

# MASTER OF COMMERCE (M.Com.)

(OPEN AND DISTANCE LEARNING)

## PROGRAMME PROJECT REPORT (PPR)



**DRONACHARYA-CENTER FOR ONLINE AND DISTANCE EDUCATION [D-CODE]**

**CHHATRAPATI SHAHUJI MAHARAJ UNIVERSITY**

**KALYANPUR, KANPUR (UP)-208024**

Accredited with Grade A++ by NAAC & UGC Category-I University

## ABOUT THE UNIVERSITY

Chhatrapati Shahu Ji Maharaj University Kanpur, a premier landmark of higher education in Uttar Pradesh is named after the great social reformer Chhatrapati Shahu Maharaj also known as Rajarshi Shahu. It is a well-established and respected educational community where students of all backgrounds study and work together in a congenial and encouraging academic atmosphere. The university is geared to provide maximum scholastic benefit to each individual student and nurture them to achieve their full potential and evolve as a responsible global citizen

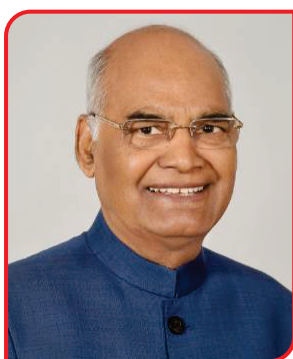
## VISION

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

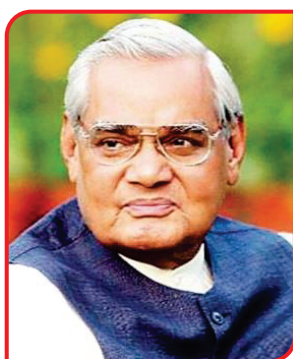
## MISSION

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

## OUR ALUMNI



**Shri Ram Nath Kovind**  
Former President of India



**Bharat Ratna Shri Atal Bihari Bajpai**  
Former Prime Minister of India



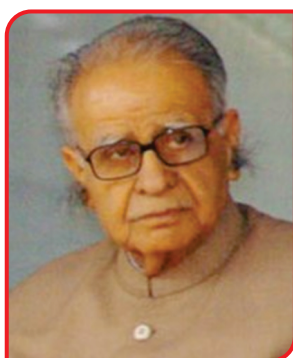
**Dr. Harsh Vardhan**  
Union Cabinet Minister



**Shri Gopal Das Neeraj**  
Indian poet; Author of Hindi literature



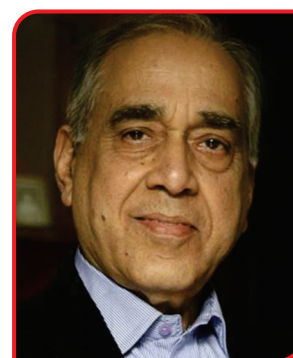
**Shri Ajeet Doval**  
National Security Advisor of India  
to Prime Minister



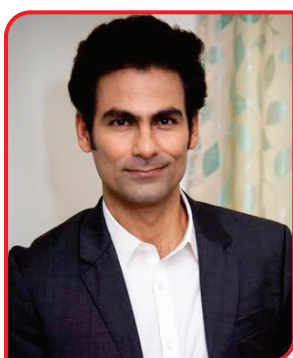
**Shri T.N Chaturvedi**  
Governor of Karnataka & Comptroller &  
Auditor General of India



**Shri Sanjay Kothari**  
Secretary to the President  
& Central Vigilance Commissioner



**Shri Nripendra Misra**  
Principal Secretary to  
the Prime Minister of India



**Shri Mohammad Kaif**  
Former Indian Cricketer



**Shri David Dhawan**  
Director of Hindi films



**Shri Abhijeet Bhattacharya**  
Indian Playback Singer



**Shri Irshad Mirza**  
Indian Industrialist

## **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 programs 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 Chhatrapati Shahu Ji Maharaj University**

### **Kanpur's Mission and Objectives:**

Masters of Commerce (M.COM) program with the mission and objectives of Chhatrapati Shahu Ji Maharaj 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 Chhatrapati Shahu Ji Maharaj 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. Nature of prospective target group of learners:**

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	C010701T	CORE	ORGANISATIONAL BEHAVIOUR	5	25	75	100
	C010702T	CORE	ACCOUNTING FOR MANAGERIAL DECISIONS	5	25	75	100
	C010703T	CORE	STATISTICAL ANALYSIS	5	25	75	100
	C010704T	CORE	MANAGERIAL ECONOMICS	5	25	75	100
1ST Year/ 2nd SEM	C010801T	CORE	FINANCIAL MANAGEMENT	5	25	75	100
	C010802T	CORE	MARKETING MANAGEMENT	5	25	75	100
	C010803T	CORE	HUMAN RESOURCE MANAGEMENT	5	25	75	100
	C010804T	ELECTIVE	ADVANCED CORPORATE ACCOUNTING AND REPORTING	5	25	75	100
	C010805T		CONSUMER BEHAVIOUR & MARKETING RESEARCH				
	C010806T		TALENT MANAGEMENT				
	C010807R	PROJECT	RESEARCH PROJECT	8	25	75	100
	C010801T	MINOR ELECTIVE	FROM OTHER FACULTY	4/5/6	25	75	100

2ND Year/ 3rd SEM	C010901T	CORE	BUSINESS RESEARCH METHODOLOGY	5	25	75	100
	C010902T	CORE	STRATEGIC MANAGEMENT	5	25	75	100
	C010903T	ELECTIV E	INDIAN FINACIAL SYSYTEM AND FINACIAL SERVICES	5	25	75	100
	C010904T		MARKETING OF SERVICES AND RETAIL MANAGEMENT				
	C010905T		ORGANISATION DEVELOPMENT AND CHANGE MANAGEMENT				
	C010906T	ELECTIV E	CORPORATE TAX PLANNING AND MANAGEMENT	5	25	75	100
	C010907T		LOGISTICS AND SUPPLY CHAIN MANAGEMENT				
	C010908T		INDUSTRIAL RELATIONS AND LABOUR LEGISLATION				

2ND Year/ 4th SEM	C011001T	CORE	PROJECT MANAGEMENT AND PLANNING	5	25	75	100
	C011002T	ELECTIV E	MANAGEMENT INFORMATION SYSTEM	5	25	75	100
	C011003T		CUSTOMER RELATIONSHIP MANAGEMENT				
	C011004T		TRAINING AND DEVELOPMENT				
	C011005T	ELECTIV E	INTERNATIONAL FINANCIAL SYSYTEM AND MANAGEMENT	5	25	75	100
	C011006T		DIGITAL MARKETING AND E-COMMERCE				
	C011007T		CONFLICT RESOLUTION AND STRATEGIC NEGOTIATION				
	C011008T	ELECTIV E	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT	5	75	75	100
	C011009T		INTERNATIONAL MARKETING				
	C011010T		PERFORMANCE AND COMPENSATION MANAGEMENT				
	C011011R	PROJEC T	RESEARCH PROJECT	5	25	75	100

**NOTE:**

1. \*A MINOR ELECTIVE FROM OTHER FACULTY SHALL BE CHOSEN IN 1<sup>ST</sup> YEAR (EITHER 1<sup>st</sup> / II<sup>nd</sup> 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**

<b>S.No</b>	<b>Semester</b>	<b>Paper Code</b>	<b>Title of the Paper</b>	<b>Credits</b>
1	II	C010804T	Advanced Corporate Accounting And Reporting	5
2	III	C010903T	Indian Financial System and Financial Services	5
3	III	C010906T	Corporate Tax Planning and Management	5
4	IV	C011002T	Management Information System	5
5	IV	C011005T	International Financial System and Management	5
6	IV	C011008T	Security Analysis and Portfolio Management	5

#### **Group B- Marketing**

<b>S.No</b>	<b>Semester</b>	<b>Paper Code</b>	<b>Title of the Paper</b>	<b>Credits</b>
1	II	C010805T	Consumer Behaviour and Marketing Research	5
2	III	C010904T	Marketing of Services and Retail Management	5
3	III	C010907T	Logistics and Supply Chain Management	5
4	IV	C011003T	Customer Relationship Management	5
5	IV	C011006T	Digital Marketing and E-Commerce	5
6	IV	C011009T	International Marketing	5



Group C- Human Resource				
S.No	Semester	Paper Code	Title of the Paper	Credits
1	II	C010806T	Talent Management	5
2	III	C010905T	Organization Development and Change Management	5
3	III	C010908T	Industrial Relations and Labour Legislation	5
4	IV	C011004T	Training and Development	5
5	IV	C011007T	Conflict Resolution and Strategic Negotiation	5
6	IV	C011010T	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, animation 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 in to 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 keypoints which make our offered programme much better in terms 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 ways 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**

<p style="text-align: center;"><b>M.COM</b> <b>Semester: I Paper -1</b></p>			
<p style="text-align: center;"><b>Core Course:C010701TOrganisational Behaviour</b></p>			
<b>Credit:5</b>	<b>Internal evaluation: 25</b>	<b>Final Evaluation: 75</b>	<b>Maximum Marks: 100</b>
<p><b>Course Objectives–</b> 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.</p>			
<b>Blocks</b>		<b>Units</b>	
<p style="text-align: center;"><b>Block-1:</b> Introduction to OrganisationalBehaviour</p>		<p><b>Unit-1:</b>Meaning, Characteristics, Key elements and evolution of OrganisationalBehaviour (OB).  <b>Unit-2:</b>Research on OrganisationalBehaviour  <b>Unit-3:</b>Biological Foundations of Behaviour  <b>Unit-4:</b>Trends and Changes in OB, Globalisation and Culture.</p>	
<p style="text-align: center;"><b>Block-2:</b> Individual Dimension of OrganisationalBehaviour</p>		<p><b>Unit-1:</b>Motives and Behaviour  <b>Unit-2:</b>Personality and Behaviour  <b>Unit-3:</b>Perception and Behaviour  <b>Unit-4:</b> Learning and Behaviour;  <b>Unit-5:</b> Theories of Motivation: Expectancy Theory, Equity Theory, Reinforcement Theory, Goal Theory  <b>Unit-6:</b>Job Stress: Meaning and Sources; Stress moderators; Consequences and Management of Stress.</p>	
<p style="text-align: center;"><b>Block-3:</b> Groups and Leadership</p>		<p><b>Unit-1:</b> 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  <b>Unit-2:</b>Leadership: Meaning and roles in organization, Distinction between Manager and Leader  <b>Unit-3:</b>Leadership: Meaning and roles in organization, Distinction between Manager and Leader</p>	
<p style="text-align: center;"><b>Block-4:</b> Power, Politics and Conflict</p>		<p><b>Unit-1:</b>Power, Politics and Conflict: Power: Meaning, Sources and Bases, Impression Management  <b>Unit-2:</b>Defensive Behaviour  <b>Unit-3:</b>Conflict: Meaning, Nature, Sources and Types; Effect of Inter-Group conflict handling and Resolution; Preventing and stimulating conflict</p>	
<p style="text-align: center;"><b>Block- 5:</b> Organisational Culture</p>		<p><b>Unit-1:</b>Introduction, Elements of Culture, Functions of Organisational Culture, Managing Organisational Culture  <b>Unit-2:</b> Organisational Culture and Ethics  <b>Unit-3:</b> Organisational change: Forces for change, planned change; Resistance to change; Approaches to Managing Organisational change.  <b>Unit-4:</b>Organisational change in Indian Businesses</p>	

### **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, Pragati Prakashan, 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 :Sangthan Siddhant evamVyavahar (Hindi).
- Dr. P.C. Jain :SangathanatmakVyavahar (Hindi).
- K. Aswathappa :OrganisationalBehaviour.
- K. Aswathappa and G. Sudarsana Reddy : Management and OrganisationalBehaviour.
- G.S. Sudha : Management Concepts and OrganisationalBehaviour





<b>M.COM</b> <b>Semester: I Paper -II</b>			
<b>Core Course: C010702TAccounting for Managerial Decisions</b>			
<b>Credit:5</b>	<b>Internal evaluation: 25</b>	<b>Final Evaluation: 75</b>	<b>Maximum Marks: 100</b>
<b>Course Objectives –</b> 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.			
<b>Blocks</b>		<b>Units</b>	
<b>Block-1:</b> Introduction to Management Accounting		<b>Unit-1:</b> Management Accounting: Nature and Functions; Financial vs Management Accounting; Cost vs Management Accounting; Role of Management Accountant <b>Unit-2:</b> - Cost Concepts and Classifications <b>Unit-3:</b> Activity Bases Product Costing – Concept and Uses; Emerging Costing Approaches	
<b>Block-2:</b> Variable and Absorption Costing		<b>Unit-1:</b> Variable and Absorption Costing: Concept; Comparison; Applications of Variable Costing <b>Unit-2:</b> Preparation of Income Statements <b>Unit-3:</b> Cost-Volume-Profit (CVP) Analysis <b>Unit-4:</b> Contribution Margin; Break-Even Analysis; Profit Volume (P/V) Analysis	
<b>Block-3:</b> Managerial Decision Making		<b>Unit-1:</b> Relevant Information and Short-Run Managerial Decisions <b>Unit-2:</b> Managerial Decision Making – Make/ Buy, Add/ Drop, Sell/ Process, Operate/ Shut Down <b>Unit-3:</b> Special Order; Product Mix <b>Unit-4:</b> Pricing Decisions <b>Unit-5:</b> Optimal Use of Limited Resources	
<b>Block-4:</b> Budgeting		<b>Unit-1:</b> Budgeting: Nature and Functions; Types of Budgets – Functional, Master; Fixed versus Flexible Budgeting <b>Unit-2:</b> Standard Costing: Concept; Advantages; Types of Standards <b>Unit-3:</b> Variance Analysis – Materials, Labour, Overheads <b>Unit-4:</b> Managerial uses of variance	
<b>Block-5:</b> Evaluation & Control		<b>Unit-1:</b> Responsibility Accounting and Divisional Performance Measurement: Meaning and Characteristics of Responsibility Accounting <b>Unit-2:</b> Responsibility Centres – Cost Centre, Revenue Centre, Profit Centre, Investment Centre <b>Unit-3:</b> Responsibility Performance Reporting; Divisionalisation– Advantages and Disadvantages.	

### Suggested Readings:

- Gupta, K.L. : Accounting for Managerial Decisions, Sahitya Bhawan Publications, Agra.
- Jawahar Lal : 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.

<b>M.COM</b>			
<b>Semester: I Paper -III</b>			
<b>Core Course: C010703T Statistical Analysis</b>			
<b>Credit:5</b>	<b>Internal evaluation: 25</b>	<b>Final Evaluation: 75</b>	<b>Maximum Marks: 100</b>
<b>Course Objectives –</b> 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			
<b>Blocks</b>		<b>Units</b>	
<b>Block-1:</b> Probability		<b>Unit-1:</b> Probability: Basic Concepts and its Types <b>Unit-2:</b> Probability Rules, Probability under condition of statistical independence and statistical dependence <b>Unit-3:</b> Bayes' Theorem, Mathematical Expectations <b>Unit-4:</b> Theoretical Frequency Distributions: Binomial, Poisson and Normal Distributions, Choosing the correct Probability Distribution	
<b>Block-2:</b> Correlation and Regression Analysis		<b>Unit-1:</b> Correlation Analysis: Simple, Multiple and Partial Correlation <b>Unit-2:</b> Regression Analysis: Simple and Multiple Linear Regression <b>Unit-3:</b> Association of Attributes: Class Frequencies, Association between Attributes <b>Unit-4:</b> Consistency of Data and Methods.	
<b>Block-3:</b> Sampling and Sampling Distributions		<b>Unit-1:</b> Sampling and Sampling Distributions: Introduction to Sampling <b>Unit-2:</b> Basic Concepts for Hypothesis Testing <b>Unit-3:</b> Procedure and Estimation of Parameter <b>Unit-4:</b> Testing of Hypothesis and Estimation of Parameter for Large Samples (Attributes and Variables).	
<b>Block-4:</b> Testing of Hypothesis		<b>Unit-1:</b> 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.	
<b>Block- 5:</b> Statistical Quality Control		<b>Unit-1:</b> Statistical Quality Control: Concept, Control Charts <b>Unit-2:</b> Mean, Standard Deviation and Range Chart, P-Chart, np -Chart and C-Chart <b>Unit-3:</b> 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.
- Cochran, 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, Richard I : Statistics for Management.
- Nagar, K.N. : SankhyakiKeMoolTatva.
- Sanchenti and Kapoor: Statistical Methods.

<p style="text-align: center;"><b>M.COM</b> <b>Semester: I Paper -IV</b></p>			
<p style="text-align: center;"><b>Core Course: C010704TManagerial Economics</b></p>			
<b>Credit:5</b>	<b>Internal evaluation: 25</b>	<b>Final Evaluation: 75</b>	<b>Maximum Marks: 100</b>
<p><b>Course Objectives –</b> 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.</p>			
<b>Blocks</b>	<b>Units</b>		
<p><b>Block-1:</b> Introduction to Managerial Economics</p>	<p><b>Unit 1-</b> Nature and Scope of Managerial Economics  <b>Unit 2-</b> Objective of the firm – Profit and wealth maximization  <b>Unit 3-</b> Role and Responsibilities of Managerial Economists  <b>Unit 4-</b> Demand Analysis and Forecasting: Demand determinants, Demand distinctions, Factors involved in Demand Forecasting, Methods of Demand Forecasting</p>		
<p><b>Block-2:</b> Production and Cost</p>	<p><b>Unit-1:-</b> Production function - Concept of productivity and technology  <b>Unit-2:</b> Production with one variable input  <b>Unit-3:</b> Returns to scale  <b>Unit-4:</b> Production with two variable inputs, Optimal Input Combinations, Managerial use of production functions  <b>Unit 5 -</b> Cost function – Classification of Cost, Incremental Cost and its relevance in decision making, short run and long run cost functions  <b>Unit 6 -</b> Law of variable proportion</p>		
<p><b>Block-3:</b> Market and Pricing</p>	<p><b>Unit-1:</b> Market forms – Perfect competition, Monopolistic competition, Monopoly power, Oligopolistic behavior  <b>Unit-2:</b> Factor pricing – Demand and [10] supply of factors of production  <b>Unit-3:</b> Pricing Methods, Dual pricing, Transfer pricing, Product-line coverage and pricing.</p>		
<p><b>Block-4:</b> Risk and Decision Making</p>	<p><b>Unit-1:</b> Risk and Decision Making: Concept of Risk and Uncertainty, Decision making under uncertainty, Risk-Return Trade-off  <b>Unit-2:</b> Profit Management - The Concept of Economic Profit and Accounting Profit, Profit Planning and Forecasting</p>		
<p><b>Block- 5:</b> Introduction to Macroeconomics</p>	<p><b>Unit-1:-</b> National Income Accounting  <b>Unit-2:</b> 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  <b>Unit-3:</b> Product and Financial Market Equilibrium: The Product Markets, Financial Markets and Labour Markets  <b>Unit-4:</b> Trade Cycles and Open Economy: Economic fluctuations and business cycle, Open economy macroeconomics  <b>Unit 5:</b> Determination of exchange rate.</p>		

### Suggested Readings–

- Branson, William H. : Macro Economics Theory and Policy, East-West Press
- Dorn Busch, R. and S. Fischer : Macro Economics, Tata McGraw Hill.
- Koutsyiannis, 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'woodillionis.
- 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): C010801TFinancial Management			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
<b>Course Objectives –</b> 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.			
<b>Blocks</b>		<b>Units</b>	
<b>Block-1:</b> Introduction to Financial Management		<b>Unit-1:</b> Nature, Scope and Objectives of Financial Management <b>Unit 2:</b> Time value of money <b>Unit 3:</b> Concepts of Annuity and Perpetuity <b>Unit 4:</b> Indian and International Financial Management	
<b>Block-2:</b> Financing Decisions		<b>Unit-1:</b> Cost of Capital <b>Unit 2:</b> Capital Structure Decisions <b>Unit 3:</b> Capital structure theories <b>Unit 4:</b> Leverage <b>Unit 5:</b> EBIT-EPS Analysis	
<b>Block-3:</b> Investment Decisions		<b>Unit-1:</b> Capital budgeting <b>Unit-2:</b> Capital Rationing <b>Unit-3:</b> Non-discounted and Discounted Cash Flow Approaches <b>Unit-4:</b> Business Risk and Financial Risk	
<b>Block-4:</b> Dividend Policy		<b>Unit-1:</b> Dividend Policy : Concept, theories and determinants <b>Unit-2:</b> Dividend Models – Walter, Gordon and M.M. Model	
<b>Block- 5:</b> Management of Working Capital		<b>Unit 1:</b> Estimation of Working Capital <b>Unit 2:</b> Inventory Management <b>Unit 3:</b> Receivables Management <b>Unit 4:</b> Management of Cash <b>Unit 5:</b> Marketable Securities, Working Capital Financing	
<b>Suggested Readings-</b> <ul style="list-style-type: none"><li>• Bierman, H. : Financial Policy Decisions, Macmillan.</li><li>• Bierman, H. and Smidt, S. : The Capital Budgeting Decisions, Macmillan.</li><li>• Fama, E.F. and Miller, M.H. : The Theory of Finance, Holt, Rinchart and Winston.</li><li>• Hunt, P., Williams, CV.M. and Donaldson, G. :Basic Business Finance.</li><li>• Van Horne, J.C. : Financial Management and Policy, Prentice Hall.</li><li>• Kuchhal, S.C. : Financial Planning – An Analytical Approach, Chaitanya Publishing House.</li><li>• Ramchandran, H. : Financial Planning and Control, S. Chand &amp; Co.</li><li>• Lawrence, D. Sohall and Chanles W. Haley : Introduction to Financial Management, Tata McGraw Hill Co.</li><li>• Agarwal and Agarwal : Financial Management (in Hindi), Ramesh Book Depot, Jaipur.</li><li>• Malodia, G.L. : Financial Management (Hindi and English), Jodhpur Publishing House, Jodhpur.</li><li>• Khan and Jain : Financial Management, Tata McGraw Hill Co.</li><li>• Ravi M. Cishore : Financial Management, Taxmann’s Publications.</li><li>• Maheshwari, S.N. : Financial Management, Sultan Chand &amp; Co.</li><li>• Pandey, I.M. : Financial Management, 9 th edition, Vikas Publishing House Pvt. Ltd.</li><li>• Srivastava, R.M. : Financial Management.</li><li>• Kulkarni, P.V. : Financial Management.</li><li>• Bhalla, V.K. : Financial Management.</li><li>• Gupta, S.P. : Financial Management, (Hindi and English).</li></ul>			

<b>M.COM</b> <b>Semester: II Paper -II</b>			
<b>Core Course: C010802TMarketing Management</b>			
<b>Credit:5</b>	<b>Internal evaluation: 25</b>	<b>Final Evaluation: 75</b>	<b>Maximum Marks: 100</b>
<b>Course Objectives –</b> 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.			
<b>Blocks</b>	<b>Units</b>		
<b>Block-1:</b> Introduction to Marketing Management	<b>Unit 1:</b> Concept, Nature, Scope and Importance of Marketing, Functions of Marketing <b>Unit 2:</b> Evaluation of Modern Marketing Concept <b>Unit 3:</b> Selling vs Marketing <b>Unit 4:</b> Marketing Mix <b>Unit 5:</b> Market Analysis and Selection <b>Unit 6:</b> Market segmentation and positioning <b>Unit 7:</b> Buyer behavior, Consumer vs Organisational Buyers <b>Unit 8:</b> Consumer Decision Making Process		
<b>Block-2:</b> Product Decisions	<b>Unit 1:</b> Concept of a product; Classification of products; Layers of products <b>Unit 2:</b> Major product decisions <b>Unit 3:</b> Product line and Product Mix <b>Unit 4:</b> Branding <b>Unit 5:</b> Packaging and labeling <b>Unit 6:</b> Product-life-cycle-strategic implications <b>Unit 7:</b> New product development and Consumer adoption process <b>Unit 8:</b> Pricing Decisions		
<b>Block-3:</b> Distribution Decisions	<b>Unit 1:</b> Channels of distribution – Concept and importance <b>Unit 2:</b> Distribution middlemen and their functions <b>Unit 3:</b> Selection, motivation and performance appraisal of distribution middlemen <b>Unit 4:</b> Channel Management Decision <b>Unit 5:</b> Retailing and wholesaling: Nature, importance, theories and strategies <b>Unit 6:</b> Developments in retailing and wholesaling in Indian perspective.		
<b>Block-4:</b> Promotion Decisions	<b>Unit 1:</b> Communication process <b>Unit 2:</b> Promotion mix-advertising, personal selling, sales promotion, publicity and public relations <b>Unit 3:</b> Determining advertising budget <b>Unit 4:</b> Copy designing and its testing <b>Unit 5:</b> Media selection <b>Unit 6:</b> Advertising effectiveness <b>Unit 7:</b> Sales promotion – tools and techniques		
<b>Block- 5:</b> Issues and Developments in Marketing	<b>Unit 1:</b> Social, Ethical and Legal Aspects of Marketing <b>Unit 2:</b> Services Marketing <b>Unit 3:</b> Green Marketing <b>Unit 4:</b> Sustainable Marketing <b>Unit 5:</b> Relationship Marketing and other developments in marketing		

### **Suggested Readings-**

- Mc Carthy, E.J., Cannon, J. & per result, W(2014), Basic Marketing, McGraw-Hill Education.
- Agarwal, P.K. : Marketing Management : An Indian Perspective, Pragati Prakashan, 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 & Duggal Ekta : Marketing, Oxford University Press, New Delhi.



<b>M.COM</b> <b>Semester: II Paper -III</b>			
<b>Core Course: C010803THuman Resource Management</b>			
<b>Credit:5</b>	<b>Internal evaluation:</b> <b>25</b>	<b>Final Evaluation:</b> <b>75</b>	<b>Maximum Marks:</b> <b>100</b>
<b>Course Objectives –</b> 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.			
<b>Blocks</b>	<b>Units</b>		
<b>Block-1:</b> Overview of HRM	<b>Unit 1:</b> HRM Concept, evolution, objectives, scope, importance, principles and functions <b>Unit 2:</b> Role of HR manager <b>Unit 3:</b> Human Resource Planning <b>Unit 4:</b> Job Description and Job Specification <b>Unit 5:</b> Recruitment <b>Unit 6:</b> Employer Branding Selection		
<b>Block-2:</b> Training and Development	<b>Unit 1:</b> Meaning and Definition, Objectives and Needs of training and development <b>Unit 2:</b> Process and Methods of Training, Evaluation of Training Programmes <b>Unit 3:</b> - Performance Management		
<b>Block-3:</b> Employee Relations	<b>Unit 1:</b> Grievances – Causes, Grievance Procedure, Steps in handling grievance, Directive principles of handling grievances, Ideal grievance procedure <b>Unit 2:</b> Discipline- Objects, Types, principles, causes, and suggestion for effective discipline <b>Unit 3:</b> Collective Bargaining		
<b>Block-4:</b> Employee Integration and Separation	<b>Unit 1:</b> Promotion, Job Analysis and Design <b>Unit 2:</b> Job Enrichment, Job Enlargement, Labour Turnover, Absenteeism <b>Unit 3:</b> Voluntary Retirement, Superannuation, Lay-off, Retrenchment, Dismissal, Discharge		
<b>Block- 5:</b> Ethical Issues in HRM	<b>Unit 1:</b> Nature and Need <b>Unit 2:</b> HR Ethical issues <b>Unit 3:</b> Challenges of HRM <b>Unit 4:</b> International Human Resource Management <b>Unit 5:</b> Managing International HR activities.		

### Suggested Readings-

- Shukla, R.K. : Human Resource Management, New Royal Book Co., Lucknow.
- Verma, R.B.S. : Manav SansadhanvaPrabandh 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.
- Saiyadain Mirza S. : Human Resource Management, Dwivedi, R.S. : Rai & Co. Pvt. Ltd., New Delhi.
- Chhabra, T.N. : Human Resource Management, Dhanpat Rai & 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: C010804ADVANCED CORPORATE ACCOUNTING AND REPORTING			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
<b>Course Objectives –</b> 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		
<b>Block-1:</b> Final accounts of companies	<b>Unit 1:</b> Profit Prior to Incorporation <b>Unit 2:</b> Distribution of Profits <b>Unit 3:</b> Managerial Remuneration <b>Unit 4:</b> Accounts of Insurance Companies <b>Unit 5:</b> Meaning and Concept of Holding Company and Subsidiary Company <b>Unit 6:</b> Consolidated Final Accounts		
<b>Block-2:</b> Accounting for companies	<b>Unit 1:</b> Accounting for Amalgamation and External Reconstruction <b>Unit 2:</b> Liquidation of company <b>Unit 3:</b> Winding up of Company		
<b>Block-3:</b> Corporate Actions	<b>Unit 1:</b> Corporate Actions <b>Unit 2:</b> Issue of Bonus Shares <b>Unit 3:</b> Scheme of Capital Reduction <b>Unit 4:</b> Buyback of Shares <b>Unit 5:</b> SEBI guidelinesfor Alteration of Share Capital		
<b>Block-4:</b> Valuation of Business	<b>Unit 1:</b> Asset Based Approach, Equity Methods, Income Based Approach <b>Unit 2:</b> Valuation of Distressed Firms <b>Unit 3:</b> Estimating Growth Rate, Earning Multiples, Economic Value Addition (EVA) And Market Value Approach (MVA).		
<b>Block- 5:</b> Forensic Accounting	<b>Unit 1:</b> Meaning, Concept, Role of the Professional Forensic Accountant <b>Unit 2:</b> Corporate Governance <b>Unit 3:</b> Corporate Social Responsibility <b>Unit 4:</b> Benefits, Reading of CSR Report, Companies Act-2013 <b>Unit 5:</b> An Overview of Annual Report		
<b>Suggested Readings-</b> <ul style="list-style-type: none"><li>Corporate Accounting, S.N. Maheshwari - Vikas Publishing House, 5th Edition, Year 2009</li><li>Advanced Accountancy, RL Gupta, Volume II - S Chand Publishing, 17th Edition, Year 2014</li><li>Corporate Accounting, Jain and Narang- Kalyani Publishers, Year 2015</li><li>Advanced Accounting, SK Paul – Central Publication</li><li>Advanced Accountancy – Dr. M A Arulanandam, Dr. K S Raman, Himalaya Publishing House, 6th Edition, 2014.</li><li>R.L Gupta, Advanced Accountancy, Sultan Chand Publishing.</li><li>Financial Accounting II – S.Anilkumar, V Rajesh kumar&amp; B Mariyappa, Himalaya Publishing House.</li><li>Advanced Accounts , M C Shukla,T.S. Grewal &amp; S.C. Gupta</li></ul>			

M.COM			
Semester: II Paper -IV			
Elective Course: C010805TCONSUMER BEHAVIOUR AND MARKETING RESEARCH			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
<b>Course Objectives –</b> 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		
<b>Block-1:</b> Introduction to Consumer Behaviour	<b>Unit 1:</b> Nature, importance and scope of Consumer Behaviour <b>Unit 2:</b> Consumer Satisfaction, Consumer Loyalty, Consumer Retention. Application of Consumer Behaviour in Marketing <b>Unit 3:</b> Consumer Decision Making		
<b>Block-2:</b> Individual Determinants of Consumer Behaviour	<b>Unit 1:</b> Needs and Motivation, Perception, Learning and Learning Theories <b>Unit 2:</b> Attitude and Attitude Change <b>Unit 3:</b> Personality and Life Style		
<b>Block-3:</b> External Determinants of Consumer Behaviour	<b>Unit 1:</b> Group Dynamics <b>Unit 2:</b> Family – Role and functions, Social Class, Culture and Sub-culture <b>Unit 3:</b> Cross Cultural understanding of Consumer Behaviour <b>Unit 4:</b> Impact of Information Technology on Consumer Behaviour		
<b>Block-4:</b> Marketing Research	<b>Unit 1:</b> Definition, Nature, Scope, Significance <b>Unit 2:</b> Structure of Marketing Research <b>Unit 3:</b> Marketing Research Process <b>Unit 4:</b> Research Design <b>Unit 5:</b> Hypothesis Testing <b>Unit 6:</b> Sampling, Questionnaire Schedules.		
<b>Block- 5:</b> Collection and interpretation of data	<b>Unit 1:</b> Collection and interpretation of data. <b>Unit 2:</b> Presentation of Results and Research Report <b>Unit 3:</b> Motivational Research, Advertising Research, Product Research, Market Research Applications <b>Unit 4:</b> International Market Research <b>Unit 5:</b> Market Research in India		
<b>Suggested Readings–</b> <ul style="list-style-type: none"><li>Nair, Suja R. : Customer Behaviour in Indian Perspective.</li><li>Petel J. Paul and Jerry C. Olson : Consumer Behaviour and Marketing Strategy.</li><li>Nigel Bradley : Marketing Research – Tools and Techniques, University Press.</li><li>Beri, G.C. : Marketing Research, Tata McGraw Hill, New Delhi.</li><li>Boyd, H.W., Ralph Westfall and S.F. Starsh : Marketing Research : Text and Cases, Richard D. Irwin, Boston.</li><li>Churchill, Gilbert A. : Basic Marketing Research, Dryden Press, Boston.</li><li>Naresh K. Malhotra : Marketing Research : An Applied Orientation, Pearson Education, Asia.</li><li>Aaker, Kumar and Day : Marketing Research, John Wiley &amp; Sons.</li><li>Richard I. Levin : Statistics for Management, Prentice Hall, New Delhi.</li><li>Assael, H. : Consumer Behaviour and Marketing, South Western Publishing Co., Ohio.</li><li>Berkman and Gilson : Consumer Behaviour : concepts and Strategies, Kent Publishing Co.</li><li>Bernnett, P.D. and H.H. Kassarijion : Consumer Behaviour, Prentice Hall of India, New Delhi.</li><li>Block and Roering : Essentials of Consumer Behaviour, Dryden Press, Chicago.</li><li>Hawkins, Best and Coney : Consumer Behaviour, Tata McGraw Hill, New Delhi.</li><li>Howard, J.A. and Sheth, J.N. : The Theory of Buyer Behaviour, John Wiley, New York.</li><li>Laudon, D.L. : Consumer Behaviour, Tata McGraw Hill, New Delhi.</li><li>Schiffan, Leon G. and Lealie Lazar Kanuk : Consumer Behaviour, Prentice Hall, New Delhi.</li></ul>			

M.COM			
Semester: II Paper -IV			
Elective Course: C010806TTALENT MANAGEMENT			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
<b>Course Objectives –</b> 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		
<b>Block-1:</b> Introduction to Talent Management	<b>Unit 1:</b> Concept, Meaning & Objectives, Need ofTalent Management <b>Unit 2:</b> Key Processes of Talent Management <b>Unit 3:</b> Recruitment, Selection, Human Resource Planning, Retention, Talent vs. Knowledge <b>Unit 4:</b> Life Cycle of Talent Management, Role of HR in Talent Management.		
<b>Block-2:</b> Talent Acquisition	<b>Unit 1:</b> Objectives of HR Planning <b>Unit 2:</b> Steps in HR Planning <b>Unit 3:</b> Evaluation of factors affecting HR Planning <b>Unit 4:</b> Developing Job Analysis, Job Description & Job Specification <b>Unit 5:</b> Succession Planning Program		
<b>Block-3:</b> Recruitment and Selection	<b>Unit 1:</b> Meaning of Recruitment and Selection <b>Unit 2:</b> Recruitment and Selection Process <b>Unit 3:</b> External Vs Internal Recruitment <b>Unit 4:</b> Selection Techniques. <b>Unit 5:</b> Formulating a Recruitment Strategy for Senior Level Executives		
<b>Block-4:</b> Employee Retention	<b>Unit 1:</b> Meaning and Importance of Employees Retention, Employee Attrition, Employee Turnover Ratios, Reasons of Low Employee Turnover, Managing Employee Attrition <b>Unit 2:</b> Employee Engagement <b>Unit 3:</b> Concept of Integrated Rewards.		
<b>Block- 5:</b> Emerging Trends in Human Resource Practices	<b>Unit 1:</b> Human Resource Audits <b>Unit 2:</b> Human Resource Information System (HRIS) <b>Unit 3:</b> Human Resource Accounting (HRA)		
<b>Suggested Readings–</b> <ul style="list-style-type: none"><li>Human Resource Management- Gary Dessler - Prentice Hall - 13 edition (January 8, 2012)</li><li>Text Book of Human Recourse Management Mamoria, C.B and Gankar, S.V7th ed. Himalaya Publishing House, Mumbai2008.</li><li>Human Resource Management Mankin, David Oxford University Press, New York2009</li><li>Human Resource Management Snell, Scott&amp;Bohlander, George Cengage Learning, Australia S2009.</li><li>Human Resource Management Text and cases Aswathappa 6th EdTataMacraw Hill 2010.</li><li>Essentials of Human Resource Development Mutsuddi, Indranil1st ed.New Age International, New Delhi2010.</li><li>Introduction to Human Resource Management Kay, Rebecca &amp; Banfield, Paul Oxford University Press, New York 2009.</li></ul>			

<b>M.COM</b> <b>Semester: III Paper -1</b>			
<b>Core Course: C090101T Business Research Methodology</b>			
<b>Credit:5</b>	<b>Internal evaluation: 25</b>	<b>Final Evaluation: 75</b>	<b>Maximum Marks: 100</b>
<b>Course Objectives–</b> 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			
<b>Blocks</b>	<b>Units</b>		
<b>Block-1:</b> Fundamentals of Research	<b>Unit-1:</b> Introduction to Research <b>Unit-2:</b> Approaches to Research <b>Unit-3:</b> Ethics in Research <b>Unit-4:</b> Qualities of Good Research		
<b>Block-2:</b> Research Problem	<b>Unit-1:</b> Topic Selection <b>Unit-2:</b> Problem Identification <b>Unit-3:</b> Literature Review <b>Unit-4:</b> Research Design		
<b>Block-3:</b> Data Collection & Processing	<b>Unit-1:</b> Data Collection <b>Unit-2:</b> Questionnaire Designing <b>Unit-3:</b> Data Presentation <b>Unit-4:</b> Scales of Measurement		
<b>Block-4:</b> Sampling	<b>Unit-1:</b> Introduction to Sampling <b>Unit-2:</b> Sampling Frame <b>Unit-3:</b> Introduction to Hypothesis <b>Unit-4:</b> Statistical Tests		
<b>Block- 5:</b> Report Writing	<b>Unit-1:</b> Fundamentals of writing a Report <b>Unit-2:</b> Essentials of a good report <b>Unit-3:</b> Foot notes & Bibliography <b>Unit-4:</b> 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.

<b>M.COM</b> <b>Semester: III Paper -II</b>			
<b>Core Course: C010902TStrategic Management</b>			
<b>Credit:5</b>	<b>Internal evaluation: 25</b>	<b>Final Evaluation: 75</b>	<b>Maximum Marks: 100</b>
<b>Course Objectives –</b> 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.			
<b>Blocks</b>	<b>Units</b>		
<b>Block-1:</b> Introduction to Strategy	<b>Unit-1:</b> Fundamentals of Strategy <b>Unit-2:</b> Concept of Decision Making <b>Unit-3:</b> Corporate Governance <b>Unit-4:</b> Corporate Social Responsibility		
<b>Block-2:</b> Environmental Scanning	<b>Unit-1:</b> Concept of Environment Scanning <b>Unit-2:</b> Understanding Strategic Objectives <b>Unit-3:</b> Macro & Micro Environment <b>Unit-4:</b> Techniques of Environmental Scanning		
<b>Block-3:</b> Strategy Formulation	<b>Unit-1:</b> Strategic Choice & concept of Scenario Analysis <b>Unit-2:</b> Techniques of Strategic Analysis <b>Unit-3:</b> Competitive Strategies <b>Unit-4:</b> Cooperative Strategies		
<b>Block-4:</b> Strategy Implementation	<b>Unit-1:</b> Concept of Corporate Development <b>Unit-2:</b> Organizational Life Cycle <b>Unit-3:</b> Organizational Structures <b>Unit-4:</b> Corporate Culture		
<b>Block-5:</b> Evaluation & Control	<b>Unit-1:</b> Process & Techniques <b>Unit-2:</b> Concept of Enterprise Risk Management <b>Unit-3:</b> Responsibility Centers <b>Unit-4:</b> 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,



<b>M.COM</b> <b>Semester: III Paper -III</b>			
<b>Elective Course ( Group -A): C010903TIndian Financial System and Financial Services</b>			
<b>Credit:5</b>	<b>Internal evaluation: 25</b>	<b>Final Evaluation: 75</b>	<b>Maximum Marks: 100</b>
<b>Course Objectives –</b> 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.			
<b>Blocks</b>	<b>Units</b>		
<b>Block-1:</b> Structure of Indian Financial System	<b>Unit-1:</b> Introduction to Financial System <b>Unit-2:</b> Concept of Savings & Investment <b>Unit-3:</b> Relationship of Money & Inflation <b>Unit-4:</b> Concept of Financial Markets		
<b>Block-2:</b> Financial Institutions and Regulators	<b>Unit-1:</b> Reserve Bank of India <b>Unit-2:</b> Commercial banks in India <b>Unit-3:</b> NABARD <b>Unit-4:</b> SEBI-Working & objectives		
<b>Block-3:</b> Financial Intermediaries & Services	<b>Unit-1:</b> Merchant Banking in India <b>Unit-2:</b> Credit Rating Agencies <b>Unit-3:</b> Concept of Depositories <b>Unit-4:</b> Overview of FINTECH in India		
<b>Block-4:</b> Commercial Financing	<b>Unit-1:</b> Concept of Loan Syndication <b>Unit-2:</b> External Commercial Borrowings <b>Unit-3:</b> Role of FDI & FII <b>Unit-4:</b> Concept of Micro Finance & SHG's		
<b>Block- 5:</b> Mutual Funds in India	<b>Unit-1:</b> Introduction to Mutual Funds <b>Unit-2:</b> Types of Mutual Funds <b>Unit-3:</b> Organization of Mutual Fund <b>Unit-4:</b> 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): C010903TCorporate Tax Planning and Management			
<b>Credit:5</b>	<b>Internal evaluation:</b> <b>25</b>	<b>Final Evaluation: 75</b>	<b>Maximum Marks: 100</b>
<b>Course Objectives –</b> 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.			
<b>Blocks</b>	<b>Units</b>		
<b>Block-1:</b> Introduction to Corporate Tax	<b>Unit-1:</b> Concept of Tax Planning <b>Unit-2:</b> Concept of Tax Management <b>Unit-3:</b> Tax Evasion & Tax Avoidance <b>Unit-4:</b> Concept of Tax Audit		
<b>Block-2:</b> Residential Status for Companies	<b>Unit-1:</b> Implications of Residential Status on Companies <b>Unit-2:</b> Tax Assessment for companies <b>Unit-3:</b> Deduction & Collection of Tax at Source <b>Unit-4:</b> Advance Payment of Tax , Carry Forward & Set off for loss		
<b>Block-3:</b> Tax Planning for a New Business	<b>Unit-1:</b> Location , Nature & Type of New Business <b>Unit-2:</b> Financing Decisions <b>Unit-3:</b> Capital Structure Decisions <b>Unit-4:</b> Dividend Policy Decisions		
<b>Block-4:</b> Tax Planning to undertake Managerial Decisions	<b>Unit-1:</b> Purchase of Asset <b>Unit-2:</b> Make or Buy Decisions <b>Unit-3:</b> Replacement and Renovation Decisions <b>Unit-4:</b> Shut Down or Continue Decision		
<b>Block- 5:</b> Tax Planning and Accounting Method Adoption	<b>Unit-1:</b> Introduction to Accounting Method <b>Unit-2:</b> Tax Planning for Amalgamation <b>Unit-3:</b> Tax Planning for Capital Gains <b>Unit-4:</b> 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.: D
- Direct Tax Planning and Management, Taxman Publication, Delhi. Bhagwati Prasad : Direct Taxes, Law and Practice.

M.COM			
Semester: III Paper -V			
Elective Course ( Group -B): C010904TMarketing of Services and Retail Management			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
<b>Course Objectives –</b> The aim of the course is to give students a broad foundation in Service Marketing and Retail Management. This course relates to study of decisions that strikes to trade-off between risk and returns, efficiency and effectiveness. The economies of the world are now dominated by services. Furthermore, manufacturing companies recognize the potential of services as one of the few sustainable competitive advantages they can develop. The course focuses on the customers, listening to customer requirements and developing customer-defined services standards, aligning strategy and service design, delivering and performing service and managing service promises.			
Blocks	Units		
<b>Block-1:</b> Introduction to Service Marketing	<b>Unit-1:</b> Fundamentals of Service Marketing <b>Unit-2:</b> Understanding Service Market <b>Unit-3:</b> Service Value Chain <b>Unit-4:</b> Customer Behaviors in Service Encounters		
<b>Block-2:</b> Service Design	<b>Unit-1:</b> Customer Expectations and Perception of Services <b>Unit-2:</b> Gap model of Service Quality <b>Unit-3:</b> Service Innovation <b>Unit-4:</b> Concept of Relationship Marketing		
<b>Block-3:</b> Services Marketing Mix	<b>Unit-1:</b> Packaging of the Service Product <b>Unit-2:</b> Pricing the Service <b>Unit-3:</b> Promotion of Services <b>Unit-4:</b> Services Distribution		
<b>Block-4:</b> Retail Management	<b>Unit-1:</b> Introduction to Retail Management <b>Unit-2:</b> Organized & Unorganized Retailing <b>Unit-3:</b> Retail Industry in India <b>Unit-4:</b> Retail Categories		
<b>Block- 5:</b> Identification of Consumer Needs	<b>Unit 1:</b> Retail Locations <b>Unit 2:</b> Store Design <b>Unit 3:</b> Retail Space Management <b>Unit 4:</b> Customer Identification & RFM Analysis		
<b>Suggested Readings-</b> <ul style="list-style-type: none"><li>Servicesmarketing,ZeithamlValerieandMaryjoBitner,Gremler&amp;Pandit,TataMcGrawHill.</li><li>ServicesMarketing,Lovelock,Christopher,PrenticeHall</li><li>MarketingManagement–ASouthAsianPerspective.13thEd(2009).Kotler,Keller,Koshi&amp;Jha,PearsonEducation.</li><li>MarketingStrategy–Customers&amp;Competition.2ndEd(1998).StevenP.Schnaars.TheFreePress,NewYork.</li><li>Sales&amp;DistributionManagement–TextandCases:AnIndianPerspective.1stEd(2005).ExcelBooks.</li><li>NetworkMarketingforDummies.2ndEd(2006).ZigZiglar,JohnPHayes.WileyPublishingInc.</li><li>ServicesMarketing–IntegratingCustomerFocusAcrosstheFirms.6thEd(2013).</li><li>ChetanBajaj(2012)RetailManagement:OxfordPublication</li><li>PhilipKotler(2012)MarketingManagement:Pearson.</li></ul>			

<b>M.COM</b> <b>Semester: III Paper -VI</b>			
<b>Elective Course ( Group -B): C090107TLogistics and Supply Chain Management</b>			
<b>Credit:5</b>	<b>Internal evaluation: 25</b>	<b>Final Evaluation: 75</b>	<b>Maximum Marks: 100</b>
<b>Course Objectives –</b> 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.			
<b>Blocks</b>	<b>Units</b>		
<b>Block-1:</b> Introduction to Logistics	<b>Unit 1:</b> Fundamentals of Logistics <b>Unit 2:</b> Concept of Supply Chain Management <b>Unit 3:</b> SCM & Trade Logistics <b>Unit 4:</b> Integrated SCM		
<b>Block-2:</b> Supply Chain Metrics	<b>Unit 1:</b> Concept of KPI's <b>Unit 2:</b> Performance Measurement <b>Unit 3:</b> Product Development Process <b>Unit 4:</b> Role of Purchasing		
<b>Block-3:</b> Managing Relationships	<b>Unit 1:</b> Relationship Marketing & SCM <b>Unit 2:</b> Captive Buyers and Suppliers <b>Unit 3:</b> Strategic Partnerships <b>Unit 4:</b> Supplier-Retailer Collaborations		
<b>Block-4:</b> Key Areas of Logistics & SCM	<b>Unit 1:</b> Transportation <b>Unit 2:</b> Warehousing <b>Unit 3:</b> Inventory Management <b>Unit 4:</b> Material Management		
<b>Block- 5:</b> Trends & Challenges to SCM	<b>Unit 1:</b> Logistic Outsourcing <b>Unit 2:</b> Reverse Logistics <b>Unit 3:</b> Green SCM <b>Unit 4:</b> 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): C010905TOrganizational Development and Change Management			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
<b>Course Objectives –</b> The objective of the course is to motivate the students gain knowledge and leadership skills needed to help organizations chart a successful course through change, understand the role leadership plays in anticipating, planning and navigating organizational change. The course also aims to make students gain foundational knowledge for making managerial decisions based on business data.			
<b>Blocks</b>		<b>Units</b>	
<b>Block-1:</b> Introduction to Change Management		<b>Unit 1:</b> Organization Development <b>Unit 2:</b> Process of Change <b>Unit 3:</b> Strategic Communication <b>Unit 4:</b> Effective Change Management	
<b>Block-2:</b> Organizational Changes		<b>Unit 1:</b> Types of Changes <b>Unit 2:</b> Identification of Change <b>Unit 3:</b> Resistance to Change <b>Unit 4:</b> Framework of Organizational Change Management	
<b>Block-3:</b> Concept of Organization Development		<b>Unit 1:</b> Foundations of Organization Development <b>Unit 2:</b> Organizational Transformation <b>Unit 3:</b> Drivers of Organizational Change <b>Unit 4:</b> Path Goal Theory & Leader -Member Exchange Theory	
<b>Block-4:</b> Role of Leadership		<b>Unit 1:</b> Leadership & Change Management <b>Unit 2:</b> Leadership Competencies & Skills <b>Unit 3:</b> Leadership Styles <b>Unit 4:</b> Leadership Qualities	
<b>Block- 5:</b> Emerging Trends in HR		<b>Unit 1:</b> Human Resource Audit <b>Unit 2:</b> Human Resource Information System <b>Unit 3:</b> Human Resource Accounting <b>Unit 4:</b> BPRE & Talent Management	
<b>Suggested Readings-</b> <ul style="list-style-type: none"><li>Robbins,S.P.,&amp;DeCenzo,A.D.Fundamentals of Management.New Delhi:Pearson Education.</li><li>Griffin,R.W.Management.New Delhi:AITBSPublishers and Distributors.</li><li>Management and Organizational Behaviour-Mullins-Pearson Education-7th edition 2008</li><li>Management and Organizational Behaviour-Robbins-Pearson Education-15th edition</li><li>Organisational Development by SRamnarayan, TVRao.</li><li>Organisational Development and Change By Cummings And Worley</li><li>Organisational Development by French and Bell (6th Edition).</li></ul>			



M.COM			
Semester: III Paper -VII			
Elective Course ( Group -C): C010908TIndustrial 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 and Indian 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 Industrial Relation, 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: C011001T 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–			
<ul style="list-style-type: none"><li>• DynamicsofEntrepreneurshipDevelopment–VasantDesai.</li><li>• Entrepreneurship:NewVentureCreation–DavidH.Holt</li><li>• EntrepreneurshipDevelopmentNewVentureCreation–SatishTaneja,S.L.Gupta</li><li>• Projectmanagement–K.Nagarajan.</li><li>• Entrepreneurship:StrategiesandResources–MarcJ.Dollinger.</li></ul>			

<b>M.COM</b> <b>Semester: III Paper -VII</b>			
<b>Elective Course ( Group -A): C011002TManagement Information System</b>			
<b>Credit:5</b>	<b>Internal evaluation:</b> <b>25</b>	<b>Final Evaluation:</b> <b>75</b>	<b>Maximum Marks:</b> <b>100</b>
<b>Course Objectives –</b> 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			
<b>Blocks</b>	<b>Units</b>		
<b>Block-1:</b> Management Information System	<b>Unit 1:</b> Introduction to MIS <b>Unit 2:</b> Installation of MIS <b>Unit 3:</b> Implementation of MIS <b>Unit 4:</b> Guidelines for Effective MIS		
<b>Block-2:</b> Development of System Analysis	<b>Unit 1:</b> Concept of System Analysis <b>Unit 2:</b> Decision Table & Decision Tree <b>Unit 3:</b> System Evaluation <b>Unit 4:</b> Information System Types		
<b>Block-3:</b> Information System for Decision Making	<b>Unit 1:</b> Introduction to Decision Making <b>Unit 2:</b> Decision Making Process <b>Unit 3:</b> Database Management System <b>Unit 4:</b> Types of Database Systems		
<b>Block-4:</b> Data Communication & Networking	<b>Unit 1:</b> Introduction to Data Communication <b>Unit 2:</b> Data Transmission <b>Unit 3:</b> Introduction to Networking <b>Unit 4:</b> Network Topologies		
<b>Block- 5:</b> Foundation of MIS	<b>Unit 1:</b> Concept of Reporting <b>Unit 2:</b> Cyber crime <b>Unit 3:</b> Ethical & Social issues <b>Unit 4:</b> Measures to Combat Cyber Crime		

#### Suggested Readings -

- Bentley, Travol :MIS and Data Process
- Banerrjee, UK and Suchdeva :MIS-A new framework
- Gordon & Davis :MIS, Conceptual foundation structure & Development
- Gupta A.K. : Management Information System
- Jawedlkar, 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): C011005TInternational Financial System and Management			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
<b>Course Objectives –</b> 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		
<b>Block-1:</b> International Financial Environment	<b>Unit 1 :</b> Introduction to International Financial Environment <b>Unit 2:</b> Balance of Payments <b>Unit 3:</b> International Monetary System <b>Unit 4:</b> Goals of MNC's		
<b>Block-2:</b> International Financial Markets	<b>Unit 1:</b> Introduction to international financial markets <b>Unit 2:</b> Concept of Foreign Portfolio Investment <b>Unit 3:</b> International Financial Instruments <b>Unit 4:</b> International Banking Services		
<b>Block-3:</b> Risk in International Market	<b>Unit 1:</b> Sources and Types of Risks <b>Unit 2:</b> Management of Exposures <b>Unit 3:</b> Managing Currency Risk <b>Unit 4:</b> Interest Rate Risk		
<b>Block-4:</b> Foreign Exchange Market	<b>Unit 1:</b> Introduction to FOREX market <b>Unit 2:</b> Exchange Rate Quotation <b>Unit 3:</b> Determination of Exchange Rate <b>Unit 4:</b> Bid Ask Spread		
<b>Block- 5:</b> Cross Border Investment Decisions	<b>Unit 1:</b> Types of Cross Border Investment Decisions <b>Unit 2:</b> Green Field Investment <b>Unit 3:</b> International Mergers & Acquisitions <b>Unit 4:</b> International Diversification & Portfolio Investment		
<b>Suggested Reading-</b> <ul style="list-style-type: none"><li>• InternationalbusinessbyCharlesW.L.Hill–Latestedition</li><li>• InternationalBusinessbyJustinPaul–Latestedition</li><li>• InternationalBusinessEnvironmenttheTextandcasesbySundaram&amp;Black--Latestedition</li><li>• InternationalBusinessText&amp;CasesbyCherumilam–Latestedition</li><li>• InternationalBusinessbyAlanMRugman,RichardMHodgelts–Latestedition</li><li>• InternationalBusinessbyJohnDDaniels, LeeHNageb–Latestedition</li><li>• InternationalBusinessbySunithaB.K,Dr. VarshaAgarval,AbhishekVenkteswaran d Dr.ShivaChoudhary.</li></ul>			

M.COM			
Semester: IV Paper -IV			
Elective Course ( Group -A): C011008TSecurity Analysis and Portfolio Management			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
<b>Course Objectives –</b> The course is designed to enforce student’s knowledge and understanding of the security analysis and portfolio management process. Focus is to develop understanding of Investments (objectives and constraints), secondary market operations, selection of financial instruments, portfolio formulation, monitoringevaluation techniques. The valuation of equity and interest-bearing instruments provides an insight for decision making required to achieve the core objective of business			
Blocks	Units		
<b>Block-1:</b> Overview of Capital Market	<b>Unit 1:</b> Capital Market Instruments <b>Unit 2:</b> Primary and Secondary Markets <b>Unit 3:</b> Trading Mechanism for Securities <b>Unit 4:</b> Stock Market Indices		
<b>Block-2:</b> Risk and Return Analysis	<b>Unit 1:</b> Concept of Return and Yield <b>Unit 2:</b> Risk Measurement <b>Unit 3:</b> Systematic & Unsystematic Risk <b>Unit 4:</b> Portfolio Risk and Return		
<b>Block-3:</b> Equity and Bond Valuation	<b>Unit 1:</b> Concept of Intrinsic Value <b>Unit 2:</b> Fundamental Analysis <b>Unit 3:</b> Technical Analysis <b>Unit 4:</b> Efficient Market Hypothesis		
<b>Block-4:</b> Portfolio Management	<b>Unit 1:</b> Introduction to Portfolio Management <b>Unit 2:</b> Selection of Securities <b>Unit 3:</b> Process of Portfolio Management <b>Unit 4:</b> CAPM Model		
<b>Block- 5:</b> Portfolio Revision and Evaluation	<b>Unit 1:</b> Concept of Portfolio Revision <b>Unit 2:</b> Active & Passive Portfolio Management <b>Unit 3:</b> Performance Evaluation of Existing Portfolio <b>Unit 4:</b> Sharpe, Treynor and Jensen measures		
<b>Suggested Readings -</b>  <ul style="list-style-type: none"><li>Pandian, P. (2005). Security analysis and portfolio management. (2ed.). Noida: Vikas publishing house Pvt Ltd.</li><li>Bhat, S. (2008). Security analysis and portfolio management. (1 ed.). New Delhi: Excel Books.</li></ul>			



<b>M.COM</b> <b>Semester: IV Paper -V</b>			
<b>Elective Course(Group-B): C011003TCustomer Relationship Management</b>			
<b>Credit:5</b>	<b>Internal evaluation: 25</b>	<b>Final Evaluation: 75</b>	<b>Maximum Marks: 100</b>
<b>Course Objectives–</b> 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.			
<b>Blocks</b>	<b>Units</b>		
<b>Block-1:</b> Introduction to CRM	<b>Unit 1:</b> Evolution of customer relationship <b>Unit 2:</b> Customer Profitability Segments <b>Unit 3:</b> Components of CRM <b>Unit 4:</b> Barriers of CRM		
<b>Block-2:</b> Relationship Marketing & CRM	<b>Unit 1:</b> Relationship Development Strategies <b>Unit 2:</b> Brand Building <b>Unit 3:</b> CRM Marketing Initiatives <b>Unit 4:</b> Customer Service and Data Management		
<b>Block-3:</b> CRM Marketing Drivers	<b>Unit 1:</b> Cross selling and Up selling <b>Unit 2:</b> Customer Retention and Behavior Prediction <b>Unit 3:</b> Customer Profitability and Value Modelling, Channel Optimization, Personalization and Event-Based Marketing <b>Unit 4:</b> Concept of E-CRM		
<b>Block-4:</b> CRM and Customer Service	<b>Unit 1:</b> Call Centre and Customer Care <b>Unit 2:</b> Customer Satisfaction Measurement <b>Unit 3:</b> Web Based Self Service <b>Unit 4:</b> Cyber Agents and Workforce Management		
<b>Block- 5:</b> CRM and Data Management	<b>Unit 1:</b> Types of Data <b>Unit 2:</b> Identifying Data Quality <b>Unit 3:</b> Types of Data Analysis <b>Unit 4:</b> 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): C011006T Digital Marketing and E-Commerce			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
<b>Course Objectives –</b> 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.	
<b>Suggested Readings-</b>  <ul style="list-style-type: none"><li>• UnderstandingDigitalMarketing(2nded.).KoganPagePublishers.</li><li>• DigitalMarketing:Strategy,ImplementationandPractice,ChaffeyD.,Ellis-Chadwick,5thEdition, F.,Pearson.</li><li>• EMarketing–Theessentialguidetoonlinemarketing,RobStokes,Flatworldknowledge.</li><li>• MoutsyMaiti:InternetMareting,OxfordUniversityPressIndia</li><li>• Vandana,Ahuja;DigitalMarketing,OxfordUniversityPressIndia(November,2015).</li><li>• TracyL.Tuten&amp;MichaelR.Solomon:SocialMediaMarketing(SagePublication).</li></ul>			

M.COM			
Semester: IV Paper -VII			
Elective Course ( Group -B): C011009T International Marketing			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
<b>Course Objectives –</b> 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		
<b>Block-1:</b> Globalization& International Marketing Environment	<b>Unit 1:</b> Introduction <b>Unit 2:</b> Concept of Domestic and International marketing <b>Unit 3:</b> International Marketing Environment <b>Unit 4:</b> Drivers of globalization & Multinational corporations.		
<b>Block-2:</b> Identification of International Markets	<b>Unit 1:</b> Global trading environment <b>Unit 2:</b> Methods of evaluation of International Markets <b>Unit 3:</b> Modes of entry in international market <b>Unit 4:</b> International organizations&Market Coverage Strategies.		
<b>Block-3:</b> International Product Decisions	<b>Unit 1:</b> Product mix <b>Unit 2:</b> Product life cycle <b>Unit 3: New product development</b> <b>Unit 4:</b> International Pricing Decisions		
<b>Block-4:</b> International Promotion Strategies	<b>Unit 1:</b> Marketing environment and promotion strategies <b>Unit 2:</b> International marketing communications <b>Unit 3:</b> Export promotion organizations <b>Unit 4:</b> International Sales Force Management		
<b>Block- 5:</b> International Distribution Decisions	<b>Unit 1:</b> Distribution channel strategy <b>Unit 2:</b> Types of international distribution channels <b>Unit 3:</b> International distribution logistics <b>Unit 4:</b> Emerging Trends in International Marketing		
<b>Suggested Readings–</b> <ul style="list-style-type: none"><li>VarshneyandBhattacharya:InternationalMarketingManagement:SultanChand&amp;Sons.</li><li>FrancisCherunilam:InternationalMarketing,HimalayaPublishingHouse.</li><li>Cateora,PhillipR.,Grahm,JohnL.andGilly,Mary:InternationalMarketing,TataMcGrawHill.</li><li>Czinkota,MichaelR.andRonkainon,IlkkaA.:InternationalMarketing,CengageLearning.</li><li>Joshi,RakeshM.InternationalMarketing,OxfordUniversityPress.</li><li>Keegan,WarranJ.andGreen,MarkC.:GlobalMarketing,Pearson.</li><li>Onkvist, Sak and Shaw, John J. : International Marketing : Analysis and Strategy.Psychology Press.</li></ul>			

M.COM			
Semester: IV Paper -VIII			
Elective Course ( Group -C): C011004T Training and Development			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
<b>Course Objectives –</b> 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		
<b>Block-1:</b> Introduction to Training & Development	<b>Unit 1:</b> Fundamentals of Training <b>Unit 2:</b> Fundamentals of Development concept <b>Unit 3:</b> Developmental Approaches to Training <b>Unit 4:</b> Case-Based Decision Making		
<b>Block-2:</b> Training Needs Assessment	<b>Unit 1:</b> Significance of Need Analysis <b>Unit 2:</b> Data Collection for TNA; <b>Unit 3:</b> Training Design <b>Unit 4:</b> Training Methods		
<b>Block-3:</b> Trainers Development	<b>Unit 1:</b> Traits of Successful Trainers <b>Unit 2:</b> E-learning <b>Unit 3:</b> Online Training and Self-Learning <b>Unit 4:</b> Overview of Emotional Intelligence		
<b>Block-4:</b> Role of Mentors	<b>Unit 1:</b> Characteristics of a Good Mentorand a Mentee <b>Unit 2:</b> Coaching <b>Unit 3:</b> Training Issues for Global Organizations		
<b>Block- 5:</b> Training and Development in International Context	<b>Unit 1:</b> Training and Development in International Context.		
<b>Suggested Readings-</b> <ul style="list-style-type: none"><li>• Personalmanagement-PSubbarao,Himalayapublications.</li><li>• HRM-VSP Rao second edition-2008.</li><li>• ManagingHRM-Bohlander&amp;Snell–IngramInternationalInc.-16thEdition–2012.</li><li>• HRM-GaryDessler-Pearson/PrenticeHall,2005-10thEdition</li><li>• EmployeeTrainingAndDevelopment-RaymondNoe</li><li>• EveryTrainersHandbook-DevendraAgochia</li><li>• 360DegreeFeedback,CompetencyMappingAndAssessmentCentre-RadhaSharma</li><li>• TrainingAndDevelopment-S.K.Bhatia.</li><li>• HRM-BiswajeetPattanayak.</li></ul>			

M.COM			
Semester: IV Paper -IX			
Elective Course ( Group -C): C011007T Conflict Resolution and Strategic Negotiation			
Credit:5	Internal evaluation: 25	Final Evaluation: 75	Maximum Marks: 100
<b>Course Objectives –</b> 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		
<b>Block-1:</b> Concept of Conflict	<b>Unit 1:</b> Introduction to Conflict <b>Unit 2:</b> Models of Conflict <b>Unit 3:</b> Functional and Dysfunctional Conflict <b>Unit 4:</b> Sources and Types of Conflict		
<b>Block-2:</b> Management and Conflict	<b>Unit 1:</b> Degree of Conflict Development <b>Unit 2:</b> Leadership Grid Approach <b>Unit 3:</b> Behaviour Style of Conflict Handling <b>Unit 4:</b> Techniques to Resolve Team Conflict.		
<b>Block-3:</b> Negotiation	<b>Unit 1:</b> Introduction to Negotiation <b>Unit 2:</b> Components of Negotiation Performance <b>Unit 3:</b> Types of Negotiations <b>Unit 4:</b> Negotiation Styles		
<b>Block-4:</b> Third Party Intervention	<b>Unit 1:</b> Introduction to Third Party Intervention <b>Unit 2:</b> Liabilities of Third Party Interventions <b>Unit 3:</b> Concept of Mediation <b>Unit 4:</b> Alternative Dispute Resolution (ADR)		
<b>Block- 5:</b> Introduction to Power	<b>Unit 1:</b> Concept of Power <b>Unit 2:</b> Recognizing Available Power <b>Unit 3:</b> Understanding Self: Johari Window <b>Unit 4:</b> Conflict Handling.		
<b>Suggested Readings-</b> <ul style="list-style-type: none"><li>RoyLewicki,DavidSaunders,JohnMinton,Negotiation(Irwin,1999).</li><li>WilliamW.Wilmot&amp;JoyceL.Hocker,InterpersonalConflict,6thEdition(McGraw-Hill, 2001).</li><li>RoyLewicki,DavidSaunders,JohnMinton,Negotiation:Readings,Exercises&amp;Cases(Irwin,1999).</li><li>Bercovitch,Jacob,et.al.2009.TheSageHandbookofConflictResolution.NewDelhi:Sage Publication.</li><li>J.T.Dunlop,A.M.Zack,MediationandArbitrationofEmploymentDisputes(Jossey-Bass, 1997).</li><li>SandraGleason,ed.,WorkplaceDisputeResolution(MichiganStateUniversityPress,1997).</li><li>M.H.Bazerman,JudgmentinManagerialDecisionMaking(Wiley,1986).</li><li>J.T.Dunlop,A.M.Zack,MediationandArbitrationofEmploymentDisputes(Jossey-Bass, 1997).</li></ul>			



<b>M.COM</b> <b>Semester: IV Paper -X</b>			
<b>Elective Course ( Group -C): C011010TPerformance and Compensation Management</b>			
<b>Credit:5</b>	<b>Internal evaluation: 25</b>	<b>Final Evaluation: 75</b>	<b>Maximum Marks: 100</b>
<b>Course Objectives –</b> 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.			
<b>Blocks</b>	<b>Units</b>		
<b>Block-1:</b> Performance Management System	<b>Unit 1:</b> Introduction <b>Unit 2:</b> Its challenges in current scenario <b>Unit 3:</b> Performance management as a System and Process <b>Unit 4:</b> Developing an Effective Appraisal System		
<b>Block-2:</b> Performance Appraisal	<b>Unit 1:</b> Introduction <b>Unit 2:</b> 360-Degree Performance Appraisal <b>Unit 3:</b> Performance Analysis <b>Unit 4:</b> Competency mapping & its linkage with Career Development and Succession Planning		
<b>Block-3:</b> Compensation	<b>Unit 1:</b> Introduction to Compensation <b>Unit 2:</b> Conceptual Framework of Compensation Management <b>Unit 3:</b> Criteria of Wage Fixation <b>Unit 4:</b> Institutional and Cultural Factors on Compensation Practices.		
<b>Block-4:</b> Compensation System Design Issues	<b>Unit 1:</b> Compensations Philosophies and Approaches <b>Unit 2:</b> Job Evaluation Systems <b>Unit 3:</b> Preparing Salary Matrix <b>Unit 4:</b> Incentive Plans		
<b>Block- 5:</b> Employee Benefits	<b>Unit 1:</b> Introduction to Employee Benefits <b>Unit 2:</b> Benefits Administrations <b>Unit 3:</b> Employee Benefits required by law <b>Unit 4:</b> 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.

<p style="text-align: center;"><b>M.COM</b>  <b>Semester: IV Paper -XI</b></p>			
<p style="text-align: center;"><b>Project C01101RResearch Project</b></p>			
<b>Credit:8</b>	<b>Internal evaluation: 25</b>	<b>Final Evaluation: 75</b>	<b>Maximum Marks: 100</b>



# PROGRAMME UNDER D-CODE, CSJM UNIVERSITY, KANPUR

## ONLINE MODE

- ✓ Master of Computer Applications (MCA)
- ✓ Bachelor of Computer Application (BCA)
- ✓ M.Com
- ✓ B.Com.
- ✓ Master of Business Administration (MBA)
- ✓ Bachelor of Business Administration (BBA)

## OPEN AND DISTANCE LEARNING MODE (ODL)

- ✓ Master of Computer Applications (MCA)
- ✓ Bachelor of Computer Application (BCA)
- ✓ Master of Business Administration (MBA)
- ✓ Bachelor of Business Administration (BBA)
- ✓ M.Com., B.Com.
- ✓ MA (Education, MA Economics, MA Philosophy, MA Hindi, MA English)
- ✓ MA Political Science
- ✓ BA (Education, History, Economics, Hindi, Sociology Political Science, English)

## PROGRAMME UNDER REGULAR MODE AT CSJM UNIVERSITY CAMPUS, KANPUR

### ATAL BIHARI VAJPAYEE SCHOOL OF LEGAL STUDIES

L.L.B. (Hons.), L.L.M., B.A. L.L.B. (Hons.), B.B.A. L.L.B. (Hons.), Certificate Course in Intellectual Property Rights (IPR)

### SCHOOL OF ADVANCED AGRICULTURE SCIENCES & TECHNOLOGY

M.Sc. (Ag) Horticulture (Fruit Science)/ Agronomy/Horticulture (Vegetable Science)/Horticulture (Floriculture & Land Scaping)  
M.Sc. (Food Science & Technology), B.Sc. (Hons.) Agriculture

### SCHOOL OF ARTS, HUMANITIES & SOCIAL SCIENCES

MA in Rural Management & Extension, M.A. (Hindu Studies), Master of Arts in Public Health, M.A. (Journalism and Mass Communication), Lateral entry, M.A. (Film Making), M.A. (Digital Journalism), M.A. Economics, Master of Social Work, M.A. Sociology, M.A. Jyotirvigyan, Master of Library & Information Science, (M. Lib. & I.Sc.), B.A. (Hons.) Sociology, B.A. (Hons.) Psychology, B.A. (Hons.) Economics, B.A. (Hons) Philosophy, B.A. Political Science (Hons), B.A. (Combination), Bachelor of Library & Information Science (B. Lib. & I.Sc.), B.A. (Journalism and Mass Communication), PG Diploma in Guidance and Counselling, Diploma in Digital Humanities, Post Graduate Diploma in Journalism and Mass Communication (PGDJMC), Certificate in Social Media, Certificate in TV Journalism, Diploma in Karmkand

### SCHOOL OF BASIC SCIENCES

M.Sc. Physics/Chemistry/Industrial Chemistry/Mathematics, M.Sc./MA Geography, B.Sc. (Hons.) Physics./Chemistry./Mathematics, B.Sc. (Physics, Chemistry, Mathematics). B.Sc. (Physics, Chemistry, Geography), B.Sc. (Physics, Chemistry, Computer Applications), B.Sc. (Chemistry, Mathematics, Geography), B.Sc. (Chemistry, Mathematics, Computer Applications), B.Sc. (Physics, Mathematics, Computer Applications), B.Sc. (Physics, Mathematics, Geography), B.Sc. (Physics, Mathematics, Statistics)

### SCHOOL OF BUSINESS MANAGEMENT

MBA, M.Com, Master of Hospital Management (MHA), BBA, B.Com. (Hons.)

### SCHOOL OF CREATIVE & PERFORMING ARTS

Master of Fine Arts (Painting/Applied Arts/Sculpture), Master of Arts (Drawing & Painting), M.A. Music (Vocal/Instrumental-Tabla/Instrumental-Sitar), Master of Performing Arts (Kathak), Bachelor of Fine Arts (Painting/Applied Art/Sculpture), Bachelor of Performing Arts (Kathak, Bachelor of Performing Arts (Tabla), Bachelor of Performing Arts (Vocal), Certificate Course (Painting/Applied Art/Sculpture/Photography/Graphic Design/3D Animation/3D Modelling), Diploma in Kathak

### SCHOOL OF ENGINEERING AND TECHNOLOGY

M.Tech. Program in Nano-Science and Nano Technology, M. Tech. in Computer Science and Engineering, M. Tech. in Electronics and Communication Engineering, Master of Computer Application (MCA), Integrated M.Sc. Electronics (Specialization in VLSI and IOT), B. Tech. in Computer Science and Engineering, B. Tech. in Computer Science and Engineering (Artificial Intelligence), B. Tech. in Information Technology, B. Tech. in Electronics and Communication Engineering, B. Tech. in Chemical Engineering, B. Tech. in Mechanical Engineering (Lateral entry), B. Tech. in Mechanical Engineering, B. Tech. in Mechanical Engineering (Lateral entry), Bachelor in Computer Application (BCA), B.Voc. (Interior Design), Bachelor of Design (B.Des. Interior Design), Diploma in Chemical Engineering, Diploma in Electrical Engineering, Diploma in Mechanical Engineering, Diploma in Metallurgy and Material Technology, Diploma in Fashion Technology

### SCHOOL OF HEALTH SCIENCES

Master of Physiotherapy (M.P.T.) in Orthopaedics/Sports/Cardiopulmonary Disorders/ Neurology, M.Sc. Human Nutrition (M.Sc. HN), M.Sc. Medical Laboratory Technology, (M.Sc.MLT) in Clinical Biochemistry/Medical Microbiology and Immunology /Pathology, Bachelor of Physiotherapy (BPT), B.Sc. in Medical Laboratory Technology (B.Sc. MLT), B.Sc. Medical Microbiology (B.Sc. MM), Bachelor in Medical Radiologic and Imaging Technology (BMRIT). Bachelor of Optometry (B. Optom.), B.Sc. in Human Nutrition (B.Sc. HN), Certificate Course in Garbh Sanskar.

### SCHOOL OF HOTEL MANAGEMENT

Master of Hotel Management and Catering Technology (MHMCT), Bachelor of Hotel Management and Catering Technology (BHMCT), Diploma in Front Office/Food & Beverage Service/Food Production/Bakery & Confectionery

### SCHOOL OF LANGUAGES

M.A. English, M.A. Hindi, M.A. Sanskrit, B.A. (Hons.) English, B.A. (Hons.) Hindi, B.A. (Hons.) Sanskrit, B.A. Combination, Certificate Course in Russian/German/French

### SCHOOL OF LIFE SCIENCES AND BIOTECHNOLOGY

M.Sc. Integrated Biotechnology, M.Sc. Life Sciences, M.Sc. Biotechnology, M.Sc. Biochemistry, M.Sc. Microbiology, M.Sc. Environmental Science and Technology, M.Sc. Environmental Science and Technology (Lateral Entry), M.Sc. Botany (Plant Sciences), B.Sc. (Hons) Biotechnology, B.Sc. (Hons) Biological Sciences, B.Sc. (Biochemistry, Botany, Zoology), B.Sc.- Integrated Biotechnology

### SCHOOL OF PHARMACEUTICAL SCIENCES

M. Pharm. (Pharmaceutics), M. Pharm. (Pharmaceutical Chemistry), M. Pharm. (Pharmacology, B. Pharm., B. Pharm. (lateral entry), D. Pharm

### SCHOOL OF TEACHER EDUCATION

M.Ed., M.P.Ed. (Master of Physical Education, M.Sc. Yoga, M.A. Yoga, B.Ed., B.P.Ed. (Bachelor of Physical Education, B.P.E.S. (Bachelor of Physical Education & Sports), B.Sc. Yoga, P.G.D.Y.Ed. (Post Graduate Diploma in Yoga Education )



