

About the programme

The Masters of Commerce (M.Com) open and distance learning programme offered by Chhatrapati Shahu Ji Maharaj University, Kanpur allowing students to study remotely without the need to attend traditional in-person classes. These programmes are often designed to accommodate the needs of working professionals or individuals who are unable to commit to a full-time, on-campus program due to various reasons such as job commitments, family responsibilities, or geographical constraints. CSJM University, a category-1 and NAAC A++ university is offering those students a best and easy path to develop their skills. The university has experienced faculty members, excellent Library, and other modern facilities to provide a proper learning environment to the students. This programme is very well received by the industry. This is a 2 years of 4 semester programme. This programme is designed to provide a strong practical understanding of the principles, theories, and tools necessary to succeed in businesses and focuses on imparting to students the ability to demonstrate leadership, understand human relationships, and problem-solving abilities essential for success in any business endeavour.

Vision of the University

To enlighten and empower humanity by nurturing future leaders and change agents for universal development and societal transformation.

Mission of the University

To work towards sustainable excellence in global standards of academia, technology-centric learning, robust research ecosystem, institutional distinctiveness and harmonious social diversity.

I. Mission & Objective of M.Com Programme:

1. Mission Statement:

To provide a comprehensive and innovative M.Com programs aim to prepare students for success in the business world by equipping them with relevant knowledge, skills, and competencies. The mission is to foster not only academic growth but also personal and professional development. This may include opportunities for internships, industry partnerships, and career services support.

2. Programme Objectives:

1. Accessibility: To provide access to high-quality business education to individuals who are unable to attend traditional on-campus programs due to geographical constraints, work commitments, or personal circumstances.

- 2. Flexibility:** To offer flexible scheduling options that accommodate the diverse needs of distance learners, allowing them to balance their studies with work, family, and other responsibilities.
- 3. Engagement:** To foster active engagement and collaboration among students, instructors, and course content through the effective use of online learning technologies, discussion forums, virtual classrooms, and interactive multimedia resources.
- 4. Skill Development:** To develop students' analytical, critical thinking, problem-solving, communication, and teamwork skills, which are essential for success in the business world.
- 5. Technological Proficiency:** To enhance students' proficiency in using digital tools and technologies for business applications, including but not limited to online learning platforms, data analysis software, and communication tools.
- 6. Global Perspective:** To provide students with a global perspective on business by exploring international markets, cultures, and economic systems, and understanding the implications of globalization on business operations.
- 7. Career Readiness:** To prepare students for entry-level positions in various sectors of the business world or for further education at the graduate level, by offering career development resources, internships, and networking opportunities.
- 8. Continuous Improvement:** To continuously evaluate and improve the program based on feedback from students, instructors, employers, and industry trends, ensuring that it remains relevant and effective in meeting the needs of learners and the demands of the business environment.

Programme Outcomes:

1. Enhance the horizon of knowledge in various fields of commerce through functional management, entrepreneurship and corporate governance and also able to resolve conflicts and negotiations in the business settings with ethics and moral values in the corporate.
2. Develop an ability to apply knowledge acquired in problem solving.
3. Ability to work in teams with enhanced interpersonal skills and communication.
4. Advanced learning of the contemporary issues related to accounting, procedure of taxation with the basic understanding of acts and provision regarding the company audits to evaluate the new business opportunities in financial and business decisions.
5. Train the student to develop conceptual, applied and research skills as well as competencies required for effective problem solving and right decision making in routine and special activities relevant to financial management and banking transactions of a business.

6. Develop the basic understanding about research in the major areas of commerce and management and to develop the analytical and diagnostic skills for critically interpret the data in real world and to contribute in the corporate and society through research outcomes.
7. Facilitate the students for conducting business, accounting and auditing practices, role of regulatory bodies in corporate and financial sectors nature of various financial instruments.
8. Understand and have careers in commercial and business research including consultancy research for the industry trade and commerce with the use of statistical tools and techniques in the area of business decision making to have optimum decision with consideration of risk.

II. Relevance of M.COM Programme in ChhatrapatiShahuJiMaharajUniversityKanpur'sMissionandObjectives:

Masters of Commerce (M.COM) program with the mission and objectives of ChhatrapatiShahuJiMaharaj University, Kanpur, it's essential to consider how the program contributes to the university's overarching goals and values. Here's how the relevance of a M.COM program could be articulated in relation to the mission and objectives of the university:

- 1. Promoting Access to Education:** M.COM program can play a vital role in reaching a diverse student population by offering flexible learning options, including distance and online education. This ensures that aspiring business professionals from different backgrounds and locations can access quality education.
- 2. Preparing Students for Carrers and Leadership:** M.COM program can fulfill this objective by equipping students with essential business knowledge, skills, and competencies through a well-rounded curriculum, internships, industry partnerships, and career development resources.
- 3. Emphasizing Resesrch:** M.COM program can encourage faculty and student research projects that contribute to the advancement of knowledge in business-related fields. This fosters a culture of inquiry, critical thinking, and intellectual curiosity among students and faculty members.

M.COM program with the mission and objectives of ChhatrapatiShahuJiMaharaj University, Kanpur, it not only enhances the relevance and effectiveness of the program but also strengthens the overall impact of the university in serving its stakeholders and society at large.

III. Natureof prospective targetgroupoflearners:

The prospective target group of learners for a Bachelor of Business Administration (M.COM)

program can vary depending on factors such as the program's focus, delivery mode, and institutional context. However, there are several common characteristics and attributes that are often associated with the typical demographic profile of M.COM students:

1. Secondary Education Graduates: Many M.COM programs attract students who have recently completed secondary education and are seeking to pursue undergraduate studies in business. These students often have a strong academic background and are motivated to obtain a degree that will prepare them for a career in business or related fields.

2. Career Aspirations: Prospective M.COM students typically have a keen interest in pursuing careers in business, management, finance, marketing, entrepreneurship, or other related areas. They may have specific career goals in mind, such as starting their own business, climbing the corporate ladder, or working in a specialized field within the business sector.

3. Motivated and Ambitious: M.COM students are often characterized by their ambition, motivation, and drive to succeed. They are willing to put in the effort required to excel academically and take advantage of opportunities for professional development and networking.

4. Diverse Backgrounds: M.COM programs often attract students from diverse cultural, ethnic, and socioeconomic backgrounds. This diversity enriches the learning environment and provides students with opportunities to interact with peers from different perspectives and experiences.

5. Entrepreneurial Spirit: Some prospective M.COM students may have an entrepreneurial spirit and aspirations to start their own businesses or ventures. They are interested in learning about business concepts, strategies, and practices that will help them succeed as entrepreneurs.

IV. Appropriateness of program to be conducted in Open and Distance Learning mode to acquire specific skills and competence:

Conducting a Masters of Commerce (M.COM) program in Open and Distance Learning (ODL) mode can be highly appropriate for acquiring specific skills and competencies, particularly for learners who require flexibility, accessibility, and personalized learning experiences. Here's why the ODL mode can be beneficial for acquiring skills and competence in a M.COM program:

1. Flexibility: ODL programs offer learners the flexibility to study at their own pace and convenience. This flexibility is particularly valuable for individuals who may have work commitments, family responsibilities, or other constraints that make attending traditional on-

campus classes challenging. As a result, learners can balance their studies with other commitments, allowing them to acquire skills and competence in a M.COM program without disrupting their personal or professional lives.

2. Accessibility: ODL programs make education more accessible to a broader range of learners, including those who are geographically isolated or unable to attend traditional on-campus classes due to mobility issues or other barriers. By removing geographical constraints, ODL programs enable learners from diverse backgrounds and locations to participate in a M.COM program and acquire the skills and competence needed for success in the business world.

3. Personalized Learning: ODL programs often utilize technology-enabled learning platforms that allow for personalized learning experiences. Learners can access a variety of resources, including multimedia content, online lectures, discussion forums, and interactive simulations, tailored to their individual learning styles and preferences. This personalized approach can enhance engagement, comprehension, and retention of key concepts and skills in the M.COM program.

4. Technology Integration: M.COM programs conducted in ODL mode leverage technology to facilitate learning, collaboration, and communication among learners and instructors. Through online platforms, learners can engage in virtual classrooms, participate in group discussions, submit assignments, and receive feedback from instructors in real-time. This integration of technology not only enhances the learning experience but also prepares learners for the digital workplace, where technology skills are increasingly essential.

5. Self-Directed Learning Skills: ODL programs promote the development of self-directed learning skills, including time management, organization, and self-motivation. Learners in a M.COM program conducted in ODL mode take greater responsibility for their learning journey, setting goals, managing their study schedules, and seeking out resources to enhance their skills and competence. These self-directed learning skills are highly valuable in the dynamic and rapidly changing business environment.

6. Cost Effectiveness: ODL programs often offer cost-effective alternatives to traditional on-campus education, as they eliminate the need for expenses such as commuting, accommodation, and campus facilities. This affordability makes acquiring skills and competence in a M.COM program more accessible to learners from diverse socioeconomic backgrounds, thereby promoting inclusivity and equity in education.

Overall, conducting a M.COM program in Open and Distance Learning mode can be highly appropriate for acquiring specific skills and competencies, offering flexibility, accessibility, personalized learning experiences, technology integration, self-directed learning skills, and

cost-effectiveness. These advantages make ODL programs an attractive option for learners seeking to acquire business knowledge and skills while balancing their personal and professional commitments.

V. Instructional Design of Open and Distance Learning mode to acquire specific skills and competence:

A. Curriculum Design:

The curriculum of the M.COM program, designed with the help of industry expertise, Bloom's taxonomy and faculty knowledge, provides students with a comprehensive and up-to-date education in the field of Commerce. By incorporating the latest industry knowledge and trends, the curriculum ensures that students are prepared for the demands of the modern business world. Bloom's Taxonomy is used to build learning objectives that focus on developing higher order thinking skills, such as critical analysis, problem solving, and evaluation, which helps students gain a deeper understanding of business concepts. The expertise and subject knowledge of faculty adds depth and breadth to the curriculum, providing students with the tools they need to succeed in their future careers. With a strong emphasis on practical learning and real-world applications, the curriculum of the M.COM equips students with the skills and knowledge needed to succeed in today's competitive business environment.

CHHATRAPATI SHAHU JI MAHARAJ UNIVERSITY, KANPUR							
STRUCTURE OF SYLLABUS FOR THE							
PROGRAM: M.Com. , SUBJECT: COMMERCE							
Semester/ Year	Course Code	Type	Course Title	Credits	CIA	ESE	Max. Marks
1ST Year/ 1st SEM	C010701TODL	CORE	ORGANISATIONAL BEHAVIOUR	5	25	75	100
	C010702TODL	CORE	ACCOUNTING FOR MANAGERIAL DECISIONS	5	25	75	100
	C010703TODL	CORE	STATISTICAL ANALYSIS	5	25	75	100
	C010704TODL	CORE	MANAGERIAL ECONOMICS	5	25	75	100
1ST Year/ 2nd SEM	CO10801TODL	CORE	FINANCIAL MANAGEMENT	5	25	75	100
	CO10802TODL	CORE	MARKETING MANAGEMENT	5	25	75	100
	CO10803TODL	CORE	HUMAN RESOURCE MANAGEMENT	5	25	75	100
	CO10804TODL	ELECTIVE	ADVANCED CORPORATE ACCOUNTING AND REPORTING	5	25	75	100
	CO10805TODL		CONSUMER BEHAVIOUR & MARKETING RESEARCH				
	CO10806TODL		TALENT MANAGEMENT				
	CO10807ODLR	PROJECT	RESEARCH PROJECT	8	25	75	100
	CO10801TODL	MINOR ELECTIVE	FROM OTHER FACULTY	4/5/6	25	75	100

2ND Year/ 3rd SEM	C010901TODL	CORE	BUSINESS RESEARCH METHODOLOGY	5	25	75	100
	C010902TODL	CORE	STRATEGIC MANAGEMENT	5	25	75	100
	C010903TODL	ELECTIV E	INDIAN FINANCIAL SYSTEM AND FINANCIAL SERVICES	5	25	75	100
	C010904TODL		MARKETING OF SERVICES AND RETAIL MANAGEMENT				
	C010905TODL		ORGANISATION DEVELOPMENT AND CHANGE MANAGEMENT				
	C010906TODL	ELECTIV E	CORPORATE TAX PLANNING AND MANAGEMENT	5	25	75	100
	C010907TODL		LOGISTICS AND SUPPLY CHAIN MANAGEMENT				
	C010908TODL		INDUSTRIAL RELATIONS AND LABOUR LEGISLATION				

2ND Year/ 4th SEM	C011001TODL	CORE	PROJECT MANAGEMENT AND PLANNING	5	25	75	100
	C011002TODL	ELECTIV E	MANAGEMENT INFORMATION SYSTEM	5	25	75	100
	C011003TODL		CUSTOMER RELATIONSHIP MANAGEMENT				
	C011004TODL		TRAINING AND DEVELOPMENT				
	C011005TODL	ELECTIV E	INTERNATIONAL FINANCIAL SYSTEM AND MANAGEMENT	5	25	75	100
	C011006TODL		DIGITAL MARKETING AND E-COMMERCE				
	C011007TODL		CONFLICT RESOLUTION AND STRATEGIC NEGOTIATION				
	C011008TODL	ELECTIV E	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	5	75	75	100
	C011009TODL		INTERNATIONAL MARKETING				
	C011010TODL		PERFORMANCE AND COMPENSATION MANAGEMENT				
	C011011ODLR	PROJECT	RESEARCH PROJECT	5	25	75	100

NOTE:

1. *A MINOR ELECTIVE FROM OTHER FACULTY SHALL BE CHOSEN IN 1ST YEAR (EITHER 1st / IInd SEMESTER) AS PER AVAILABILITY.
2. In both years of PG program, there will be a Research Project or equivalently a research oriented Dissertation as per guidelines issued earlier and will be of 4 credit (4 hr/week), in each semester. The student shall submit a report/dissertation for evaluation at the end of the year, which will be therefore of 8 credits and 100 marks
3. Research project can be done in form of Internship/Survey/Field work/Research project/ Industrial training, and a report/dissertation shall be submitted that shall be evaluated via seminar/presentation and viva voce.
4. The student straight away will be awarded 25 marks if he publishes a research paper on the topic of Research Project or Dissertation.

LIST OF ELECTIVE PAPERS (Specialization Groups)

Group A- Accounting and Finance

S.No	Semester	Paper Code	Title of the Paper	Credits
1	II	C010804TODL	Advanced Corporate Accounting And Reporting	5
2	III	C010903TODL	Indian Financial System and Financial Services	5
3	III	C010906TODL	Corporate Tax Planning and Management	5
4	IV	C011002TODL	Management Information System	5
5	IV	C011005TODL	International Financial System and Management	5
6	IV	C011008TODL	Security Analysis and Portfolio Management	5

Group B- Marketing

S.No	Semester	Paper Code	Title of the Paper	Credits
1	II	C010805TODL	Consumer Behaviour and Marketing Research	5
2	III	C010904TODL	Marketing of Services and Retail Management	5
3	III	C010907TODL	Logistics and Supply Chain Management	5
4	IV	C011003TODL	Customer Relationship Management	5
5	IV	C011006TODL	Digital Marketing and E-Commerce	5
6	IV	C011009TODL	International Marketing	5

Group C- Human Resource				
S.No	Semester	Paper Code	Title of the Paper	Credits
1	II	C010806TODL	Talent Management	5
2	III	C010905TODL	Organization Development and Change Management	5
3	III	C010908TODL	Industrial Relations and Labour Legislation	5
4	IV	C011004TODL	Training and Development	5
5	IV	C011007TODL	Conflict Resolution and Strategic Negotiation	5
6	IV	C011010TODL	Performance and Compensation Management	5

Note:

1. Every student will have to select one group of Elective Papers (Specialisation Group) before start of II Semester.

2. Once the Specialisation Group has been selected with the consent of College Administration, no change in selected group will be allowed later.

3. Of the Specialisation Group selected, the student will study Paper 1 in II Semester, Papers 2 & 3 in III Semester and Papers 4, 5 & 6 in IV Semester.

A. Detailed Syllabus-Annexure-1

B. Duration of the Programme: 02 years; divided into 04 semesters.

C. Faculty and Support Staff requirement:

Academic Staff

1- Programme Coordinator, 1- Course Coordinator, 1- Course Mentor per batch of 50 students

D. Instructional Delivery mechanisms & Identification of Media

The methodology of instruction in this course will be different from that of the other conventional (regular / physical) courses run in the University. A student-centric and student-convenient approach is required in the distance / online courses. This is also important because learning/instruction is imparted through print and/or audio-visual media rather than face-to-face communication.

E. Self-learning materials (SLM) should be developed in print media.

- Self Learning Materials (SLM), in print media, shall be developed.
- SLM would be self-explanatory, self-contained, self-directed, self-motivating and self-evaluating.
- There shall be a description of the credit value of each module or unit in the course.
- There shall be clear guidelines on academic integrity and netiquette (internet

- etiquette) expectations regarding activities, discussions and plagiarism.
- e. The audio-visual material will supplement and complement the Self Learning Materials and will be based on the curriculum structure.
 - f. The level and style of presentation and language should be simple and appropriate to facilitate e-learning.
 - g. The content must be interactive with the appropriate use of graphics, animations, simulations, etc. to keep students interested.

F. Student support service systems

The main goal of student support service systems is to promote independent or independent study. Study among distance learners in the absence of regular face-to-face teaching. All the time Educational support will be provided to students. Support will be available all the time in the following areas:

- Information, tips and advice about the programme.
- Advice before admission, during admission, and after admission.
- Introduction for new students.
- Provide academic advising schedules and practice schedules.
- Evaluate students and exchange feedback.
- Support with other academic and administrative inquiries such as registration and examination Rating, comments, etc.

VI. Procedure for Admissions, Curriculum Transaction and Evaluation

The purpose of online and distance education is to provide flexible learning opportunities to students to attain qualification, wherever learners are not able to attend the regular classroom teaching. The programme termed online mode for award of Degree.

A. Procedure for Admission

10+2 from recognized board or equivalent qualification as recognized by Association of Indian Universities (AIU) or other competent body in any discipline.

B. Curriculum Transaction and Evaluation

The marking is divided into two parts:

- A. For continuous internal assessment (CIA) through projects and assignment writings, and
- B. For end semester evaluation through offline examination.

VII. Library Resources:

Online Study Material and its availability is one most identified concern for the students to have access to online course material and resources.

VIII. Cost estimate of the program and the provisions

Suggested Fee for M.COM program is as per the CSJM University norms.

IX. Quality Assurance Mechanism and Programme Learning Outcomes:

A. Quality Assurance Mechanism:

The online and distance

M.COM program is agreed to the latest pedagogies and prepares you for many contours your professional life might take.

The key points which make our offered program much better in term of evaluation criteria:

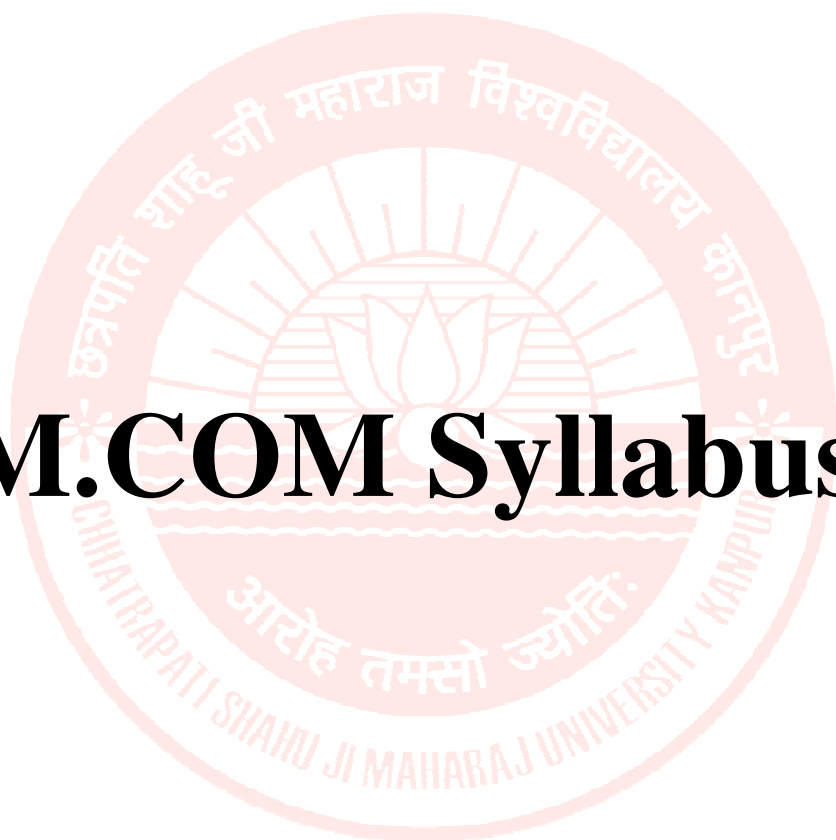
- I.** The programme is being offered by NAACA++ ranked Chhatrapati Shahu Ji Maharaj University, Kanpur.
- II.** Highly qualified faculty who bring professional experience into the classroom.
- III.** Relevant courses those are immediately applicable to the workplace.
- IV.** Dedicated student support services.
- V.** Flexible way to learn.

B. Programme Learning Outcomes:

1. Graduates of this degree will be able to demonstrate their skills in Business Communication, Business Statistics, Marketing Management, Finance, Organizational Behaviour, Human Resource Management, International Business, Business Analytics etc.
2. The Curricular and Extra-curricular activities are designed in a way to ensure that the students receive a holistic understanding of managing business across globe through the curriculum.
3. Graduates of this degree will be able to take critical decisions in the organization they are associated or in their own venture.

Annexure-1

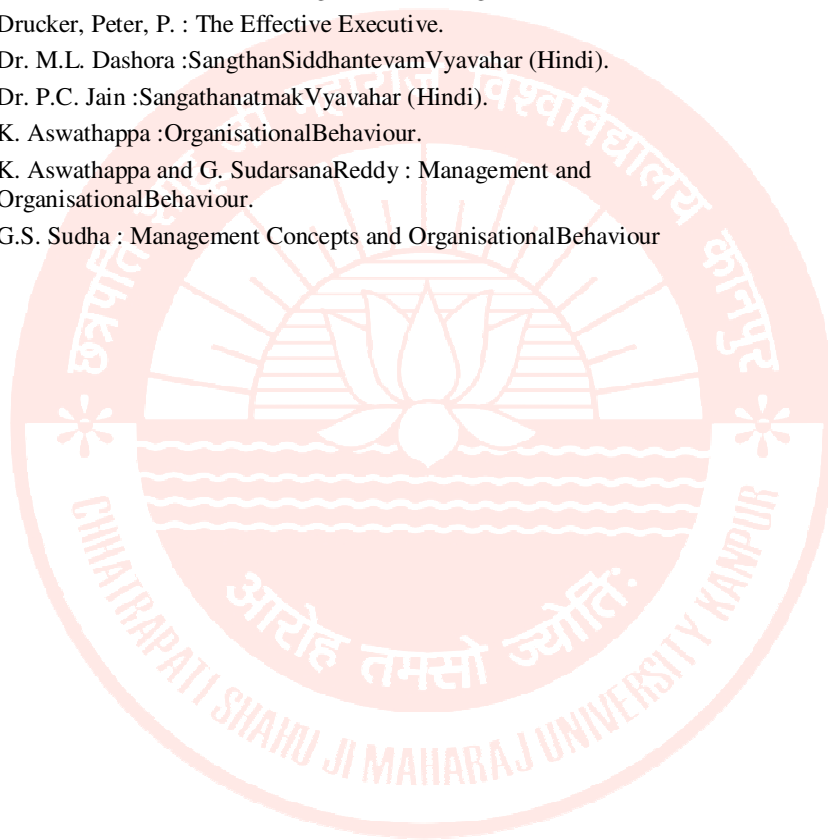
M.COM Syllabus



M.COM Semester: I Paper -1			
Core Course: C010701 TODL Organisational Behaviour			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives– The objective of the course is to make the students familiar with the basics of organizational behaviour and make them understand the importance of groups and leadership etc. The course also aims to develop in the student the ability to run a business house more efficiently in a situation of stress.			
Blocks		Units	
Block-1: Introduction to Organisational Behaviour		Unit-1: Meaning, Characteristics, Key elements and evolution of Organisational Behaviour (OB). Unit-2: Research on Organisational Behaviour Unit-3: Biological Foundations of Behaviour Unit-4: Trends and Changes in OB, Globalisation and Culture.	
Block-2: Individual Dimension of Organisational Behaviour		Unit-1: Motives and Behaviour Unit-2: Personality and Behaviour Unit-3: Perception and Behaviour Unit-4: Learning and Behaviour; Unit-5: Theories of Motivation: Expectancy Theory, Equity Theory, Reinforcement Theory, Goal Theory Unit-6: Job Stress: Meaning and Sources; Stress moderators; Consequences and Management of Stress.	
Block-3: Groups and Leadership		Unit-1: Groups and Leadership: Meaning and classification of group, Group member resource, Group structure: Group cohesiveness, Committees, Nature and functions: Advantages and disadvantages, Guidelines for effectivity Unit-2: Leadership: Meaning and roles in organization, Distinction between Manager and Leader Unit-3: Leadership: Meaning and roles in organization, Distinction between Manager and Leader	
Block-4: Power, Politics and Conflict		Unit-1: Power, Politics and Conflict: Power: Meaning, Sources and Bases, Impression Management Unit-2: Defensive Behaviour Unit-3: Conflict: Meaning, Nature, Sources and Types; Effect of Inter-Group conflict handling and Resolution; Preventing and stimulating conflict	
Block-5: Organisational Culture		Unit-1: Introduction, Elements of Culture, Functions of Organisational Culture, Managing Organisational Culture Unit-2: Organisational Culture and Ethics Unit-3: Organisational change: Forces for change, planned change; Resistance to change; Approaches to Managing Organisational change. Unit-4: Organisational change in Indian Businesses	

Suggested Readings:

- Prasad, L.M. :OrganisationalBehaviour, Sultan Chand & Sons, 2019
- Griffin, R.W, Phillips, J.M. & Gully, S.M. : Managing People and Organisations, Cengage Learning, 2016.
- Agarwal, P.K. &Mathur, Ashish :OrganisationalBehaviour, PragatiPrakashan, Meerut.
- Luthans, Feed :OrganisationalBehaviour.
- Davis Keith : Human Behaviour at Work.
- Stogdill, R.L. : Hand Book at Leadership.
- Hersey, Paul and Blanchard, K.H. : Management of OrganisationalBehaviour.
- Korman, Abraham, K. :OrganisationalBehaviour.
- Beniss and Thomas (ed) : Management of Change and Conflicts.
- Drucker, Peter, P. : The Effective Executive.
- Dr. M.L. Dashora :SangthanSiddhantevamVyavahar (Hindi).
- Dr. P.C. Jain :SangathanatmakVyavahar (Hindi).
- K. Aswathappa :OrganisationalBehaviour.
- K. Aswathappa and G. SudarsanaReddy : Management and OrganisationalBehaviour.
- G.S. Sudha : Management Concepts and OrganisationalBehaviour



M.COM			
Semester: I Paper -II			
Core Course: C010702TODLAccounting for Managerial Decisions			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – The objective of the course is to expose the students to the applied aspect of accounting and also to enable them to analyse and use the accounting information for decision making. The aim of the course is to enhance the ability of the manager in taking effective business decisions also.			
Blocks		Units	
Block-1: Introduction to Management Accounting		Unit-1: Management Accounting: Nature and Functions; Financial vs Management Accounting; Cost vs Management Accounting; Role of Management Accountant Unit-2: - Cost Concepts and Classifications Unit-3: Activity Bases Product Costing – Concept and Uses; Emerging Costing Approaches	
Block-2: Variable and Absorption Costing		Unit-1: Variable and Absorption Costing: Concept; Comparison; Applications of Variable Costing Unit-2: Preparation of Income Statements Unit-3: Cost□Volume□Profit (CVP) Analysis Unit-4: Contribution Margin; Break□Even Analysis; Profit Volume (P/V) Analysis	
Block-3: Managerial Decision Making		Unit-1: Relevant Information and Short□Run Managerial Decisions Unit-2: Managerial Decision Making – Make/ Buy, Add/ Drop, Sell/ Process, Operate/ Shut Down Unit-3: Special Order; Product Mix Unit-4: Pricing Decisions Unit-5: Optimal Use of Limited Resources	
Block-4: Budgeting		Unit-1: Budgeting: Nature and Functions; Types of Budgets – Functional, Master; Fixed versus Flexible Budgeting Unit-2: Standard Costing: Concept; Advantages; Types of Standards Unit-3: Variance Analysis – Materials, Labour, Overheads Unit-4: Managerial uses of variance	
Block-5: Evaluation & Control		Unit-1: Responsibility Accounting and Divisional Performance Measurement: Meaning and Characteristics of Responsibility Accounting Unit-2: Responsibility Centres – Cost Centre, Revenue Centre, Profit Centre, Investment Centre Unit-3: Responsibility Performance Reporting; Divisionalisation– Advantages and Disadvantages.	

Suggested Readings:

- Gupta, K.L. : Accounting for Managerial Decisions, SahityaBhawan Publications, Agra.
- JawaharLal : Advanced Management Accounting, Text, Problems & Cases, S. Chand & Co., New Delhi, 2009.
- Bhar, B.K. : Cost Accounting : Methods and Problems.
- Bhattacharya, Ashish K. : Principles and Practice of Cost Accounting, Wheller Publishing, New Delhi.
- Prasad, N.K. : Principles and Practice of Cost Accounting.
- Saxena, V.K., Vashishth, C.D. : Cost Accounting, Sultan Chand & Sons, New Delhi.
- Study Material of ICAI.
- Pandey, I.M. : Management Accounting.
- Gupta, R.L. : Advanced Accountancy.
- Goyal, M.M. : Management Accounting.
- Khan and Jain : Management Accounting.
- Sharma, D.C. and Gupta, K.G. : Management Accounting.
- Anthony, R.M. : Management Accounting. Dr. P.C. Jain : Sangathanatmak Vyavahar (Hindi).
- K. Aswathappa : Organisational Behaviour.
- K. Aswathappa and G. Sudarsana Reddy : Management and Organisational Behaviour.
- G.S. Sudha : Management Concepts and Organisational Behaviour
- Horngren Charles, T. : Management Accounting.
- Batty, J. : Management Accounting.
- Hingorani, Ramnathan and Grewal : Management Accounting.
- Horngren Charles, T., George Goster and Srikant M. Daslinr : Cost Accounting : A Managerial Emphasis, Prentice Hall, Delhi.
- Lall, B.M. and Jain, I.C. : Cost Accounting : Principles and Practice, Prentice Hall, Delhi.
- Welsche, Glenn A., Ronald W. Hilton and Paul N. Gordan – Budgeting, Profit and Control, Prentice Hall, Delhi.

M.COM			
Semester: I Paper -III			
Core Course: C010703TODLStatistical Analysis			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – The objective of the course is to enable the students to understand the basic concepts of statistical tools and techniques and to develop in them the ability to apply these tools and techniques for managerial decision making and also to work as good researcher			
Blocks		Units	
Block-1: Probability		Unit-1: Probability: Basic Concepts and its Types Unit-2: Probability Rules, Probability under condition of statistical independence and statistical dependence Unit-3: Bayes' Theorem, Mathematical Expectations Unit-4: Theoretical Frequency Distributions: Binomial, Poisson and Normal Distributions, Choosing the correct Probability Distribution	
Block-2: Correlation and Regression Analysis		Unit-1: Correlation Analysis: Simple, Multiple and Partial Correlation Unit-2: Regression Analysis: Simple and Multiple Linear Regression Unit-3: Association of Attributes: Class Frequencies, Association between Attributes Unit-4: Consistency of Data and Methods.	
Block-3: Sampling and Sampling Distributions		Unit-1: Sampling and Sampling Distributions: Introduction to Sampling Unit-2: Basic Concepts for Hypothesis Testing Unit-3: Procedure and Estimation of Parameter Unit-4: Testing of Hypothesis and Estimation of Parameter for Large Samples (Attributes and Variables).	
Block-4: Testing of Hypothesis		Unit-1: Unit I - Testing of Hypothesis and Estimation of Parameter for Small Samples (Variables) with Student's t-test, Z-transformation, F-test, Analysis of Variance (ANOVA) Test.	
Block- 5: Statistical Quality Control		Unit-1: Statistical Quality Control: Concept, Control Charts Unit-2: Mean, Standard Deviation and Range Chart, P-chart, np-chart and C-chart Unit-3: Chi-Square Test for [9] Independence and for Goodness of Fit, Sign-test, One Sample Runs Test and Rank Correlation Test	

Suggested Readings:

- Clarks and Jorden : Introduction to Business and Economics.
- Cocharar, W.G. : Sampling Techniques.
- Croxtan and Cowden : Applied General Statistics.
- Elhance, D.N. : Fundamentals of Statistics.
- Gupta, S.P. : Statistical Methods.
- Gupta, B.N. : Statistics.
- Jean, D. Gibbons: Non-parametric Statistical Inference.
- Karmel, P.H. : Applied Statistics for Economics.
- Levin, RechardI : Statistics for Management.
- Nagar, K.N. :SankhyakiKeMoolTatva.
- Sanchenti and Kapoor: Statistical Methods.

M.COM Semester: I Paper -IV			
Core Course: C010704TODLManagerial Economics			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – The course aims to make the students aware of various economic issues, tools and techniques of economic analysis required to enhance the decision-making skills while working in a corporate sector.			
Blocks	Units		
Block-1: Introduction to Managerial Economics	Unit 1- Nature and Scope of Managerial Economics Unit 2- Objective of the firm – Profit and wealth maximization Unit 3- Role and Responsibilities of Managerial Economists Unit 4- Demand Analysis and Forecasting: Demand determinants, Demand distinctions, Factors involved in Demand Forecasting, Methods of Demand Forecasting		
Block-2: Production and Cost	Unit-1:- Production function □ Concept of productivity and technology Unit-2: Production with one variable input Unit-3: Returns to scale Unit-4: Production with two variable inputs, Optimal Input Combinations, Managerial use of production functions Unit 5 - Cost function – Classification of Cost, Incremental Cost and its relevance in decision making, short run and long run cost functions Unit 6 - Law of variable proportion		
Block-3: Market and Pricing	Unit-1: Market forms – Perfect competition, Monopolistic competition, Monopoly power, Oligopolistic behavior Unit-2: Factor pricing – Demand and [10] supply of factors of production Unit-3: Pricing Methods, Dual pricing, Transfer pricing, Product □ line coverage and pricing.		
Block-4: Risk and Decision Making	Unit-1: Risk and Decision Making: Concept of Risk and Uncertainty, Decision making under uncertainty, Risk □ Return Trade □ off Unit-2: Profit Management □ The Concept of Economic Profit and Accounting Profit, Profit Planning and Forecasting		
Block- 5: Introduction to Macroeconomics	Unit-1:- National Income Accounting Unit-2: Circular flow of income and expenditure, Limitations of National Income Accounting, Government deficit and trade deficit, Measuring the cost of living, Natural rate of unemployment and inflation Unit-3: Product and Financial Market Equilibrium: The Product Markets, Financial Markets and Labour Markets Unit-4: Trade Cycles and Open Economy: Economic fluctuations and business cycle, Open economy macroeconomics Unit 5: Determination of exchange rate.		

Suggested Readings–

- Branson, William H. : Macro Economics Theory and Policy, East-West Press
- Dorn Busch, R. and S. Fischer : Macro Economics, Tata McGraw Hill.
- Koutsiyannis, A. : Modern Microeconomics, Macmillan Press Ltd.
- Mankiw, N. Gregory, Macro Economics. Macmillan.
- Oliver, Blanchard : Macro Economics, Pearson Education, LPE.
- Salvatore, D. & Rastogi, Siddhartha K. : Managerial Economics – Principles and Worldwide Applications, Oxford University Press.
- Varian : Micro Economic Analysis, Norton
- Pindyck Robert S. and Daniel, L. Rubinfeld : Micro Economics, Third Edition, Prentice Hall of India, 1996.
- Madala, G.S. and Ellen Miller : Micro Economics, Theory and Applications, McGraw Hill Book Co., New York.
- Gould, John P., Edward, P. Lazear : Micro Economics Theory, Richard D. Irwin Inc, Home'wood Illinois.
- Mehta, P.L. : Managerial Economics, Sultan Chand & Sons.
- Vaishampayan, J.V. : Micro Economic Theory, New Royal Book Co.
- Varshney, R.L. & Maheshwari, K.L. : Sultan Chand & Sons, New Delhi



M.COM			
Semester: II Paper -I			
Core Course(Group -B): C010801TODLFinancial Management			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – The objective of the course is to enable the students to understand the basic principles tools and techniques of financial management of a company which can enhance their ability to make sound financial decisions and policies.			
Blocks		Units	
Block-1: Introduction to Financial Management		Unit-1: Nature, Scope and Objectives of Financial Management Unit 2: Time value of money Unit 3: Concepts of Annuity and Perpetuity Unit 4: Indian and International Financial Management	
Block-2: Financing Decisions		Unit-1: Cost of Capital Unit 2: Capital Structure Decisions Unit 3: Capital structure theories Unit 4: Leverage Unit 5: EBIT□EPS Analysis	
Block-3: Investment Decisions		Unit-1: Capital budgeting Unit-2: Capital Rationing Unit-3: Non □discounted and Discounted Cash Flow Approaches Unit-4: Business Risk and Financial Risk	
Block-4: Dividend Policy		Unit-1: Dividend Policy : Concept, theories and determinants Unit-2: Dividend Models – Walter, Gordon and M.M. Model	
Block- 5: Management of Working Capital		Unit 1: Estimation of Working Capital Unit 2: Inventory Management Unit 3: Receivables Management Unit 4: Management of Cash Unit 5: Marketable Securities, Working Capital Financing	
Suggested Readings □ • Bierman, H. : Financial Policy Decisions, Macmillan. • Bierman, H. and Smidt, S. : The Capital Budgeting Decisions, Macmillan. • Fama, E.F. and Miller, M.H. : The Theory of Finance, Holt, Rinchart and Winston. • Hunt, P., Williams, CV.M. and Donaldson, G. :Basic Business Finance. • Van Horne, J.C. : Financial Management and Policy, Prentice Hall. • Kuchhal, S.C. : Financial Planning – An Analytical Approach, Chaitanya Publishing House. • Ramchandran, H. : Financial Planning and Control, S. Chand & Co. • Lawrence, D. Sohail and Chances W. Haley : Introduction to Financial Management, Tata McGraw Hill Co. • Agarwal and Agarwal : Financial Management (in Hindi), Ramesh Book Depot, Jaipur. • Malodia, G.L. : Financial Management (Hindi and English), Jodhpur Publishing House, Jodhpur. • Khan and Jain : Financial Management, Tata McGraw Hill Co. • Ravi M. Cishore : Financial Management, Taxmann’s Publications. • Maheshwari, S.N. : Financial Management, Sultan Chand & Co. • Pandey, I.M. : Financial Management, 9 th edition, Vikas Publishing House Pvt. Ltd. • Srivastava, R.M. : Financial Management. • Kulkarni, P.V. : Financial Management. • Bhalla, V.K. : Financial Management. • Gupta, S.P. : Financial Management, (Hindi and English).			

M.COM			
Semester: II Paper -II			
Core Course: C010802TODLMarketing Management			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – The objective of the course is to enable the students to understand basic concepts and principles of marketing and to develop their conceptual and analytical skills required to manage marketing operations of a business enterprise efficiently.			
Blocks	Units		
Block-1: Introduction to Marketing Management	Unit 1: Concept, Nature, Scope and Importance of Marketing, Functions of Marketing Unit 2: Evaluation of Modern Marketing Concept Unit 3: Selling vs Marketing Unit 4: Marketing Mix Unit 5: Market Analysis and Selection Unit 6: Market segmentation and positioning Unit 7: Buyer behavior, Consumer vs Organisational Buyers Unit 8: Consumer Decision Making Process		
Block-2: Product Decisions	Unit 1: Concept of a product; Classification of products; Layers of products Unit 2: Major product decisions Unit 3: Product line and Product Mix Unit 4: Branding Unit 5: Packaging and labeling Unit 6: Product life cycle strategic implications Unit 7: New product development and Consumer adoption process Unit 8: Pricing Decisions		
Block-3: Distribution Decisions	Unit 1: Channels of distribution – Concept and importance Unit 2: Distribution middlemen and their functions Unit 3: Selection, motivation and performance appraisal of distribution middlemen Unit 4: Channel Management Decision Unit 5: Retailing and wholesaling: Nature, importance, theories and strategies Unit 6: Developments in retailing and wholesaling in Indian perspective.		
Block-4: Promotion Decisions	Unit 1: Communication process Unit 2: Promotion mix advertising, personal selling, sales promotion, publicity and public relations Unit 3: Determining advertising budget Unit 4: Copy designing and its testing Unit 5: Media selection Unit 6: Advertising effectiveness Unit 7: Sales promotion – tools and techniques		
Block- 5: Issues and Developments in Marketing	Unit 1: Social, Ethical and Legal Aspects of Marketing Unit 2: Services Marketing Unit 3: Green Marketing Unit 4: Sustainable Marketing Unit 5: Relationship Marketing and other developments in marketing		

Suggested Readings□

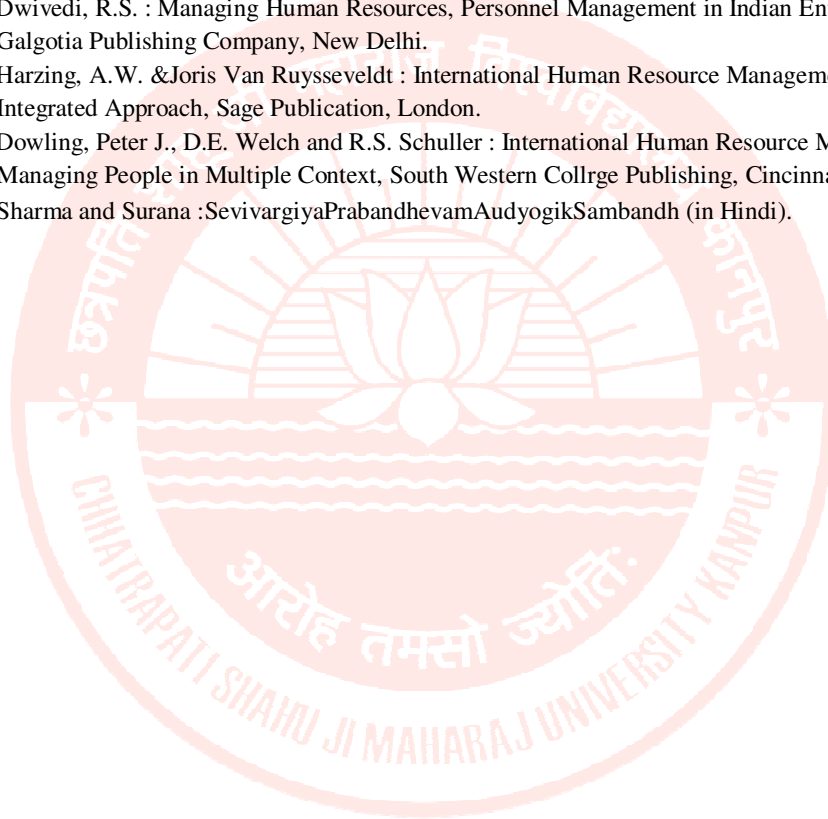
- McCarthy, E.J., Cannon, J. & per result, W(2014), Basic Marketing, McGraw□Hill Education.
- Agarwal, P.K. : Marketing Management : An Indian Perspective, PragatiPrakashan, Meerut.
- Kotler, Phillip and Gary Armstrong : Principles of Marketing, Prentice Hall, New Delhi.
- Kotler, Phillip : Marketing Management – Analysis, Planning, Implementation and Control, Prentice Hall, New Delhi.
- Majumdar, Ramanuj : Product Management in India, Prentice Hall, New Delhi.
- Ramaswamy, V.S. and Namakumari, S. : Marketing Management, MacMillan India, New Delhi.
- Srinivasan, R. : Case Studies in Marketing : The Indian Context, Prentice Hall, New Delhi.
- Stanton, William J., and Charles Futrell : Fundamentals of Marketing, McGraw Hill Publishing Co., New York.
- Sontakki, C.N. : Marketing Management : In the Indian Background, Kalyani Publishers, New Delhi.
- Verma, V. Harsh &DuggalEkta : Marketing, Oxford University Press, New Delhi.



M.COM Semester: II Paper -III			
Core Course: C010803TODL Human Resource Management			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – The objective of the course is to develop in the student's broad perspective on themes and issues of human resource management along with their relevance and application in the Indian prospective. The course also aims to develop relevant skills required to handle HR related issues.			
Blocks	Units		
Block-1: Overview of HRM	Unit 1: HRM Concept, evolution, objectives, scope, importance, principles and functions Unit 2: Role of HR manager Unit 3: Human Resource Planning Unit 4: Job Description and Job Specification Unit 5: Recruitment Unit 6: Employer Branding Selection		
Block-2: Training and Development	Unit 1: Meaning and Definition, Objectives and Needs of training and development Unit 2: Process and Methods of Training, Evaluation of Training Programmes Unit 3: - Performance Management		
Block-3: Employee Relations	Unit 1: Grievances – Causes, Grievance Procedure, Steps in handling grievance, Directive principles of handling grievances, Ideal grievance procedure Unit 2: Discipline- Objects, Types, principles, causes, and suggestion for effective discipline Unit 3: Collective Bargaining		
Block-4: Employee Integration and Separation	Unit 1: Promotion, Job Analysis and Design Unit 2: Job Enrichment, Job Enlargement, Labour Turnover, Absenteeism Unit 3: Voluntary Retirement, Superannuation, Lay off, Retrenchment, Dismissal, Discharge		
Block- 5: Ethical Issues in HRM	Unit 1: Nature and Need Unit 2: HR Ethical issues Unit 3: Challenges of HRM Unit 4: International Human Resource Management Unit 5: Managing International HR activities.		

Suggested Readings□

- Shukla, R.K. :Human Resource Management, New Royal Book Co., Lucknow.
- Verma, R.B.S. :ManavSansadhanvaPrabandh Ki Rooprekha, New Royal Book Co., Lucknow.
- Tripathi, P.C. : Personnel Management and Industrial Relations, Sultan Chand & Co., New Delhi.
- Gomez□Mejia, Louis R., D.B. Balkin and R.L. Cardy : Managing Human Resources, Prentice Hall, New Jersey.
- DCenzo, David A. & Stephen P. Robbins : Human Resource Management, John Wiley & Sons, New Delhi.
- Ian, Beardwell and Len Holden : Human Resource Management, MacMillan, New Delhi.
- Dessler, Garry : Human Resource Management, Prentice Hall of India, New Delhi.
- SaiyadainMirza S. : Human Resource Management, Dwivedi, R.S. : Rai& Co. Pvt. Ltd., New Delhi.
- Chhabra, T.N. : Human Resource Management, DhanpatRai& Co. Pvt. Ltd., New Delhi.
- Dwivedi, R.S. : Managing Human Resources, Personnel Management in Indian Enterprises, Galgotia Publishing Company, New Delhi.
- Harzing, A.W. &Joris Van Ruysseveldt : International Human Resource Management, An Integrated Approach, Sage Publication, London.
- Dowling, Peter J., D.E. Welch and R.S. Schuller : International Human Resource Management : Managing People in Multiple Context, South Western Collrge Publishing, Cincinnati.
- Sharma and Surana :SevivargiyaPrabandhevamAudyogikSambandh (in Hindi).



M.COM			
Semester: II Paper -IV			
Elective Course: C010804TODLADVANCED CORPORATE ACCOUNTING AND REPORTING			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – The course focusses on the study of accounting required to understand financial position of the corporate enterprise and understand the statutory requirements so as to manage the enterprise efficiently.			
Blocks	Units		
Block-1: Final accounts of companies	Unit 1: Profit Prior to Incorporation Unit 2: Distribution of Profits Unit 3: Managerial Remuneration Unit 4: Accounts of Insurance Companies Unit 5: Meaning and Concept of Holding Company and Subsidiary Company Unit 6: Consolidated Final Accounts		
Block-2: Accounting for companies	Unit 1: Accounting for Amalgamation and External Reconstruction Unit 2: Liquidation of company Unit 3: Winding up of Company		
Block-3: Corporate Actions	Unit 1: Corporate Actions Unit 2: Issue of Bonus Shares Unit 3: Scheme of Capital Reduction Unit 4: Buyback of Shares Unit 5: SEBI guidelinesfor Alteration of Share Capital		
Block-4: Valuation of Business	Unit 1: Asset Based Approach, Equity Methods, Income Based Approach Unit 2: Valuation of Distressed Firms Unit 3: Estimating Growth Rate, Earning Multiples, Economic Value Addition (EVA) And Market Value Approach (MVA).		
Block- 5: Forensic Accounting	Unit 1: Meaning, Concept, Role of the Professional Forensic Accountant Unit 2: Corporate Governance Unit 3: Corporate Social Responsibility Unit 4: Benefits, Reading of CSR Report, Companies Act 2013 Unit 5: An Overview of Annual Report		
Suggested Readings - Corporate Accounting, S.N. Maheshwari □ Vikas Publishing House, 5th Edition, Year 2009 - Advanced Accountancy, RL Gupta, Volume II □ S Chand Publishing, 17th Edition, Year 2014 - Corporate Accounting, Jain and Narang□ Kalyani Publishers, Year 2015 - Advanced Accounting, SK Paul – Central Publication - Advanced Accountancy – Dr. M A Arulanandam, Dr. K S Raman, Himalaya Publishing House, 6th Edition, 2014. - R.L Gupta, Advanced Accountancy, Sultan Chand Publishing. - Financial Accounting II – S.Anilkumar, V Rajesh kumar& B Mariyappa, Himalaya Publishing House. - Advanced Accounts , M C Shukla,T.S. Grewal& S.C. Gupta			

M.COM			
Semester: II Paper -IV			
Elective Course: C010805TODLCONSUMER BEHAVIOUR AND MARKETING RESEARCH			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – The objective of the course is to make students understand the complexities of consumers’ needs and perceptions and to develop in them the ability to formulate effective marketing strategies. The course also aims to provide knowledge of marketing research.			
Blocks	Units		
Block-1: Introduction to Consumer Behaviour	Unit 1: Nature, importance and scope of Consumer Behaviour Unit 2: Consumer Satisfaction, Consumer Loyalty, Consumer Retention. Application of Consumer Behaviour in Marketing Unit 3: Consumer Decision Making		
Block-2: Individual Determinants of Consumer Behaviour	Unit 1: Needs and Motivation, Perception, Learning and Learning Theories Unit 2: Attitude and Attitude Change Unit 3: Personality and Life Style		
Block-3: External Determinants of Consumer Behaviour	Unit 1: Group Dynamics Unit 2: Family – Role and functions, Social Class, Culture and Subculture Unit 3: Cross Cultural understanding of Consumer Behaviour Unit 4: Impact of Information Technology on Consumer Behaviour		
Block-4: Marketing Research	Unit 1: Definition, Nature, Scope, Significance Unit 2: Structure of Marketing Research Unit 3: Marketing Research Process Unit 4: Research Design Unit 5: Hypothesis Testing Unit 6: Sampling, Questionnaire Schedules.		
Block- 5: Collection and interpretation of data	Unit 1: Collection and interpretation of data. Unit 2: Presentation of Results and Research Report Unit 3: Motivational Research, Advertising Research, Product Research, Market Research Applications Unit 4: International Market Research Unit 5: Market Research in India		
Suggested Readings– - Nair, Suja R. : Customer Behaviour in Indian Perspective. - Petel J. Paul and Jerry C. Olson : Consumer Behaviour and Marketing Strategy. - Nigel Bradley : Marketing Research – Tools and Techniques, University Press. - Beri, G.C. : Marketing Research, Tata McGraw Hill, New Delhi. - Boyd, H.W., Ralph Westfall and S.F. Starsh : Marketing Research : Text and Cases, Richard D. Irwin, Boston. - Churchill, Gilbert A. : Basic Marketing Research, Dryden Press, Boston. - Naresh K. Malhotra : Marketing Research : An Applied Orientation, Pearson Education, Asia. - Aaker, Kumar and Day : Marketing Research, John Wiley & Sons. - Richard I. Levin : Statistics for Management, Prentice Hall, New Delhi. - Assael, H. : Consumer Behaviour and Marketing, South Western Publishing Co., Ohio. - Berkman and Gilson : Consumer Behaviour : concepts and Strategies, Kent Publishing Co. - Bernnett, P.D. and H.H. Kassarijion : Consumer Behaviour, Prentice Hall of India, New Delhi. - Block and Roering : Essentials of Consumer Behaviour, Dryden Press, Chicago. - Hawkins, Best and Coney : Consumer Behaviour, Tata McGraw Hill, New Delhi. - Howard, J.A. and Sheth, J.N. : The Theory of Buyer Behaviour, John Wiley, New York. - Laudon, D.L. : Consumer Behaviour, Tata McGraw Hill, New Delhi. - Schiffan, Leon G. and Lealie Lazar Kanuk : Consumer Behaviour, Prentice Hall, New Delhi.			

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Semester: II Paper -IV			
Elective Course: C010806TODLTALENT MANAGEMENT			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – The course aims to enhance the learning process of student 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. It is designed for developing a sound integrated talent management plan that not only aids individual employee’s growth but also the growth of the company as a whole.			
Blocks	Units		
Block-1: Introduction to Talent Management	Unit 1: Concept, Meaning & Objectives, Need ofTalent Management Unit 2: Key Processes of Talent Management Unit 3: Recruitment, Selection, Human Resource Planning, Retention, Talent vs. Knowledge Unit 4: Life Cycle of Talent Management, Role of HR in Talent Management.		
Block-2: Talent Acquisition	Unit 1: Objectives of HR Planning Unit 2: Steps in HR Planning Unit 3: Evaluation of factors affecting HR Planning Unit 4: Developing Job Analysis, Job Description & Job Specification Strategic Trends in Talent Acquisition Unit 5: Succession Planning Program		
Block-3: Recruitment and Selection	Unit 1: Meaning of Recruitment and Selection Unit 2: Recruitment and Selection Process Unit 3: External Vs Internal Recruitment Unit 4: Selection Techniques. Unit 5: Formulating a Recruitment Strategy for Senior Level Executives		
Block-4: Employee Retention	Unit 1: Meaning and Importance of Employees Retention, Employee Attrition, Employee Turnover Ratios, Reasons of Low Employee Turnover, Managing Employee Attrition Unit 2: Employee Engagement Unit 3: Concept of Integrated Rewards.		
Block- 5: Emerging Trends in Human Resource Practices	Unit 1: Human Resource Audits Unit 2: Human Resource Information System (HRIS) Unit 3: Human Resource Accounting (HRA)		
Suggested Readings– - Human Resource Management□ Gary Dessler □ Prentice Hall □ 13 edition (January 8, 2012) - Text Book of Human Recourse Management Mamoria, C.B and Gankar, S.V7th ed. Himalaya Publishing House, Mumbai2008. - Human Resource Management Mankin, David Oxford University Press, New York2009 - Human Resource Management Snell, Scott&Bohlander, George Cengage Learning, Australia S2009. - Human Resource Management Text and cases Aswathappa 6th EdTataMacraw Hill 2010. - Essentials of Human Resource Development Mutsuddi, Indranil1st ed.New Age International, New Delhi2010. - Introduction to Human Resource Management Kay, Rebecca &Banfield, Paul Oxford University Press, New York 2009.			

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Semester: III Paper -1			
Core Course: C090101 TODL Business Research Methodology			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives– This course is designed to develop in depth knowledge of the methodology appropriate for conducting research in business. The course includes a review of the scientific method and its application to the business research process, data preparation, analysis and presentation of the research output (written and oral) making accurate decisions. This course has three broad objectives namely, to help the students appreciate the need of having a well structured method in carrying out research investigations, provide them a thorough understanding of the research process, and familiarize them with the major tools and techniques in carrying out research investigations			
Blocks	Units		
Block-1: Fundamentals of Research	Unit-1: Introduction to Research Unit-2: Approaches to Research Unit-3: Ethics in Research Unit-4: Qualities of Good Research		
Block-2: Research Problem	Unit-1: Topic Selection Unit-2: Problem Identification Unit-3: Literature Review Unit-4: Research Design		
Block-3: Data Collection & Processing	Unit-1: Data Collection Unit-2: Questionnaire Designing Unit-3: Data Presentation Unit-4: Scales of Measurement		
Block-4: Sampling	Unit-1: Introduction to Sampling Unit-2: Sampling Frame Unit-3: Introduction to Hypothesis Unit-4: Statistical Tests		
Block- 5: Report Writing	Unit-1: Fundamentals of writing a Report Unit-2: Essentials of a good report Unit-3: Foot notes & Bibliography Unit-4: Understanding Reference Management Software		

Suggested Readings:

- Krishnaswamy O.R, Methodology of Research in Social Sciences, Himalaya Publishing House.
- Kothari. C.R, Methodology of Research, Vikas Publishing House.
- K.R.Sharma, Research Methodology, National Publishers, Jaipur.
- Wilkinson & Bhandarkar, Methodology and Techniques of Social Research.
- Cooper D. and P.S. Schindler, Business Research Methods, Tata McGraw Hill.
- J.K Sachdeva, Business Research Methodology,
- William Emory, Business Research Methods.
- Dr.O.R.Krishnaswami, "Business Research Methods", Himalaya Publishing House, 2020, Mumbai.

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Semester: III Paper -II			
Core Course: C010902TODLStrategic Management			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – The course is concerned with both the determination of strategic direction and the management of the strategic process. As such, it deals with the analytical, behavioural, and creative aspects of business simultaneously. The perspective of this course is to make students aware about the key tasks involved including detection of and adaptation to environmental change; the procurement and allocation of resources; the integration of activities across subparts of the organizations; and, at the most senior levels, the determination of purpose and the setting of corporate directions. The content will enhance the basic understanding of the nature and dynamics of the strategy formulation and implementation processes.			
Blocks	Units		
Block-1: Introduction to Strategy	Unit-1: Fundamentals of Strategy Unit-2: Concept of Decision Making Unit-3: Corporate Governance Unit-4: Corporate Social Responsibility		
Block-2: Environmental Scanning	Unit-1: Concept of Environment Scanning Unit-2: Understanding Strategic Objectives Unit-3: Macro & Micro Environment Unit-4: Techniques of Environmental Scanning		
Block-3: Strategy Formulation	Unit-1: Strategic Choice & concept of Scenario Analysis Unit-2: Techniques of Strategic Analysis Unit-3: Competitive Strategies Unit-4: Cooperative Strategies		
Block-4: Strategy Implementation	Unit-1: Concept of Corporate Development Unit-2: Organizational Life Cycle Unit-3: Organizational Structures Unit-4: Corporate Culture		
Block-5: Evaluation & Control	Unit-1: Process & Techniques Unit-2: Concept of Enterprise Risk Management Unit-3: Responsibility Centers Unit-4: Strategic Audit		

Suggested Readings:

- Stewart Clegg, Chris Carter, Martin Kornberger & Jochen Schweitzer : Strategy - Theory and Practice.(SAGE Publishing India)
- Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education.
- Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGraw Hill Education,

M.COM			
Semester: III Paper -III			
Elective Course (Group -A): C010903TODL Indian Financial System and Financial Services			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – 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. 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.			
Blocks	Units		
Block-1: Structure of Indian Financial System	Unit-1: Introduction to Financial System Unit-2: Concept of Savings & Investment Unit-3: Relationship of Money & Inflation Unit-4: Concept of Financial Markets		
Block-2: Financial Institutions and Regulators	Unit-1: Reserve Bank of India Unit-2: Commercial banks in India Unit-3: NABARD Unit-4: SEBI-Working & objectives		
Block-3: Financial Intermediaries & Services	Unit-1: Merchant Banking in India Unit-2: Credit Rating Agencies Unit-3: Concept of Depositories Unit-4: Overview of FINTECH in India		
Block-4: Commercial Financing	Unit-1: Concept of Loan Syndication Unit-2: External Commercial Borrowings Unit-3: Role of FDI & FII Unit-4: Concept of Micro Finance & SHG's		
Block- 5: Mutual Funds in India	Unit-1: Introduction to Mutual Funds Unit-2: Types of Mutual Funds Unit-3: Organization of Mutual Fund Unit-4: Concept of Net Asset Value		

Suggested Readings -

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

M.COM			
Semester: III Paper -IV			
Elective Course (Group -A): C010903TODLCorporate Tax Planning and Management			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – The objective of the course is to familiarise the students with the corporate tax law of India and to develop in them the ability to take sound financial decisions in the interest of the company taking advantage of tax concessions & reliefs etc.			
Blocks	Units		
Block-1: Introduction to Corporate Tax	Unit-1: Concept of Tax Planning Unit-2: Concept of Tax Management Unit-3: Tax Evasion & Tax Avoidance Unit-4: Concept of Tax Audit		
Block-2: Residential Status for Companies	Unit-1: Implications of Residential Status on Companies Unit-2: Tax Assessment for companies Unit-3: Deduction & Collection of Tax at Source Unit-4: Advance Payment of Tax , Carry Forward & Set off for loss		
Block-3: Tax Planning for a New Business	Unit-1: Location , Nature & Type of New Business Unit-2: Financing Decisions Unit-3: Capital Structure Decisions Unit-4: Dividend Policy Decisions		
Block-4: Tax Planning to undertake Managerial Decisions	Unit-1: Purchase of Asset Unit-2: Make or Buy Decisions Unit-3: Replacement and Renovation Decisions Unit-4: Shut Down or Continue Decision		
Block- 5: Tax Planning and Accounting Method Adoption	Unit-1: Introduction to Accounting Method Unit-2: Tax Planning for Amalgamation Unit-3: Tax Planning for Capital Gains Unit-4: Transfer of Assets		

Suggested Readings–

- Mehrotra, H.C. & Goyal, S.P.: Corporate Tax Planning and Management, Sahitya Bhawan Publication, Agra.
- Ahuja, G. K. and Ravi Gupta: Systematic Approach to Income Tax and Central Sales Tax, Bharat Law House, New Delhi.
- Lakhotia, R.N.: Corporate Tax Planning, Vision Publication, Delhi.
- Singhania, V.K.: Direct Taxes: Law and Practice, Taxman Publication, Delhi.
- Singhania, V.K.: Direct Taxes: Law and Practice, Taxman Publication, Delhi.
- Bhagwati Prasad: Direct Taxes, Law and Practice, Taxman Publication, Delhi.

M.COM			
Semester: III Paper -V			
Elective Course (Group -B): C010904TODLMarketing of Services and Retail Management			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – The aim of the course is to give students a broad foundation in Service Marketing and RetailManagement. This course relates to study of decisions that strikes to trade□off between riskand returns, efficiency and effectiveness. The economies of the world are now dominated byservices. Furthermore, manufacturing companies recognize the potential of services as oneof the few sustainable competitive advantages they can develop. The course focuses on thecustomers, listening to customer requirements and developing customer□defined servicesstandards, aligning strategy and service design, delivering and performing service andmanaging service promises.			
Blocks		Units	
Block-1: Introduction to Service Marketing		Unit-1:Fundamentals of Service Marketing Unit-2:Understanding Service Market Unit-3:Service Value Chain Unit-4:Customer Behaviors in Service Encounters	
Block-2: Service Design		Unit-1:Customer Expectations and Perception of Services Unit-2:Gap model of Service Quality Unit-3:Service Innovation Unit-4: Concept of Relationship Marketing	
Block-3: Services Marketing Mix		Unit-1: Packaging of the Service Product Unit-2:Pricing the Service Unit-3:Promotion of Services Unit-4:Services Distribution	
Block-4: Retail Management		Unit-1:Introduction to Retail Management Unit-2:Organized & Unorganized Retailing Unit-3:Retail Industry in India Unit-4:Retail Categories	
Block- 5: Identification of Consumer Needs		Unit 1: Retail Locations Unit 2: Store Design Unit 3: Retail Space Management Unit 4: Customer Identification & RFM Analysis	
Suggested Readings □ - Servicesmarketing, Zeithaml Valerieand MaryjoBitner, Gremler&Pandit, TataMcGrawHill. - ServicesMarketing, Lovelock, Christopher, PrenticeHall - MarketingManagement– A SouthAsianPerspective. 13thEd(2009). Kotler, Keller, Koshi&Jha, PearsonEducation. - MarketingStrategy– Customers&Competition. 2ndEd(1998). StevenP. Schnaars. TheFreePress, New York. - Sales&DistributionManagement– TextandCases: AnIndianPerspective. 1stEd(2005). ExcelBooks. - NetworkMarketingforDummies. 2ndEd(2006). ZigZiglar, JohnPHayes. WileyPublishingInc. - ServicesMarketing– IntegratingCustomerFocusAcrosstheFirms. 6thEd(2013). - ChetanBajaj(2012)RetailManagement:OxfordPublication - PhilipKotler(2012)MarketingManagement:Pearson.			

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Semester: III Paper -VI			
Elective Course (Group -B): C090107TODL Logistics and Supply Chain Management			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – The objective of the course is to familiarise the students with the concepts and tools of supply chain management and trade logistics relevant for a business enterprise. The course is designed to develop understanding of Performance Measurement and Relationship Marketing etc.			
Blocks	Units		
Block-1: Introduction to Logistics	Unit 1: Fundamentals of Logistics Unit 2: Concept of Supply Chain Management Unit 3: SCM & Trade Logistics Unit 4: Integrated SCM		
Block-2: Supply Chain Metrics	Unit 1: Concept of KPI's Unit 2: Performance Measurement Unit 3: Product Development Process Unit 4: Role of Purchasing		
Block-3: Managing Relationships	Unit 1: Relationship Marketing & SCM Unit 2: Captive Buyers and Suppliers Unit 3: Strategic Partnerships Unit 4: Supplier-Retailer Collaborations		
Block-4: Key Areas of Logistics & SCM	Unit 1: Transportation Unit 2: Warehousing Unit 3: Inventory Management Unit 4: Material Management		
Block- 5: Trends & Challenges to SCM	Unit 1: Logistic Outsourcing Unit 2: Reverse Logistics Unit 3: Green SCM Unit 4: E-commerce Logistics		

Suggested Readings –

- Ballau, R.H. : Business Logistics Management, Prentice Hall, Englewood Cliffs.
- Christopher, M. : Logistics and Supply Chain Management, Prentice Hall.
- Murphy, Paul R. and Donald F. Wood : Contemporary Logistics, Prentice Hall.
- Shapiro, R. : Logistics Strategy : Cases and Concepts, West Publishing, St. Paul.

M.COM			
Semester: III Paper -V			
Elective Course (Group -C): C010905TODLOrganizational Development and Change Management			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – The objective of the course is to motivate the students gain knowledge and leadership skillsneeded to help organizations chart a successful course through change,understand the roleleadership plays in anticipating, planning and navigating organizational change. The coursealso aims to make students gain foundational knowledge for making managerial decisionsbased on business data.			
Blocks		Units	
Block-1: Introduction to Change Management		Unit 1: Organization Development Unit 2: Process of Change Unit 3: Strategic Communication Unit 4: Effective Change Management	
Block-2: Organizational Changes		Unit 1: Types of Changes Unit 2: Identification of Change Unit 3: Resistance to Change Unit 4: Framework of Organizational Change Management	
Block-3: Concept of Organization Development		Unit 1: Foundations of Organization Development Unit 2: Organizational Transformation Unit 3: Drivers of Organizational Change Unit 4: Path Goal Theory & Leader -Member Exchange Theory	
Block-4: Role of Leadership		Unit 1: Leadership & Change Management Unit 2: Leadership Competencies & Skills Unit 3: Leadership Styles Unit 4: Leadership Qualities	
Block- 5: Emerging Trends in HR		Unit 1: Human Resource Audit Unit 2: Human Resource Information System Unit 3: Human Resource Accounting Unit 4: BPRE & Talent Management	
Suggested Readings - Robbins,S.P.,&DeCenzo,A.D.Fundamentals of Management.New Delhi:Pearson Education. - Griffin,R.W.Management.New Delhi:AITBSPublishers and Distributors. - Management and Organizational Behaviour□Mullins–Pearson Education–7th edition 2008 - Management and Organizational Behaviour□Robbins□Pearson Education–15th edition - Organisational Development by SRamnarayan, TVRao. - Organisational Development and Change By Cummings And Worley - Organisational Development by French and Bell (6th Edition).			

M.COM			
Semester: III Paper -VII			
Elective Course (Group -C): C010908TODLIndustrial Relations and Labour Legislation			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course		Objectives	
The objective of the course is to provide conceptual framework of Industrial Relations andIndian Labour legislation and to give an insight of the reforms in industrial relations in India.The course aims to make students aware of existing framework of harmonious IndustrialRelation, discipline and collective bargaining mechanism.			
Blocks		Units	
Block-1: Introduction to Industrial Relations	Unit 1: Fundamentals of Industrial Relations Unit 2: Industrial Relation Setup in India Unit 3: Industrial Conflicts Unit 4: Grievances Procedures		
Block-2: Trade Unionism	Unit 1: Rights & Liabilities of Registered Trade Union Unit 2: Environment towards Union Development Unit 3: Concept of Collective Bargaining Unit 4: Joint Consultation in India		
Block-3: Minimum Wages Act, 1948	Unit 1: Objective and Scope Unit 2: Fixation of Wages & Working hours Unit 3: Registration of Factories Unit 4: Welfare & Safety Provisions		
Block-4: Overview of Industrial Relation Laws	Unit 1: Industrial Relations Code ,2019 Unit 2: Payment of Wages Act, 1930 Unit 3: Industrial Disputes Act, 1947		
Block- 5: Management -Labour Relations	Unit 1: Concept of Social Justice Unit 2: Concept of Discipline Unit 3: Strikes, Lockouts & Retrenchment Unit 4: Employee Empowerment & Participation		

Suggested Readings –

- Indian Bare Acts.
- Srivastava SC - Industrial Relations and Labour Laws (Vikas Publishing House)
- Gupta, Parul – Industrial Relations and Labour laws, SAGE Publishing India
- Kapoor, N.D. – Industrial Law
- Chakraborty, B.K – Labour Laws in India
- Monappa Arun, “Industrial Relations and Labour laws”, Tata McGraw Hill Edition, New Delhi,
- Taxmann Labor Laws”, Taxmann Allied Services Pvt. Ltd.
- Trade Unions and Labour Legislation, Pearson Education, New Delhi.
- Mamoria, Mamoria and Gankar, “Dynamics of Industrial Relations”, Himalaya Publishing House, New Delhi,
- D. P Sahoo: Employee Relations Management - Texts and Cases, SAGE Publishing India

M.COM			
Semester: IV Paper -I			
Core Course: C011001TODL Project Management and Planning			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course		Objectives	
The course is designed to provide an understanding of different types of projects and the total approach for project management with a view to understand the reasons for project failures and to familiarize students with recent advances in project management tools and techniques including computers.			
Blocks		Units	
Block-1: Introduction to Project Management	Unit 1: Concept of Project Unit 2: Project Life Cycle Unit 3: Project Management Process Unit 4: Role of Project Manager		
Block-2: Project Identification	Unit 1: Search of Business Idea Unit 2: Project Screening Unit 3: Project Decision Making Unit 4: Project Appraisal		
Block-3: Project Planning	Unit 1: Project Life Cycle Unit 2: Project Planning Process Unit 3: Work Breakdown Structure Unit 4: Cost Estimation		
Block-4: Project Scheduling	Unit 1: PERT-CPM Unit 2: Decision Making Unit 3: Decision Making Environment Unit 4: Decision Tree Analysis		
Block- 5: Project Risk Management	Unit 1: Introduction To Risk Management Unit 2: Risk Identification & Analysis Unit 3: Project Quality Management Unit 4: Quality Control Techniques		
Suggested Readings–			
- Dynamics of Entrepreneurship Development–Vasant Desai. - Entrepreneurship: New Venture Creation–David H. Holt - Entrepreneurship Development New Venture Creation–Satish Taneja, S.L. Gupta - Project management–K. Nagarajan. - Entrepreneurship: Strategies and Resources–Marc J. Dollinger.			

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Semester: III Paper -VII			
Elective Course (Group -A): C011002TODLManagement Information System			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – The purpose of this paper is to make students understand basic concept of information and its relevance in business environment so as to develop proficiency in solving business problems using personal productivity tools. The course aims to equip students with art of presenting information before management for decision making			
Blocks	Units		
Block-1: Management Information System	Unit 1: Introduction to MIS Unit 2: Installation of MIS Unit 3: Implementation of MIS Unit 4: Guidelines for Effective MIS		
Block-2: Development of System Analysis	Unit 1: Concept of System Analysis Unit 2: Decision Table & Decision Tree Unit 3: System Evaluation Unit 4: Information System Types		
Block-3: Information System for Decision Making	Unit 1: Introduction to Decision Making Unit 2: Decision Making Process Unit 3: Database Management System Unit 4: Types of Database Systems		
Block-4: Data Communication & Networking	Unit 1: Introduction to Data Communication Unit 2: Data Transmission Unit 3: Introduction to Networking Unit 4: Network Topologies		
Block-5: Foundation of MIS	Unit 1: Concept of Reporting Unit 2: Cyber crime Unit 3: Ethical & Social issues Unit 4: Measures to Combat Cyber Crime		

Suggested Readings -

- Bentley, Travol :MIS and Data Process
- Banerjee, UK and Suchdeva :MIS-A new framework
- Gordon & Davis :MIS, Conceptual foundation structure & Development
- Gupta A.K. : Management Information System
- Jawedkar, W.S. : Management Information System
- Jindal Aman : Management Information System
- Kanter Jerome , :Management Oriented MIS
- Kelker, S.A. : MIS-A concise study.
- Murdic & Ross : Information system for modern Management
- Murthy C.S.V. : Management Information System
- Prasad LM & Usha : Management Information System

M.COM			
Semester: IV Paper -III			
Elective Course (Group -A): C011005TODLInternational Financial System and Management			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – This course is concerned with the financial management of the firms that operate in the increasingly globalized business environment. 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 analysing key financial decisions in multinational firms. 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.			
Blocks		Units	
Block-1: International Financial Environment		Unit 1 : Introduction to International Financial Environment Unit 2: Balance of Payments Unit 3: International Monetary System Unit 4: Goals of MNC's	
Block-2: International Financial Markets		Unit 1: Introduction to international financial markets Unit 2: Concept of Foreign Portfolio Investment Unit 3: International Financial Instruments Unit 4: International Banking Services	
Block-3: Risk in International Market		Unit 1: Sources and Types of Risks Unit 2: Management of Exposures Unit 3: Managing Currency Risk Unit 4: Interest Rate Risk	
Block-4: Foreign Exchange Market		Unit 1: Introduction to FOREX market Unit 2: Exchange Rate Quotation Unit 3: Determination of Exchange Rate Unit 4: Bid Ask Spread	
Block- 5: Cross Border Investment Decisions		Unit 1: Types of Cross Border Investment Decisions Unit 2: Green Field Investment Unit 3: International Mergers & Acquisitions Unit 4: International Diversification & Portfolio Investment	
Suggested Reading • International business by Charles W.L. Hill – Latest edition • International Business by Justin Paul – Latest edition • International Business Environment the Text and cases by Sundaram & Black – Latest edition • International Business Text & Cases by Cherumilam – Latest edition • International Business by Alan M Rugman, Richard M Hodgelts – Latest edition • International Business by John D Daniels, Lee H Nageb – Latest edition • International Business by Sunitha B. K., Dr. Varsha Agarwal, Abhishek Venkteswaran & Dr. Shiva Choudhary.			

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Semester: IV Paper -IV			
Elective Course (Group -A): C011008TODLSecurity Analysis and Portfolio Management			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – The course is designed to enforce student’s knowledge and understanding of the securityanalysis and portfolio management process. Focus is to develop understanding ofInvestments (objectives and constraints), secondary market operations, selection of financialinstruments, portfolio formulation, monitoringevaluation techniques. The valuation ofequity and interest□bearing instruments provides an insight for decision making required toachieve the core objective of business			
Blocks	Units		
Block-1: Overview of Capital Market	Unit 1: Capital Market Instruments Unit 2: Primary and Secondary Markets Unit 3: Trading Mechanism for Securities Unit 4: Stock Market Indices		
Block-2: Risk and Return Analysis	Unit 1: Concept of Return and Yield Unit 2: Risk Measurement Unit 3: Systematic & Unsystematic Risk Unit 4: Portfolio Risk and Return		
Block-3: Equity and Bond Valuation	Unit 1: Concept of Intrinsic Value Unit 2: Fundamental Analysis Unit 3: Technical Analysis Unit 4: Efficient Market Hypothesis		
Block-4: Portfolio Management	Unit 1: Introduction to Portfolio Management Unit 2: Selection of Securities Unit 3: Process of Portfolio Management Unit 4: CAPM Model		
Block- 5: Portfolio Revision and Evaluation	Unit 1: Concept of Portfolio Revision Unit 2: Active & Passive Portfolio Management Unit 3: Performance Evaluation of Existing Portfolio Unit 4: Sharpe, Treynor and Jensen measures		
Suggested Readings - - Pandian, P. (2005). Security analysis and portfolio management. (2ed.). Noida: Vikas publishing house Pvt Ltd. - Bhat, S. (2008). Security analysis and portfolio management. (1 ed.). New Delhi: Excel Books.			

M.COM Semester: IV Paper -V			
Elective Course(Group-B): C011003TODL Customer Relationship Management			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives– The aim of the course is to provide understanding of comprehensive marketing strategy to improve marketing productivity which can be achieved by increasing marketing efficiency and enhancing marketing effectiveness through a process of acquiring, retaining and partnering with selective customers to create superior mutual value for the organization.			
Blocks	Units		
Block-1: Introduction to CRM	Unit 1: Evolution of customer relationship Unit 2: Customer Profitability Segments Unit 3: Components of CRM Unit 4: Barriers of CRM		
Block-2: Relationship Marketing & CRM	Unit 1: Relationship Development Strategies Unit 2: Brand Building Unit 3: CRM Marketing Initiatives Unit 4: Customer Service and Data Management		
Block-3: CRM Marketing Drivers	Unit 1: Cross selling and Up selling Unit 2: Customer Retention and Behavior Prediction Unit 3: Customer Profitability and Value Modelling, Channel Optimization, Personalization and Event Based Marketing Unit 4: Concept of E-CRM		
Block-4: CRM and Customer Service	Unit 1: Call Centre and Customer Care Unit 2: Customer Satisfaction Measurement Unit 3: Web Based Self Service Unit 4: Cyber Agents and Workforce Management		
Block- 5: CRM and Data Management	Unit 1: Types of Data Unit 2: Identifying Data Quality Unit 3: Types of Data Analysis Unit 4: Ethical Issues in CRM.		

Suggested Readings -

- Baran Roger J. & Robert J. Galka (2014), Customer Relationship Management: The Foundation of Contemporary Marketing Strategy, Routledge Taylor & Francis Group.
- Anderson Kristin and Carol Kerr (2002), Customer Relationship Management, Tata McGraw-Hill.
- Ed Peelen, Customer Relationship Management, Pearson Education
- Bhasin Jaspreet Kaur (2012), Customer Relationship Management, Dreamtech Press.
- Judith W. Kincaid (2006), Customer Relationship Management Getting it Right, Pearson Education.
- Jill Dyche' (2007), The CTM Handbook: A Business Guide to Customer Relationship Management, Pearson Education.
- Valarie A Zeithmal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit (2010), Services Marketing Integrating Customer Focus Across the Firm, Tata McGraw Hill.
- Urvashi Makkar and Harinder Kumar Makkar (2013), CRM Customer Relationship Management, McGraw Hill Education.

M.COM			
Semester: IV Paper -VI			
1Elective Course (Group -B): C011006TODL Digital Marketing and E-Commerce			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – The course aims to help students understand digital and social media marketing practices to acquire and enhance customer engagement. Students will be able to develop latest digital practices for marketing and promotion			
Blocks	Units		
Block-1: Marketing Strategies for The Digital World	Unit 1: Introduction Unit 2: History of Digital Marketing in India Unit 3: Digital Marketing V/S Real Marketing. Unit 4: Benefits and Problems of Digital Marketing		
Block-2: Social Media Marketing	Unit 1: Introduction to Blogging Unit 2: Introduction to Social Media Platforms Unit 3: Concept of Duplicate Content and Canonical Tag Unit 4: Links of Blogs		
Block-3: User’s Engagement	Unit 1: Use of Different Sites Unit 2: Search Engine Optimization (SEO) Unit 3: Content Management Unit 4: Customer Relationship Management (CRM) In Online Marketing		
Block-4: Digital Transformation Framework	Unit 1: Precautions in Online Marketing Unit 2: Affiliated Marketing Unit 3: Overview of Global E □ Marketing Issues Unit 4: Online Marketing Research Tools		
Block- 5: E □ Commerce	Unit 1: Introduction to E-commerce Unit 2: E □ Commerce Marketing Unit 3: E □ Commerce Legal Considerations Unit 4: Customer Service Expectations of The E □ Commerce Experience.		
Suggested Readings □ • UnderstandingDigitalMarketing(2nded.).KoganPagePublishers. • DigitalMarketing:Strategy,ImplementationandPractice,ChaffeyD.,Ellis □ Chadwick,5thEdition, F.,Pearson. • EMarketing–Theessentialguidetoonline marketing,RobStokes,Flatworldknowledge. • MoutsyMaiti:InternetMareting,OxfordUniversityPressIndia • Vandana,Ahuja;DigitalMarketing,OxfordUniversityPressIndia(November,2015). • TracyL.Tuten&MichaelR.Solomon:SocialMediaMarketing(SagePublication).			

M.COM			
Semester: IV Paper -VII			
Elective Course (Group -B): C011009TODL International Marketing			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – The objective of the course is to familiarise the students with the conceptual framework, policies and procedures of international marketing. It also aims to provide an exposure of the environmental dynamics of international business to the students so as to enable them to develop international marketing strategies.			
Blocks	Units		
Block-1: Globalization& International Marketing Environment	Unit 1: Introduction Unit 2: Concept of Domestic and International marketing Unit 3: International Marketing Environment Unit 4: Drivers of globalization & Multinational corporations.		
Block-2: Identification of International Markets	Unit 1: Global trading environment Unit 2: Methods of evaluation of International Markets Unit 3: Modes of entry in international market Unit 4: International organizations&Market Coverage Strategies.		
Block-3: International Product Decisions	Unit 1: Product mix Unit 2: Product life cycle Unit 3: New product development Unit 4: International Pricing Decisions		
Block-4: International Promotion Strategies	Unit 1: Marketing environment and promotion strategies Unit 2: International marketing communications Unit 3: Export promotion organizations Unit 4: International Sales Force Management		
Block- 5: International Distribution Decisions	Unit 1: Distribution channel strategy Unit 2: Types of international distribution channels Unit 3: International distribution logistics Unit 4: Emerging Trends in International Marketing		
Suggested Readings– - VarshneyandBhattacharya: InternationalMarketingManagement:SultanChand& Sons. - FrancisCherunilam: InternationalMarketing, HimalayaPublishingHouse. - Cateora, PhillipR., Graham, JohnL. and Gilly, Mary: InternationalMarketing, TataMcGrawHill. - Czinkota, MichaelR. and Ronkainon, IlkkaA.: InternationalMarketing, CengageLearning. - Joshi, RakeshM. InternationalMarketing, OxfordUniversityPress. - Keegan, WarranJ. and Green, MarkC.: GlobalMarketing, Pearson. - Onkvist, Sak and Shaw, John J. : International Marketing : Analysis and Strategy. Psychology Press.			

M.COM			
Semester: IV Paper -VIII			
Elective Course (Group -C): C011004TODL Training and Development			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – The course is designed to enable the students to gain information on training practices in relation to organizational development and to develop skills necessary to analyse, design, develop, conduct, and evaluate training programs and their success.			
Blocks	Units		
Block-1: Introduction to Training & Development	Unit 1: Fundamentals of Training Unit 2: Fundamentals of Development concept Unit 3: Developmental Approaches to Training Unit 4: Case-Based Decision Making		
Block-2: Training Needs Assessment	Unit 1: Significance of Need Analysis Unit 2: Data Collection for TNA; Unit 3: Training Design Unit 4: Training Methods		
Block-3: Trainers Development	Unit 1: Traits of Successful Trainers Unit 2: E-learning Unit 3: Online Training and Self-Learning Unit 4: Overview of Emotional Intelligence		
Block-4: Role of Mentors	Unit 1: Characteristics of a Good Mentorand a Mentee Unit 2: Coaching Unit 3: Training Issues for Global Organizations		
Block- 5: Training and Development in International Context	Unit 1: Training and Development in International Context.		
Suggested Readings - PersonalmanagementPSubbarao,Himalayapublications. - HRMVSPRaosecondedition2008. - ManagingHRMBohlander&Snell–IngramInternationalInc.16thEdition–2012. - HRMGaryDesslerPearson/PrenticeHall,200510thEdition - EmployeeTrainingAndDevelopmentRaymondNoe - EveryTrainersHandbookDevendraAgochia 360DegreeFeedback,CompetencyMappingAndAssessmentCentreRadhaSharma - TrainingAndDevelopmentS.K.Bhatia. - HRMBiswajeetPattanayak.			

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Semester: IV Paper -IX			
Elective Course (Group -C): C011007TODL Conflict Resolution and Strategic Negotiation			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – The course is designed to make students understand different types of conflict at workplace and have an insight as to how to recognize the positive and negative impacts and outcomes of resolved and unresolved conflict, The course also aims to enhance the understanding of strategic negotiations.			
Blocks	Units		
Block-1: Concept of Conflict	Unit 1: Introduction to Conflict Unit 2: Models of Conflict Unit 3: Functional and Dysfunctional Conflict Unit 4: Sources and Types of Conflict		
Block-2: Management and Conflict	Unit 1: Degree of Conflict Development Unit 2: Leadership Grid Approach Unit 3: Behaviour Style of Conflict Handling Unit 4: Techniques to Resolve Team Conflict.		
Block-3: Negotiation	Unit 1: Introduction to Negotiation Unit 2: Components of Negotiation Performance Unit 3: Types of Negotiations Unit 4: Negotiation Styles		
Block-4: Third Party Intervention	Unit 1: Introduction to Third Party Intervention Unit 2: Liabilities of Third Party Interventions Unit 3: Concept of Mediation Unit 4: Alternative Dispute Resolution (ADR)		
Block- 5: Introduction to Power	Unit 1: Concept of Power Unit 2: Recognizing Available Power Unit 3: Understanding Self: Johari Window Unit 4: Conflict Handling.		
Suggested Readings □ - Roy Lewicki, David Saunders, John Minton, Negotiation (Irwin, 1999). - William W. Wilmot & Joyce L. Hocker, Interpersonal Conflict, 6th Edition (McGraw □ Hill, 2001). - Roy Lewicki, David Saunders, John Minton, Negotiation: Readings, Exercises & Cases (Irwin, 1999). - Bercovitch, Jacob, et. al. 2009. The Sage Handbook of Conflict Resolution. New Delhi: Sage Publication. - J.T. Dunlop, A.M. Zack, Mediation and Arbitration of Employment Disputes (Jossey □ Bass, 1997). - Sandra Gleason, ed., Workplace Dispute Resolution (Michigan State University Press, 1997). - M.H. Bazerman, Judgment in Managerial Decision Making (Wiley, 1986). - J.T. Dunlop, A.M. Zack, Mediation and Arbitration of Employment Disputes (Jossey □ Bass, 1997).			

M.COM			
Semester: IV Paper -X			
Elective Course (Group -C): C011010TODLPerformance and Compensation Management			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
Course Objectives – The objective of the course is to familiarize students about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees towards higher performance.			
Blocks	Units		
Block-1: Performance Management System	Unit 1: Introduction Unit 2: Its challenges in current scenario Unit 3: Performance management as a System and Process Unit 4: Developing an Effective Appraisal System		
Block-2: Performance Appraisal	Unit 1: Introduction Unit 2: 360° Degree Performance Appraisal Unit 3: Performance Analysis Unit 4: Competency mapping & its linkage with Career Development and Succession Planning		
Block-3: Compensation	Unit 1: Introduction to Compensation Unit 2: Conceptual Framework of Compensation Management Unit 3: Criteria of Wage Fixation Unit 4: Institutional and Cultural Factors on Compensation Practices.		
Block-4: Compensation System Design Issues	Unit 1: Compensations Philosophies and Approaches Unit 2: Job Evaluation Systems Unit 3: Preparing Salary Matrix Unit 4: Incentive Plans		
Block- 5: Employee Benefits	Unit 1: Introduction to Employee Benefits Unit 2: Benefits Administrations Unit 3: Employee Benefits required by law Unit 4: Executive Compensation		

\Suggested Readings-

- TVRao: Performance Management: Towards organizational Excellence (SAGE Publishing)
- Michael, Armstrong Performance Management. Kogan Page.
- Shrinivas R Kandula, Performance Management: Strategies, Intervention & Drivers. Pearson
- Chadha, P. Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd.
- B D Singh, Compensation and Reward Management, Excel Book
- Robert Bacal, Performance Management, McGraw Hill Education.
- Compensation Management and Labour Legislation □ M Sharma □ Himalaya Publishing – 1st edition.
- Compensation Management □ Dr Kanchan Bhatia □ Himalaya publishing – 1st edition.
- Managing Human Resource □ Bohlander Snell □ South Western Cengage Learning – 15th edition.
- Principles and Practices of Organizational Performance Excellence □ Cartin Thomas J, 1st Edition, 2004.
- The Practice of Management □ Drucker P. F, 2009, Harper, New York.

M.COM Semester: IV Paper -XI			
Project C01101ODLRRResearch Project			
Credit:8	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100

