

M.COM. (General)



COURSE OUTCOMES

**FACULTY OF COMMERCE & BUSINESS
MANAGEMENT
KAKATIYA UNIVERSITY
Vidyaranyaपुरi, Warangal**

SEMESTER – I – COURSE OUTCOMES

Code	Paper Title	Course Outcomes
101	Business Environment	<p>C01 – The students will be able to understand the concept of business environment its meaning, scope and importance.</p> <p>C02 – To give an insight into Economic environment, Economic system, Mixed economy and different Economic policies.</p> <p>C03 – To make the students aware about legal framework of business regulatory institutions like...TRAI-SEBI-IRDA etc.,</p> <p>C04 – To enable the students to understand the socio cultural environment, social responsibility of business and social audit in India.</p> <p>C04 – To give students an understanding of the various constituents of the local and global business environments.</p>
102	Managerial Economics	<p>C01 – To help the students form a clear idea of Managerial Economics.</p> <p>C02 –To enable the students understand determination of price under different market forms.</p> <p>C03 – To enable the students understand the situation of consumer and producer equilibrium.</p> <p>C04 – To describe the concept of Price and Output decisions in Perfect Competition.</p> <p>C05- To understand the concept of industry and factors influencing size of firm.</p>
103	Corporate Financial Accounting	<p>C01- To give a broad view of the legal provisions relating to company accounts and followed for the preparation of final accounts of companies as per Companies Act 2013.</p> <p>C02- To give a detailed view of basic merger and acquisition process in either buying or selling companies.</p> <p>C03- To understand the concept of Inflation Accounting and different approaches of Inflation Accounting.</p> <p>C04- It helps the students to understand accounting for personal investments in the light of applicable accounting standard as also effects of cum interest/dividend and ex interest/dividend prices on profits/loss and income. To make them understand valuation of investment.</p> <p>C05- The students will be able to understand the concept of Double Accounting its nature and importance and also know the how to prepare final accounts of Electricity Company Undertakings.</p>

104	Quantitative Techniques	<p>C01- To bring out clearly the importance of statistics in solving different research problems</p> <p>C02- To enable the students in-depth understanding of the concepts of probability, sampling, correlation and their applicability</p> <p>C03- To help the students gain a comprehensive view of the usage and importance of SPSS in solving different statistical problems.</p> <p>C04-To enable the students understand the Difference between Parametric and Non-parametric tests.</p>
105	Organization Theory & Behaviour	<p>C01- To equip the students with the basic idea and introduction on organizational behavior as a concept.</p> <p>C02- To give a light on the concept of Individual Behavior in Organization.</p> <p>C03 Explain and helps the students to gain more knowledge on Group Behavior.</p> <p>C04 To understand the concept of Behavioural basis organization process.</p> <p>C05- To introduce the concept of organizational Communication and leadership.</p>

SEMESTER - II – COURSE OUTCOMES

Code	Paper Title	Course Outcomes
201	Marketing Management	<p>CO1 – Understand the Introduction of Marketing Management; its Definition, Nature, Scope & Importance; its Evolution, Role, Functions & Tasks, and Recent Trends</p> <p>CO2 – Assess Market Analysis & Environment, Competitive Marketing Strategies, Market Segmentation, Positioning, Consumer Behavior, and Marketing research</p> <p>CO3 – Know about Product & Pricing Decisions, Price Concepts, Methods, Pricing Strategies and Price Changes</p> <p>CO4 – Understand the Place Decisions, Channel Management Decisions, Physical Distribution, Market Distribution, Direct Marketing</p> <p>CO5 – Know about the Promotion Decisions, Integrated Marketing Communication, Advertising, Personal Selling, Recruitment, Sales promotion</p>
202	Financial Management	<p>CO1 – Assess the Introduction of Finance Function, Forms of Business Organization, Time Value of Money, Future Values and their Computation.</p> <p>CO2 – Know about Financing Decision, Capital Structure, Cost of Capital, Net Income Approach, Capital Structure Decision, Leverage Analysis</p> <p>CO3 – Understand the Investment Decision, Capital Budgeting Decision, Estimation of Cash Flows, Payback Period, Benefit-Cost Ratio, Capital Rationing, Inflation & Capital Budgeting</p> <p>CO4 – Know about Dividend Decision, Models, Walter and Gordon's Models, Miller and Modigliani Model, Financial Signaling, Dividend Decision, Managerial Considerations</p> <p>CO5 – Assess the Working Capital Management, Cash and Liquidity Management, Investment of Surplus Funds, Credit Management, Inventory Management, Working Capital Financing</p>

203	Human Resource Management	<p>C01 – Know about Human Resource Management, Models of HRM, Workforce Diversity, Employee Engagement, Talent Management, Competency Management, Internationalization of HRM</p> <p>C02 – Understand the Human Resource Planning, Job Analysis, Job Description, Job Specification, Job Design Concepts, Job Enrichment, and Recruitment Process & Methods</p> <p>C03 – Know about Selection, Selection Process, Selection Tests, Types of Employment Tests, Online Testing, Employment Interview, General Types of Interviews and Interviewing Problems helps in get employed in a better way</p> <p>C04 – Assess the Training & Development, Socialization, Training and Development Process, Job Training Methods, Employee Development, Evaluating Training and Development Effectiveness</p> <p>C05 – Understand the Performance Management, Performance Appraisal Process, Career Planning & Development, Career Development Methods, Workshops, and Personal Development Plans</p>
204	Management Accounting	<p>C01 – Students learn to know about the Introduction of Management Accounting, Cost Behavior & Decision - Making, Elements of Costs, Classification of Costs, and Relevant Costs & Opportunity Costs</p> <p>C02 – Assess the Cost Analysis for Decision Making, Marginal Costing, CVP Analysis, Concept of Break-Even Point, Profit-Volume Graph and Profit Planning, and Managerial Applications in Decision Making</p> <p>C03 – Understand Management Accounting for Planning & Control, Budgetary Control, Standard Costing, Standards Setting, Variance Analysis, Labour, Overhead and Sales Variances</p> <p>C04 – Know about the Management Control System & Responsibility Accounting,</p>

		<p>Responsibility Centers, Transfer Pricing, Performance Reports, Advantages of Transfer Pricing and Responsibility Accounting.</p> <p>CO5 – Assess the Activity Based Costing & System, ABC System Vs. Traditional Costing System, ABC for Marketing, Selling & Distribution Expenses, ABC for Service Companies, and Pros & Cons of ABC</p>
205	<p align="center">Computer Applications in Accounting</p>	<p>CO1 – Understand the Computerized Accounting, Accounting Packages, Features of Tally, and Gateway of Tally</p> <p>CO2 – Know about the Creation of Account Groups, Voucher Types, Inventory Management in Tally, Inventory Journals, Delivery Notes, and Treatment & Posting of Sales, Tax, VAT, & other related Taxes.</p> <p>CO3 – Assess the Payroll in Tally, Exploring Payroll in Tally.ERP9, Describing Salary Disbursement; Create a Tax Ledger, TDS Vouchers, Tax Collected at Source in Tally.ERP9, TCS Reports in Tally.ERP9.</p> <p>CO4 – Know about Financial Reporting, Statement of Accounts, Balance Sheet, Generation of Financial Reports other than Financial Statements, and Treatment of Income Tax & TDS leads to learn practical approaches.</p> <p>CO5 – Understand the Special Features in Tally, ODBC Connectivity, Tax Ledgers, Security in Accounting Packages, Virus Problems, Security Protocols for Accounting Packages, Backup & Restore</p>

SEMESTER - III - COURSE OUTCOMES

Code	Course title	COs
301	Strategic management	<p>By studying this course, student is able to</p> <p>CO1 – Know the concepts of strategic management and its significance, objectives, goals and elements.</p> <p>CO2 – Understand about characteristics of environment, factors affecting environmental scanning and its methods and techniques used in organisational appraisal.</p> <p>CO3 – know about corporate level strategies ,and its cost leadership strategy.</p> <p>Co4 – Know about project implementation, its types of structure and role of leaders.</p> <p>CO5 – Understands importance of strategic evaluation, and its barriers and techniques.</p>
302	E-Business	<p>CO1 – Know about E- Business models ,its advantages and limitations of E-Business, and about mobile commerce , its E-Business trades.</p> <p>CO2 – Understand about internet and intranet its trends , growth , applications, Extranet applications.</p> <p>CO3 –Assess about E-Marketing itsarea , planning ,strategies and its internet advertising and its E-Payment system .</p> <p>CO4 – Know about security attacking methods, its Hacking security tools, about to evaluate about firewall security.</p> <p>CO5 – Understand about E- Business Web technologies, and concepts of testing and evaluating websites and awareness about websites, and multimedia like graphics.</p>
311	Financial Markets & Institutions	<p>CO1 – Theoretical understanding about concepts of financial system , its structure , functions and role of financial system, its components.</p> <p>CO2 – Understand about money markets and its instruments , role and challenges in India.</p> <p>CO3 – Know about concepts of primary market its functions, significance of capital market, its structure, and its recent developments.</p> <p>CO4 – Assesse about stock exchange , its players ,significance ,participants in stock exchange market which enhances the skills of the students.</p> <p>CO5 – Understands about institutional regulatory framework, its functions and role of RBI and capital market.</p>

312	Security Analysis & Portfolio Management	<p>C01 – Know about concepts of investment , types , process, primary and secondary markets theoretically.</p> <p>C02 –Understand about fundamental analysis , and its types of risks.</p> <p>C03 – Know about valuation of equity shares, dividend discount models, and bond pricing theorems.</p> <p>C04 – Analysis about Risk return analysis , its approaches in portfolio construction and some other models.</p> <p>C05 – Evaluation of concepts, objectives, portfolio performance measures.</p>
313	Corporate Tax Management	<p>C01 - Know the concepts of corporate incometax , residential status of company , exempted incomes and tax free incomes with special reference to corporate assessee.</p> <p>C02 – Understand about different types of heads of income, and its deductions, able to solve problems.</p> <p>C03 – Know about tax planning, financial management decisions, concepts of tax planning and methods of tax planning.Able to analysis aboutcapital structure, factors affecting dividend policy, tax implications for shareholders.</p> <p>C04 – Know about Restructuring and managerial decisions, amalgamation concessions to amalgamating company.</p> <p>C05 – Understand about special tax provisions for certain undertakings like telecommunication, power sector industries and tax planning provisions.</p>

SEMESTER – IV – COURSE OUTCOMES

Code	Course title	COs
401	Business Research Methods	<p>CO1 – To introduce about different concepts related to research.</p> <p>CO2 – To have a practical knowledge of research process, imparts knowledge on research</p> <p>CO3 – To demonstrate different research design and measurement of data.</p> <p>CO4 – To understand about how to collect and interpret the research data.</p> <p>CO5 – To provide in-depth view about reporting research data.</p>
402	Financial Derivatives	<p>CO1 – To demonstrate knowledge of all aspects of derivative markets.</p> <p>CO2 – To identify how derivative instruments can be used to hedge risk.</p> <p>CO3 – To understand and use binomial tree model and black scholes model.</p> <p>CO4 – To understand basic risk management and trading strategies.</p> <p>CO5- To evaluate the risk and payoffs associated with trade.</p>
403	Financial Services Management	<p>CO1- To understand different types of financial services and their role.</p> <p>CO2- To explain about merchant banking and credit rating and their regulations.</p> <p>CO3- To illustrate about problems and prospects of mutual funds.</p> <p>CO4 – To understand about venture capital and lease financing.</p> <p>CO5 – To have a practical knowledge about factoring and fortfieting services.</p>
404	Strategic Financial Management	<p>CO1- To introduce about strategic financial planning and its regulatory framework.</p> <p>CO2- To explain about debt analysis and management, practical problems on EBIT and EPS.</p> <p>CO3-To understand different approaches to corporate valuation and practical problems on it.</p> <p>CO4 – To have a practical knowledge about value based management and performance management.</p> <p>CO5 – To have a theoretical understanding of corporate restructuring framework and re-engineering.</p>

405	Financial Derivatives	CO1 - Understand the concept of various derivative products such as futures, options, and swaps; CO2 - To apply hedging models in assessing price risk of various derivatives; CO3 - To understand the basics of the various instruments operating in the stock market along with their trading mechanism and regulations CO4 - To analyse and estimate value at risk for various derivatives; CO5 - To comprehend various derivative products and their performance in Indian and Global Markets; CO6 - To integrate the understanding on various derivative products and their performance in Indian and Global Markets.
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Course Structure of M.Com under CBCS

I Semester

S.No.	Paper code	Title	contact Hours	Credits	Intrenal	External	Total
1	101	Business Environment	5	5	20	80	100
2	102	Managerial Economics	5	5	20	80	100
3	103	Corporate Financial Accounting	5	5	20	80	100
4	104	Quantitative Techniques	5	5	20	80	100
5	105	Organization Theory & Behaviour	5	5	20	80	100
6	106	Seminars and Tutorials	2	1		50	50
		Attendance		1			
		Total	27	27	100	450	550

II Semester

S.No.	Paper code	Title	contact Hours	Credits	Intrenal	External	Total
1	201	Marketing Management	5	5	20	80	100
2	202	Financial Management	5	5	20	80	100
3	203	Human Resource Management	5	5	20	80	100
4	204	Management Accounting	5	5	20	80	100
5	205	Computer Applications in Accounting - Tally	3	5	20	60	100
		Lab-Computer Applications in Accounting	4=2			20	
6	206	Foundation Course*	2	2	10	40	50
7	207	Seminars and Tutorials	2	1		50	50
		Attendance		1			
		Total	31	29	110	490	600

* Every student admitted in M.Com programme under CBCS has to select one course from the Foundation Courses offered by the University in the Second Semester.

Course Structure of M.Com under CBCS

III Semester

S.No.	Paper code	Title	contact Hours	Credits	Intrenal	External	Total
1	301	Strategic Management	5	5	20	80	100
2	302	E-Business	5	5	20	80	100
310: Accounting and Finance - Electives							
3	311	Financial Markets and Institutions	5	5	20	80	100
4	312	Security Analysis and Portfolio Management	5	5	20	80	100
5	313	Corporate Tax Management	5	5	20	80	100
320: Marketing Management - Electives							
3	321	Rural Marketing	5	5	20	80	100
4	322	Advertising and Sales Management	5	5	20	80	100
5	323	Consumer Behaviour	5	5	20	80	100
330: Human Resource Management - Electives							
3	331	Industrial Relations	5	5	20	80	100
4	332	Performance Management	5	5	20	80	100
5	333	Compensation Management	5	5	20	80	100
6	306	Open Elective - 1 *	4	4	20	80	100
7	307	Seminars and Tutorials	2	1		50	50
		Attendance		1			
		Total	31	31	120	530	650

* Every student admitted in M.Com programme under CBCS has to select one course from the Open Elective Courses offered by the University in the Third Semester other than the course offered by the Dept of Commerce & Business Management

Course Structure of M.Com under CBCS

IV Semester

S.No.	Paper code	Title	contact Hours	Credits	Intrenal	External	Total
1	401	Business Research Methods	5	5	20	80	100
2	402	International Business	5	5	20	80	100
410: Accounting and Finance - Electives							
3	411	Financial Services Management	5	5	20	80	100
4	412	Strategic Financial Management	5	5	20	80	100
5	413	Financial Derivatives	5	5	20	80	100
420: Marketing Management - Electives							
3	421	Retail Marketing	5	5	20	80	100
4	422	Global Marketing	5	5	20	80	100
5	423	Services Marketing	5	5	20	80	100
430: Human Resource Management - Electives							
3	431	Human Resource Development	5	5	20	80	100
4	432	Leadership and Change	5	5	20	80	100
5	433	Strategic Human Resource Management	5	5	20	80	100
6	406	Open Elective - 2* / Project Work and Viva-Voce*	4	4	20	80	100
7	407	Seminars and Tutorials	2	1		50	50
		Attendance		1			
		Total	31	31	120	530	650

* Every student admitted in M.Com programme under CBCS has to select one course from the Open Elective Courses offered by the University or Project Report preparation under the guidance of the Department in the Fourth Semester other than the course offered by the Dept of Commerce & Business Management

MASTER OF COMMERCE- FIRST SEMESTER
101 – BUSINESS ENVIRONMENT

(Common to M.Com, M.Com -Computer Applications,
M Com –Financial Accounting and M Com –Banking & Insurance - under CBCS)

Class Hours : 5 ppw

Credits: 5

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- Unit-I:** Business Environment – significance – Types of Environment – Internal and External Environment – Micro and Macro Environment – Environmental Analysis Stages – Approaches – Techniques of Environmental Analysis – Steps – Types and Techniques of Environmental forecasting – Benefits and limitations.
- Unit-II:** Economic Environment – Economic System – Capitalism – Communism and Mixed Economy – Economic Reforms – Economic Policies – Industrial Policies – Trade policies – Fiscal and Monetary Policies – Economic Development and Role of Government – Technological Environment – features – Impact – Technology transfer.
- Unit-III:** Politico – Legal Environment – Political Institutions – Legislative – Executive and judiciary – Constitution of India – Fundamental rights – Directive Principles of State policy – Business Responsibilities to Government – Government responsibilities to business – Legal framework of Business- Regulatory Institutions- TRAI-SEBI-IRDA- Electricity Regulatory Agencies- Central Electricity Regulatory Commission-Telangana State Electricity Regulatory Commission (TSERC) .
- Unit-IV:** Socio-Cultural Environment – Business and Society – Objectives of Business – Social Responsibilities of Business – Business and culture – Cultural dimensions – Social audit – Nature – Evolution – benefits – Social Audit in India – Business Ethics – Nature Sources – Managing Ethics – Corporate Governance – Nature and Mechanism.
- Unit-V:** Global Environment – Globalisation – Meaning and Dimensions –Stages – Drivers and effects of Globalisation – Players in Global Business – Benefits and problems of MNCs – Challenges of global Business – WTO and India – Foreign Direct Investment – (FDI) Foreign Institutional Investors (FIIS).

Suggested Readings

1. Francis Cherunilam, **Business Environment Text and Cases**, Himalaya Publishing House, Text and Cases, Himalaya Publishing House, 2014.
2. Aswathappa K, **Essentials of Business Environment**, Himalaya Publishing House, 2014.

References

1. Faisal Ahmed and Absar Alam.M, **Business Environment: Indian and Global Perspective**, Prentice Hall of India, 2014.
2. Veena Keshav Pailwar, **Business Environment**, Prentice Hall of India Private Limited, 2014.
3. Justin Paul, **Business Environment: Text and Cases**, Tata McGraw-Hill Publishing Company Limited, 2008.
4. Sukumar Nandi, **International Business Environment**, McGraw-Hill Education Company Limited, 2010.
5. Fernando A.C, **Business Environment**, Dorling Kindersley India Pvt. Ltd, 2011.
6. Ian Worthington and Chris Britton, **The Business Environment**, Pearson Education Limited, 2014.

102 - MANAGERIAL ECONOMICS

(Common to M.Com, M Com –Financial Accounting and M Com –Banking & Insurance - under CBCS)

Class Hours : 5 ppw

Credits: 5

- Unit-I:** Introduction to Managerial Economics – Nature – Scope – Applications of Micro Economics and Macro Economics – Need and Significance – Theory of firm - Business objectives of Organization
- Unit-II:** Demand and Supply Analysis – Concepts – Determinants of Demand – Law of Demand- Elasticity of Demand – Price Elasticity of Demand- Income Elasticity of Demand-Cross Elasticity of Demand- Supply function – Law of Supply – Exceptions to the Law of Supply – Demand forecasting – Objectives and methods
- Unit-III:** Production and Cost functions – Cobb Douglas Production function – Isoquants – Isocosts – Production Equilibrium – Returns to Scale – Cost function – Behaviour of costs in Short run and Long run – Economies and Diseconomies of Scale
- Unit-IV:** Structure of Competition – Price and Output decisions in Perfect Competition – Monopoly – Monopolistic Competition – Oligopoly – Barriers to Entry – Pricing – Dual Pricing – Discriminatory Price – Pricing methods and Strategies.
- Unit-V:** Concept of Industry – Plant – Firm - Industry – Factors influencing size of firm – Optimum firm – Location and size decisions – Measurement of Efficiency – Productivity – Profit-Policy – Planning- Controlling and Forecasting

Suggested Readings

1. Mote V.L., Paul Samuel, Gupta G.S., **Managerial Economics – Concepts and Cases**, Tata McGraw Hill Publishing Company Limited, 2013.
2. Varshney R.L., Maheshwari K.L., **Managerial Economics**, Sultan Chand and Sons, 2014.

References

1. Mehta P.L., **Managerial Economics**, Sultan Chand & Sons (P) Limited, 2007.
2. Joel Dean, **Managerial Economics**, Prentice-Hall of India Pvt. Limited, 2010.
3. Mithani, D.M., **Managerial Economics**, Himalaya Publishing House Pvt. Limited, 2010.
4. Robinson E.A.G., **Structure of Competitive Industry**, NISBET & Co. Limited, 1958.
5. Justin Paul, Leena Kaushal and Sebastian VJ., **Managerial Economics**, Cengage Learning India, 2012.
6. Christopher R.Thomas and Charles Maurice.S., **Managerial Economics**, McGraw Hill Education (India) Private Limited, 2014.

103 – CORPORATE FINANCIAL ACCOUNTING

(Common to M.Com, M.Com -Computer Applications,
M Com –Financial Accounting and M Com –Banking & Insurance - under CBCS)

Class Hours : 5 ppw

Credits: 5

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- Unit-I:** Company Accounts – Legal provisions relating to Company Accounts – Profit and Loss Account – Balance Sheet – Valuation of Shares and Goodwill – Methods(simple problems)
- Unit-II:** Accounting for Mergers and Amalgamations –Types of Restructuring –Nature of Merger and Amalgamation- Purchase Consideration –Exchange Ratio- Minimum and Maximum Exchange Ratio-Intrinsic Value of Share-Accounting Entries in the Books of Transferring Company- Accounting in the Books of Transferee Company- Pooling of Interest method – The Purchasing Method (simple problems)
- Unit-III:** Inflation Accounting – Meaning – Need – Scope – Approaches –Current Cost Accounting – Current Purchasing Power (simple problems)
- Unit-IV:** Investment Accounting – Meaning – Need – Investment Transactions – Ex-dividend – Cum – Dividend – Treatment of Interest and Dividend – Lease Accounting-Disclosure- Journal Entries- Schedule of Payment – Sale and Lease back Transactions (Simple problems)
- Unit-V:** Accounting of Public utilities – Nature – Significance – Public utility Accounts — Fund Accounting- Double Accounting – Accounting of Electricity Undertakings including Distribution of Surplus (Simple Problems) –Human Resource Accounting – Approaches.

Suggested Readings

1. Gupta R.L. and Radhaswamy M., **Advanced Accountancy**, Sultan Chand and Sons, 2014.
2. Jain SP. And Narang KL, **Advanced Accountancy**, Kalyani Publishers, 2013.

References

1. John Gabriel S., and Marcus A., **Financial Accounting**, Tata McGraw Hill Education Private Limited, 2010.
2. Bhattacharyya S.K., and John Dearden, **Accounting For Management: Text and Cases**, Vikas Publishing House Private Limited, 2009.
3. Shukla M.C., Grewal T.S., and Gupta S.C., **Advanced Accounts**, Sultan Chand Limited, 2006.
4. Narayana Swamy R., **Financial Accounting – A Managerial perspective**, PHI Learning Private Limited, 2014.
5. Mukherjee A., and Hanif M., **Corporate Accounting**, Tata McGraw-Hill Publishing Company Limited, 2006.
6. Rajasekaran V. and Lalitha R., **Financial Accounting**, Pearson Education, 2011.
7. Mukherjee A and Hanif M., **Financial Accounting**, Mc Graw Hill Pvt Ltd 2012

104- QUANTITATIVE TECHNIQUES

(Common to M.Com, M.Com -Computer Applications,
M Com –Financial Accounting and M Com –Banking & Insurance - under CBCS)

Class Hours : 5 ppw

Credits: 5

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- UNIT – I :** **Statistical Decision Theory:** Decision Theory Introduction – Meaning and Definition – Steps in Decision Theory — **Ingredients of Decision problem:** Acts, States of nature or events, Payoff table, Opportunity Loss table – Decision making under Certainty – Decision making under Risk – Decision making under Uncertainty – Optimal. **Game Theory:** Concept and applications of game – Two – Person – zero-sum game – Value of the Game – Competitive situations – Pure (with saddle point) and Mixed strategy (without saddle point) Games – Dominance Method – Limitations of Game theory. (Theory and Problems).
- UNIT – II:** **Theory of Probability and Probability Distributions:** Probability Meaning and definition of probability – Approaches – Axioms – Additive and Multiplicative theorems – Conditional probability theorem; **Bayes theorem:** Meaning and its application; **Theoretical frequency Distributions:** Classification – Binomial – Poisson – Normal Distributions (Theory and Problems).
- UNIT – III:** **Sampling and Testing of Hypothesis: Sampling** Meaning – Random and non-random sampling - Merits and demerits; **Hypothesis:** Meaning and steps in testing of hypothesis – Type I and Type II errors – Standard Error – Point and Interval estimates; **Testing of Hypothesis:** Sampling of Attributes – Sampling of Variables –**Parametric Tests -Large Sample tests:** Difference between means and Standard Deviation tests; **Small Samples Tests** – t-distribution and its application
- UNIT - IV:** **Analysis of Variance:** ANOVA - Meaning – Significance– **Classification of ANOVA:** One-way classification –Two-way classification (Problems).
- UNIT – V:** **Non-Parametric Tests:** Meaning – Difference between Parametric and Non-parametric tests –**Types of non-parametric tests:** One sample sign test -One sample run - The Mann Whitney U-test – Kruskal Wallis H-test; **Chi-square test:** Types of Association and Coefficients – Yule’s Coefficient - – Yates Correction – Coefficient of Contingency – Test for Goodness of Fit (Problems)

Suggested Readings

1. Gupta S.P., **Statistical Methods**, Sultan Chand and Sons, 2014.
2. Beri G.C., **Business Statistics**, Tata McGraw-Hill Education, 2010.

References

1. Richard I. Levin and David S.Rubin., **Statistics for Management**, Pearson Education, 2009.
2. Gupta.S.C., and Kapoor V.K., **Fundamentals of Applied Statistics**, Sultan Chand & Sons (P) Limited, 2008.
3. Srivastava U.K., Shenoy G.V., and Sharma S.C., **Quantitative Techniques for Managerial Decisions**, New Age International (P) Limited., 2005.
4. Amir D. Aczel, and Jayavel Sounderpandian., **Complete Business Statistics**, Tata McGraw-Hill Education Private Limited, 2012.
5. Vohra N.D., **Quantitative Techniques in Management**, Tata McGraw-Hill Publishing Company Limited, 2007.
6. Bruce L.Bowerman, Richard T.O’Connell and Emily S.Murphree., **Business Statistics in Practice**, McGraw Hill Education (India) Private Limited, 2014.

105- ORGANISATION THEORY AND BEHAVIOUR

(Common to M.Com, M.Com -Computer Applications,
M Com –Financial Accounting and M Com –Banking & Insurance - under CBCS)

Class Hours : 5 ppw

Credits: 5

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- Unit I: Introduction to Organisation and Behaviour:** Organisation – Definitions and Characteristics – Principles of Organisation. Organisational Behaviour: Meaning – Definition - Factors influencing organisational behaviour - Significance - Emergence of Organisational Behaviour - Contributing Disciplines - Emerging challenges to organisational behaviour -Understanding Human Behaviour: Similarities and dissimilarities.
- Unit-II: Individual Behaviour in Organisations:** Personality – Definitions – Characteristics – Determinants - Personality Traits Influencing Organisational Behaviour - Models of Human Personality: Rational Economic, Administrative, Social, Organisational, Self-Actualising - Perception: Definitions, Process, Factors influencing Perception, Distortions in Perception - Attitudes: Definitions and Formation of Attitudes - Learning: Definitions, Learning Process, Classical Conditioning, Operant Conditioning, Social Learning Theories.
- Unit III: Group Behaviour in Organisations:** Groups Meaning – Formation - Group Development -Types of Groups - Group Dynamics: Definitions Group Behaviour: Group Cohesiveness, Norming, Thinking, Risk Shift, Social Loafing - Team Development: Meaning, Definitions, Groups vs. Teams, Team Development, Using Teams for Organisational Building - Conflicts: Definitions, Process, Drives for Conflicts, Types, Outcomes, Conflict Resolution Techniques.
- Unit IV: Behavioural Basis of Organisation Theory:** Organisation Process - Elements of Organisation Structure: Types of Organisational Designs – Behaviour implications of Organisational Design – Authority and Power – Delegation and Decentralisation - Span of Management – Line and Staff. Organisational Change: Meaning – Need - Types – Resistance to Change and Overcoming Resistance.
- Unit V: Organisational Communication and Leadership** –Communication- Meaning - Process – Barriers – Overcoming Barriers. Leadership: Meaning – Styles – Managerial Grid – Traits Vs. Situational – Transformational Leadership – Leadership for Millennium Organisations. Motivation: Meaning – Motivators – Maslow and Herzberg Theories of Motivation – Approaches to Motivating Employees. Stress: Meaning –Individual - Organisational dimensions of Stress- Stress Management Techniques: Individual and Organisational.

Suggested Readings

1. Greenberg Jerald and Baron A Robert, **Behaviour in Organisations**, Prentice Hall of India Learning Private Limited, 2009.
2. Sarma V S Veluri, **Organisational Behaviour - An Interactive Learning Approach -Text and Cases**, Jaico Publishing House, 2009.

References

1. Robbins P Stephen, Judge A Timothy and Sanghi Seema, **Organizational Behavior**, Pearson Education, 2009.
2. McShane L Steven and Mary Von Glinow., **Organizational Behavior**, McGraw Hill Education India, 2010.
3. Rae Andre., **Organizational Behavior – An Introduction to Your Life in Organizations**, Pearson Education, 2009.
4. Slocum W John and Hellriegel Don, **Fundamentals of Organizational Behaviour**, Cengage Learning India Private Limited, 2007.
5. Newstrom W John, **Organizational Behavior – Human Behavior at Work**, Tata McGraw Hill Publishing Company Limited, 2008.
6. Suja R Nair, **Organisational Behaviour – Text & Cases**, Himalaya Publishing House, 2010.

MASTER OF COMMERCE- SECOND SEMESTER
201 – MARKETING MANAGEMENT

(Common to M.Com, M.Com -Computer Applications,
M Com –Financial Accounting and M Com –Banking & Insurance - under CBCS)

Class Hours : 5ppw

Credits: 5

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- UNIT-I: INTRODUCTION:**– Marketing Management – Definition – Core concepts – Nature, scope and importance of marketing – Evolution of marketing concepts – Role of marketing in economic development – Functions and tasks of marketing management – Marketing mix – Recent trends in marketing.
- UNIT-II: MARKET ANALYSIS** - Marketing environment – Macro and Micro components and their impact on marketing decisions- Competitive Marketing Strategies- Market Leader, Challenger, Follower and Nicher – STP marketing – Market segmentation – Concept – Bases and process – Target market selection – Positioning – Concept , bases and process - Consumer behavior- Concept - Factors influencing consumer behavior – Consumer buying decision process – Marketing research - Steps and process.
- UNIT-III: PRODUCT AND PRICING DECISIONS** – Concept of product – Classification – Levels –Product line decisions - New product development – Product life cycle and its implications – Branding and packaging decisions. Price – Concept –Objectives - Factors influencing pricing decisions – Methods of Pricing- Cost based, demand based and competition based pricing strategies – Initiating and responding to price changes.
- UNIT-IV: PLACE DECISIONS** – Channels of distribution – Concept – Levels – Functions and types of distribution channels – Channel management decisions – Channel conflict – Channel cooperation – Retailing and wholesaling. Physical distribution decisions - Concept - Importance – Components of physical distribution (market logistics) – Market logistics decisions – Direct marketing – Major channels of direct marketing.
- UNIT-V: PROMOTION DECISIONS** – Promotion mix – Integrated marketing communication – Concept , process – Nature and importance of advertising – Advertising copy – Media selection – Advertising budget – Measurement of advertisement effectiveness - Personal selling – Nature and importance – Process – Sales force management – Recruitment ,selection ,training ,compensation and control of sales force – Sales promotion – Objectives – Techniques.

Suggested Readings

1. Kotler.P, Keller K.L., Koshy.A., and Jha.M, **Marketing Management : A South Asian Perspective**, Pearson Education Limited, 2014.
2. Stanton W.J., Michael J.Etzel and Bruce J.Walker, **Fundamentals of marketing**, McGraw-Hill publications, 1997.

References

1. Ramaswamy V.S., and Namakumari S., **Marketing Management: Planning, Implementation and Control**, Macmillan India publishers, 1991.
2. Rajan Saxena, **Marketing Management**, Tata McGraw Hill Education Private Limited, 2009.
3. Gandhi, J.C., **Marketing: A Managerial Introduction**, Tata McGraw-Hill Publishing Company Limited, 1985.
4. Kazmi S.H.H., **Marketing Management : Text and Cases**, Excel Books, 2007.
5. Michael R.Czinkota and Masaaki Kotabe, **International Marketing**, Cengage Learning, 2013.
6. Arun Kumari and Meenakshi N, **Marketing Management**, Vikas Publishing House, 2010.

202 – FINANCIAL MANAGEMENT

(Common to M.Com, M.Com -Computer Applications,
M Com –Financial Accounting and M Com –Banking & Insurance - under CBCS)

Class Hours : 5ppw

Credits: 5

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- UNIT-I: INTRODUCTION:** Finance Function – Concept, Classification, Scope, Goals and Functions of Finance, Risk-Return – Trade-off; **Forms of Business Organization** –Tax Environment, Financial Environment and Financial Regulation; **Time Value of Money** – Concept, Time Preference for Money, Present Values, Future Values and their Computation.
- UNIT-II: FINANCING DECISION: Capital Structure** – Concept, Source of Long Term Capital and their relative merits and demerits, Optimum Capital Structure, and Determinants of Capital Structure; **Cost of Capital** – Definition, Concepts of Cost, and Measurement of Specific Costs of Capital and Firm’s Weighted Average Cost of Capital; **Capital Structure and Firm’s Value** – Net Income Approach, Net Operating Income Approach, Traditional Position, Modigliani and Miller Position, and Taxation and Capital Structure; **Capital Structure Decision** - Leverage Analysis: Concepts of Operating and Financial Leverage and EBIT – EPS Analysis (Simple Problems).
- UNIT-III: INVESTMENT DECISION: Capital Budgeting Decision** – Meaning, Characteristics, Process and Significance; **Estimation of Cash Flows** – Elements of Cash Flow Stream and Basic Principles of their Estimation **Methods of Evaluating Alternative Investment Projects** – Payback Period, Adjusted Payback Period, Accounting Rate of Return, Net Present Value, Internal Rate of Return and Modified Internal Rate of Return, and Benefit-Cost Ratio(Simple Problems), Capital Rationing and Capital Budgeting; Inflation and Capital Budgeting.
- UNIT-IV: DIVIDEND DECISION: Dividend Policy and Firm’s Value** – Models in which Investment and Dividend Decisions are related- Walter and Gordon’s Models, Traditional Position, Miller and Modigliani Model(Simple Problems) - Financial Signaling; **Dividend Decision** – Types of Dividend, Stock Dividend, Stock-Splits, Bonus Shares, Share Repurchase and Managerial Considerations in Dividend Policy Formulation.
- UNIT-V: WORKING CAPITAL MANAGEMENT: Working Capital Decision** – Concept, Characteristics, Components, Operating Cycle, Cash Cycle, Determinants of Working Capital, and Estimation of Working Capital (Simple Problems); **Cash and Liquidity Management** – Objectives, Cash Budgeting – Cash Collection and Disbursement – Optimum Cash Balance, and Investment of Surplus Funds; **Credit Management** – Credit terms – **Credit** Policy Variables, Credit Evaluation and Granting Decision, and Control of Receivables; **Inventory Management** - Need, Objectives, Order Quantity, Monitoring and Control of Inventories; **Working Capital Financing** – Sources and Financing Strategies.

Suggested Readings:

1. Prasanna Chandra., **Financial Management- Theory and Practice**, Tata Mc Graw Hill Education (India) Private Limited, Eighth Edition, 2008.
2. Van Horne, James C., and Wachowicz John M. Jr., **Financial Management and Policy**, Pearson Education Inc., 2012.

References:

1. Brigham., and Ehrhardt, **Financial Management: Theory & Practice**, Cengage Learning, 2014.
2. Shashi K.Gupta, **Financial Management: Theory and Practice**, Kalyani Publishers, 1996.
3. Srivastava R.M., **Financial Management: Management and Policy**, Himalaya Publishing House, 2003.
4. Khan M.Y., and Jain P.K., **Financial Management**, Tata McGraw-Hill Education, 2007.
5. Pandey I.M., **Essentials of Financial Management**, Vikas Publishing House, 2014.
6. Hampton, John J., **Financial Decision making: Concepts, Problems and Cases**, Prentice Hall of India Learning, 2012.

203– HUMAN RESOURCE MANAGEMENT

(Common to M.Com, M.Com -Computer Applications and M Com –Banking & Insurance - under CBCS)

Class Hours : 5ppw

Credits: 5

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- Unit I: Human Resource Management:** Nature – Scope – Functions - Roles of HR Manager, HRM and PM Distinctions – Models of HRM: Fombrun, Harvard, Warwick Models – **HRM in Changing Environment** - Impact of Technology on HRM – Workforce Diversity – **Contemporary issues in HRM** - Employee Engagement – Talent Management – Competency Management – Internationalization of HRM.
- Unit II: Human Resource Planning:** Forecasting Human Resource Requirements – **Job Analysis** – Reasons for conducting Job Analysis:– Job Analysis Methods: Questionnaire, Observation and Interviews – Job Description – Job Specification - Job Design Concepts – Job Enrichment – Job Enlargement – Reengineering – **Recruitment** – Recruitment Process – Recruitment Methods: Online Recruitment Methods
- Unit III: Selection** – Significance of Employee Selection – Factors affecting the Selection – Selection Process: Preliminary Interview, View of Resumes – Selection Tests – Characteristics of properly designed Selection Tests - Types of Employment Tests: Cognitive Aptitude Tests, Job Knowledge Tests and Personality Tests – Online Testing – **Employment Interview**- General Types of Interviews – Methods of Interview: One-to-One Interview, Group Interview, Panel Interview and Stress Interview – Interviewing Problems.
- Unit IV: Training and Development** – Socialization – Assumptions – Socialization Process – Employee Orientation – Employee Training - Factors influencing Training and Development – Training and Development Process – Training and Development Methods: On-the -Job Training Methods, Off-the-Job Training Methods – **Employee Development** – Employee Development Methods – Evaluating Training and Development Effectiveness.
- Unit V: Performance Management** – Purposes – Performance Appraisal Process – Appraisal Methods – Critical Incident Appraisal, Checklist appraisal, Graphic Rating Appraisal, Forced Choice Appraisal and Behaviourally Anchored Rating Scales- **Career Planning and Development** – Career Planning – Career Paths: Traditional Career Path, Lateral Skill Path, Dual Career Path and Demotion – Career Development Methods –Workshops – Personal Development Plans.

Suggested Readings

1. Wayne Mondy. R, **Human Resource Management**, Pearson Education, 2010.
2. David A.Decenzo, Stephen P.Robbins and Susan L.Verhulst, **Human Resource Management**, Wiley India Private Limited, 2013.

References

1. Sharon Pande and Swapnalekha Basak, **Human Resource Management**, Pearson Education, 2014.
2. Aswathappa K, **Human Resource Management: Text and Cases**, McGraw Hill Education India Private Limited, 2013.
3. Subba Rao .P, **Human Resource Management**, Himalaya Publishing House, 2010.
4. Gupta S.K., Joshi.R, **Human Resource Management with Case Study**, Kalyani Publishers, 2014.
5. Gary Dessler, **Human Resource Management**, Pearson Education, 2009.
6. Pattanayak Biswajeet, **Human Resource Management**, Prentice Hall of India Private Limited, 2014.

204 - MANAGEMENT ACCOUNTING
(For M.Com under CBCS)

Class Hours : 5ppw
Credits: 5

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- UNIT - I: INTRODUCTION:** Management Accounting - Meaning, Definitions, Nature and Scope, Objectives, Functions, Process, Relationship with Financial Accounting and Cost Accounting, Role of Management Accountant, and Organization of Management Accounting System; **Cost Behavior and Decision-Making** -Elements of Costs, Classification of Costs, Fixed and Variable Costs, Relevant Costs and Opportunity Costs.
- UNIT - II: COST ANALYSIS FOR DECISION MAKING:** Cost-Volume-Profit Analysis - Meaning of Marginal Cost and Marginal Costing, Basic Characteristics and Assumptions of Marginal Costing, Marginal Costing, Differential Costing and CVP Analysis, Meaning, Objectives, and limitations of CVP Analysis - Concept of Break-Even Point, Profit-Volume Graph and Profit Planning, and Managerial Applications in Decision Making (Decisions on Product-Mix, Make or Buy, Add or Drop, Shut Down or Continue, Capacity Utilization, Equipment Replacement, Exports, Alternative Methods of Production, and Key Factor Analysis) (Problems).
- UNIT - III: MANAGEMENT ACCOUNTING FOR PLANNING AND CONTROL:** Budgetary Control - Meaning and Significance, Types of Budgets, Preparation of Fixed and Flexible Budgets (Problems); **Performance Budgeting and Zero-based Budgeting** - Concept, Importance, and Relevance; **Standard Costing** - Meaning, Need, Types of Standards, Advantages of Standards, Standards Setting, Variance Analysis, and Controllability of Variances, Material, Labour, Overhead and Sales Variances (Problems)
- UNIT - IV: MANAGEMENT CONTROL SYSTEMS & RESPONSIBILITY ACCOUNTING:** Responsibility Accounting - Meaning, Definition, and Essential Features of Responsibility Accounting, Steps Involved in Responsibility Accounting; **Responsibility Centers** - Concept and Types of Responsibility Centers; **Transfer Pricing** - Transfer Prices, Methods/Types of Transfer Prices (Problems), Selection of Transfer Pricing Method, Performance Reports, Segmented Performance Evaluation, Advantages of Transfer Pricing and Responsibility Accounting.
- UNIT - V: ACTIVITY BASED COSTING: ACTIVITY BASED COSTING SYSTEM:** Concept, Traditional Manufacturing Costing System, Activity Based Costing/Management (ABC) System, ABC System Vs. Traditional Costing System, Tracing costs from Activities, Activity Cost Drivers (Problems), ABC for Marketing, Selling and Distribution Expenses, ABC for Service Companies, and Pros and Cons of ABC.

Suggested Readings:

1. Hongren, Sundem Stratton, Burgstahler and Schatzberg., **Introduction to Management Accounting** Pearson Education, 2009.
2. Shashi K. Gupta and Sharma R.K., **Management Accounting - Principles and Practice**, Kalyani Publishers, 2014.

References:

1. Khan M Y., and Jain P.K., **Management Accounting: Text, Problems and Cases**, Mc Graw Hill Education India Private Limited, 2013.
2. Madegowda.J., **Advanced Management Accounting**, Himalaya Publishing House, 2012.
3. Colin Drury, **Management & Cost Accounting**, Cengage Learning India Private Limited, 2014.
4. Maheswari S.N., **Principles of Management Accounting**, Sultan Chand & Sons, 2011.
5. Jain S.P., and Narang K.L., **Cost Accounting- Principles and Practice**, Kalyani Publishers, 2012.
6. Balakrishnan R., Sivaramakrishnan K., Sprinkle G., **Managerial Accounting**, Wiley, 2012.

205- COMPUTER APPLICATIONS IN ACCOUNTING
(Common to M.Com, M.Com -Computer Applications and
M Com –Financial Accounting under CBCS)

Theory – 3 PPW

Lab: 2 PPW

One Period Lab means 2 hours of Lab Session

Credits= 5

Unit-I: **Computerized Accounting** – Need, Features and merits – Distinction between Manual Accounting and Computerized Accounting – Limitations of Computerized Accounting – Accounting Packages – Tally, Wings and Ex- integration of Accounting Packages with ERP – Features of Tally – Gateway of Tally –Shortcut keys.

Unit-II: **Creation of Account groups** – Creation Ledgers – With inventory and without inventory – Voucher Types – Payment voucher – Receipt Voucher – Contra Voucher – Sales Voucher – Purchase Voucher – VAT voucher – Credit Note Voucher – Debit Note Voucher – Other types of Voucher – Reversing Journal Voucher. **Inventory Management in Tally** – Stock groups, Categories, items – Inventory Masters – Stock Ledgers – Invoicing – Inventory Vouchers _ Inventory Journals – Purchase and Sales Order Processing – Delivery Notes – Treatment and posting of Sales, Tax, VAT, and other related Taxes.

Unit- III: **Payroll in Tally** - Exploring Payroll in Tally.ERP9 – Working with Payroll vouchers – Defining Payroll Reports – Working with Statement of Payroll Report – Describing Salary Disbursement – Create a Tax Ledger – TDS Vouchers – Printing a TDS Challan – Tax Collected at Source in Tally.ERP9 – TCS Reports in Tally.ERP9.

Unit-IV: **Financial Reporting** - Day Book – Cash/Bank Book – Bank Reconciliation Statement – Cash Flow and Fund Flow – Sales Book _ Purchase Book – Statement of Accounts – Trial Balance – Treatment and Accounting for Depreciation – Profit and Loss Accounts – Balance Sheet – Generation of Financial Reports other than Financial Statements – Treatment of Income Tax and TDS.

Unit-V: **Special Features in Tally** - Tally Vault – Import and Export of Data – ODBC Connectivity – Web enabled Financial Reporting – Split Financial year, Income and Expenses Statement – Tax Ledgers – Financial Audit – Security in Accounting Packages – Data integrity and Security – Virus Problems – Overcoming Security issues – Security Protocols for Accounting Packages – Backup and Restore.

Suggested Readings

1. Namrata Agarwal, **Financial Accounting on Computers using Tally**, Dreamtech Press, 2000.
2. Ashok K Nadhani., **Tally.ERP 9 Made Simple Basic Financial Accounting**, BPB Publications, 2012.

References:

1. Kongent Learning Solutions Inc., **Tally.ERP 9 in Simple Steps**, Dreamtech Press, 2002.
2. Nadhani. A.K., and Nadhani .K.K. , **Implementing Tally 9**, BPB Publications, 2007.
3. Shraddha Singh and Navneet Mehra., **Tally ERP 9**, V&S Publishers, 2005.
4. Tally Work Book.

LAB: COMPUTER APPLICATIONS IN ACCOUNTING
(Common to M.Com, M.Com -Computer Applications and
M Com –Financial Accounting under CBCS)

Lab: 2 PPW

One Period Lab means 2 hours of Lab Session

Lab – Students are required to undergo Lab Sessions with Tally Software.

1. Gateway of Tally and Shortcut Keys
2. Creation of Company, Account Groups, Ledgers, with Inventory and without Inventory
3. Creation of different types of Vouchers, Reversing Journal Voucher
4. Creation of Stock Groups, Categories, Items – Inventory Master
5. Inventory Vouchers , Receipt Note, Return Out, Return In, Inventory Journals
6. Purchase and Sales Order Processing, Treatment of Sales Tax, VAT and other related taxes Entries into Day Book, Cash/Bank Book, Bank Reconciliation Statement, Cash Flow and Fund Flow Statements
7. Sales Book, Purchase Book
8. Statement of Accounts, Trial Balance, Treatment of Depreciation
9. Profit and Loss Account and Balance Sheet
10. Generation of Financial Reports other than Financial Statements
11. Payroll Vouchers, Statement of Payroll
12. Creation of Tax Ledger, TDS Vouchers, Printing TDS Challan
13. TCS Reports

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

-
- 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

-
- 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

-
- 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