. Philip Sadler, “Leadership”, 2nd edition (2005), Viva Books Private Limited..
9. <http://swayam.gov.in/>
10. <http://edx.org/>
11. <http://epgp.inflibnet.ac.in/>

ODMCM – 205S: Seminar - II

Max. Marks: 100 Marks

Internal Assessment: 0 Marks

End Term: 100 Marks