

MASTER OF COMMERCE- THIRD SEMESTER
301 – STRATEGIC MANAGEMENT

(Common to M.Com, M.Com -Computer Applications - under CBCS)

Class Hours: 5 ppw

Credits: 5

- Unit-I: Introduction** – Concept of Strategic management – Characteristics of Strategic management – Significance of Strategic Management – Dimensions of Strategic management – Tasks of Strategic Management – Developing – Vision – Mission – Objectives – Goals – Elements in Strategic Management Process – Benefits of Strategic Management.
- Unit-II: Environmental and Organizational Appraisal.** : Concept and Characteristics of Environment – External and Internal Environment – Environmental Scanning – Factors Effecting Environmental Scanning – Organizational Capability – Factors Effecting Organizational Appraisal – Methods and Techniques used for Organizational Appraisal.
- Unit-III: Strategy Formulation:** Corporate Level: Grand strategies – Stability Strategy – Expansion Strategy – Retrenchment Strategy – Turnaround strategy – Combination Strategy – Business Level: Cost Leadership Strategy – Differentiation Strategy – Focus Strategy.
- Unit-IV: Strategy Implementation:** Project Implementation – Resource Allocation – Approaches of Resource Allocation – Structural Implementation – Types of Structures – Strategy and structure – Leadership implementation – Role of Leader – New paradigms of Leadership.
- Unit-V: Strategy Evaluation and Control:** Nature and Importance of Strategic evaluation – Participants of strategic evaluation and barriers in strategic evaluation – Evaluation Techniques for strategic control – Evaluation Techniques for Operational Control – Role of Organizational System in Evaluation.

Suggested Readings

1. Azhar Kazmi, **Strategic Management and Business Policy**, Tata McGraw Hill Company Limited, New Delhi, 2008.
2. Thomas L., Wheelen, J.David Hunger & Krish Rangarajan, **Concepts in Strategic Management and Business Policy**, Pearson Education, 2011.

References

1. Subba Rao, P, Business Policy and strategic Management, Himalaya Publishing House, Mumbai, 2003.
2. Vipin Gupta, Kamala and Srivasam R, **Business Policy and strategic Management**, Prentice Hall of India Private Limited, New Delhi, 2006.
3. Barney & Hesterly, **Strategic Management and Competitive Advantage Concepts**, Prentice Hall of India Private Limited, New Delhi, 2009.

302 – E- BUSINESS

(Common to M.Com and M.Com-Computer Applications - under CBCS)

Class Hours: 5 ppw

Credits: 5

- Unit-I: Introduction to E-Business:** E-Business: Meaning, significance – Opportunities and Risks – E-Business Models: B2B: Meaning and implementation, B2C: Meaning and implementation, B2G: Meaning and implementation, C2G: Meaning and implementation and C2B: Meaning and implementation – Advantages and Limitations – Mobile Commerce: Meaning, Framework and Models – E- Business Trade: Bookshops, grocery, software, newspaper, banking auction, share dealing.
- Unit-II: E-Business Infrastructure:** Internet: Meaning, Issues, Problems and Prospects, ISP – Intranets: Trends, Growth and Applications – Extranet: Applications, VPN – EDI: Definitions and Benefits – Technology and Implementation - Portals.
- Unit-III: E-Business Applications:** E-Business Strategy: Definition, Objectives, Analysis and Implementation - E-Marketing: Meaning, Areas, Planning, Strategy and implementation – Internet Advertising - E-CRM: Meaning, Technology for CRM and application - E-Procurement: Meaning, Drivers, Risks and implementation – E-SCM: Meaning, Focus and implementation – E-Payment Systems: Meaning, Pre and Post paid payments systems – E-Cash.
- Unit-IV: E-Security -** Security Meaning, Attacking methods, SET and SSL, Hacking Security Tools: Cryptology and Encryption – Password – Authentication: Keys and Kerberos – Digital Signatures – Security Protocols – Firewall Security – E- Commerce Law: Information Technology Act, 2000 – Government Policy and Recommendations.
- Unit-V: E-Business Web Technologies:** Web site meaning – Types – Planning and Organizing – Web page Designing, Essentials in designing good web site – Web page development tools – Testing and evaluating web site – Creating Web site using MS Front Page: Using Wizard – Viewing and closing web sites – HTML: Basics, Syntax, HTML Editors – Multimedia: Graphics, web image formats, VRML.

Suggested Readings

1. Albert Napier H, Rivers N Ollie, Wagner W Stuart and Napier JB, **E-Business – Creating a Winning**, 2nd Edition, Cengage learning India Private Limited, New Delhi, 2008.
2. Murthy C S V, **E-Commerce – Concepts, Models, Strategies**, Himalaya Publishing House, Mumbai, 2009.

References

1. Gary P Schneider, **E-Commerce**, Cengage Learning, New Delhi, 2011.
2. David Whiteley, **E-Commerce Strategy, Technologies and Applications**, Tat McGraw Hill Publishing Company Limited, New Delhi, 2009
3. Ravi Kalakoda, **Frontiers of Electronic Commerce**, Pearson Education, New Delhi, 2010.

311- FINANCIAL MARKETS AND INSTITUTIONS

(for M.Com - under CBCS)

Class Hours: 5 ppw

Credits: 5

- Unit-I:** **Financial System:** Meaning and Objectives of Financial System; Structure of Financial System -Components: Financial Markets – Financial Institutions – Financial Instruments – Financial Services; Functions of Financial System; Role of Financial System in Economic Development.
- Unit-II:** **Money Market:** Concept, Features, Functions and Significance of Money Market; Money Market Instruments; Segments of Money Market – Call / Notice Money Market – Commercial Bills Market - Treasury Bills Market – Discount and Acceptance Markets - Commercial Papers – Certificates of Deposit –Repo Instruments; Role and Challenges of Money Market in India.
- Unit- III:** **Primary Market:** Concept, Features, Functions and Significance of Capital Market; Structure and Recent Developments of Capital Market in India; Primary Market / New Issues Market: Initial Public Offer (IPO) – Follow on Public Offer (FPO) – Rights Issue – Private Placements – Preferential Issues – Bonus Issues - Book-Building – American Depository Receipts (ADRs) – Global Depository Receipts (GDRs) – Foreign Currency Convertible Bonds (FCCBs); Players in New Issue Market; Role and Importance of Primary Market in Economic Development.
- Unit-IV:** **Secondary Market:** Stock Exchanges – Organisation – Functions - Players - Management and Membership; Listing of Securities; Trading and Settlement Systems; Stock Market Indices; Bond Market: Significance – Functions – Participants; Depositories and Custodians – National Securities Depository Limited (NSDL) – Central Depository Services Limited (CDSL) – The Stock Holding Corporation of India Limited (SHCIL) - Recent Developments in Stock Market.
- Unit-V:** **Institutional Regulatory Framework:** Introduction, Importance, and Functions of RBI – RBI and Monetary Policy - Promotional Role of RBI; SEBI: Organization Structure - Objectives – Powers and Functions – SEBI Regulations relating to Capital Markets – Investors Education and Protection.

Suggested Readings

1. Bhole L.M. and Mahakud J, **Financial Institutions and Markets**, Tata McGraw Hill Education Private Limited, New Delhi, 2004.
2. Jeff Madhura, **Financial Institutions and Markets**, Cengage Learning India Private Limited, New Delhi, 2012

References:

1. Preeti Singh, **Dynamics of India Financial System – Markets, Institutions & Services**, Ane Books Private Limited, New Delhi, 2009.
2. Ajay Shah, Susan Thomas and Michael Gorham, **Indian Financial Markets: An Inside Guide to How the Markets Work**, Elsevier Publications, Oxford, UK, 2008.
3. R M Srivastava and Divya Nigam, **Dynamics of Financial Markets and Institutions in India**, Excel Books, New Delhi, 2010.

312– SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

(for M.Com - under CBCS)

Class Hours: 5 ppw

Credits: 5

- Unit-I: Introduction to Investments:** Concept- Nature- Scope- Types- Process-Alternatives - Environment - Investment, Speculation and Gambling - Indian Stock market – Primary and Secondary markets – Derivatives market – Stock exchanges – BSE-NSE- OTCEI- Organization and Regulation.(Theory only)
- Unit –II: Security Analysis:** Objectives of security investment – Fundamental Analysis: economy industry – Industry analysis - company analysis – Technical analysis – Efficient market hypothesis – Types of Risks. (Theory only)
- Unit – III: Valuation of Securities:** Valuation of Equity Shares: Dividend discount model – Constant growth model Two stage and three phase models – Valuation through P/E Ratio - Preference Shares – Valuation of Debt securities: Bond Pricing Theorems- Convexity – Duration - Bond immunization - Active and passive bond management (Problems)
- Unit – IV: Portfolio Theory:** Risk and Return Analysis - Approaches in Portfolio construction – Traditional and Modern – Portfolio selection: Markowitz’s Portfolio Optimization - Sharpe’s Portfolio Optimization- CAPM – APT Models. (Problems)
- Unit – V: Portfolio performance Evaluation:** Concept – Objectives - Portfolio performance measures: Sharpe’s - Trenor’s - Jensen’s measures – Portfolio Revision. (Problems)

Suggested Readings

1. Donald E Fischer and Ronald J Jordan, **Security Analysis and Portfolio Management**, Pearson Prentice Hall of India, New Delhi, 2008.
2. Bhalla V.K., **Investment Management**, Sultan Chand & Sons, New Delhi, 2008.

References

1. S Kevin, **Security Analysis and Portfolio Management**, Prentice Hall of India, New Delhi, 2015.
2. Punithavathy Pandian, **Security Analysis and Portfolio Management**, Vikas Publishing House Pvt. Ltd., New Delhi, 2014.
3. Preeti Singh, **Investment Management**, Himalaya Publishing House, Mumbai, 2015.

313- CORPORATE TAX MANAGEMENT

(For M.Com - under CBCS)

Class Hours: 5 ppw

Credits: 5

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- Unit-I:** **Introduction:** Significance of Corporate Taxation – Concepts and definitions of Corporate Income Tax – Assessee- Assessee in default-Previous Year-Assessment Year – Residential Status of Company-Incidence of Tax – Types of Companies for tax purpose – Incomes forming part of total income of a company — Exempted Incomes and Tax free incomes with special reference to corporate assessee. (Theory only)
- Unit-II:** **Corporate Taxation:** Computation of Income from House Property-Business-Capital Gains-Other Sources – Set-Off and Carry-Forward of losses – Deductions out of G.T.I. u/s. 80 applicable to companies – Computation of Total Income and tax liability of Company – Minimum Alternative Tax – Dividend Tax. (Problems with special focus on computation of total income and tax liability)
- Unit- III:** **Tax Planning – Financial Management Decisions:** Concept of tax planning; Tax avoidance and Tax evasion – Tax Management: Meaning and Scope of Tax Management – Implications of tax planning – Requisites of a successful tax planning – Methods of Tax Planning. (Theory only)
- Capital Structure Decisions: Meaning of capital structure-Tax considerations in deciding capital structure-Choice of Capital Structure (Problems) – Dividend Policy: Meaning-Factors affecting dividend policy – Dividend Policy and Tax Considerations: Meaning of dividend under IT Act; Tax implications for company distributing dividend; Tax implications for Shareholders – Inter Corporate Dividend – Tax Planning in respect of Bonus Shares. (Problems on Tax Planning with reference to Choice of Capital Structure)
- Unit-IV:** **Tax Planning - Business Restructuring and Managerial Decisions:** Tax issues relating to Amalgamation of Companies: Meaning of Amalgamation under IT Act; Tax Concessions to Amalgamating Company; Tax Concessions to Amalgamated Company; Tax Concessions to the Shareholders of Amalgamating Company – Tax Issues relating to Demerger: Meaning of Demerger; Parties to Demerger; Tax Incentives in case of Demerger: Tax Incentives to Demerged Company-Tax Incentives to Shareholders-Tax Incentives to Resulting Company. (Theory only)
- Tax considerations with reference to specific managerial decisions: Own or Lease-Tax considerations in Buy or Lease – Sale of Assets of Scientific Research – Make or Buy – Repair, Replace, Renewal or Renovation – Shut Down or Continue (Problems on tax planning with special focus on Buying Asset with Borrowing or Taking on Lease)
- Unit-V:** **Special Tax Provisions for Certain Undertakings:** Special provisions in respect of Newly established units in Special Economic Zones – Special Provisions in respect of Newly established 100% Export-oriented Undertakings – Undertakings engaged in Infrastructure, Telecommunication, Power Sector and Industrial Parks – Undertakings engaged in Development of SEZ – Undertakings located in backward Areas and Other Notified Areas – Tax Planning in respect of Export Promotion – Tax Planning provisions with reference to reinvestment of Capital Gains. (Theory and Problems on Capital Gains investment)

Suggested Readings:

1. Rajeev Puri and Puja Gaur, **Corporate Tax Planning & Management**, Kalyani Publishers, 2015.
2. Vinod K Singhania, **Direct Taxes, Planning and Management**, Taxmann's Publications Private Limited, New Delhi, 2015.

References:

1. Gaur VP, Narang DB, Puja Gaur and Rajeev Puri, **Income Tax Law & Practice**, Kalyani Publishers, New Delhi, 2009.
2. Girish Ahuja and Ravi Gupta, **Professional Approach to Direct Taxes Law & Practice**, Bharat Law House Private Limited, 2015.

321- RURAL MARKETING

(For M.Com - under CBCS)

Class Hours: 5 ppw

Credits: 5

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- Unit-I: Rural Marketing:** Concepts and Components – Nature and Characteristics of Rural Markets – Differentiating Urban and Rural Markets - Population- Infrastructure – Demand-Consumption Pattern – Incomes–Rural Marketing Mix - Changing Scenario of Rural Marketing in India - Rural Marketing Problems & Challenges - Opportunities in Rural Markets.
- Unit-II: Agricultural Marketing in India:** Characteristics of Agricultural Products –Types , Characteristics and importance of Agricultural Markets- - Defects in Agricultural Marketing System – Challenges in Marketing of Agriculture Produce - Measures to improve Agricultural system in India.
- Unit-III: Rural Periodic Markets in India: Location -** Nature of Merchandise - Management of Periodic Markets - Regulated Markets - Origin and Growth – Structure - Objectives – Functions – Management - Problems - Progress.
- Unit-IV: Rural Retail Trade:** Structure of Retail Outlets- Problems - Public Distribution System in Rural Areas-Managerial Aspects –Organized and Unorganized Retail – Types – Features- Problems of PDS - Rural Marketing strategies: Segmentation of Rural Market- Competitive Strategy - Product Strategy – Pricing Strategy – Communication Strategy – Distribution Strategy – Hiring Strategy – Social Strategy –Region Specific Strategies.
- Unit-V: Rural Consumer Behaviour:** Rural Consumers - Types – Characteristics - Shopping habits of Rural Consumers - Factors affecting Rural Consumer Behaviour - Opinion Leaders - An Overview of Marketing of Rural Industrial Products – Corporate Strategies.

Suggested Readings

1. Balram Dogra and Karminder Ghuman, **Rural marketing- Concepts & Practices**, Tata McGraw-Hill Company Limited, New Delhi, 2008.
2. Krishnamacharyulu CNG and Lalitha Kumari, **Rural Marketing, Text & Cases**, Pearson Edition, New Delhi, 2002.

References

1. R.V. Badi & N.V. Badi: **Rural Marketing**, Himalaya Publishing House, New Delhi, 2008.
2. Goplala Swamy: **Rural Marketing-Environment, Problems and Strategies**, A.H. Wheeler & Co. 1997.
3. Rajagopal: **Rural Marketing-Development Policy, Planning and Practice**, Rawat Publications, Jaipur, 1998.

322- ADVERTISING AND SALES MANAGEMENT
(For M.Com - under CBCS)

Class Hours: 5 ppw

Credits: 5

- Unit-I:** **Advertising:** Concept of Advertising - Features Importance – Objectives - Types of Advertisements - Functions of advertising. Department and Advertising Manager-Social, Cultural and Ethical dimensions of advertising - Recent developments in advertising sector.
- Unit-II:** **Advertisement Copy:** Meaning – Components – Types — Essentials of good advertising copy. Advertisement copy for Print and Electronic Media - Radio, Television and Outdoor Media - Advertising Agencies – Functions - Advertising Agencies in India – An overview.
- Unit-III:** **Media Decisions:** Types of Media – Merits and demerits of Print and Electronic Media - Media Selection - Media Scheduling and Media Mix - Overview of media scenario in India. Advertising Budget – Methods of determining size of advertising budget- Measuring effectiveness of advertising.
- Unit-IV:** **Salesforce Management:** Salesmanship – Recruitment – Selection – Training and Development – Compensation – Motivation - Personal Selling: Objectives – Type of Selling - Process of Personal Selling - Evaluation of Sales Personnel.
- Unit-V:** **Sales Organization& Sales Promotion:** Organisation Structure – Types – Functions - Sales Quota - Sales Budget – Sales Territories – Controlling Sales Force – Sales Promotion - Planning Sales Promotion – Techniques of Sales Promotion at Consumer level, Trade Level and Sales Force level -- Essentials of good Sales Promotion.

Suggested Readings

1. Chunawalla, S.A, Advertising, **Sales and Promotion Management**, Himalaya Publishing House, 2007.
2. Krishna K. Havaldar & Others: **Sales & Distribution Management**, Tata McGraw Hill Company Limited, New Delhi, 2008.

References

1. David, A. Aaker & John .G Myer, **Advertising Management**, Prentice Hall of India, New Delhi, 2005.
2. Manendra Mohan, **Advertising Management - Concepts and Cases**, Tata McGraw Hill Company Limited, New Delhi, 2006.
3. Charles, M. and Futrell, **Sales Management**, Thomson Publications, 6th Edition, 2005.

323- CONSUMER BEHAVIOUR

(For M.Com - under CBCS)

Class Hours: 5 ppw

Credits: 5

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- Unit-I: Consumer Behaviour:** Concept and need for studying Consumer Behaviour - Types of Consumers - Application of Consumer Behaviour in designing marketing strategies - Problems in studying consumer behaviour - Characteristics of Indian Consumers - Organizational Buying Behaviour - Features - Process.
- Unit-II: Socio-Cultural Influences on Consumer Behaviour:** Family Influences - Family Life cycle - Reference groups - Types - Benefits - Opinion leadership - Social Class - Features - Factors responsible for social stratification - Cultural and Sub-Cultural Influences.
- Unit-III: Psychological Foundations of Consumer Behaviour:** Motivation - Concept - Theories of Needs - Learning: Meaning - Components - Theories of Learning Process - Perceptions - Attitude and Behaviour: Factors Involved in Attitude Formation - Personality: Characteristics of Personality - Theories of Personality - Trait Theory - Psychoanalytic Theory - Stages in the development of Personality - Lifestyle.
- Unit-IV: Consumer Decision Making:** Meaning of Decision Making - Buying Motives - Buying Roles - Types of Decision Making - Steps involved in consumer decision making process - Diffusion of Innovations - Consumer Decision Making Models: Howard Sheth Model - Nicosia Model. Models of Organizational Buying Behaviour - Sheth Model of Industrial Buying behaviour.
- Unit-V: Marketing Research:** Concept - Need and Importance - Areas of Marketing Research - Process of Marketing Research - Research Objectives - Hypothesis - Research Problem - Research Design - Data Collection Techniques - Sample Design - Statistical tools - Report Writing.

Suggested Readings

1. Schiffman, Leon, G. Kanuk, Lazar, **Consumer Behaviour**, Prentice Hall of India.
2. Suja R, Nair, **Consumer Behaviour and Marketing Research**, Himalaya Publishing House, New Delhi, 2006.

References

1. Doyer, Macinnis, **Consumer Behaviour**, All India Publishers & Distributors, Chennai, 2000.
2. Chunawala, S.A, **Commentary on Consumer Behaviour**, Himalaya Publishing House, Mumbai, 2005.

331- INDUSTRIAL RELATIONS

(For M.Com - under CBCS)

Class Hours: 5 ppw

Credits: 5

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- Unit-I:** **Introduction-** Labour force in India: Structure, Composition and Trends- Key Issues and Critical Challenges-**Industrial Relations**-Meaning and Scope of Industrial relations- Approaches to Industrial relations: The Systems Framework, Theoretical Perspectives- Rule Making and Industrial Relations- Basic Concepts and Values- Industrialization Strategy and Industrial relations- Globalization and Industrial Relations
- Unit-II:** **Grievances Handling**-Introduction-Managing Employee Grievance-Nature and Causes of Employee Grievance-Grievance Procedure -Management of Discipline-**Dispute Resolution**-Introduction- Industrial Conflicts- Causes and Consequences of Industrial Conflicts- Legal Framework- The Industrial Dispute Act of 1947- Reference of Disputes to Boards, Courts and Tribunals- Voluntary Reference of Disputers to Arbitration – Unfair Labour Practices-
- Unit-III:** **Trade Unions**-Introduction -Trade Unions in India-Legal Framework-Trade Union Recognition-Trade Union Structures-Trade Union Structures at National Level-Managerial Trade Unions- Women in Trade Unions-Multiple Unionism-Trade Union Unity and Trade Union Mergers- **Management of Trade Unions in India**- Trade Union Constitution-Trade Union Functions- Internal Challenges-External Challenges-Leadership and Organizational Issues-Internal Democracy- Strategies for Strengthening Unions and Unionism
- Unit-IV:** **Collective Bargaining**- Nature -Legal Framework of Collective Bargaining-Levels of Bargaining: National Level, Industry Level- Collective Bargaining and Stake Holders: Government, Employers, Trade Unions, Consumers and Community-Negotiating Techniques and Skills- Stages of Negotiation-: Preparation and Bargaining- Factors Contributing to the Success of Collective Bargaining-Drafting an Agreement-Terms of Employment
- Unit-V:** **Tripartism**- Introduction-Types and Levels of Tripartite Agreements- ILO and Tripartism-Tripartism at National Level- Tripartism at State Level- **Role of Government in Industrial Relations**- Introduction- Divergent Perspectives-Types of Government Interventions-Means of State Intervention- Role of State in Industrial relations at the State Level-Pluralism and Diversity-Changes in Labour Laws/Policy -Recognition of Bargaining Agent-Problems concerning the Role of Government in Industrial Relations.

Suggested Readings

1. Venkata Ratnam C S, **Industrial Relations**, Oxford University Press, New Delhi
2. Arun Monappa, Ranjeet Nambudiri and Patturaja Selvaraj, **Industrial Relations and Labour Laws**, Tata McGraw Hill Education Private Limited, New Delhi, 2012.

References

1. Suresh C Srivastava, **Industrial Relations and Labour Laws**, Vikas Publishing House, New Delhi, 2009.
2. BD Singh, **Industrial Relations & Labor Laws**, Excel books, New Delhi, 2008.
3. PRN Sinha, Indu Bala Sinha and Seema Priyadarshini Shekhar, **Industrial Relations, Trade Unions and Labour Legislation**, Pearson Education, New Delhi, 2009.

332 - PERFORMANCE MANAGEMENT

(for M.Com - under CBCS)

Class Hours: 5 ppw

Credits: 5

- Unit-I:** **Performance Management System** – Functions – Characteristics - Performance Management Process –Performance Planning –Objectives Methodologies-Principles of Performance Counseling- Performance Counseling Skills-Developing Performance Management System -Implementation of Performance Management System- Bottlenecks.
- Unit-II:** **Performance Appraisal** –Importance –Process –Elements-Methods –Performance Standards-determining Who will conduct Performance appraisal-Supervisor –Team – Subordinate- Customer-Self-Graphic Rating Scales-Critical Incidents Method- Check List-BARS- 360 Degrees Appraisal- Factors Influencing the choice of Performance appraisal Method.
- Unit- III:** **Training in Organizations-** Opportunities and Challenges – Needs Assessment -Training and Education –Training and learning-Approaches to Learning-Developing Effective Human Resources-Human Resource Portfolio-Benchmarking –Strategies for effective Business Outsourcing-Careers and Career Management.
- Unit-IV:** **Training Design** – Training Methods-On the Job Methods. Job Instruction Technique JIT -Apprenticeship Training –Team Training ; Of the Job Training Methods -Lecture Method – Demonstration – Games –Simulation-Role playing-Evaluation of Training.
- Unit-V:** **Performance Management:** Strategies for Performance Management – Competency Based –team Based – Culture Based-Leadership Based – HR Professionals and Performance Management – Strategic Role of HR Professional.

Suggested Readings

1. AS Kohli and Deb, **Performance Management**, Oxford University Press, 2012.
2. Soumendra Narian Bagehi, **Performance Management**, Cengage Learning, India, 2012.

References:

1. Srinivas R Kandula, **Performance Management**, Prentice Hall of India, New Delhi, 2006.
2. Tapomoy Deb, **Performance Appraisal and Management**, Excel Books, New Delhi, 2008.
3. Dinesh K Srivastava, **Strategies for Performance Management**, Excel Books, New Delhi, 2005.

333- COMPENSATION MANAGEMENT

(for M.Com - under CBCS)

Class Hours: 5 ppw

Credits: 5

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- Unit-I: Introduction-** Concept of Compensation-Definition –Forms of Pay - Pay model – Strategy– Strategic Choices – Developing a Total Compensation Strategy – Sources of Competitive Advantage – Defining Internal Alignment-Factors influencing Internal Alignment – Designing Internal structures – External Competitiveness – Factors influencing External Competitiveness – Labour Market Factors, Organizational Factors.
- Unit-II: Evaluating Work** – Job Analysis – Structure based on Jobs – Job Analysis Procedure – Information Collection – Conventional Methods and Quantitative Methods – Judging Job Analysis – Reliability, Validity and Acceptability - Person based Structures – Skill Analysis – Types of Skills – Purposes of Skills - Competencies – Competency Analysis.
- Unit- III: Pay for Performance:** Linking Organization Strategy to Compensation and Performance – Total Reward System – Compensation and Motivation – Designing Pay-For-Performance Plan - Efficiency, Equity and Complaints – Specific Pay Performance Plans – Merit Pay, Lump sum Bonuses, Individual Incentive Plans – Team Incentive Plans – Team Compensation, Gain-Sharing Plans, Earnings –at-risk Plans – Advantages and disadvantages of Team Incentive Plans – Long Term Incentive Plans – Employee Stock Ownership Plans – Performance Plans – Broad-Based Option Plans.
- Unit-IV: Benefits Determination:** Employee benefits – Reasons for Growth in Employment, Employee Benefits – Key considerations in Benefit Determination – Benefit Planning, Design and Administration – Components of Wage and Benefit Structure – Basic Wage, Dearness Allowance and Allowances – Components of Benefit Plan – Employer Preferences and Employee Preferences – Statutory Benefits: Social Security Benefits – Accident Insurance Scheme, Sick Leave, House Building Allowance and Educational Allowances.
- Unit-V: Government and legal issues in Compensation:** Wage system in India – Macro Economic Considerations and Public Policy – Regulation of Wages - Regulation of Managerial Remuneration – Institutional Framework – Unilateral, Bipartite and Third Party Wage Fixations - National Wage Policy – Pay Structure – Pay Components- Methods of Payments – Wage Incentive Schemes – Individual and Group Payment by -Result Schemes, Time Rate Schemes - Contemporary issues in Wage System.

Suggested Readings

1. George T Milkovich, Jerry M Newman and CS Venkata Ratnam, **Compensation**, McGraw Hill Education, New Delhi, 2013.
2. Richard L Henderson, **Compensation Management in a Knowledge – Based World**, Tenth Edition, Pearson Prentice Hall, New Delhi, 2007.

References:

1. B D Singh, **Compensation and Reward Management**, Excel Books, New Delhi, 2007.
2. Martocchio and Joseph J, **Strategic Compensation**, Prentice Hall Incorporation, New Delhi, 1998.
3. Mousumi S Bhattacharya and Niranjana Sen Gupta, **Compensation Management**, Excel Books, New Delhi, 2009.

MASTER OF COMMERCE- FOURTH SEMESTER
401- BUSINESS RESEARCH METHODS

(Common to M.Com and M.Com-Computer Applications - under CBCS)

Class Hours: 5 ppw

Credits: 5

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- Unit-I:** **Introduction-** Business Research: Definition-Types of Business Research. Scientific Investigation: The Building Blocks of Science in Research-The Language of Research: Concepts, Constructs, Definitions, Variables, Propositions and Hypotheses, Theory and Models. Technology and Business Research: Information needs of Business - Technologies used in Business Research: The Internet, E-mail, Browsers and Websites.
- Unit-II:** **The Research Process-** Problem Identification: Broad Problem Area-Preliminary Data Gathering. Literature Survey - Online Data Bases Useful for Business Research - Problem Definition- Theoretical Framework- -Components of Theoretical Framework - Hypothesis Development - Statement of Hypothesis- Procedure for Testing of Hypothesis
- Unit-III:** **The Research Design-** Types of Research Designs: Exploratory, Descriptive, Experimental Designs and Case Study - Measurement of Variables- Operational Definitions and Scales-Nominal and Ordinal Scales Rating Scales- Ranking Scales- Reliability and Validity- Content Validity, Criterion Related Validity and Construct Validity.
- Unit-IV:** **Collection and Analysis of Data** -Sources of Data-Primary Sources of Data-Secondary Sources of Data - Data Collection Methods- Interviews: Structured Interviews and Unstructured Interviews-Face to face and Telephone Interviews- Observational Surveys- Questionnaire Construction: Organizing Questions-Structured and Unstructured Questionnaires – Guidelines for Construction of Questionnaires. Data Analysis: An overview of Descriptive, Associational and Inferential Statistical Measures.
- Unit-V:** **The Research Report-** -Components-The Title Page-Table of Contents-The Executive Summary-The Introductory Section-The Body of the Report-The Final Part of the Report-Acknowledgements – References-Appendix - Guidelines for Preparing a Good Research Report- Oral Presentation- Visual Aids-The Presenter-The Presentation and Handling Questions

Suggested Readings

1. Uma Sekaran, **Research Methods for Business–A Skill Building Approach**, John Wiley & Sons (Asia) Pvt. Ltd, Singapore, 2003.
2. William G. Zikmund, **Business Research Methods**, Thomson Business Information India Pvt. Limited, Bangalore, 2005.

References

1. Donald R Cooper and Pamela S Schindler, **Business Research Methods**, Tata McGraw-Hill Publishing Company Limited, New Delhi, 2007
2. Wilkinson & Bhandarkar: **Methodology and Techniques of Social Science Research**, Himalaya Publishing House, 1996
3. C.R. Kothari, **Research Methodology – Methods & Techniques**, Vishwa Prakashan, New Delhi, 2003

402 – INTERNATIONAL BUSINESS

(Common to M.Com and M.Com-Computer Applications - under CBCS)

Class Hours: 5 ppw

Credits: 5

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- Unit-I: Introduction:** International Business – Meaning – Different stages in International Business – Drivers for growth of International Business – Barriers and Problems – Theories of International Business – Modes of entry into International Business.
- Unit-II: International Business Environment:** Economic Environment – International Economic Reforms – Technological Environment – Socio-Cultural Environment – Political – Legal Environment – Recent Trends in International Business – Liberalization, Privatization, Marketization and Globalization.
- Unit-III: International Agencies, Agreements and Institutions:** Trade Blocks – GATT – GATS – WTO – Objectives, Functions and Organisation Structure – Objectives, Functions and Organizational Structure of IMF and World Bank – Impact of IMF and World Bank in Developing Countries.
- Unit-IV: Multi National Corporations (MNCs):** Definition and Concepts – Growth of MNCs – Advantages and Disadvantages to Home Countries and Host Countries – Organisation Structure of MNCs – Indian MNCs – Foreign Direct Investment – Recent Trends in FDI – FDI in India.
- Unit-V: International Business Management Operations:** International HR Strategies – Global Selection Process – Expatriates – training and Development – Compensation and Benefits – International Financial Management Strategies – Global Capital Structure – Foreign Exchange Markets – Convertibility – International risk Management – International Marketing Strategies – Globalization Markets and Demands, Pricing, Distribution and Promotion.

Suggested Readings

1. K Ashwathappa, **International Business**, Tata McGraw Hill Company Limited, New Delhi, 2006.
2. P Subba Rao, **International Business – Text & Cases**, Himalaya Publishing House, New Delhi, 2009.

References

1. Justin Paul, **International Business**, Prentice Hall of India Private Limited, New Delhi, 2008.
2. Manab Adhikary, **Global Business Management**, South -Western Cengage Learning, New Delhi, 2008.
3. Michael R Czinkota, Iikka A Ronakainen and Michael H Moffett, **International Business**, Cengage Learning, New Delhi, 2011.

411- FINANCIAL SERVICES MANAGEMENT

(M.Com - under CBCS)

Class Hours: 5 ppw

Credits: 5

- Unit-I:** **Financial Services:** Meaning, Features, and Scope of Financial Services; Classification of Financial Services - Traditional vs. Modern Activities - Fund-based vs. Fee-Based Financial Services; Role, Importance, and Growth of Financial Services; Problems and Prospects of Financial Services Sector in India.
- Unit-II:** **Merchant Banking:** Meaning, Origin and Growth, and Functions of Merchant Banking; Qualities and Services of Merchant Bankers; Code of Conduct of Merchant Bankers; SEBI Regulations of Merchant Banking; Problems and Prospects of Merchant Banking in India. **Credit Rating:** Definition and Meaning, Objectives and Methodology of Credit Rating; Benefits and Limitations of Credit Rating; Origin and Growth of Credit Rating in India; Credit Rating Agencies in India; SEBI Guidelines on Credit Rating.
- Unit- III:** **Mutual Funds:** Meaning, Origin and Growth, Organization and Types of Mutual Funds; Merits and Problems of Mutual Funds; Performance Evaluation of Mutual Funds and Concept of Net Asset Value; SEBI Guidelines on Mutual Funds; Problems and Prospects of Mutual Funds in India.
- Unit-IV:** **Venture Capital:** Concept, meaning, Features and Scope of Venture Capital Financing; Origin, Growth and Importance of Venture Capital Financing; SEBI Guidelines on Venture Capital; Venture Capital Financing in India. **Lease Financing:** Meaning, Features, and Types of Lease Financing; Merits and Demerits of Lease Financing; Lease vs. Buy and Lease vs. Hire-Purchase Decisions.
- Unit-V:** **Factoring:** Meaning, Modus Operandi, Functions, and Types of Factoring Services; Benefits and Costs of Factoring; Factoring Services in India. **Forfeiting:** Meaning and Importance of Forfeiting; Benefits and Costs of Forfeiting; Factoring Vs. Forfeiting; Forfeiting in India.

Suggested Readings

1. Khan M.Y., **Financial Services**, Tata McGraw Hill Education Private Limited, New Delhi, 2013.
2. Gordon and Natarajan, **Financial Markets and Services**, Himalaya Publishing House, Mumbai, 1996.

References:

1. Tripaty Nalini Prava, **Financial Services**, Prentice Hall of India, New Delhi, 2007.
2. Sashidharan K., & Alex K. Mathews, **Financial Services and System**, Tata McGraw Hill Education Private Limited, New Delhi, 2009.
3. Guruswamy S, **Financial Services**, Tata McGraw-Hill Education Private Limited, New Delhi.

412 – STRATEGIC FINANCIAL MANAGEMENT

(For M.Com - under CBCS)

Class Hours: 5 ppw

Credits: 5

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- Unit-I:** **Introduction** - Strategic Financial Planning – Scope – Objectives – Market Efficiency and Enhancing Decision - Regulatory Framework - Rights Issue – Value of Right – Initial Public Offer – Private Placement (Theory Only)
- Unit-II:** **Capital Structure Planning** - Estimating Financial Requirements – Understanding Debt – Debt Policy – Debt Analysis and Management – Convertible Debentures and Warrants – EBIT and EPS Analysis – Indifference Point – Levered Beta and Unlevered Beta. (Simple Problems)
- Unit-III:** **Corporate Valuation** - Significance - Approaches to Corporate Valuation – Determining Free Cash Flows – Valuation based on FCF - DCF - Two Stage Growth - Free Cash Flows to Equity Valuation – Guidelines for corporate valuation. (Simple problems)
- Unit-IV:** **Value Based Management** - Methods and Key Premises of Value Based Management – Share holders Value Creation – Balanced Score Card – Economic Value Added Approach - Three Components of EVA –NOPAT, Cost of Capital and Capital Employed – Performance Measurement - Financial and Non-financial measures – Divisional Performance Measurement – Transfer Pricing – Problems of Transfer Pricing and Economic Value Added. (Simple Problems)
- Unit-V:** **Corporate Restructuring and Reengineering:** Conceptual framework – Tax aspects of Amalgamation, Mergers and Demergers – Legal Procedure – Reengineering Changing Ownership Restructuring – Spin Off – Split Off – Leveraged Buyout – Financial Restructuring – Buy Back of Shares – Problems in Implementation – Corporate Restructure Policies – Dynamics of Restructuring (Theory Only).

Suggested Readings

1. Prasanna Chandra, **Financial Management**, Tata McGraw Hill Company Limited, 7th Edition, New Delhi, 2008.
2. MY Khan and PK Jain, **Financial Management**, Tata MCGraw Hill Company Limited, 7th Edition, New Delhi, 2011.

References

1. Sudhindra Bhat, **Financial Management**, 2nd Edition, Excel Books, 2008.
2. ASwath Damodaran, **Corporate Finance**, Wiley India, 2nd Edition, New Delhi, 2016.
3. J Fred Weston, Kevang SC hung and Susan E Moad Mergers, **Restructuring and Corporate Control**, Prentice Hall India, 2007.
4. R Srivastava, **Financial Management and Policy**, Himalaya Publishing House, 4th edition, 2009.

413- FINANCIAL DERIVATIVES

(For M.Com - under CBCS)

Class Hours: 5 ppw

Credits: 5

- Unit-I:** **INTRODUCTION:** Concept of Risk – Risk Management System – Derivatives Evolution – Significance – Types of Derivatives – Financial and commodity Derivatives – Derivatives Markets – Players in Derivative Markets – Trading and settlement mechanism – Types of orders – Clearing House – Margins (Theory).
- Unit-II:** **FORWARD AND FUTURES CONTRACTS:** Features of Forward And Futures – Forward prices – Forward Rate Agreements – differences between Forward and Future contracts – Valuation of Forward & Futures contract – Cost of Carry Model – Stock Index Futures – Interest Rate Futures – Hedging – Reasons – Hedge Ratio – Trading Strategies – Conditions for Hedging application (Theory & Problems).
- Unit- III:** **OPTIONS CONTRACTS:** Features of Options – differences between Options and Futures – types of Options - Call and put Options – options trading – options pricing models – Binomial Model - Black - Scholes Model – Pay-offs from Options – In-the money – At-the money – Out of the money – Time Value and Intrinsic Value – (Theory & Problems).
- Unit-IV:** **FINANCIAL SWAPS:** Features of Swap contracts – Types of Financial Swaps – Structure and Trading Mechanism of Currency Swaps – Valuation and Pricing Methods – Risks relating to Swap Trading – Advantages and Disadvantages Swap Contracts (Theory only).
- Unit-V:** **REGULATORY FRAMEWORK:** Regulation to Risk Management Practices – Regulations for Clearing and settlements – Securities contracts (Regulation) Act. 1956 – SEBI Act. 1992 – Recommendations of L.C. Gupta committee – J.R. Varma Committee Report (Theory).

Suggested Readings

1. Vohra N.D., **Futures and Options**, Tata McGraw Hill Publishing Company Limited, New Delhi, 2010.
2. Jayant Rama Varma, **Derivatives and Risk Management**, Tata McGraw Hill Publishing Company Limited, New Delhi, 2009.

References:

1. Bishnupriya Mishra and Sathya Swaroop Debasish, **Financial Derivatives**, Excel Books, New Delhi, 2010.
2. Amuthan, **Financial Derivatives**, Himalaya Publishing House, New Delhi, 2010.
3. John C Hul, **Options, Futures and other Derivatives**, Pearson Education, New Delhi, 2009.
4. Read Head, **Futures and Options**, Prentice Hall of India, New Delhi, 2005.

421- RETAIL MARKETING
(For M.Com - under CBCS)

Class Hours: 5 ppw

Credits: 5

- Unit-I: Introduction:** Retailing - Importance of Retailing - Functions of Retailers - Classification of Retailers- Different Formats of Retailing - Organized and Unorganized Retailing–Retail Theories: Theory of Natural Section – Theory of Wheel – Accordion Theory – Retail Life Cycle theory - Growth Drivers of Retailing in India - Service Retailing- Recent trends in Retailing - Problems and Challenges of Retailing - E-Tailing.
- Unit-II: Retail Store Selection, Store Layout and Design:** Types of Store Locations -- Steps involved in Store Location- - Store Layout – Importance of Store Layout - Store Layout Key Considerations – Principles and Elements of Store Design - Important considerations in Store Selection and Design.
- Unit-III: Retail Merchandise Management:** Types of Merchandise - Product Range – Merchandise Procurement - Merchandise Assortment Plan- Category management- Retail Pricing - Factors effecting retail pricing - Different methods of retail pricing: Cost-Oriented – Demand – Oriented- Pricing Lining - Price Adjustments – Pricing Tactics - Margins.
- Unit-IV: Retail Human Resources & Promotion:** Concept of Human Resources Management in Retailing – Functions of Human Resources in Retail- Need - Importance – Steps in Human Resource Planning - Promotion Mix in Retailing - Need and Importance - Retail Promotion Mix Strategies.
- Unit-V: Retail Customer Behaviour and CRM:** Factors Influencing Buying Behaviour – Roles in Buying Decisions- Customers Buying Behaviour: Complex - Dissonance Reducing – Habitual - Variety Seeking. Buying Decision Process: Problem Recognition – Information Search- Evaluation - Buying Decision - Post Purchase Behaviour. Customer Retention - Customer Relationship Management in Retailing- Concept- Components - Importance- Process – Non-Store Retailing – Types-New Trends in IT Applications in Retailing.

Suggested Readings

1. Swapana Pradhan, **Retailing Management**, Tata McGraw Hill, New Delhi, 2009.
2. Suja Nair, **Retail Management**, Himalaya Publishing House, New Delhi, 2011.

References

1. Levy, Weitz and Pandit, **Retailing Management**, Tata McGraw Hill, New Delhi, 2010.
2. KVS Madan, **Fundamentals of Retailing**, Tata McGraw Hill Publishers, New Delhi, 2006.
3. G.Vedamani, **Retail Management**, Jaico Publishing House, New Delhi, 2004.

422- GLOBAL MARKETING
(For M.Com - under CBCS)

Class Hours: 5 ppw

Credits: 5

- Unit-I:** **Global Marketing:** Concepts - Key Concepts - Evolution of Global Marketing –Drivers of Globalization - Global Marketing Objectives - Theoretical Foundations - Country specific advantages - Firm Specific advantages - Rivalry between Global Competitors.
- Unit-II:** **Global Marketing Environment:** Meaning- Significance - Economic Environment - Political and Legal Environment - Cultural Environment- Analyzing Global Marketing Environment.
- Unit-III:** **Global Market Selection and Entry Strategies:** Assessing Global Market Opportunities - Country Attractiveness - Understanding Local Customers - Multinational Market Regions – Modes of Entry - Global Segmentation and Positioning - Global Mature Markets - Growth Markets - Emerging Markets.
- Unit-IV:** **Global Marketing Strategies:** Global Products and Services - Standardization Vs Localization - Global Product lines - Global brand Management – Global Pricing -Financial Issues - Transfer pricing - Counter Trade - Global Pricing Policies.
- Unit-V:** **Global Distribution & Promotion Strategies:** Promotion as Competitive advantage - Pros and Cons of Global Advertising - Global Advertisement Decisions - Global Sales Promotion - Direct Marketing - Global Personal Selling - Global distribution-Rationalization of Local Channels - Global logistics - Global Channel Design.

Readings

1. Jean Pierre Jeannette, H. David Hennessey: **Global Marketing Strategies**, Jaico Publishers, New Delhi, 2008.
2. Kotabe, Peloso, Gregory: **International Marketing - An Asia Pacific Focus**, Wiley Student Edition, 2009.

References

1. Johnny K. Johansson: **Global Marketing- Foreign Entry, Local Marketing and Global Management**, Tata McGraw Hill Pvt. Ltd, New Delhi, 2008.
2. Francis Cherunilam: **International Marketing**, Himalaya Publishing House, New Delhi, 2005.
3. P. K. Vasudeva: **International Marketing**, Excel Books, New Delhi, 2006.

423- SERVICES MARKETING
(For M.Com - under CBCS)

Class Hours: 5 ppw

Credits: 5

- Unit-I: Conceptual Framework of Services:** Meaning - Nature and Scope – Components of Services – Classification-Characteristics of Services – Differences between Services and Goods - Need for emergence of Service Marketing - Problems and Opportunities of Service Marketing - Recent trends in Service Marketing.
- Unit-II: Services Marketing Mix:** Elements - Product: Concept and Levels – Product Decisions in Service Marketing - Pricing: Pricing Techniques – Service Promotion: Service Advertisement –Tools used in Service Promotion - Personal Selling- Publicity - Sales Promotion – Distribution – People-Physical Evidence – Process - Branding of Services.
- Unit-III: Marketing Strategies for Service Firms:** Managing differentiation - Service Quality - Components of Service Quality – Service Quality Gap – Measurement – Methods of Enhancing Service Quality – Bench Marking – Internal Performance Analysis – Specialist Market Research - Productivity, Support Services and Post Sales Services.
- Unit-IV: Marketing of Financial Services:** Financial Products - Characteristics – Typical Financial Products - Banking and Financial Institutions- Managing Customer Satisfaction – Marketing Strategies of Banking and Insurance Services.
- Unit-V: Marketing of Healthcare, Education and Tourism Services:** Need - Issues involved in marketing of Healthcare Services: Health Care Products – Characteristics – Categories of Services – Marketing Strategies - Education Services: Basis of Classification of Education Services - Marketing of Tourism Services – Tourism Products - Tourist Segments and their Characteristics - Tourism potential in India - Marketing Strategies for promoting tourism in India.

Suggested Readings

1. S. Shajahan, **Services Marketing- Concepts & Practices**, Himalaya Publishing House, New Delhi, 2009.
2. Govind Apte, **Service Marketing**, Oxford Publications, New Delhi, 2004.

References

1. Love Lock, Christopher, H, **Services Marketing**, Prentice Hall, Englewood Cliffs, N.J.1991.
2. Ravi Shankar, **Service Marketing**, Excel Books, New Delhi, 2008.
3. Venugopal, **Service Marketing**, Himalaya Publishing House, New Delhi, 2003.

431- HUMAN RESOURCE DEVELOPMENT

(For M Com - under CBCS)

Class Hours: 5 ppw

Credits: 5

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- Unit-I:** **Introduction** to Human Resource Development-Evolution of HRD-HRD Functions- Competencies of HR Professional- HRD Process: Need Assessment, Design, Implementation and Evaluation-Model of Employee Behavior- Internal and External influences on Employee Behavior -Learning and HRD- Learning and Instruction- Individual differences in the Learning Process- Learning Strategies and Styles
- Unit-II:** **Assessing HRD Needs**-Introduction-Strategic/Organizational Analysis- Task Analysis- Person Analysis – Prioritizing HRD Needs- **Designing HRD Programs**-Introduction- Definition of HRD Objectives- Selection of Trainer- Preparation of lesson Plan- Selecting Training Methods- Preparation of Training Material- Scheduling an HRD Program
- Unit- III:** **Implementing HRD Programs**- Introduction- Training Delivery Methods-On the Job Training Methods- Class Room Training Approaches- Discussion Method- Audiovisual Media- Experiential Methods- Computer Based Training – Arranging Physical Environment- **Evaluating HRD Programs**- Introduction-Purpose of Evaluation-Models and Framework of Evaluation- Kirkpatrick’s Evaluation Framework- Assessing impact of Technology on HRD Evaluation.
- Unit-IV:** **Employee Socialization**-Introduction-Fundamental concepts of Socialization- Perspectives on Socialization Process: Stage Model of Socialization, People Processing Tactics and Strategies-Realistic Job Preview- **Employee Orientation Programs** –Assessment and Determination of Content Orientation- Orientation Roles- Problems of Orientation Programs- Designing and implementing Orientation Programs- Evaluation of Orientation Programs
- Unit-V:** **Employee Counseling**-Introduction-Link between Counseling and Coaching- Employee Counseling Programs-Employee Assistance Programs- Stress Management Interventions **Career Management and Development**-Introduction - Stages of Life and Career Development – Models of Career Development –Process of Career Management – Roles in Career Management – Career Development Practices and Activities – Issues in Career Development.

Suggested Readings

1. Werner J M and Randy L De Simone, **Human Resource Development**, Cengage Learning, New Delhi, 2009.
2. T V Rao, **Human Resources Development – Experiences – Interventions Strategies**, Sage Publications, New Delhi, 2006.

References:

1. Topomay Deh, **Human Resource Management Theory & Practice**, Ane Books, New Delhi, 2009.
2. R Krishnaveni, **Human Resource Development a Researcher’s Perspective**, Excel Books, 2009.
3. Monica Belcourt and Kenneth J McBay, **Strategic Human Resource Planning**, Cengage Learning, UK, 2008.

432 - LEADERSHIP AND CHANGE

(For M.Com - under CBCS)

Class Hours: 5 ppw

Credits: 5

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- Unit I: Leadership Behaviour:** Leadership as a change agency: Situational Leadership Behaviour: Meaning, Fiedler Contingency Model, Path Goal and Normative Models - Emerging Leadership Behaviour: Transformational, Transactional and Visionary Leadership - Leadership for the new Millennium Organisations - Leadership in Indian Organisations. Leadership Effectiveness: Meaning, Reddins' 3-D Model, Hersey and Blanchard Situational Model, Driving Leadership Effectiveness, Leadership for Organisational Building.
- Unit II: Intra and Inter personal Leadership:** Intra-personal Leadership: Developing Self esteem within Leader – Believing followers – Strategies. Leaders Attitude: Meaning – Significance – Strategies for developing Attitude within Leaders. Leadership through Emotional Intelligence: Meaning – Significance – Approaches – Developing emotional intelligence for changing organization. Inter-personal Skills for Leadership: Understanding Human nature – Conversations – Appreciating - Accepting and criticizing.
- Unit III: Organisational Change:** Organisational Change: Meaning, Drivers, Types, Theories of Change: Life Cycle, Theological and Evolution theories - Diagnosing and Behavioural Management of Change: Resistance, Managing Resistance - Models of Change: Force-Field Analysis, Systems and the Continuous Change Process Model – Ethical Issues in Change.
- Unit IV: Change across Organisations:** Change in Work Process: JIT, Kaizen, BPR, KPO – HR Change: Issues and Challenges - Changes and HR initiatives in Global and Indian Context. Change through CRM: Strategies – Knowledge Management and Learning Organisations: Meaning, Objectives, Drivers and Process of KM, Elements, Process and Mechanism of Organisational Learning.
- Unit V: Leadership for Change:** Leadership in building Organisational Culture: Meaning – Dimensions - Managing and changing Organisational Culture. Leadership for Organisational Building: Approaches - Quality of Work Life - Cross Cultural Values - Developing Value Orientation in Behaviour for change. Changing through creativity - Leaders' Skills of Creativity – Creative process and Leadership – Promoting Creativity in Organizations.

Suggested Readings

1. Sengupta N, Bhattacharya S Mousumi and Sengupta R N, **Managing Change in Organizations**, New Delhi, Prentice Hall of India Learning Private Limited, 2006.
2. Sarma V S Veluri, **Organisational Behaviour - An Interactive Learning Approach (Text and Cases)**, Mumbai, Jaico Publishing House, New Delhi, 2009.

References:

1. Jerald Greenberg and Robert A Baron, **Behaviour in Organizations**, 9th Edition, PHI Learning Private Limited, New Delhi, 2015.
2. Radha R Sharma (2008), **Change Management – Concepts and Applications**, Tata McGraw Hill Publishing Company Limited, New Delhi, 2015.
3. Ian Palmer, Richard Dunford and Gib Akin, **Managing Organizational Change: A Multiple Perspectives Approach**, McGraw-Hill Higher Education, 2009, New York, 2009.

433 - STRATEGIC HUMAN RESOURCE MANAGEMENT

(For M.Com - under CBCS)

Class Hours: 5 ppw

Credits: 5

- Unit-I: Strategic Human Resource Management:** Introduction – Strategic Human Resource – Change management and Strategic Human Resource Management - Challenges in Strategic Human Resource Management – impact of Technology – Human Resource issues and Challenges related to Technology – Work Force demographic Changes and Diversity - Models of Strategy – HR Practices corresponding to the Stages of Organizations life Cycle– Business Strategies and HR Competencies
- Unit-II: The Human Resource Environment:** Technology and Organisation Structure – Management trends – Demographic Trends – Work Force Diversity-Challenges and Changes in HRM - Changing Role of HR Manager - The Strategic role of HRP – Internal V/S External Deployment or Out Sourcing – Managerial Issues in Human Resource Planning
- Unit- III: Strategy Formulation and Implementation:** Importance of Human Resource to Strategy – Human Resource contributions to strategy – Strategy-driven role behaviors and practices – Efficient utilization of Human Resources – Dealing with employee shortages – Selection of employees – Dealing with employee surplus – Special implementation challenges.
- Unit-IV: Strategy Implementation – Career and Competency:** Career Planning Process – Designing effective Career Effective Systems – Strategic Knowledge Management Systems – The Human Resource Dimensions to Knowledge Management – Competency Mapping – Equity and Competency based Compensation
- Unit-V: Human Resource Evaluation:** Overview of Evaluation – Approaches to Evaluation - Prevalence of Evaluation – Evaluating Strategic Contributions of Traditional Areas – Evaluating Strategic Contributions in Emerging Areas – Macro level Evaluation of Human Resource Effectiveness

Suggested Readings

1. Tanuja Agarwal, **Strategic Human Resource Management**, Oxford Higher Education, New Delhi.
2. Charles R. Greer, **Strategic Human Resource Management – A General Managerial Approach**, Second Edition, Pearson Education, New Delhi, 2012.

References:

1. Jeffrey A. Mello, **Strategic Human Resource Management**, Second Edition, Thomson South-Western, New Delhi, 2014.
2. Gangaram Singh, R. Nandagopal and R.G. Priyadarshini, **Strategic Human Resource Management in a Global Economy**, Excel Books, 2007.
3. Dreher Dougherty, **Human Resource Strategy – A Behavioural perspective for the General Manager**, Tata McGraw Hill, 2007