

# **DEEN DAYAL UPADHYAYA GORAKHPUR UNIVERSITY, GORAKHPUR**



## **M. COM. PROGRAMME STRUCTURE**

**Based on Choice Based Credit System (CBCS)**

**As per NEP 2020 Guidelines**

## **M.Com. Programme Structure**

The programme shall be governed by the Department of Commerce, Faculty of Commerce, Deen Dayal Upadhyaya Gorakhpur University, Gorakhpur-272509.

### **Programme Structure**

The M.Com. Programme is divided into two parts as under. Each Part will consist of two semesters.

<b>Part</b>	<b>Year</b>	<b>Semester-Odd</b>	<b>Semester-Even</b>
I	First	Semester-VII	Semester-VIII
II	Second	Semester-IX	Semester-X

The schedule of papers during first year of the programme shall be as follows:

**M. Com First Year I: Semester I**

<b>Paper Code</b>	<b>Name of Paper</b>	<b>Core/Elective/ Open Elective</b>	<b>Credit</b>	<b>Marks</b>		<b>Total Marks</b>
				<b>Written</b>	<b>Internal Assessment</b>	
PG COM501	MANAGERIAL ECONOMICS	Core Discipline	5	75	25	100
PG COM502	BUSINESS ETHICS AND CORPORATE GOVERNANCE	Core Discipline	5	75	25	100
PG COM503	STATISTICAL ANALYSIS & RESEARCH METHODOLOGY	Core Discipline	5	75	25	100
PG COM504	ORGANISATIONAL BEHAVIOUR	Core Discipline	5	75	25	100
PG COM505	RESEARCH PROJECT/ INDUSTRIAL VISIT/ INTERNSHIP & SURVEY WORK		4			
<b>Total Credit of Marks Semester VII</b>			<b>24</b>			<b>400</b>

### M. Com First Year I: Semester II

Paper Code	Name of Paper	Core/Elective/ Open Elective	Credit	Marks		Total Marks
				Written	Internal Assessment	
PG COM506	FINANCIAL MANAGEMENT	Core Discipline	5	75	25	100
PG COM507	HUMAN RESOURCE MANAGEMENT	Core Discipline	5	75	25	100
PG COM508	MARKETING MANAGEMENT	Core Discipline	5	75	25	100
PG COM 509-F1/H1/M1	SPECIALISATION GROUP PGCOM 509/F1; PGCOM 509/HR1; PGCOM 509/M 1	Core Elective	5	75	25	100
PG COM 510	RESEARCH PROJECT/ INDUSTRIAL VISIT/ INTERNSHIP/ SURVEY WORK & Viva-Voce		4			100
<b>Total Credit/Marks of Semester VIII</b>			<b>24</b>			<b>500</b>

### **MINOR ELECTIVE PAPER**

Paper Code 511	MINOR COURSE	BUSINESS ENVIRONMENT	ELECTIVE	4	75	25	100
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**\*MINOR ELECTIVE PAPER WILL BE OFFERED ONLY TO THE STUDENTS OF OTHER FACULTIES WHICH THEY CAN OPT ONCE IN EITHER VII SEMESTER OR VIII SEMESTER.**

TOTAL CREDITS IN FIRST YEAR (Semester VII and VIII)		52	
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The schedule of papers during second year of the programme shall be as follows:

**M. Com First Year II: Semester III**

Paper Code	Name of Paper	Core/Elective/ Open Elective	Credit	arks		Total
				Written	Internal Assessment	Marks
PG COM 512	ACCOUNTING FOR MANAGERIAL DECISIONS	CORE	5	75	25	100
PG COM 513	STRATEGIC MANAGEMENT	CORE	5	75	25	100
PG COM 514- F2/H2/M2	SPECIALISATION GROUP PGCOM 514/F2; PGCOM 514/HR2; PGCOM 514/M2	CORE ELECTIVE	5	75	25	100
PG COM 515- F3/H3/M3	SPECIALISATION GROUP PGCOM 515/F3; PGCOM 515/HR3; PGCOM 515/M3	CORE ELECTIVE	5	75	25	100
PG COM 516	RESEARCH PROJECT/ INDUSTRIAL VISIT/ INTERNSHIP & SURVEY WORK		4			
<b>Total Credit/Marks of Semester IX</b>			<b>24</b>			<b>400</b>

### M. Com First Year II: Semester IV

Paper Code	Name of Paper	Core/Elective/ Open Elective	Credit	arks		Total Marks
				Written	Internal Assessment	
PG COM 517	MANAGEMENT INFORMATION SYSTEM	CORE	5	75	25	100
PG COM 518- F4/H4/M4	SPECIALISATION GROUP PGCOM 518/F4; PGCOM 518/HR4; PGCOM 518/M4	CORE ELECTIVE	5	75	25	100
PG COM 519- F5/H5/M5	SPECIALISATION GROUP PGCOM 519/F5; PGCOM 519/HR5; PGCOM 519/M5	CORE ELECTIVE	5	75	25	100
PG COM 520- F6/H6/M6	SPECIALISATION GROUP PGCOM 520/F6; PGCOM 520/HR6; PGCOM 520/M6	CORE ELECTIVE	5	75	25	100
PG COM 521	RESEARCH PROJECT/ INDUSTRIAL VISIT/ INTERNSHIP/ SURVEY WORK & Viva-Voce		4			100
<b>Total Credit/Marks of Semester X</b>			<b>24</b>			<b>500</b>
TOTAL CREDITS IN FIRST YEAR (Semester IX and X)				48		

## TABLE OF ELECTIVES COURSES (SPECIALISATION GROUP)

SPECIALISATION GROUP A ACCOUNTING AND FINANCE		
COURSE CODE	COURSE NAME	CREDIT
PG COM 509-F1	ACCOUNTING THEORY	5
PG COM 514-F2	INDIAN FINANCIAL SYSTEM & FINANCIAL ANALYSIS	5
PG COM 515-F3	INTERNATIONAL FINANCIAL SYSTEM & MANAGEMENT	5
PG COM 518-F4	STRATEGIC COST MANAGEMENT	5
PG COM 519-F5	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	5
PG COM 520-6	CORPORATE TAX PLANNING & MANAGEMENT	5
SPECIALISATION GROUP B HUMAN RESOURCE MANAGEMENT		
COURSE CODE	COURSE NAME	CREDIT
PG COM 509-HR1	TALENT MANAGEMENT	5
PG COM 514-HR2	MANAGEMENT OF TRANSFORMATION	5
PG COM 515-HR3	INDUSTRIAL RELATIONS & LABOUR LEGISLATION	5
PG COM 518-HR4	CONFLICT RESOLUTION & STRATEGIC NEGOTIATION	5
PG COM 519-HR5	TRAINNING & DEVELOPMENT	5
PG COM 520-HR6	PERFORMANCE & COMPENSATION MANAGEMENT	5



**SPECIALISATION GROUP C  
MARKETING**

<b>COURSE CODE</b>	<b>COURSE NAME</b>	<b>CREDIT</b>
PG COM 509-M1	CONSUMER BEHAVIOUR & MARKETING RESEARCH	5
PG COM 514-M2	INTEGRATED MARKETING COMMUNICATION	5
PG COM 515-M3	INTERNATIONAL MARKETING	5
PG COM 518-M4	RETAILING & SUPPLY CHAIN MANAGEMENT	5
PG COM 519-M5	PRODUCT & BRAND MANAGEMENT	5
PG COM 520-M6	SERVICES & INDUSTRIAL MARKETING	5

**M.COM. I Year (VII SEMESTER)**

**COURSE CODE –PG COM 501**  
**COURSE TITLE –MANAGERIAL ECONOMICS**  
**CREDIT 05**

**[50 Lectures + 25T]**

**Compulsory Paper**

**Course Outcomes**

CO1The basic objective of this course is to make the students aware of the various economic issues expected to face as managers at the corporate level

CO2This course equipped students with the tools and techniques of economic analysis for improving their decision-making skills.

CO3 Make optimal business decisions by integrating the concepts of economics.

**Unit 1 (10 Lectures)**

Nature and Scope of Managerial Economics; Objective of the Firm- Profit and wealth Maximisation. Fundamental Concepts-Opportunity cost, Discounting principle, and time Perspective.

**Unit 2 (10 Lectures)**

Consumer Behaviour: Determination of demand; Demand function; Indifference curve analysis: Characteristics of Indifference Curve and Consumer's Equilibrium; Types of Demand Elasticity.

**Unit 3 (10 Lectures)**

Production and Cost: Production function, Concept of production, iso-quants ridge lines, iso-cost lines, Expansion path and multi product firm.

Cost function: Classification of Costs, incremental cost, its relevance in decision making, short run and long run cost functions. Law of Variable proportion.

**Unit 4 (10 Lectures)**

Price and output relationship under different market structures: Perfect Competition, Monopoly, Discriminating monopoly. Monopolistic competition, oligopoly.

**Unit 5 (10 Lectures)**

Risk and decision making- The concept of Risk and Uncertainty; Decision making under uncertainty, Risk- return Trade-Off; Profit Management: The concept of Economic Profit and Accounting Profit, Profit planning and Forecasting, Theories of profit-F.B. Hawley: Theory of Risk Bearing, F.H. Knight: Uncertainty Bearing Theory, Business Cycles: Concept and Nature, Phases and Causes of Business Cycles.

**Suggested Readings:**

1. Koutsiyiannis, A. Modern Microeconomics, Macmillan press Ltd.
2. Varian, Micro-Economic Analysis, Norton

3. Pindyck Robert S. and Daniel L. Rubinfeld, Micro Economics, Third edition, Prentice Hall of India.
4. Madala G.S. and Ellen miller, Micro Economics, theory and Application, McGraw Hill, Book Compahy, New York.
5. Gould,JohnP.,Edward P. Lazear, Micro-Economics, Theory, Richard D. Irwin, inc., Home'wood, Illionis.
6. SenAnindya, Micro-Ecomics: Theory and Applications oxford University Press, NewDelhi.
7. Mehta P.L, Managerial Economics, Sultan Chand &Sons.
8. Vaishampayan, J.V. Micro Economic Theory, New Royal BookCo.

**COURSE CODE - PG COM 502**

**COURSE TITLE: BUSINESS ETHICS AND CORPORATE GOVERNANCE**

**CREDIT 05**

**[45 Lectures + 30T]**

**Compulsory Paper**

CO-1 Grasping the need and importance of ethics and business ethics through its genesis on the one hand and how to integrate it with any business so as to streamline the vision and mission of organization in accordance with the ensuing challenges.

CO-2 Understanding the role played by Corporate Governance in the organized form of business in general, and in India in particular.

CO-3 To pick up with the evolving trends of Corporate Social Responsibility in India, with special reference to Global practices.

**Unit 1: Introduction to Business Ethics (BE)**

**(10 Lectures + 5 Tutorials)**

**Introduction to Business Ethics** – Concept, Characteristics, Importance and Need for business ethics. Indian Ethos, Ethics and Values, Work Ethos,

**Various approaches to Business Ethics** - Theories of Ethics- Friedman's Economic theory, Kant's Deontological theory, Mill & Bentham's Utilitarianism theory

**Ethics in Modern Business:** Marketing and Advertising, Human Resources Management, Finance and Accounting, Production, Information Technology, Copyrights and Patents

**Tutorial (2):** Group Discussion by Two Groups of Twenty Each: Gandhian Approach in Management, Trusteeship and Business Ethics; Gandhi's Doctrine of Satya and Ahimsa,

**Tutorial (2)** Group Discussion by Two Groups of Twenty Each: Emergence of new values in Indian Industries after economic reforms of 1991; Social media and technology revolution in new millennia

**Tutorial (1)** Review of Discussions and Conclusion: How to use the concept to refine business related practices in local organizations.

**Unit 2: Introduction to Corporate Governance (CG)**

**(10 Lectures + 8 Tutorials)**

Corporate Governance: Concept, Importance, Evolution of Corporate Governance, Principles of Corporate Governance,

Regulatory Framework of Corporate Governance in India, SEBI Guidelines and clause 49, Audit Committee, Role of Independent Directors, Protection of Stake Holders, Changing roles of corporate Boards.

Case Studies: Failure of Corporate Governance and its consequences at the National and International Levels

**Tutorial (3)** Presentations by Student on 2.2

**Tutorials (3)** Presentations by Student on 2.3

**Tutorial (2)** Review Discussions

**Unit 3: Introduction to Corporate Social Responsibility (CSR) (10 Lectures +10 Tutorials)**

Corporate Social Responsibility: Concept, Scope & Relevance and Importance of CSR in Contemporary Society, Distinction between Corporate philanthropy, Donations and CSR

CSR and Indian Corporations- Models for Implementation of CSR, Drivers of CSR, Legal Provisions and Specification on CSR, Prestigious awards for CSR in India, Future of CSR in India.

Role of MNCs and International Agencies in CSR, Integrating CSR into Business

**Tutorial (8)** Field Survey on CSR Practices underlining 3.1, 3.2 and 3.3 of Local Companies and Experience sharing by students groups

**Tutorials (2)** Connecting the Dots by the Instructor

**Unit 4: Areas of CSR and CSR Policy (10 Lectures + 4 Tutorials)**

CSR and environmental concerns.

Designing CSR Policy- Factors influencing CSR Policy, The Concept of Whistle-Blowing; Types of Whistle-blowers; Whistle-blower Policy; the Whistle-Blower Legislation and developments in India.

**Tutorial (4)** Presentation and Review by two groups of students on 4.3

**Unit 5: Global Recognitions of CSR (5 Lectures+ 3 Tutorials)**

Global Recognitions of CSR- ISO- 14000-SA 8000 – AA 1000 – Codes formulated by UN Global Compact – UNDP, Global Reporting Initiative; major codes on CSR.

CSR and Sustainable Development

CSR through Triple Bottom Line in Business

**Tutorial (3)** Presentation and Review by two groups of students on 5.1

**Suggested Readings:**

1. Business Ethics and Corporate Governance by AC Fernando, Pearson
2. Business Ethics 2019 by Shailendra Kumar and Alok Kumar Rai, Cengage Publication India
3. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
4. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
5. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility- An European Perspective*, Edward Elgar.

Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi.

**COURSE CODE - PG COM503**

**COURSE TITLE - STATISTICAL ANALYSIS AND RESEARCH METHODOLOGY**

**CREDIT 05**

**[50 Lectures + 25T]**

**Course Outcomes**

CO1 The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.

CO2 Produce appropriate graphical and numerical descriptive statistics.

CO3 To enable students to understand basic concept of statistical tools.

**Unit 1 (10 Lectures)**

Association of Attributes: Dichotomy & Notations, Order of Classes, fundamental set, Method for determining class- frequencies, consistency of data, Coefficient of Association.

**Unit 2 (10 Lectures)**

Probability: Basic Concepts, Types of Events, Rules of Addition & Multiplication, Bayes Theorem.

**Unit 3 (10 Lectures)**

Sampling and its Distribution: Methods of Sampling, Standard Error, type I & II Error, Level of significance, Point Estimation & Interval Estimation, Null & Alternate Hypotheses,

**Unit 4 (10 Lectures)**

Introduction Nature, Scope and Significance of Business Research Methodology, Methods of Research, Research- Process, Types of research design, Characteristics of socio-economic research. Research Problem: Selection and formulation of research Problems, Defining the Scope and Significance.

**Unit 5 (10 Lectures)**

Analysis of Data: Types of Data and their characteristics, Methods of data collection: Interpretation of Data and Preparation of Report: Different statistical techniques of data analysis, Interpretation, Report Writing, Presentation, Footnotes, References, Bibliography, Appendices.

**Suggested Readings:**

1. Levin, R. I. and D.S. Rubin, Statistics for Management, Prentice Hall of India.
2. Spiegel, M.R. Theory and Problems of Statistics, Schaum Publishing Company.
3. Aczel, Amir D., Complete Business Statistics, McGraw Hill.
4. Kazmeir Leonard J. F. Pohl Statistics for Business and Economics, McGraw Hill International
5. Gupta K.L., Statistical Analysis.



**COURSE CODE - PG COM 504**

**COURSE TITLE - ORGANIZATIONAL.BEHAVIOUR**

**CREDIT 05**

**[50 Lectures + 25T]**

**Course Outcomes**

CO1The objective of the course is to make the students familiar with basics of organizational behavior.

CO2This assist in applications in managerial decision making.

CO3To explain group dynamics and demonstrate skills required for working in groups (team building

**Unit 1 (10 Lectures)**

Organisational Behavior: Concepts, determinants, models, Disciplines contributing to the organizational behavior. Foundations of Individual Behaviour: Personality, Attitude, Perception, Learning, Transactional Analysis, Johari Window.

**Unit 2 (10 Lectures)**

Motivation and Leadership: Theories of motivation: Needs hierarchy, Two factor theory, Achievement Motivation theory, Theory X, Y and Theory Z, Maturity and Immaturity theory, Vroom's Expectancy theory, Equity Comparison Theory. Leadership Theories: Trait, Behavioral and Situational theories. Transactional vs Transformational Theories. Leadership styles.

**Unit 3 (10 Lectures)**

Power and Authority: Basis of Power, Authority-Concept, Sources. Politics in Organisations.

**Unit 4 (10 Lectures)**

Group Dynamics and Behaviour: Concept and nature of groups, group formation, types of groups, group norms, cohesion. Techniques of group decision making.

**Unit 5 (10 Lectures)**

Organisation culture and Development: Concepts and determinants of organisational culture, organisation development-concept and intervention techniques. Conflict Management, sources of conflict, patterns, conflict resolution strategies. Management of stress.

**Suggested Readings:**

- 1 Robbins S.P. Organizational Behavior, Prentice Hall of India.
2. Luthans, Fred, Organisation Behavior, McGraw Hill International, NewYork.
3. Prasad L.M. OrgansationalBehaviour, Sultan Chand & Sons.
4. Ashwathappa, K, Orgnaizational Behavior, Himalya Publishing House.
5. Mishra M.N. OrganisationalBehaviour and Corporate Development, Himalya publishing House.

**COURSE CODE - PG COM 506**

**COURSE TITLE - RESEARCH PROJECT/ INDUSTRIAL VISIT/ INTERNSHIP &  
SURVEY WORK**

**CREDIT 04**

**M COM VIII SEMESTER**

**COURSE CODE PGCOM 506**

**COURSE TITLE- FINANCIAL MANAGEMENTANDCONTROL**

**CREDIT-05**

**[50 Lectures + 25T]**

**COMPULSORY PAPER**

**Course Outcomes**

- CO1 The present course aims at familiarizing the participants with the skills related to basic - principles, tools and techniques of financial management.
- CO2 To helps the students to develop cognizance of the importance of financial management in corporate valuation.
- CO3 Demonstrate the how risk is assessed.

**Unit 1 (10 Lectures)**

Financial Management: Nature, Objectives and Scope; Financial Decision-Making and types of Financial Decisions, Role of a finance manager of a firm.

**Unit 2 (10 Lectures)**

Capital Structure: Concept, Theories of Capital Structure; Determinants of Capital Structure Optimal Capital Structure. Leverage: Types of leverage and its impact on valuation of the firm. Cost of Capital: Computation of Cost of Capital of various components of Capital; weighted average Cost of Capital.

**Unit 3 (10 Lectures)**

Capital Budgeting Decisions: Nature and Kinds of Capital Budgeting Decisions; Techniques of evaluating Capital budgeting decisions, Capital Rationing, Capital budgeting decisions in uncertainty.

**Unit 4 (10 Lectures)**

Working Capital Planning and Management: Basics of working capital planning and management; Estimating Working Capital Requirement; working capital policy and management of cash, account receivables and inventories.

**Unit 5 (10 Lectures)**

Dividend Decisions; Dividend and its forms; Theories of Dividend policy and their impact on the value of a firm; determinants of dividend policy. Model of Dividend: Walter, Gordon, and M M Model.

**Suggested Readings:**

1. Pandey,I.M., Financial Mangement, Vikash Publishing House Pvt. Ltd.
2. Van Home, James C., Management and policy, Prentice Hall of India.
3. Srivastatva R.M., FinancialManagement 4.Kulkarni,P:V., FinancialManagement
5. Bhalla V.K., Financial Management.
6. Gupta,S.P., Financial Management (Hindi and EnglishEdition).

**COURSE CODE PGCOM 507**

**COURSE TITLE-HUMAN RESOURCE MANAGEMENT**

**CREDIT 05**

**[50 Lectures + 25T]**

**COMPULSORY PAPER**

**Course Outcomes**

CO1 The objective of this course is to endow the student with a broad perspective on themes and issues of Human Resource Management along with their relevance and application in the Indian prospect.

CO2 It will help the students to build up and refine decision making skills so that they can help organizations effectively conduct personnel management and employee relations.

CO3 To develop the relevant skills necessary for application in HR related issues.

**Unit 1 (10 Lectures)**

Strategic Human Resource Management--Nature, Functions and Themes, Human Capital Management, Role of HR Manager, Human Resource Planning Career planning and Succession-Approaches and Issues.

**Unit 2 (10 Lectures)**

Job Analysis and Job Design, Job Analysis Techniques, Job Evaluation Techniques, Job Description, Job Specification, Job Design Approaches, and Job Characteristics. Competency Mapping.

**Unit 3 (10 Lectures)**

Recruitment, Selection, Training and Development: Factors affecting recruitment, sources of recruitment (internal and external ), basic selection model, psychological tests for selection. Training and development- techniques.

**Unit 4 (10 Lectures)**

Performance Appraisal and Management: Objectives, Process and Methods of Appraisal. Diversity at work, Managing diversity, Causes and Paradox of diversity with special Suggested Readings - to handicapped, women and ageing.

**Unit 5 (10 Lectures)**

Compensation Management: Wage Vs Salary, Determination of compensation, Incentive Schemes, Fringe Benefits and Labor Welfare. .Employees Relations: Grievances and Handling.

**Suggested Readings:**

1. De Cenzo and Robins: Fundamentals of Human Resource Management. Prentice Hall of India.
2. De Cenzo, David A. and Robbins. S.P.: Fundamentals of Human Resource Management, Wiley and Sons Ltd., John.
3. Hippo, Edwin B: Personnel Management, McGrawHill.

4. E. Flippo: Principles of Personnel Management
5. Monnappa&Saiyadin: Personnel Management
6. L.M. Prasad: Human Resource Management
7. Monnappa: Industrial Law
8. Ashwathapa: Human Resource Management and Personnel Management

**COURSE CODE PG COM 508**  
**COURSE TITLE- MARKETING MANAGEMENT**  
**CREDIT 05**

**[50 Lectures + 25T]**

**COMPULSORY PAPER**

**Course Outcomes**

- CO1 The course intends to provide an experienced-based approach to marketing theory and its practical application.
- CO2 The course is designed to enable the students to learn the basic of marketing. Topics of the syllabus shall be addressed and discussed from an application-oriented perspective.
- CO3 To understand the marketing environment which assist them to take marketing decisions.

**Unit 1 (10 Lectures)**

Introduction: Evolution of marketing concept, Marketing management process- a strategic perspective, Significance of Scanning Marketing Environment, Trends in marketing- Social media, Online, Digital and Direct Marketing, Social marketing, Sustainable Marketing, Ambush marketing, Buzz Marketing.

**Unit 2 (10 Lectures)**

Product Decisions: Product concept and classification, Major product decisions, New Product Development,. Consumer adoption and innovation diffusion. Product life cycle: Concept and appropriate strategies to be adopted at different stages.

**Unit 3 (10 Lectures)**

Pricing Decisions: Objectives of Pricing, Factors affecting price of a Product; Procedure for setting price, Pricing policies and strategies.

**Unit 4 (10 Lectures)**

Distribution Decisions: Channels of Distribution- Concept and importance, different types of Distributions, Channel management, Selection, Motivation and performance appraisal of distribution middlemen, Retailing and wholesaling in Indian perspective. Role of Distribution in the Digital Era, E-tailing and itsAdvantages

**Unit 5 (10 Lectures)**

Promotion Decisions: Meaning and importance of promotion, Communication process; promotion tools- their effectiveness; Determining optimal promotion mix; Developing and implementing a promotional campaign, Promoting through Internet.

**Suggested Readings:**

1. Kotler Philip and Kevin Keller, Marketing Management Pearson prentice.
2. Kotler, Philip, and Gray Armstrong, Principles of marketing, Pearson prenticeHall,.
3. Etzel, Michael j. Bruce i. walker and William j. Stanton, Fundamentals of Marketing McGraw Hill.

4. McCarthy, E Jerome, Joseph P Canon and William d Perrault, Jr., Basic Marketing, A Managerial Approach, McGraw Hill.
5. Kotler, Phillip, Keller, Abraham Koshy, MithileshwarJha, Marketing Management, A South Asia Perspective, Pearson, India.



**COURSE CODE PG COM 509-F1**  
**COURSE TITLE- ACCOUNTING THEORY**  
**CREDIT 05**

**[50 Lectures + 25T]**

**COMPULSORY PAPER**

**Course Outcomes**

- CO1 This course will provide the students an opportunity to learn the theory of accounting and also the new dimensions of accounting.
- CO2 To understand the convergence of accounting standard with international accounting
- CO3 To make aware with contemporary issues in Accounting.

**Unit 1 (10 Lectures)**

Accounting- Definitions & Nature, Financial Statements and its uses, Measurement of Income-Different Concept of Income Measurement, Receipts of NetIncome.

**Unit 2 (10 Lectures)**

Accounting Theory: Concepts, Classification- Different Approaches to Theory Construction, Factors affecting accounting Environment, GAAP, Disclosure of Accounts Policies. IAS

**Unit 3 (10 Lectures)**

Accounting Information Reporting: Nature and Objectives, General purpose and specific purpose reports, Qualitative Characteristics of Accounting information, Conceptual frame work of FASB and IASB.

**Unit 4 (10 Lectures)**

IFRS- Role of IASB, Global Convergence of Reporting Standards- Needs, Obstacles in Convergence. Difference between IFRS and IAAS,USGAAP.

**Unit 5 (10 Lectures)**

Contemporary Reporting Issues: Accounting for Price level Changes, Social Accounting, Segment Reporting, Interim Reporting, Human Resource Accounting, Value Added Reporting, Environmental Accounting, and Foreign Currency Translation.

**Suggested Readings:**

1. L.S.Porwal: Accounting Theory- An Introduction, Tata McGraw-Hill Publishing Co.
2. JawaharLal: Accounting Theory and Practices, Himalaya Publishing House.
3. Eldon. S. Hendriksen: Accounting Theory, Richard D.Irwin.
4. Ahmed Belkaoui: Accounting Theory, Quoram Books.
5. Vernonkam: Accounting Theory, John Wiley andSons.
6. JawaharLal: Corporate Financial Reporting , Taxman.

**COURSE CODE PG COM 509-H1**  
**COURSE TITLE -TALENT MANAGEMENT**  
**CREDIT 05**

**[50 Lectures + 25T]**

**COMPULSORY PAPER**

**Course Objectives &Outcomes –**

- CO 1. The course aims to enhance the learning process of student
- CO 2 To manage and upgrade the skill set of high potential employees to retain them for a long run and achieve the desired goals of the organization.
- CO 3 It is designed for developing a sound integrated talent management plan that not only aids individual employee growth but also the growth of the company as a whole.

**Unit 1. (10 Lectures)** Introduction to Talent Management: Concept, Meaning & Objectives, Need of Talent Management; Key Processes of Talent Management; Recruitment, Selection, Human Resource Planning, Retention, Talent vs. Knowledge, Life Cycle of Talent Management, Role of HR in Talent Management.

**Unit 2. (10 Lectures)** Talent Acquisition: Objectives of HR Planning, Steps in HR Planning, Evaluation of factors affecting HR Planning; Developing Job Analysis, Job Description & Job Specification; Strategic Trends in Talent Acquisition; Succession Planning Program.

**Unit 3. (10 Lectures)** Meaning of Recruitment and Selection, Recruitment and Selection Process, Sources of Recruitment, Hiring Process, External Vs Internal Recruitment; Selection Techniques: Selection Test, Reliability & Validity of Selection Tests, Choosing suitable types of Interviews, Walk -in Interviews; Formulating a Recruitment Strategy for Senior Level Executives.

**Unit 4. (10 Lectures)** Employee Retention: Meaning and Importance of Employees Retention, Employee Attrition, Employee Turnover Ratios, Reasons of Low Employee Turnover, Managing Employee Attrition; Employee Engagement-Process And Outcomes Of Employee Engagement, Techniques and Ways of Achieving Employee Engagement; Concept of Integrated Rewards.

**Unit 5. (10 Lectures)** Emerging Trends in Human Resource Practices: Human Resource Audits; Human Resource Information System (HRIS); Human Resource Accounting (HRA).

**Suggested Readings:**

1. Human Resource Management- Gary Dessler - Prentice Hall.
2. Book of Human Recourse Management Mamoria, C.B and Gankar, Himalaya Publishing House.
3. Human Resource Management Mankin, David, Oxford University Press, New York.Human Resource Management Snell, Scott &Bohlander, George Cengage Learning, Australia.
4. Human Resource Management Text and cases Aswathappa Tata McGraw Hill.
5. Introduction to Human Resource Management Kay, Rebecca &Banfield, Paul Oxford University Press, New York.

**Paper Code- PG COM 509-M1**

**COURSE CODE PG COM M 1**

**COURSE TITLE CONSUMER BEHAVIOUR & MARKETING RESEARCH**

**CREDIT 05**

**[50 Lectures + 25T]**

**Course Outcomes**

CO1 Objective of this course on Consumer Behavior is to present a comprehensive coverage of the subject with examples from the Indian Scenario.

CO2 This course also challenges students to understand the complexities of consumer needs and perceptions and translate them into effective Marketing Strategies.

CO3 The course will be focusing on the elementary knowledge of Marketing Research as well.

**Unit1 (10 Lectures)**

Introduction: Nature, Importance, and Scope of Consumer Behaviour; Application of Consumer Behaviour in Marketing. Determinants of Consumer Behaviour, changing profile of Indian Consumers.

**Unit2 (10 Lectures)**

Individual Determinants of Consumer Behaviour: Needs and Motivation, Perception, Learning and learning theories, Attitude and attitude change, Personality and Life Style.

**Unit 3 (10 Lectures)**

External Determinants of Consumer Behaviour: Group Dynamics, Reference Groups and their Influence, Family- Role and Functions. Social class, Culture and sub- Culture, Cross Cultural understanding of Consumer Behaviour.

**Unit 4 (10 Lectures)**

Consumer Decision Making Process, Models of Consumer Behaviour: Nicosia; Howard-Sheth; Engle; Kollat and Blackwell Models, Business buying behavior.

**Unit 5 (10 Lectures)**

Introduction to Marketing Research: Meaning of Marketing Research, Types of Marketing Research, Importance; customer insight, Ethics, Structure of marketing Research, Marketing Research Process.

**Suggested Readings:**

1. Schiffman, L.G. and Kanuk, L.L.: ConsumerBehavior.
2. Nair, SujaR,: Consumer Behaviour in Indian Perspective.
3. Loudon, David, L and Bitta, A.J. Dalla, : ConsumerBehaviour.
4. Bennet and Kasara Jan, : ConsumerBehaviour.
5. Peter J. Paul and Jerry C. Olson, : Consumer Behaviour and MarketingStrategy.
6. Nigel Bradley: Marketing Research – Tools and Techniques, Oxford University Press.

**COURSE CODE: PG COM 510**

**COURSE TITLE: RESEARCH PROJECT/ INDUSTRIAL VISIT/ INTERNSHIP/  
SURVEY WORK & Viva-Voce**

**CREDIT 04**

**COURSE CODE - PG COM 511**

**COURSE TITLE – BUSINESS ENVIRONMENT**

**CREDIT-04**

**[40 Lectures + 20T]**

**MINOR ELECTIVE**

**Course Outcomes**

- CO1 The present course aims at familiarizing the participants with various aspects of economic, social, political and cultural environment of India.
- CO2 This will help them in gaining a deeper understanding of the environmental factors influencing Indian business organizations
- CO3 To understand of the international environmental factors influencing business organizations.

**Unit 1 (8 Lectures)**

**Theoretical Framework of Business Environment:** Concept, Nature and Significance of Business Environment, Elements of Environment – Internal and External; Changing Dimensions of Business Environment; Techniques of Environmental Scanning and Monitoring.

**Unit 2 (8 Lectures)**

**Economic Environment of Business:** Economic systems and business environment; Government Policies- Industrial policy, Fiscal policy, Monetary policy, Exim Policy, Economic reforms.

**Unit 3 (8 Lectures)**

**Political and Legal Environment of Business:** Critical elements of political environment; Government and Business; Changing dimensions of legal environment in India; FEMA, Competition Policy.

**Unit 4 (8 Lectures)**

**Socio-Cultural Environment:** Culture and Business, Social institutions and systems; Social values and attitudes; Social groups; Emerging rural sector in India; Social responsibility of business; Consumerism in India.

**Unit 5 (8 Lectures)**

**International and Technological Environment :** Multinational corporations; Strategic Alliances; WTO, World Bank, IMF and their Importance to India; Technological environment in India; Choice of Technology, Technology Transfer.

**Suggested Readings:**

1. Adhikary, M: Economic Environment of Business, Sultan Chand & Sons.
2. Cherunilam, Francis: Business Environment.
3. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Publications.
4. Ashwathappa K : Business Environment , Himalaya Publication.
5. Chakravarty, S : Development Planning, Oxford University Press.
6. Ghosh, B : Economic environment of Business, Vikas Publication.
7. Govt Of India: Economic Survey, Various issues.
8. Raj Agrawal and Parag Diwan, Business Environment : Excel Books.
9. Shukla, M.B: Business Environment, Taxmann Publications.
10. Sengupta, N.K : Government and Business in India, Vikas Publication.

**M. COM IX SEMESTER**



**COURSE CODE PG COM 512**

**COURSE TITLE: ACCOUNTING FOR MANAGERIAL DECISIONS**

**CREDIT-05**

**[50 Lectures + 25T]**

**Compulsory Paper**

**Course Outcomes**

CO1 The objective of this course is to expose the students to the applied aspect of accounting.

CO2 Making those familiar with the techniques of using accounting information for decision making.

CO3 To enhance the manager's ability to make effective business decisions.

**Unit 1 (10 Lectures)**

Management Accounting: Nature and functions; Role of Management Accountant.

Cost Concepts and Classifications; Activity Based Product Costing- Concept and Uses; Emerging Costing Approaches.

**Unit 2 (10 Lectures):**

Variable and Absorption Costing: Concept, Comparison, Applications of Variable Costing, Preparation of Income Statements.

Cost- Volume-Profit (CVP) Analysis: Contribution Margin; Break- Even Analysis; Profit Volume (P/V) Analysis.

**Unit 3: (10 Lectures):**

Relevant Information and Short-Run Managerial Decisions: Managerial Decisions Making; Make/Buy, Add/ Drop, Sell/Process, Operate/Shut Down, Special Order, Product- Mix, Pricing Decisions. Optimal Use of Limited Resources.

**Unit 4 (10 Lectures)**

Budgeting :Nature and functions; Preparation of Different types of Budgets, Fixed vs Flexible Budgeting. Standard Costing: Concept, Advantages; Types of Standards; Variance Analysis; Materials & Labour Overheads; managerial uses of Variance.

**Unit 5 (10 Lectures)**

Responsibility Accounting and Divisional Performance Measurement: Advantages and Disadvantages of Divisionalisation ; Concept of Responsibility Accounting; Responsibility Centre-Cost Centre, Revenue Centre, Profit Centre, Investment Centre, Responsibility Performance Reporting.

**Suggested Reading:**

1. Atkinson Anthony A. Rajiv D. Banker, Robert Kaplan and S. Mark Young, Management Accounting, Prentice Hall.
2. Horngreen Charles T. And Gray L. Sundem and William O. Stratton, Introduction to Management Accounting, Prentice Hall of India.
3. Drury Cohn, Management And Cost Accounting, Thomson Learning.

4. Garison R.H. and E.W. Noreeb, Managerial Accounting, McGrawHill.
5. Ronald W. Hilton, Managerial Accounting, McGraw HillEducation.
6. JawaharLal, Advanced ManagemecitAccounting, Text, Problems and Cases, S. Chand & Co., New Delhi.
7. Vij, Madhu, Management Accounting, McMillan.

**COURSE CODE PG COM 513**  
**COURSE TITLE – STRATEGICMANAGEMENT**  
**CREDIT 05**

**[45 Lectures + 30T]**

**Compulsory Paper**

**Course Outcomes**

CO-1 To familiarize students with the concepts, tools and techniques of corporate strategic management to enable them develop an analytical and conceptual skill and the ability to look at the totality of situations with the help of Business theories and Models.

CO-2 To equip students with the ability to ideate start up amid the global business opportunities.

**Unit 1 Introduction to Strategic Management [10L+6T]**

Concept of Strategic Management, Strategic Management Process, Vision, Mission and Goals, Approaches to Strategic Decision Making, Importance, Benefits and Risks of StrategicManagement.[4L+3T]

Levels of Strategies: Corporate, Business and Operational Level Strategy, StrategicBusiness Unit [2L]

Functional Strategies: Financial Strategy, Marketing Strategy, Human ResourceDevelopment Strategy, Operational Strategy, Global strategy [4L+3T]

**Unit 2 Strategy Formulation and Analysis [10L+4T]**

Strategic Formulation: Stages and Importance, Formulation of strategies, Business Environment: Components of Environment- Micro and Macro and Environmental Scanning SWOT (TOWS) Matrices, ETOP (Environmental Threat and Opportunity Profiling)[5L+2T]

Strategic Analysis and Choice: Strategic Choice- Factors and Importance, Issues andStructures, Corporate Portfolio Analysis- BCG Matrix, GE Nine Cell Matrix, Hofer's Matrix[5L+2T]

Alternative Strategies: Mergers, Acquisitions, Takeovers, Joint Ventures, Diversification,Turnaround, Divestment and Liquidation. [2L]

**Unit 3 Strategy Implementation and Control [8L+4T]**

Strategic Implementation: Steps, Importance and Problems, Resource Allocation-Importance & Challenges [2L]

Business Process Outsourcing and Knowledge Process Outsourcing in India: Concept andStrategies. Reasons for growing BPO and KPO businesses in India.[4L+4T]

Strategic Evaluation and Control: Importance, Limitations and

Techniques[2L]**Unit 4 Emerging Strategic Trends and Start-ups**

**(12L+12T)**

Start-up Business concept, scope and pursuit of prospects in emerging markets

Make in India, Stand up India and Start up India Models, Role of technology in growth and promotion of start-up

Process of business start ups and its Challenges, Growth Prospects with references to new government initiatives

**Unit 5: Global Strategic Management (5L+4T)**

Public Private Partnership: Importance, Problems and Governing Strategies of PPP Model. [1L+1T]

Information Technology Driven Strategies: Importance, Limitations and contribution of IT sector in Indian Business [2L+1T]

Global Context of Strategic Management and challenges of Corporate Governance.[2L+2T]

**Suggested Books:**

1. Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N. and Charles E. Bamford
2. Ghosh, P.K., Strategic Management- Text & Cases, Sultan Chand & Sons.
3. Nag, A., Strategic Management- Analysis, Implementation, Control, Vikas Publishing.
4. Business Policy and Strategic Management – Dr Azhar Kazmi, Published by Tata McGraw Hill Publications
5. Business Policy and Strategic Management- Jauch Lawrence R & William Glueck Published by Tata McGraw Hill
6. Porter, Michael E., Competition in Global industries, Harvard University Press, New York, 1986.
7. Porter, Michael E., The Competitive Advantage of Nations, Macmillan, London, 1990.
8. Frynas, J.G. and K. Mellahi, Global Strategic Management, Oxford University Press.
9. Henry, Anthony E., Understanding Strategic Management, Oxford University Press, New York.

**COURSE CODE PG COM 514-F2**  
**COURSE TITLE - INDIAN FINANCIAL SYSTEM**  
**CREDIT 05**

**[50 Lectures + 25T]**

**Course Outcomes –**

- CO 1 This course is designed to develop a knowledge about the financial system and functioning of financial sub-systems comprising of financial markets, financial instruments, financial intermediaries, financial services and regulatory authorities.
- CO 2 Moreover, the students will be able to understand the core financial services, prudential norms, new technologies and the latest transformation or reforms in mobilizing funds in economy.

**Unit 1.(10 Lectures)**

Structure of Indian Financial System, Meaning & Difference of Savings & Investments, Relationship between Money, Inflation & Interest. Financial Markets (capital market and money market)- Meaning, constituents, functions and instruments.

**Unit 2.(10 Lectures)**

Financial Institutions & Regulators : Reserve Bank of India, Organization- Management and Functions; Commercial Banks- Meaning, Functions, Present Structure, Types, E-Banking and Recent Developments In Commercial Banking; NBFC, Sectorial Financial Institution NABARD, Exim Bank and other Apex Financial Institutions; SEBI - Objectives and Functions.

**Unit 3.(10 Lectures)**

**Financial Intermediaries and Services** – Meaning and Role of Merchant Banking in India, Credit Rating Agencies -Meaning & Role in Investment, CIBIL; Depositories-Meaning and Roles; Overview of Fintech In India. Loan Syndication,

**Unit 4.(10 Lectures)**

**External Commercial financing** - Introduction, Need of External Commercial Borrowings (ECB) & Other modes of external financing, Foreign direct investment and (Foreign Institutional Investments) FIIs – role and importance in financial system; Micro finance – Importance, Types, Income Generating Activities and Self Help Groups (SHGs), Issues in Micro finance Sustainability.

**Unit 5.(10 Lectures)**

**Mutual Fund** -- Introduction and issues, Types, Organisation of Mutual Fund in India, Types - Asset Class, Open Ended and Close Ended ; Net Asset Value.

**Suggested Readings:**

1. Bhole, L. M. ; Financial Institutions and Markets; McGraw-Hill Education
2. Kohn, M., Financial Institutions and Markets,
3. Pathak, Bharti V.; Indian Financial System; Pearson Education
4. Khan, M.Y.; Indian Financial System; McGraw-Hill Education
5. Varshney, P.N. ; Banking law and practice ; Sultan Chand and Sons.

**COURSE CODE PG COM 514-HR 2**

**COURSE TITLE- MANAGEMENT OF TRANSFORMATION**

**CREDIT 05**

**[50 Lectures + 25T]**

**Elective Core**

**Course Outcomes**

CO1 This course will help the students in understanding the importance and procedure of organizational transformation in today's dynamic world.

CO2 To understand an appreciation of the organizational changes on people.

CO3 To develop the skills for effectively communicating change.

**Unit 1 (10 Lectures)**

**Introduction:** Concepts of Transformation v/s change. Concept, Nature and Process of planned change, Resistance to change. Emerging Horizons of management in changing environment. Recent Developments in Corporate Leadership. Transformation Leadership. Charismatic Leadership.

**Unit 2 (10 Lectures)**

**Leadership from Within:** Concept, Need and Importance of developing leadership from within. Distinction between leadership from without and leadership from within. Steps for developing leadership from within.

**Unit 3 (10 Lectures)**

**Turnaround Management:** Definition of sickness; Causes and Symptoms of sickness. Prediction of sickness. Revival of sick unit—Provisions of Companies Act, 2013. Behavioral, economic and technical issues in Turnaround Management.

**Unit 4 (10 Lectures)**

**Business Process Reengineering (BPR):** BPR as a tool of managing transformation. BPR—an imperative for survival. The reengineering imperatives in USA & Europe, The re-engineering imperative in India, Methodology to implement BPR. BPR & TQM.

**Unit 5 (10 Lectures)**

**Management of Transformation through Technology and Innovation:** Technological revolution-adoption and adaptation of technology, Problems of technology transfer. Innovative Technology-autonomous v/s induced inventions. Management of Technology in relation to organizational productivity and quality of work life.

**Suggested Readings:**

1. Sawhney, Mohan and Jeff Zabin : The Seven Steps to NIRVANA: Strategic Insights into e-Business Transformation, Tata McGraw Hill.
2. Bender, Peter Urs : Leadership from Within, McGraw India Ltd.
3. Hammer. M. and J. Champy : Reengineering the Corporation, HarperBusiness.
4. Khandwalla Pradip, : Turnaround Excellence: Insights from 120 cases, Response Books.
5. Noori, H. and Radford : Readings and Cases in Management of New Technology, Prentice Hall, New York.
6. Whittaker, D.H., Managing Innovations, Cambridge University Press, Cambridge.



**COURSE CODE PG COM 514-M 2**

**COURSE TITLE- INTEGRATED MARKETING COMMUNICATION**

**CREDIT 05 [50 Lectures + 25T]**

**Course Outcomes**

CO1 To enable students to build a sound theoretical and practical understanding of the formulation of promotional strategy

CO2 the management of the marketing communication process.

CO3 Assist students about digital marketing.

**Unit 1 (10 Lectures)**

Introduction to Integrated Marketing Communication: Evolution and Importance of Integrated Marketing Communication, The Promotional –Mix, Role of Communications in Marketing, Economic and Creative justification of marketing communications.

**Unit 2 (10 Lectures)**

The Communication Process, Behavioral Aspects of Marketing Communication, Consumer response to persuasive communications- Different Communication models, Influence of source message and channel factors on communication.

**Unit 3 (10 Lectures)**

Advertising, Advertising objectives, functions, message and strategies, Advertising & Consumer Orientation, Advertising budget, Advertising agency, test of effectiveness of advertising, Media planning and strategy.

**Unit 4 (10 Lectures)**

Personal selling, meaning importance, objectives, process, role of personal selling in promotion mix.

**Unit 5 (10 Lectures)**

Sales promotion, sales promotion objectives, B2C, B2B, B2T, T2C, sales promotion, types, public relation and publicity, PR and publicity objectives, Direct marketing, Direct marketing objectives, Direct marketing strategies.

**Suggested Readings:**

1. S.A. Chunawalla: Advertising, Sales and Promotion Management, Himalaya Publishing House.
2. S.A. Chunawalla: Sales & Distribution Management, Himalaya Publishing House
3. Cohan, Dorothy, John: Advertising, John Wiley & Sons, New York
4. G.D. Downing: Sales Management, John Wiley & Sons, New York
5. CH Sandage CH Fryburger, Vernan: Advertising : Theory and Practice, Richard D Irwing, New York
6. MN Misra: Sales Promotion & Advertising Management, Himalaya Publishing House

7. K. Kumar, K.Sethia& S. Chunawalla: Advertising Theory and Practice,Himalaya PublishingHouse.
8. P.K. Ghosh: Sales Management, Himalaya PublishingHouse
9. Namita Rajput &NeeruVasishth: Advertising & Personal Selling,HimalayaPublishingHouse.

**COURSE CODE: PG COM 515-F3**

**COURSE TITLE - INTERNATIONAL FINANCIAL SYSTEM AND MANAGEMENT**

**CREDIT 05**

**[50 Lectures + 25T]**

**Course Outcomes –**

- OC 1 This course is concerned with the financial management of the firms that operate in the increasingly globalized business environment.
- OC 2 Emphasizing broad concepts and real-world practices rather than extensive quantitative material, the course offers a concise introduction to international finance and provides a clear, conceptual framework for analyzing key financial decisions in multinational firms.
- OC3 The approach of the course is to enable students to understand international financial management as a natural and logical extension of the principles learned in the introductory financial management course.

**Unit 1(10 Lectures)**

**Introduction to International Financial Environment :**The Importance of International Finance, Goals Of MNC, International Business Methods. Balance of Payments (BoP), Accounting Components of BoP, International Monetary System: Evolution, Gold Standard, Bretton Woods System, The Flexible Exchange Rate Regime, The Current Exchange Rate Arrangements, The Economic and Monetary Union (EMU).

**Unit 2(10 Lectures)**

**International Financial Markets and Instruments :**Foreign Portfolio Investment, International Bond & Equity market, Global Depository Receipts (GDR), American Depositories Receipts (ADR), Foreign Bonds & Eurobonds; International Banking services –Correspondent Bank, Representative Offices, Foreign Branches.

**Unit 3(10 Lectures)**

**Sources and Types of Risk in International Market :**Management of Exposures - Transaction, Translation, Economic, Political, Interest Rate ; Managing Currency Risk and Interest Rate Risk.

**Unit 4(10 Lectures)**

**Foreign Exchange Market:**Functions and Structure of the Forex markets, foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations; Determination of Exchange Rates in Spot markets. Exchange Rates Determinations in Forward Markets. Exchange Rate Behavior, Cross Rates , Bid - Ask Spread.

**Unit 5(10 Lectures)**

**Cross Border Investment Decisions :** Types of Cross Border Investment Decisions, Green Field Investment; International Mergers & Acquisition, Policies Regarding Repatriation of Return; International Diversification & Portfolio Investment.

**Suggested Readings:**

- 1 International business by Charles W. L. Hill –Latest edition
- 2 International Business by Justin Paul–Latest edition
- 3 International Business Environment the Text and cases by Sundaram& Black.
- 4 International Business Text & Cases by Cherumilam–Latest edition
- 5 International Business by Alan M Rugman, Richard M Hodgelts–Latest edition
- 6 International Business by John D Daniels, Lee H Nageb–Latest edition
- 7 International Business by Sunitha B.K, Dr. VarshaAgarval, AbhishekVenkteswar and Dr. Shiva Choudhary.

**COURSE CODE PG COM 515-H3**

**COURSE TITLE INDUSTRIAL RELATIONS IN INDIA**

**CREDIT 05**

**[50 Lectures + 25T]**

**Course Outcomes**

- CO1 This course will help the students in understanding the importance and procedure of organizational transformation in today's dynamic world.
- CO2 To understand an appreciation of the organizational changes on people.
- CO3 To develop the skills for effectively communicating change.

**Unit 1 (10 Lectures)**

**Industrial Relations in India and Emerging Challenges:** Industrial Relation in India; Evolution of Industrial Relations; Approaches to Industrial Relations; Contextual and Constitutional Framework; Industrial Relations Strategy; Emerging Trends & Challenges in Industrial Relations in the Era of Globalization.

**Unit 2 (10 Lectures)**

**Trade Unionism and Collective Bargaining Trade Unions:** Historical Evolution, Development and Types of Unions; Functions of Unions; National Level Federations, Trade Unions Act, 1926 and Recent Amendments; Collective Bargaining-Perspective, Concept, Stages and Prerequisites for Collective Bargaining Process: Types of Collective Bargaining Contracts.

**Unit 3 (10 Lectures)**

**Grievance Redressal and Discipline Mechanisms:** Discipline Mechanisms-Judicial Approach to Discipline; Misconduct, Disciplinary Proceedings, Domestic Enquiries, Charge-sheets, Conduct of Enquiry and Award of Punishments; Grievance and Redressal- Approaches and Nature of Grievances, Causes, Procedure and Grievance Redressal Mechanisms.

**Unit 4 (10 Lectures)**

**Industrial Conflict and Regulations of Industrial Disputes:** Industrial Conflict, Nature of Conflicts and its Manifestations, Data Analysis, Labour Administration Machinery; Instruments of Economic Coercion, Strikes, Lockouts, Inter-Industry Propensity for Strikes; Strike Patterns; Arbitration, Conciliation: Adjudication; Regulations of Industrial Disputes- Contextual Framework, Object, Scheme, Industrial and Individual Disputes, Participants in Industrial Dispute, Settlement of Disputes

**Unit 5 (10 Lectures)**

**Workers Participation and International Labour Organisation:** Industrial Democracy: Concept, types and pre-requisites; Workers Participation-Evolution and Nature of Participation, Forms of Participation, Impact of Participation; Prerequisites for Successful Participation, Limitations of Participation: Current Trends in Participation in Indian Industries, International Labour Organisation--Genesis of ILO, The Philadelphia Charter; Membership and Organization Major Activities of the ILO.

**Suggested Readings:**

1. Mishra Shrikant, Dynamics of Industrial Relations, Trade Unionism and Labour Welfare in India.
2. Economics of Labour and Industrial Relations by T.N. Bhagoliwal
3. Industrial Relations by B.P. Rath
4. Management of Industrial Relations and Labour Laws by S.C. Srivastava
5. Personnel Management and Industrial Relations in India by R.S. Davar
6. Industrial Relations in India by V. Agnihotri
7. Industrial Relations: Text and Cases, C.S. Venkat Ratnam, Oxford University Press, Delhi
8. Industrial Relations: Theory & practice, Michael Salamon, Pearson Education.
9. Introduction to Labour Economics, Myers C.A..
10. Introduction to Labour Economics, Philips, Q. W..

**COURSE CODE PG COM 515-M3**

**COURSE TITLE- INTERNATIONAL MARKETING**

**CREDIT 05**

**[50 Lectures + 25T]**

**Course Learning Outcomes:** Successful completion of the course will enable students to:

CO1 Understand the nature, types, complexities, and the strategies of global marketing.

CO2 Enhance their decisional capabilities and entrepreneurial skill in respective areas.

CO3 Focus on research, planning, strategy formulation and application of marketing practices in this highly competitive and rapidly growing sector.

**Unit 1 (10 Lectures):Introduction to International Marketing** -Nature and Significance; Domestic v/s International Marketing; Complexities in International Marketing; International Market Orientation- EPRG Framework; International Marketing Environment.

**Unit 2 (10 Lectures)**

**Foreign Market Selection**

Selection of Foreign Markets; Global Market Segmentation; International Market Entry Strategies; International Marketing Information System; International Marketing Operations.

**Unit 3 (10 Lectures)**

**Product and Pricing Decisions**

Product Planning for Global Markets, Standardization vs. Product Adaptation; New Product Development; Packaging and Labeling; International Pricing Policies and Strategies.

**Unit 4(10 Lectures)**

**Promotion and Logistic Decisions**

International Advertising and Sales Promotion; Channel Selection Decisions; Selection of Foreign Distributors/Agents; International Logistics Decisions.

**Unit 5 (10 Lectures)**

**Emerging Issues and Developments in International Marketing**

Ethical and Social Issues; Marketing of Services; Information Technology and International Marketing; Impact of Globalization; World Trade Organization (WTO), Regional Trade Agreements (RTAs).

**Suggested Readings:**

- 1.CzinkotaM.R,International Marketing, Dryden Press, Boston
- 2.Fayerweather John, International Marketing, Prentice Hall, New Delhi
- 3.Jain, S.C, International Marketing, CBS Publications, New Delhi
- 4.Keegan, Warren J, Global Marketing Management, Prentice Hall, New Delhi
- 5.Paliwoda, Stanley J, The Essence of International Marketing, Prentice Hall, New Delhi
- 6.TerpstraR and VSarathy,International Marketing, Dryden Press, Boston.
- 7.Vsudeva P.K, International Marketing, Excel Books, New Delhi.
- 8.Keegan, Warren J, Global Marketing Management, Prentice Hall, New Delhi
- 9.Paliwoda, Stanley J, The Essence of International Marketing, Prentice Hall, New Delhi.

**COURSE CODE: PG COM 516**

**COURSE TITLE: RESEARCH PROJECT/ INDUSTRIAL VISIT/ INTERNSHIP/  
SURVEY WORK**

**CREDIT 04**



**M. COM SEMESTER X**

## **COURSE CODE PG COM 517**

## **COURSE TITLE- MANAGEMENT INFORMATION SYSTEM**

**CREDIT 05**

**[50 Lectures + 25T]**

### **Compulsory Paper**

### **Course Outcomes**

- CO1 To provide basic concepts of information systems and their relevance in business environment.
- CO2 To develop proficiency in solving business problems using personal productivity tools.
- CO3 To provide theoretical models used in data base management system to answer the business questions.

### **Unit 1 (10 Lectures)**

**Introduction:** Meaning, Functions, Role and Limitations of MIS. Systems view of MIS-- T.P.S, MIS, D.S.S, EIS, BKS, OAS and ERP systems. Functional View of MIS.

### **Unit 2 (10 Lectures)**

**Computerized MIS:** Manual Vs Computerized MIS, Information- Role, Characteristics and sources. Physical structure of computer. Input and Output devices. Data base management system—data elements, database structure and DBMS approaches. MIS Development Approaches—Waterfall, Prototyping, Iterative Enhancement and JAD Models.

### **Unit 3 (10 Lectures)**

**Planning MIS:** MIS Planning techniques—Strategic Planning, Information Requirements Analysis, Resource Allocation and Project Planning. Designing MIS: Conceptual design, Detailed Design, Input and output design. Use of DFD in Designing.

### **Unit 4 (10 Lectures)**

**Implementation & Evaluation Of MIS:** Tasks involved in implementation, Conversion Strategies, Behavioral implications, strategies to overcome resistance, Evaluating MIS.

### **Unit 5 (10 Lectures)**

**Control & Security Of MIS:** Causes of information system failures. Security—Objectives and Methods, MIS Control—Meaning and Scope; Computer Crime, Ethics, Privacy and Social Issues., System audit.

### **Suggested Readings:**

1. Brien James O, Management Information System, McGrahillIrwin
2. D.P.Goyal, Management Information System,Macmillan
3. Laudonand Laudon, Management Information System,PHI
4. Murthy C.S.V., Management Information System,HPH
5. VarshneyGagan,Pankaj Management Information System, Global Vision PH  
Madam &AwadheshGupta
6. DavisG.B.andM.H.Olson, Management Information Systems: Conceptual  
Foundations Tata McGraw Hill.

7. Arora, A. and A., Bhatia Information System for Managers, Excel Books.
8. Madhur K. Tailang MIS (Hindi), BPB Publication.

**COURSE CODE PG COM 518-F4**

**COURSE TITLE – STRATEGIC COST MANAGEMENT**

**CREDIT 05**

**[50 Lectures + 25T]**

**Course Outcomes**

CO1 The objective of this course is to make the students aware about the concepts of cost management which can help in strategic decision-making.

CO2 To make students understand about the contemporary issues in the field of Cost Accounting/ Advanced Costing.

CO3 To support decision-maker in developing communicating, implementing, evaluating, and modifying organisational strategy.

**Unit 1 (10 Lectures)**

**Cost management-** Nature, Cost management system, Strategic Cost Management (SCM) and Strategy, Components of SCM.

**Activity –Based Management (ABM)** – Concept and uses, Relationship with activity-Based Costing, Techniques of ABM and its implementation steps.

**Unit 2 (10 Lectures)**

**Life Cycle Costing** - Meaning and Utility, Product Life Cycle and Pricing Decisions, Life Cycle Budgeting. **Target Costing** – concept, Key Principles of Target Costing, Target costing process, Target Costing and Pricing, Market Driven Costing, Product Level Costing ,Component Level Costing, Target Costing Management.

**Unit 3 (10 Lectures)**

Kaizen Costing – Meaning and Implementation steps in Kaizen Costing, General Costing and Kaizen Costing, Target Costing and Kaizen Costing, Item specific Kaizen Costing, Bench Marking.

**TotalQualityManagement(TQM)**–MeaningandCharacteristics,TypesofQualityCosts, Measuring and Quality Costs and decision making.

**Unit 4 (10 Lectures)**

**Productivity-** Meaning, Measuring Productivity- Partial and Total Productivity Measurement, Measuring changes in Activity and Process efficiency, Productivity in Service Firms and Not – For – Profit Organisations. Value Chain Analysis – Concept, Value Chain Linkages – Internal Linkages, Supplier Linkages, Customer Linkages, Role of Value – chain in Decision Making.

**Unit 5 (10 Lectures)**

Just-in-Time (JIT) Inventory Management – Traditional and JIT Approach, JIT and Purchasing, Cost Management and Quality Control, Limitations of JIT.

Theory Of Constraints (TOC) – Concept, Operational Measures, Internal and External Constraints, TOC and Cost Management, Uses of TOC.

**Suggested Readings:**

1. Edward J Blocher, Kung H. Chen, Gary Cokins and Thomas W. Lin, 'Cost Management: A Strategic Emphasis', McGraw Hill Education (India) Ltd.
2. Don R- Hansen and Maryanne M. Mowen, 'Cost Management, Accounting and Control', Cengage Learning (India) Ltd.
3. Ronald W. Hilton, Michael W. Maher and Frank A. Selto, 'Cost Management: Strategies for Business Decisions', McGraw Hill Irwin
4. Jhon K. Shank and Vijay Govindrajana, 'Strategic Cost Management', The Free Press.
5. Leslie G Eldenburg and Susan K. Wolcott, 'Cost Management', Jhon Wiley and Sons
6. Charles T. Horngren, George Foster and Srikant M. Datar, 'Cost Accounting: A Managerial Emphasis', Prentice Hall of India Pvt. Ltd.

**COURSE CODE PG COM 518-H4**

**COURSE TITLE- CONFLICT RESOLUTION AND STRATEGIC NEGOTIATION**

**CREDIT 05**

**[50 Lectures + 25T]**

**Course Outcomes –**

CO 1 The course is designed to make students understand different types of conflict at workplace

CO 2 Have an insight as to how to recognize the positive and negative impacts and outcomes of resolved and unresolved conflict,

CO 3 The course also aims to enhance the understanding of strategic negotiations.

**Unit 1(10 Lectures)** Meaning and Components of Conflict, Different Models of Conflict, Functional and Dysfunctional Conflict, Different Sources of Conflict, Intra-Personal Conflict, Interpersonal Conflict.

**Unit 2(10 Lectures)** Role Of Management in Conflict, Degree of Conflict Development, Leadership Grid Approach, Behavior Style of Conflict Handling, Techniques to Resolve Team Conflict.

**Unit 3(10 Lectures)** Negotiation: Meaning of Negotiation, Characteristics of Negotiation, Approaches to Negotiation, Components of Negotiation Performance, Types of Negotiations, Negotiation Styles, Factors Determining Appropriate Negotiation Style.

**Unit 4(10 Lectures)** Third Party Intervention: Meaning, Different Types of Third Party Intervention, Need of Third Party Intervention, Benefits of Third Party Interventions, Liabilities of Third Party Interventions. Meaning of Mediation, Merits of Mediation, Process Consultation, Alternative Dispute Resolution (ADR)--Meaning & Features of ADRs.

**Unit 5(10 Lectures)**Types of Power, Recognizing Available Power, Role of Power in Negotiation ; Defining Behaviour And Conflict; Understanding Self: Johari Window, Transactional Analysis and Conflict Handling.

**Suggested Readings -**

- 1.Ercovitch, Jacob, et.al..Th Sage Handbook of Conflict Resolution. New Delhi: Sage Publication.
- 2.William W. Wilmot & Joyce L. Hocker, Interpersonal Conflict, McGraw-Hill.
- 3.Roy Lewicki, David Saunders, John Minton, Negotiation: Readings, Exercises & Cases, Irwin.

- 4 J. T. Dunlop, A. M. Zack, *Mediation and Arbitration of Employment Disputes*, Jossey-Bass.
- 5.M.H. Bazerman, *Judgment in Managerial Decision Making*, Wiley.
- 6.Sandra Gleason, ed., *Workplace Dispute Resolution* (Michigan State University Press.

**COURSE CODE PG COM 518-M4**

**COURSE TITLE - RETAILING & SUPPLY CHAIN MANAGEMENT**

**CREDIT 05**

**[50 Lectures + 25T]**

**Course Outcomes**

CO1 This course enables the students to understand the retailing process.

CO2 This course will help to understand the environment within which it operates and the various retail institutions along with their functions.

CO3 This course will also help them understand about the supply chain system and logistics management.

**Unit 1 (10 Lectures)**

Definition and Scope - Retailer - Evolution of Retailing Industry - Factors behind the change of Indian Retailing Industry - Economic Growth - Retailers Role in Distribution Channels - Benefits of Retailing - Retailing Environment, Classification of retailers.

**Unit 2 (10 Lectures)**

Buying behaviour process, Types of Buying behaviour, Buying Situations.

**Unit 3 (10 Lectures)**

Definition of Retail Market Strategy, Pricing, Promotion, Store Location and Site Evaluation: Importance of Location Decision - Retailing strategy and Location - Characteristics Used in Location - Analysis - Defining the Trade Area, Store Layout – Design, Visual Merchandising.

**Unit 4 (10 Lectures)**

Importance of Supply Chain Management (SCM), Decision phases and process view of SCM, Supply chain drivers, Various Flows (cash, value and information) in SCM.

**Unit 5 (10 Lectures)**

Logistics Management as part of SCM, Logistics costs, inbound and outbound logistics, Bullwhip effects in Logistics, Purchasing and warehousing Management, Functions of Purchase Department, Vendor Rating.

**Suggested Readings:**

1. Newman A.J. and Cullen P- Retailing: Environment and Operations, Vikas.
2. Vedmani G. Gibson- Retail Management- Functional Principles & Practice, Jaico Publications.
3. Raghunath G. (IIMA)- Logistics and Supply Chain Management, McMillan.
4. Krishnan Dr. Gopal- Material Management, Pearson.
5. Agarwal D.K.: A Text Book of Logistics and Supply Chain Management, McMillan, . Sahay B.S., Supply Chain Management, McMillan.



**COURSE CODE PG COM 519-F5**

**COURSE TITLE - SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**CREDIT 05**

**[50 Lectures + 25T]**

**Course Outcomes**

CO1 The objective of this course is to expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.

CO2 To provide the theoretical and practical background in the field of investments.

CO3 Designing and Managing the bonds as well as equity portfolios in the real world.

**Unit 1(10 Lectures)**

Introduction: Nature, Process, and Scope of financial assets investment decisions; Structure of Indian Securities Market-An overview; Sources of Financial Information.

**Unit 2 (10 Lectures)**

Securities Analysis: Two-parameters frame work; Understanding of return and risk of a security; Types of return and risk; Sources of risk.

**Unit 3 (10 Lectures)**

Analysis of fixed-income Securities: Bond fundamentals; Valuation of bonds; Analysis of risk in bonds; Certificate of Deposits. Analysis of variable-Income securities (Equity): Approaches to security (Equity) analysis, Fundamental Analysis, Technical analysis, Efficient market hypothesis.

**Unit 4 (10 Lectures)**

Portfolio Theories and Management: Traditional and Modern Portfolio Theories; Markowitz Model; Sharpe's Single Index Model; Capital Assets Pricing model (CAPM) and Arbitrage Pricing Model (APT): Performance Evaluation of Portfolios, Problems Associated with Revision of Portfolio.

**Unit 5 (10 Lectures)**

Financial Derivatives: Future, Options, Portfolios of future and option synthetics.

**Suggested Readings:**

1. Fischer Donald E, & Jordan Ronald J : Security Analysis and Portfolio Management,Prentice-Hall
2. PandianPunithavathy : Security Analysis and Portfolio Management, Himalaya Publishing House PvtLtd
3. Van Horne : Financial Management & Policy,Prentice-Hall
4. Weston J.F. & Brigham E.F. : Essentials of Managerial Finance, Hinsdale, IL: The DrydenPress
5. Walker E.W. : Essential of Financial Management,Prentice-Hall
6. Gitman&Joehuk: Fundamentals of Investing, Pearson Addison Wesley

**COURSE CODE PG COM 519-H5**

**COURSE TITLE- TRAINING & DEVELOPMENT**

**CREDIT 05**

**[50 Lectures + 25T]**

**Course Outcomes** – The course is designed

CO 1 To enable the student to gain information on training practices in relation to organizational development

CO 2 To develop skills necessary to analyse, design, develop, conduct, and evaluate training programs and their success.

**Unit 1(10 Lectures)** Meaning of Training, Need for Orientation and Training, Development, Difference between Training and Development, Objectives of Training, Developmental Approaches to Training, Learning Theories, Competency Models and Case-Based Decision Making.

**Unit 2(10 Lectures)** Meaning and Significance of Need Analysis, Types of Training Needs, components of Need Analysis, Data Collection for TNA; Training Design - Meaning, Principles, Gap Analysis, Models of Training Design; Training Methods, Facilitation Fundamentals, Traditional Training Methods, Computer-Based Training Methods and E-learning, Selection of Appropriate Training Methods.

**Unit 3(10 Lectures)** Traits of Successful Trainers, Competencies, Training the Trainers, E-learning - Types, Significance, Process of E-learning , Advantages and Disadvantages; Online Training and Self Learning ; An overview of Emotional Intelligence.

**Unit 4(10 Lectures)** Meaning & Role of Mentor's, Characteristics of a Good Mentor and a Mentee; Coaching--Meaning, Characteristics, Benefits & Scope. Competencies of a Coach, Training Issues for Global Organizations.

**Unit 5(10 Lectures)** Training and Development in International Context.

**Suggested Readings -**

- 1.SubbaraoP,Personal management, Himalaya publications.
- 2.RaoVSP,HRM.
- 3.Bohlander& Snell, Managing HRM — Ingram International Inc.
- 4.DesslerGary,HRM, Pearson/Prentice Hall.
- 5.AgochiaDevendra,Employee Training And Development - Every Trainers Handbook, Raymond Noe.
- 7.SharmaRadha,360 Degree Feedback, Competency Mapping and Assessment Centre
- 8.BhatiaS.K., Training And Development.
- 9.PattanayakBiswajeet,HRM.

**COURSE CODE PG COM 519-M5**

**COURSE TITLE- PRODUCT& BRAND MANAGEMENT**

**CREDIT 05**

**[50 Lectures + 25T]**

**Course Outcomes:**

After completing the course the students will be able to

CO1: Understand the process of development of a new product

CO2: Understand and conduct the measurement of brand equity and brand performance

CO3: Practically develop a brand, including positioning and communication

**Unit 1(10 Lectures):**

**Introduction to Product:**

Product Concept and levels, Product line and product mix decisions, Product life cycle and marketing strategy implications.

**Unit 2(10 Lectures):**

**New Product Development:**

Idea generation and screening, Concept development and testing, Business Analysis, Product testing, Test Marketing and Product launching.

**Unit 3(10 Lectures):**

**Branding Strategies:**

The Concept of Brand Equity, Brand Awareness, Brand Personality, Brand Image, Brand Identity, Brand Loyalty, Brand Equity, Product versus Corporate Branding.

**Unit 4(10 Lectures):**

**Branding Decisions:**

Selecting a Brand Name, Brand Extension Decision, Family versus Individual Brand Names, Multiple Branding, Private versus National Branding.

**Unit 5(10 Lectures):**

**Brand Positioning and relaunch:**

Building a strong brand, positioning guidelines.

**Suggested Readings:**

1. Donald R. Lehmann and Russell S. Winer, Product Management, TMH.
2. Kapferer, J.-N., London, Strategic Brand Management, Kogan Page Limited
3. M.G. Parameswaran, Building Brand Value: Five Steps of Building Powerful Brands, Tata McGraw Hill
4. Verma H. V., Brand Management, Excel Books.
5. Kumar S. Ramesh, Managing Indian Brands- Concepts and Strategies, Vikas Publications.
6. Baker Michael and Hart Susan, Product Strategy and Management, Pearson Education.
7. Keller Kevin Lane, Rameswaram M.G. and Jacob Isaac, Strategic Brand Management, Pearson Education.

**COURSE CODE PG COM 520-F6**

**COURSE TITLE CORPORATE TAX PLANNING AND MANAGEMENT**

**CREDIT 05**

**[50 Lectures + 25T]**

**Course Outcomes**

**Successful completion of this course will enable the student:**

CO1- To develop a comprehensive understanding of the provisions of Corporate Tax Law.

CO2- To understand the assessment procedure and other important aspects of Tax Management.

CO3- To understand the methods of tax planning in various business decisions.

**Unit 1 (10 Lectures)**

Computation of Corporate Tax: Computation of Total Income of Companies and Corporate Tax Liability, Minimum Alternate Tax,

**Unit 2 (10 Lectures)**

Tax Planning: Nature, Scope and Problems, Tax Evasion, Tax Avoidance and Tax Management. Tax Assessment:- Assessment procedure, Deduction of tax at source and Collection of tax at source. Advance Payment of Tax.

**Unit 3 (10 Lectures)**

Tax Planning with Reference to New Business: Location, Nature and Form of Organisation. Tax Planning related to Financial Management Decisions:- Capital Structure Decisions, Dividend Policy, Bonus Shares.

**Unit 4 (10 Lectures)**

Tax Planning with Reference to Managerial Decisions: Purchase of asset—Own Funds or borrowed Capital, Make or Buy; Own or Lease; Repairs, Replacement or Renovation; Shut-down or Continue; Sale of asset used for scientific research.

**Unit 5 (10 Lectures)**

Business Restructuring: Amalgamation, Demerger, Slump sale, Transfer of assets between Holding Company and Subsidiary Company. Special Tax Provisions.

**Suggested Readings:**

1. Ahuja G.K. and Ravi Gupta: Systematic Approach to income Tax and Central Sales Tax, Bharat Law House, New Delhi.
2. Lakhotia R.N.; Corporate Tax Planning, Vision publication Delhi.
3. Mehrotra H.C. & Goel S.P. – Corporate Tax Planning & Management, Sahitya Bhawan Publication Agra.
4. Singhanian V.K. Direct Tax planning and Management Taxman Publication, Delhi.
5. Prasad Bhagwati: Direct Taxes, Law and Practice.

**COURSE CODE PG COM 520-H6**

**COURSE TITLE - PERFORMANCE AND COMPENSATION MANAGEMENT**

**CREDIT 05**

**[50 Lectures + 25T]**

**Course Outcomes**

CO 1 To familiarize students about concepts of performance and compensation management.

CO 2 To use these concepts to face the challenges of attracting, retaining and motivating employees towards higher performance.

**Unit 1(10 Lectures):**

Introduction to Performance Management System: Meaning, Uses and Purpose of Performance Management, Performance Management and its challenges in current scenario, Performance management as a System and Process; Establishing Performance Criterion of developing an Effective Appraisal System.

**Unit 2(10 Lectures):**

Performance Appraisal, managing performance of all the levels of Management, 360 Degree Performance Appraisal, Performance Feedback & Counseling Methods, Performance Analysis for Individual and Organizational Development; Competency mapping & its linkage with Career Development and Succession Planning.

**Unit 3(10 Lectures):**

Compensation, Types of Compensation, Conceptual Framework of Compensation Management, Job Evaluation: Methods of Job Evaluation; Theories of Wages, Criteria of Wage Fixation, Institutional and Cultural Factors on Compensation Practices.

**Unit 4(10 Lectures):** Compensation System Design Issues: Compensations Philosophies, Compensation Approaches, Job Evaluation Systems, Wage and Salary Surveys, The Wage Curve, Pay Grades and Rate Ranges; Preparing Salary Matrix, Fixing Pay, Significant Compensation Issues; Variable Pay: Strategic Reasons for Incentive Plans, Individual Incentive Plans, Group Incentive Plans, Employee Stock Option Plans (ESOPs).

**Unit 5(10 Lectures):** Employee Benefits: Nature and Types of Benefits, Employee Benefits Programs, Security Benefits, Retirement Security Benefits, Health Care Benefits, Time-Off Benefits, Benefits Administration, Employee Benefits Required By Law, Discretionary Major Employee Benefits; Executive Compensation – Elements of Executive Compensation and its Management.

**Suggested Readings:**

1. Rao T V: Performance Management: Towards organizational Excellence (SAGE Publishing)

2. Michael, Armstrong Performance Management. Kogan Page.
3. Shrinivas R Kandula, Performance Management: Strategies, Intervention & Drivers. Pearson
4. Chadha, P. Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd.
5. B D Singh, Compensation and Reward Management, Excel Book
6. Robert Bacal, Performance Management, McGraw-Hill Education.
7. Sharma M, Compensation Management and Labour Legislation, Himalaya Publishingn.
8. Bhatia Dr Kanchan, Compensation Management, Himalaya publishing.
9. Snell Bohlander, Managing Human Resource, South-Western Cengage Learning.
10. Thomas J., Principles and Practices of Organizational Performance Excellence, Cartin.

**COURSE CODE PG COM 520-M6**

**COURSE TITLE- SERVICES AND INDUSTRIAL MARKETING**

**CREDIT 05**

**[50 Lectures + 25T]**

**Course Learning Outcomes:** Successful completion of the course will enable students to:

- CO1 Develop in-depth understanding about the services and industrial marketing.
- CO2 Enhance their decisional capabilities and entrepreneurial skill in both of the above areas.
- CO3 Focus on research, planning, strategy formulation and application of marketing practices in these highly competitive and rapidly growing sector.

**Unit 1 Introduction to Services Marketing (10 L)**

Concept of Services Marketing, Emergence of Services Marketing, Reasons for Growth in Services, Classification of Services.

**Unit 2 Elements of Services Marketing (10 L)**

Features of Services, Marketing Challenges in Services Business, Goods versus Service, Elements of Marketing Mix in Services (7P's).

**Unit 3 Strategies for Services Marketing (10 L)**

Service Triangle, Relationship Marketing, Service Quality Measurement, SERVQUAL Model, Gaps model of Service quality.

**Unit 4 Overview of Industrial Marketing(10 L)**

Basics of Industrial Marketing, Special Features of Industrial Marketing, Classification of Industrial Products, Industrial Buying Behaviour, Industrial Marketing Mix Components.

**Unit 5 Industrial Marketing Management(10 L)**

Segmentation and Positioning of Industrial Buyer, Pricing Methods and Policies in Industrial Marketing, Factors Influencing Channel Decision for Industrial Products, Industrial Sales Force Management.

**Suggested Readings:**

1. Services Marketing, Zeithaml Valerie / Bitner Mary Jo. Tata McGraw-Hill
2. Services Marketing, Lovelock, Christopher, Prentice-Hall, International Edition
3. Services Marketing, Nargundkar, Rajendra. Tata McGraw Hill
4. Services Marketing, NC Jain & Saakshi, AITBS, Publishers
5. Services Marketing, S. Shahjahan, Himalaya Publishing House
6. Industrial Marketing, Hawaldar, K. Krishna, TATA McGraw-Hill.

**COURSE CODE: PG COM 521**

**COURSE TITLE: RESEARCH PROJECT/ INDUSTRIAL VISIT/ INTERNSHIP/  
SURVEY WORK & Viva-Voce**

**CREDIT 04**