

**Prof. Rajendra Singh (Rajju
Bhaiya) University**

**MASTER OF
COMMERCE
(M.COM)**

(Effective from Academic Year 2022-23)

DEPARTMENT OF COMMERCE

M.Com. Programme Details:

Programme Objectives (POs):

Commensurate with the vision “*to nurture young minds with values, critical thinking, compassion and life skills for better conduct and responsible citizenship through the right set of knowledge, thereby making them employable with dispositions that support sustainable development and committed well-being.*”, the Faculty of Commerce focuses on creating an enabling environment for innovative thought processes, open- mindedness, equitability and perseverance.

The M.Com program aims to provide a conducive environment that promotes:

- Sound conceptual understanding
- Multidisciplinarity
- Holistic Development
- Research orientation,
- Entrepreneurial skills,

The program adopts a pedagogy and curriculum that helps develop knowledge, skills and attitudes that prepare them for assuming the roles of future visionaries, management leaders business entrepreneurs with compassion and social responsibility. The program thus aims to provide students with the opportunity to develop and broaden their management and leadership skills along with knowledge in accounting, finance, auditing and other subjects of Commerce discipline. The curriculum seeks to develop managerial knowledge and strategic agility, providing students with a broader skill set and a perspective and to encourage them to seek out value based innovative solutions for today’s business and societal challenges.

Programme Structure:

The duration of the M.Com., program is two years having a total number of four semesters. The program is of 96 Credits and for successful completion and award of degree students are required complete and earn all the credits as per the University norms.

First Year	Semester I (July – Dec)	Semester II (Jan – May)
Second Year	Semester III (July – Dec)	Semester IV (Jan –May)

Program Structure: M.Com.

Course Code		Course Title	Credits	T/P	Evaluation	
					CIE	ETE
A	B	C	D	E	F	G
SEMESTER I (YEAR I)						
C010701T	CORE	ACCOUNTING FOR MANAGEMENT DECISIONS	5	T	25	75
C010702T	CORE	ADVANCED BUSINESS ECONOMICS	5	T	25	75
C010703T	CORE	BUSINESS MANAGEMENT	5	T	25	75
C010704T	FIRST ELECTIVE (Select any one)	ORGANIZATION BEHAVIOUR	5	T	25	75
C010705T		MARKETING MANAGEMENT				
C010706P	SECOND ELECTIVE (Select any one)	PROJECT PRESENTATION - ORGANIZATION BEHAVIOUR	4	P	50	50
C010707P		PROJECT PRESENTATION - MARKETING MANAGEMENT				
TOTAL			24		150	350
SEMESTER II (YEAR I)						
C010801T	CORE	ECONOMIC ENVIRONMENT	5	T	25	75
C010802T	CORE	RESEARCH METHODOLOGY	5	T	25	75
C010803T	CORE	FINANCIAL MANAGEMENT	5	T	25	75
C010804T	THIRD ELECTIVE (Select any one)	HUMAN RESOURCE MANAGEMENT	5	T	25	75
C010805T		ADVERTISING MANAGEMENT				
C010806P	FOURTH ELECTIVE (Select any one)	PROJECT PRESENTATION - HUMAN RESOURCE MANAGEMENT	4	P	50	50
C010807P		PROJECT PRESENTATION - ADVERTISING MANAGEMENT				
TOTAL			24		150	350

SEMESTER III (YEAR II)						
C010901T	CORE	STATISTICAL ANALYSIS	5	T	25	75
C010902T	CORE	CORPORATE MANAGEMENT	5	T	25	75
C010903T	CORE	STRATEGIC MANAGEMENT	5	T	25	75
C010904T	FIFTH ELECTIVE (Select any one)	MANAGEMENT OF INDUSTRIAL RELATIONS	5	T	25	75
C010905T		SALES MANAGEMENT				
C010906P	SIXTH ELECTIVE (Select any one)	PROJECT PRESENTATION - MANAGEMENT OF INDUSTRIAL RELATIONS	4	P	50	50
C010907P		PROJECT PRESENTATION - SALES MANAGEMENT				
TOTAL			24		150	350
SEMESTER IV (YEAR II)						
C011001T	CORE	ENTREPRENEURSHIP & SMALL BUSINESS	5	T	25	75
C011002T	CORE	SECURITY ANALYSIS & PORTFOLIO MANAGEMENT	5	T	25	75
C011003T	SEVENTH ELECTIVE (Select any one)	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	4	T	25	75
C011004T		INTERNATIONAL MARKETING				
C011005R	RESEARCH PROJECT/ DISSERTATION	Major Research Project	10	R	50	50
TOTAL			24		125	275

NOTE:

1. Do not mark any Code/Information in Column-A, it will be indorsed by the University.
2. T/P in Column-E stands for Theory/Practical.
3. CIE in Column-F stands for 'Continuous Internal Evaluation' and depicts the maximum internal marks. Respective examination will be conducted by subject teacher.
4. ETE in Column-G stands for 'External Evaluation' and depicts the maximum external marks. Respective Examination will be conducted by the University.
5. Column-B defines the nature of course/paper. The word CORE herein stands for Compulsory Subject Paper.
6. Column-D depicts the credits assigned for the corresponding course/paper.
7. **First Elective:** It will be a Subject Elective. Students may select one of the two subject papers under this category.
8. **Second Elective:** It will designate a Practical Paper or equivalently a Field Visit or Project Presentation. In case of Field Visit, student is required to submit a detailed report of the visit for the purpose of evaluation. The report should include the observational features and benefits of the visit. In case of Project Presentation, the student may be assigned to go for a survey/practical or theoretical project/assignment or seminar with presentation.
9. **Third Elective:** It will be a Subject Elective. Students may select one of the two subject papers under this category.
10. **Fourth Elective:** It will accommodate a practical paper or Industrial Training or Project Presentation. In case of Industrial Training, student may be allowed for the summer training and is required to submit a detailed training report including training certificate for the evaluation.
11. **Fifth Elective:** It will be a Subject Elective. Students may select one of the two subject papers under this category.

12. **Sixth Elective:** It will be a Practical Paper or equivalently a Project Presentation based on Survey/ Seminar/ Assignment. In case of Project Presentation, student has to submit an exhaustive report on respective topic and to face an open presentation for the evaluation.
13. **Seventh Elective:** It will be a Generic Elective. The student may study or receive training of the any subject of his interest (depends on the availability in his institution of enrollment).
14. **Master Research Project:** It will be a Major Research Project or equivalently a research-oriented Dissertation on the allotted topic. The student will have to complete his/her research project under any supervisor. **The supervisor and the topic for research project shall be allotted in second semester.** The student straight away will be awarded 05 credits if he publishes a research paper on the topic of Research Project or Dissertation.

DETAILED SYLLABUS

Programme: M.COM		Year: FIRST	Semester: FIRST
Course/ Paper			
Course Code: C010701T		Course Title: ACCOUNTING FOR MANAGERIAL DECISIONS	
<p>Course Outcomes: After completing the course, the student will be able to:</p> <p>CO1: Identify differences between various forms of accounting—Financial, Managerial and Cost and the role of a Management Accountant</p> <p>CO2: Identify cost according to their associated activities and apply costing techniques for computing cost of products or Services.</p> <p>CO3: Prepare income statements using variable costing and absorption costing</p> <p>CO4: Make vs. buy decisions on the basis of cost accounting concepts</p> <p>CO5: Prepare different forms of budgetary statements, identify and control cost at a responsibility center assigned to a manager, analyze and report performance of the assigned responsibility center.</p>			
Credits: 5		Core/ Compulsory/Elective: CORE	
Max. Marks: 25+75		Min. Passing Marks: 33	
Unit	Topics		
I	Management Accounting: Meaning, Nature, Objectives, Scope, Techniques, Principles, Functions, Importance and Limitations. Management Accounting Vs Financial and Cost Accounting, Management Accountant – Role, Status, functions and responsibility.		
II	Financial Statement Analysis: Parties interested in Financial Statement Essentials of a good financial statement, importance of financial statement. Analysis and Interpretation Horizontal, Vertical: Comparative and Trend Analysis, Ratio Analysis meaning. Utility classification of Ratios, Profitability Ratio, Activity Ratio and Financial Position Ratios.		
III	Fund Flow and Cash Flow Statement: Concepts, Meaning of the term fund and preparation of fund flow statement and cash flow statement (As-3)		
IV	Reporting to Management: Meaning, Objective, methods, Principle of Reporting. Kinds of Reports. Reporting at different levels of management, Contemporary issues in Management Accounting. Social Reporting, Environmental Reporting, Management Assessment and Development.		
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1) G.S. Gupta. Managerial Economics. TMII. 2) Joel Dean. Managerial Economics. PHI. 3) Baumol. I. economic Analysis and Business Decisions. 4) R.I Varshnes and K.L.. Maheshwari: Managerial Economics, S. Chand & Sons, Delhi. 			

Programme: M.COM		Year: FIRST	Semester: FIRST
Course/ Paper			
Course Code: C010702T		Course Title: ADVANCED BUSINESS ECONOMICS	
<p>Course Outcomes: On completion of this course, the student should be able to :</p> <p>CO1: Describe the nature and scope of managerial economics, demand analysis and growth model of the firm. CO2: Learn the techniques of production function and cost analysis. CO3: Comprehend the market forms and apply the pricing techniques to determine the price of factors of production. CO4: Apply the knowledge of national income accounting and cost of living measurement in real world situations. CO5: Assimilate the product and financial market equilibrium and decipher monetary and fiscal policies. CO6: Describe the trade cycles in the open economy and exchange rate determination</p>			
Credits: 5		Core/ Compulsory/Elective: CORE	
Max. Marks: 25+75		Min. Passing Marks: 33	
Unit	Topics		
I	<p>Introduction: Concept. Nature and Scope of Business Economics, Role and Responsibilities of Business Economics, Significance of business Economics in Decision Making, Principles of Business economics: Opportunity Cost Principle, Incremental Principle, Time Perspective Principle, Discounting Principle. Equi Marginal Principle, Demand Analysis, Law of demand and Elasticity of demand.</p>		
II	<p>Consumption Analysis: Consumer's Equilibrium, Traditional and Modern Approaches, Production Analysis Production Function, Production Laws, Law of Variable Proportions and Law of return to scale.</p>		
III	<p>Cost Analysis: Cost Output Relationship, Cost Control and Cost Reduction, Significance of cost Analysis. Pricing Analysis, Pricing of output under Perfect competition, Monopoly, Discriminating monopoly, Oligopoly and Monopolistic Competition, Pricing Policies.</p>		
IV	<p>Factor Pricing: Theories of Distribution, Rent, Wages, Interest and Profit. Business Cycle, Concept, Types, Phases, Impacts and Control Measures of Business Cycle.</p>		
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Shukla M.B. : Management Accounting – Kitab Mahal Allahabad. 2. Maheswari S.N. : Management Accounting 3. Khan & Jain : Management Accounting 4. Kulshreshtha : Management Accounting Concepts & Cases. 			

Programme: M.COM		Year: FIRST	Semester: FIRST
Course/ Paper			
Course Code: C010703T		Course Title: BUSINESS MANAGEMENT	
Course Outcomes: On completion of this course, the student should be able to :			
<p>CO1: Describe the concept of management, the role and functions of a manager and the Development of Management thought.</p> <p>CO2: Apply the process and techniques of planning and decision making</p> <p>CO3: Comprehend Organizing and Organization Structure and effectively use the concepts therein.</p> <p>CO4: Assimilate the knowledge of effective communication process, understand its barriers and apply methods and techniques of communication .</p> <p>CO5: Understand the complexities associated with change.</p> <p>CO6: Integrate the concepts and theories of Motivation and Leadership</p> <p>CO7: Understand the process and techniques of effective control systems.</p>			
Credits: 5		Core/ Compulsory/Elective: CORE	
Max. Marks: 25+75		Min. Passing Marks: 33	
Unit	Topics		
I	Introduction: Management & organisation , critical analysis of management theories, essentials of planning, types of managerial plans, management by objectives, decision making and its importance, process & types.		
II	Nature of Organizing : Different types of organisational structures, authority, responsibility, relationship, organisational climate & culture reinventing organisations.		
III	Directing & Motivating Leadership : Approaches & leadership styles, communication process, organisational communication channels, barriers & measures.		
IV	Process of Control : Control & types, essentials of effective control, co-ordination recent trends and issues in Management.		
Suggested Readings:			
<ol style="list-style-type: none"> 1. Wehrich.Canmee & koontz. Management- A Global Entrepreneurial Perspective. 2. Robbins. S.P & Mary Coulter : Management. 3. Stoner. Freeman & Gilbert.Jr : Management. 4. Jam. J.K: Principles and Functions of Management (English & Hindi). 5. Saxena, S.C: Prabandh Ke Siddhant (Hindi). 			

Programme: M.COM		Year: FIRST	Semester: FIRST
Course/ Paper			
Course Code: C010704T		Course Title: Organizational Behaviour	
<p>Course Outcomes: On completion of this course, the student should be able to :</p> <p>CO1: Comprehend the complexities of employee behaviour in organizations in the context of social, systems, behaviourist and contingency approaches.</p> <p>CO2: Understand the determinants of personality and learning process in the organizational context.</p> <p>CO3: Analyse the effect of groups on individual behaviour and vice versa</p> <p>CO4: Evaluate the key drivers (motivation) and leadership behaviour influencing individual and group performance in organizations.</p> <p>CO5: Recognize the complexities of change management and resolve resistance to change and conflict.</p> <p>CO7: Develop insights into organizational culture: its significance in shaping individual and group behaviour in organizations.</p>			
Credits: 5		Core/ Compulsory/Elective: First Elective	
Max. Marks: 25+75		Min. Passing Marks: 33	
Unit	Topics		
I	Organizational Behaviour : Concept, Nature, Significance, Relationship with other fields, Challenges & Opportunities for Organizational Behaviour, Approaches of Organizational Behaviour, Human Behaviour, Social System Approach, System & Contingency Approach.		
II	Industrial Dimension of Organizational Behaviour- Perception : Concept, Nature, Process, Attitude: Concept, Process & Measurement, Personality : Concept, Determinants of Personality, Learning : Concept, Components, Factors affecting learning, Learning Theories.		
III	Group Dimensions of Organizational Behaviour : Group-Concept, Types of Groups, Group Information & group Decision Making. Motivation- Concept, Theories of Motivation, Leadership- Concept, Nature, Determination & Style, Theories of Leadership –Behavioural & Situational Theories.		
IV	Organizational Power & Politics, Organizational Change – Concept , Nature, Resistance to Change, Management Resistance to Change, Conflict- Concept, Source & Types, Resolution of Conflict. Organizational Culture – Concept, Element, Implication & Process.		
Suggested Readings:			
<ol style="list-style-type: none"> 1. Robbins.S.P : Organizational Behaviour 2. Prasad. LM: Organizational Theory & Behaviour 3. Luthans F : Organizational Behaviour 4. Davis K : Human Behaviour at Work Organizational Development 5. Dwivedi R.S. : Human Relations & Organizational Behaviour 			

Programme: M.COM		Year: FIRST	Semester: FIRST
Course/ Paper			
Course Code: C010705T		Course Title: Marketing Management	
<p>Course Outcomes: On completion of this course, the student should be able to :</p> <p>CO1: Utilize internal and external marketing environment information and prioritize and formulate marketing strategies.</p> <p>CO2: Evaluate and develop market segments as per marketing objectives</p> <p>CO3: Evaluate information related to products like pricing, packaging etc. and formulate strategies.</p> <p>CO4: Appreciate the significance of market research and carry out small market research projects.</p>			
Credits: 5		Core/ Compulsory/Elective: First Elective	
Max. Marks: 25+75		Min. Passing Marks: 33	
Unit	Topics		
I	Nature and Scope of Marketing, Marketing Environment, Marketing Mix, Market Segmentation, Consumer Behaviour.		
II	Product Decisions: Product Mix, Product Life Cycle, New Product Development, Branding & Packaging, Pricing methods & strategies		
III	Promotion Decisions : Promotion Mix, Advertising, Publicity, Personal Selling, Sales Promotion, Internet, Channel Management Decision.		
IV	Marketing Research : Marketing Planning, Marketing Organization, Marketing Control, Emerging issues & developments in Marketing.		
Suggested Readings:			
<ol style="list-style-type: none"> 1. Kotler, Philip & Keller K.L. : Marketing Management. 2. Baines, Paul & Others : Marketing 3. Perreault W.D & Mearthy : Basic Marketing: A Global Managerial Approach 4. Walker, B.J. Stanton : Marketing Concepts & Cases 			

Programme: M.COM		Year: FIRST	Semester: Second
Course/ Paper			
Course Code: COM- C010801T		Course Title: ECONOMIC ENVIRONMENT	
<p>Course Outcomes: On completion of this course, the student should be able to :</p> <p>CO1: Analyse the relation between economic environment and sustainable development</p> <p>CO2: Analyse the relation between economic environment and sustainable development</p> <p>CO3: Evaluate the various agreements and mechanisms of World Trade Organization and its effect on World Trade and international collaborative arrangements and strategic alliances</p> <p>CO4: Understand the impact of money laundering and its prevention</p>			
Credits: 5		Core/ Compulsory/Elective: CORE	
Max. Marks: 25+75		Min. Passing Marks: 33	
Unit	Topics		
I	Meaning of Environment, Eco- System & Environment, Environmental Protection & Sustainable Development, Factors affecting Economic Development, Legal & Social Efforts for Environment Protection in India.		
II	Competition: Meaning of Competition, Salient Features of Competition Act 2002, Combination, Regulation of Combination, CCI- Competition Competition of India, CAT- Competition Appellate Tribunal, Consumerism: Salient Features of Consumer Protection Act 1986.		
III	Institutional Economic Environment -I: Pre- WTO scenario, Difference between GATT & WTO, WTO Agreement- Trade Related Intellectual Property Rights (TRIPS), Trade Related Investment Measures (TRIMS), Dispute Settlement Mechanism.		
IV	Institutional Economic Environment-II : International Collaborative Arrangement & Strategic Alliances, Regional Economic Groupings in Practice : Levels of Regional Economic Integration, Regionalism & Multilateralism, Structure & Functions of EU, NAFTA, ASEAN & SAARC, FDI- Meaning & Needs, Methods, Policies with regard to FDI. Multinational Corporations & Foreign Capital. Money Laundering – Meaning, Process, Impact of Money Laundering on the Economic Development. Prevention of Money Laundering (Global & Indian Initiative), Regulation of Parallel Economy.		
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Ghosh: Economic Environment of Business. 2. Morrison J : The International Business Environment. 3. Mishra & Puri : Economic Environment 4. Ruddra Dutt & Sundaram : Indian Economy 5. Francis Cherunilam : Business Environment 6. Shukla M.B : Business Environment 			

Programme: M.COM		Year: FIRST	Semester: Second
Course/ Paper			
Course Code: C010802T		Course Title: Research Methodology	
<p>Course Outcomes: On completion of this course, the student should be able to :</p> <p>CO1: Understand the role and importance of research in Commerce and Business</p> <p>CO2: Understand and apply issues and concepts salient to the research process.</p> <p>CO3: Define research problems, carry out relevant literature review and develop objectives and hypotheses of research studies,</p> <p>CO4: Select appropriate research design, sampling techniques, data collection methods and methods of data analysis and hypotheses testing</p> <p>CO5: Write research reports</p>			
Credits: 5		Core/ Compulsory/Elective: CORE	
Max. Marks: 25+75		Min. Passing Marks: 33	
Unit	Topics		
I	Research Methodology : Introduction, Objectives of Research, Types of Research, Research Approaches, Research Process, Defining the Research Problem, Literature Survey, Hypothesis Testing.		
II	Methods of Data Collection, Data Analysis and Statistical Techniques, Sampling Theory : Introduction, Basic Principles, Sampling Plan, Sample Design, Sampling Techniques, Questionnaire Designing.		
III	Examining Relationships and Trends using Statistics, Selecting an Appropriate Statistical Technique, Analysis of Data, Use of SPSS and other Statistical Software Packages, Advanced Techniques for Data Analysis, ANOVA, Factor Analysis, Scaling Techniques, Probable Errors, Testing of Hypothesis (Z- Test, T-Test, etc.)		
IV	Research Report Writing, Significance, Steps in Research Report Writing, Layout of Research Report, Types of Research Report, Mechanics of writing a Research Report, Presentations.		
Suggested Readings:			
<ol style="list-style-type: none"> 1. Kothari, C.R, "Research Methodology : Methods & Techniques", New Age International Publishers, New Delhi. 2. Gupta S.P, " Statistical Methods", Sultan Chand & Sons. 			

Programme: M.COM		Year: FIRST	Semester: Second
Course/ Paper			
Course Code: C010803T		Course Title: Financial Management	
<p>Course Outcomes: On completion of this course, the student should be able to :</p> <p>CO1: Understand and explain the process of Financial management</p> <p>CO2: Analyse evaluation criteria for investment decisions</p> <p>CO3: Apply capital budgeting methods in business decisions.</p> <p>CO4: Analyse various approaches of capital structure decisions for both short and long term financing.</p> <p>CO5: Calculate cost of capital and understand the relevance and irrelevance of dividend decision.</p>			
Credits: 5		Core/ Compulsory/Elective: CORE	
Max. Marks: 25+75		Min. Passing Marks: 33	
Unit	Topics		
I	Financial Management: Meaning, Nature and Scope, Financial Goal: Profit Vs. Wealth Maximization, Finance Functions-Investment. Financing and dividend decisions, Function of Finance Manager in Modern age.		
II	Investment Decision: Nature, Investment Evaluation Criteria-Net Present Value, Internal Rate of Return, Profitability Index, Payable Period. Accounting Rate of Return, N.P.V. and I.R.R. Comparison, Capital Rationing, Risk and Uncertainty in capital budgeting.		
III	Financing Decisions: Sources of Short Term Financing, Long Term Sources of Financing Concept and Approaches of Capital Structure Decision-NI, NOI, Traditional and Modigliani Miller Approach, Leverage Analysis-Financing Operating and Combined Leverage and its implications, EBIT-EPS analysis.		
IV	Cost of Capital: Significance, Calculation of Combine cost of Capital (Weighted), Cost of Equity and CAMP, Dividend Decision: Relevancy and Irrelevancy Theory of dividend decision, (Walter's model, Gordon's Model and Modigliani miller Model). Factors affecting dividend decision.		
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Chandra, Prasanna: Financial Manager. 2. Khan. M.Y. & Jain, P.K.: Financial Management 3. Kuchhal S.C.: Financial Management 4. Pandey, I.M. : Financial Management 5. Shukla, M.B. : Financial Management 6. Srivastava R.M.: Financial Management 			

Programme: M.COM		Year: FIRST	Semester: Second
Course/ Paper			
Course Code: C010804T		Course Title: Human Resource Management	
<p>Course Outcomes: On completion of this course, the student should be able to :</p> <p>CO1: Differentiate between the concepts of Human Resource Management and Human Resource Development.</p> <p>CO2: Develop relevant skills to deal with HR related issues.</p> <p>CO3: Integrate the understanding of Job Analysis, Job Design, job enrichment, recruitment and selection, placement and training</p> <p>CO4: Apply the process and methods of Performance Appraisal and Training, wage and salary administration</p> <p>CO5: Understand the issues involved in Industrial relations.</p>			
Credits: 5		Core/ Compulsory/Elective: Third Elective	
Max. Marks: 25+75		Min. Passing Marks: 33	
Unit	Topics		
I	<p>Human Resource Management: Evolution, Nature, Functions and Objectives, HRM Vs. HRD. Roles and Characteristics of HR manager.</p> <p>Human Resource Planning: Concept and Nature</p>		
II	<p>Job Analysis : Process job description, Job Specification.</p> <p>Job Design: Concept and Approaches, Recruitment: Type Process, Selection: Process, Methods.</p>		
III	<p>Performance Appraisal and Management: Process, Methods-Traditional and Modern, Challenges.</p> <p>Training and Development: Concept, Significance, On-the-job Training Methods, Off the job Training methods.</p>		
IV	<p>Wage and Salary Administration: Concept, Process, Essentials of a sound Wage and Salary Structure, Factors Affecting Wage and Salary Structure; Rewards, Incentives; Fringe Benefits: Nature and Types, Industrial Relation: Concept and Nature, Characteristics of Industrial Labour industrial Disputes: Nature, Causes and Settlement.</p>		
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. VSP Rao Human Resource Management, Excel Books. 2. K. Aswathappa Human Resource Management, McGraw Hill. 3. Garry Dessler: Human Resource Management, Pearson Education. 4. CB Mamoria: Personnel Management, Himalaya Publishing House, 5. A Monappa & M S Sayadin, Personnel Management, McGraw Hill. 			

Programme: M.COM		Year: FIRST	Semester: Second
Course/ Paper			
Course Code: C010805T		Course Title: Advertising Management	
<p>Course Outcomes: On completion of this course, the student should be able to :</p> <p>CO1: Comprehend the functions and significance of advertising and its social and economic aspects</p> <p>CO2: Differentiate between advertising and selling</p> <p>CO3: Understand and apply the concepts of message designing, development and layout</p> <p>CO4: Apply basic techniques to test advertising effectiveness</p> <p>CO5: Develop advertising budget</p> <p>CO6: Integrate concepts in selection of advertising agencies and media</p>			
Credits: 5		Core/ Compulsory/Elective: Third Elective	
Max. Marks: 25+75		Min. Passing Marks: 33	
Unit	Topics		
I	Advertising: Meaning, Functions, Importance and Features, Social and Economic Aspects; Types; Advertising Objectives; Advertising Vs. Personal Selling, Advertising Vs. Sales Promotion, Advertising Vs. Publicity, Advertising as a Marketing Tool.		
II	Message Designing, Development & Layout: Advertising Copy: Meaning, Objectives and Attributes of effective Advertising copy; Types of Advertising Copy. Copy Layout: meaning, Elements and Types of Layout, Principle of Good Layout.		
III	Advertising Effectiveness: Meaning, Objectives and Techniques of Testing Effectiveness, Advertising Budget: Meaning, Advertising Budget Procedure Factors Influencing Advertising Budget, Advertising Budget Allocation.		
IV	Advertising Agencies And Media: Meaning, Features, Need and Functions of Advertising Agencies, Selection and Modes of paying the Agency, Meaning and Role of Media; Types of Media-print Media, Electronic Media, Out Door Media, Other Media, Media Planning.		
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Aaker, David A, Batra, Rajiv Mayers, John G.; Advertising Management. 2. Chunawala, S.A. Foundation of Advertising – Theory & Practice. 3. Sandage & Fryhurger: Advertising Theory and Practice. 4. Hall, Z.S., Rolland: Theory & Practice of Advertising. 			

Programme: M.COM		Year: SECOND	Semester: THIRD
Course/ Paper			
Course Code: C010901T		Course Title: Statistical Analysis	
<p>Course Outcomes: On completion of this course, the student should be able to :</p> <p>CO1: Understand the application of regression & co-relation analysis.</p> <p>CO2: Understand and apply binomial, normal Poisson distribution and application probability theory.</p> <p>CO3: Learn association of attributes and usage of chi-square test.</p> <p>CO4: Select appropriate business forecasting methods.</p> <p>CO5: Develop understanding of hypothesis testing and sampling of attributes.</p>			
Credits: 5		Core/ Compulsory/Elective: CORE	
Max. Marks: 25+75		Min. Passing Marks: 33	
Unit	Topics		
I	Regression Analysis Regression Equations, Regression Coefficients, Multiple Correlation and Multiple Regression Analysis : Partial Correlation. Coefficient of Multiple Correlation, Multiple Regression Analysis.		
II	Theoretical Frequency Distributions: Binomial, Normal and Poisson Distribution, Probability Theory: Addition and Multiplication Theorems of Probability, Application of Addition Theorem, Multiplication Theorem. Bayers' Theorem.		
III	Association of Attributes: Theory of Association, Criterion of Independence, Coefficient of Association, Partial Association, Illusory Association. (Consistency of Data. Contingency, Chi-square Test Methods and Uses.		
IV	Business Forecasting: Elements, Importance, Limitations and Theories of Business Forecasting, Sampling: Hypothesis Testing, Standard Error, Sampling of Attributes, Sampling of Variables-Large and Small Sample, t-test, Partial Comparison Test.		
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Goode and Hatt: Methodology of Social Sciences Research. 2. Roy, Ramendu, Principle of Statistics, Prayag Pustak, Allahabad. 3. Gupta, S.P. Statistical Methods, Sultan Chand. 4. Kothari, C.R.: Research Methodology, New Age Publication, New Delhi. 5. Roy, Ramendu: Sankhiki Ke Siddhant, Prayag Pustak Bhawan, Allahabad. 			

Programme: M.COM		Year: SECOND	Semester: THIRD
Course/ Paper			
Course Code: C010902T		Course Title: Corporate Management	
<p>Course Outcomes: On completion of this course, the student should be able to :</p> <p>CO1: Understand role of Professional Management and Financial Institutions in Corporate sector CO2: Comprehend the concept of Mergers and Acquisitions CO3: Gain information about Turnaround strategies in India CO4: Understand the concept of Multinational Corporations CO5: Ascertain the concept of Corporate Governance</p>			
Credits: 5		Core/ Compulsory/Elective: CORE	
Max. Marks: 25+75		Min. Passing Marks: 33	
Unit	Topics		
I	Professional Management: Nature, Scope and Importance. Role of Professional Management in Corporate Sector. Company Management and Control, Managerial Remuneration. Role of Financial Institutions in Corporate Management. Their Shareholding and Management Control.		
II	Corporate restructuring, Nature, Scope and Importance Mergers and Acquisitions – Nature. Scope and importance, Present status of mergers and acquisitions in India. Nature, scope and importance of governing Board, Chief Executive and Board.		
III	Turn-around management, nature scope and importance, Turn around Strategies in India Multinational Corporations: Nature, Objectives, Scope and Importance, Working of MNCs in India.		
IV	Corporate Governance, Nature, Objectives, Scope and Importance Committee Recommendations, Corporate Governance Practices in India. Management discussions and Analysis: Nature, Objectives, Scope and Importance, MDA Reporting in India.		
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Joshi, Vasudha, “Corporate Government; The Indian Scenario”, Foundation Books. 2. Shukla, M.B. & Gupta, Ranjita, “Corporate Management: Principles and Practice”, Kitab Mahal. 3. Singh M.K., “New Concepts in Corporate Management”. Globus Presss. 4. Dube, Indrajit, “Corporate Governance”, Lexisnexis. 5. Das, S.C., “Corporate Governance in India: An Evluation”. PHI Publication. 			

Programme: M.COM		Year: SECOND	Semester: THIRD
Course/ Paper			
Course Code: C010903T		Course Title: Strategic Management	
<p>CourseOutcomes: On completion of this course,the student should be able to:</p> <p>CO1:Understand the various models of strategic decision making</p> <p>CO2:Integrate concepts of business environment and conduct SWOC Analysis</p> <p>CO3:Develop and evaluate various strategic choices available to organizations/</p> <p>CO4: Comprehend the relation between strategic implementation and control process.</p> <p>CO5: Apply the techniques of strategic evaluation</p>			
Credits: 5		Core/ Compulsory/Elective: CORE	
Max. Marks: 25+75		Min.Passing Marks: 33	
Unit	Topics		
I	Concept, Definition and Nature of Strategy, Vision, Mission, Goal & Objective, Strategic Management: Definition and Process, Models of Strategic decision making, strategic Intent, Strategic Business Unit.		
II	Environmental Scanning-Concept of Environment and its Components, SWOI Analysis, Environmental Scanning and Appraisal. Strategic advantage analysis and diagnosis. Concept of Synergy, Core Competence.		
III	Strategic Analysis & Choice-Stability, Growth, Turnaround, Retrenchment, Diversification, Vertical and Horizontal Integration, Strategic alliance, Divestment, Business Portfolio analysis BCG & GFC matrix, Strategic choice.		
IV	Strategic Implementation and Control-Inter-relation between formulation and implementation, Issues in Strategy implementation. Structure and Non-Structural resource allocation. Overview of Strategic Evaluation. Strategic Control, Techniques of Strategic evaluation and Control.		
Suggested Readings:			
1. Kazami : Strategic Management & Business Policy. 2. R Srivastava : Strategic Management 3. Fynch : Corporate Strategy 4. P. Subbarao : Business Policy and Strategic Management. 5. Haberberg & Rreple : Strategic Management 6. Hill & Jones : An Integrated approach to Strategic Management 7. U.C. Mathur : Strategic Management 8. D. Acharya & A.Nanda : Strategic Management & Entrepreneurship. 9. Amita Mital : Cases in Strategic Management			

Programme: M.COM		Year: SECOND	Semester: THIRD
Course/ Paper			
Course Code: C010904T		Course Title: Management of Industrial Relations	
<p>Course Outcomes: On completion of this course, the student should be able to:</p> <p>CO1: Understand the historical evolution of industrial evolution in India</p> <p>CO2: Comprehend the various perspectives and approaches to industrial relations</p> <p>CO3: Recognize the role of Trade Unions in Industrial relations</p> <p>CO4: Integrate the causes, manifestations and preventive measures for industrial disputes</p> <p>CO5: Apply the systems and measures for employee discipline and redressal of grievances and</p> <p>CO6: Appreciate the significance of workers' participation in management</p>			
Credits: 5		Core/ Compulsory/Elective: Fifth Elective	
Max. Marks: 25+75		Min. Passing Marks: 33	
Unit	Topics		
I	Industrial Relations : Nature, Scope, Objectives, Importance, Historical Evolution of Industrial Relations in India, Parties to Industrial Relations, Different Perspectives & Approaches, Role of State in Industrial Relations, Role of Management & Trade Unions, Present Industrial Relations scenario in India.		
II	Industrial Relations & Industrial Disputes, Reasons for Industrial Disputes & conflicts, Industrial Relations Mechanism to prevent Industrial Disputes & conflicts. Collective Bargaining, Tripartite & Bipartite Bodies, Ethical Codes & Standing Orders.		
III	Management of Grievances, Concept & Causes of Grievances, Grievances Redressal Machinery, Objectives of Grievances Redressal Machinery, Salient Features of Grievances Redressal Machinery, Employee Discipline, Types of Discipline, Disciplinary Action.		
IV	Worker's Participation in Management : Concept, Objectives of Worker's Participation in Management, Forms of Worker's Participation in India, Factors influencing Participation, Employee Empowerment, Quality Circle, Industrial Relations & Technological Change, Industrial Relations & HRM.		
Suggested Readings:			
<ol style="list-style-type: none"> 1. Mamoria C.B, Mamoria S & Gankar S.V, "Dynamics of Industrial Relations" Himalaya Publishing House. 2. Venkatratnam C.S, " Industrial Relations", Oxford Publications. 3. Mishra Abhishek "Industrial Relations : An Insight", Quality Books & Publishers, Kanpur. 4. Tripathy P.C " Personnel Management and Industrial Relations", Sultan Chand & Sons, New Delhi. 5. Munappa Arun, " Industrial Relations", Tata McGraw Hills. 			

Programme: M.COM		Year: SECOND	Semester: THIRD
Course/ Paper			
Course Code: C010905T		Course Title: Sales Management	
<p>Course Outcomes: On completion of this course, the student should be able to:</p> <p>CO1:Implement the stages involved in the selling process</p> <p>CO2:Comprehend the steps and methods of sales forecasting and planning</p> <p>CO3:Understand the significance and processes involved in determining sales territories</p> <p>CO4:Apply the concepts in setting sales quota and sales targets.</p> <p>CO5:Appreciate the functions of the sales manager</p> <p>CO6:Integrate the various functions of sales force management</p>			
Credits: 5		Core/ Compulsory/Elective: Fifth Elective	
Max. Marks: 25+75		Min. Passing Marks: 33	
Unit	Topics		
I	<p>Introduction to Sales Management : Meaning, Objectives, Characteristics, Functions & Importance. Salesmanship: Meaning, Features & Significance, Qualities of a Good Salesman. Selling Process : Meaning, Stages in Selling Process, Prospecting, Pre-approach the Approach, Presentation & Demonstration, Handling the Objections, Closing the Sales.</p>		
II	<p>Sales Forecasting and Planning : Meaning, Factors Governing Sales Forecasting, Steps in Sales Forecasting, Types and Limitations of Sales Forecasting. Sales Planning : Meaning, Importance and Process. Sales Territories : Meaning, Objectives, Advantages and reasons of Revising Sales Territories, Factors Determining size of Sales Territories.</p>		
III	<p>Sales Quota : Meaning and Concepts, Reasons to Fix Sales Quota, Factors considered while setting Sales Quota, Types of Sales Quota, Methods of setting Sales Quota. Sales Organization: Meaning, Objectives & Importance, Types of Sales Organization. Sales Manager : Duties, Responsibilities and Qualities.</p>		
IV	<p>Sales Force Management : Recruitment & Selection : Meaning, Importance, Process, Sources and Methods. Training & Placement : Meaning, Importance, Objectives and Limitations of Sales Force Training, Areas of Sales, Training Methods of Sales, Sales Force Placement. Compensation of Sales Force : Meaning, Needs & Methods, Essentials of Sound Compensation Plan. Control : Meaning, Importance & Process of Sales Force Control, Sales Force Performance Appraisal.</p>		
<p>Suggested Readings:</p> <ol style="list-style-type: none"> 1. Carlson Robert, : Sales Management. Pearson Publication. 2. Singh & Chawla : Introduction to Sales Management. Gyanodaya Publications. 			

Programme: M.COM		Year: SECOND	Semester: FOURTH
Course/ Paper			
Course Code: C011001T		Course Title: Entrepreneurship & Small Business	
<p>Course Outcomes: On completion of this course, the student should be able to:</p> <p>CO1: Explore Theories of Entrepreneurship and learn about Entrepreneurial skills.</p> <p>CO2: Identify steps involved in entrepreneurial venture and knowledge of available government assistance.</p> <p>CO3: Learn about new trends in Project Management and marketing practices in small sector.</p> <p>CO4: Think creative and innovative small business ideas.</p> <p>CO5: Develop comprehensive understanding related to strategies for the growth of SME sector.</p>			
Credits: 5		Core/ Compulsory/Elective: CORE	
Max. Marks: 25+75		Min. Passing Marks: 33	
Unit	Topics		
I	Entrepreneurship: Nature, Scope and Importance, Emergence of Entrepreneurial Class in India. Theories of Entrepreneurship, Entrepreneurship and Environment, Creativity and Innovation.		
II	Entrepreneurship Development Programme (EDP) : Nature, Scope and Importance, Institutions Established by the Government for EDP Government Assistance and Incentives. Women Entrepreneurship, Social Entrepreneurship.		
III	Promotion of a Venture : Project Management, Financial Management, Raising of Funds, Private Equity and Venture Capital, Production, Human Resource Management & Marketing Management Practices in Small Scale Sector.		
IV	Small Business : Nature, Scope and Importance of Small Business, Government Support System, Infrastructural Facilities, Latest Government Policy with regard to Small Scale Sector, SMI Rating, Strategies for Growth.		
Suggested Readings:			
<ol style="list-style-type: none"> 1. Desai. Vasant : Entrepreneurship & Small Business Management 2. Duker. Peter : Innovation and Entrepreneurship 3. Gupta C.B : Entrepreneurship Development 4. Kenneth. P. Van : Entrepreneurship & Small Business Management 5. Shukla M.B : Entrepreneurship & Small Business Management 6. Agrawal R.C : Udyamita Vikas (Hindi) 7. Khanka S.S. : Entrepreneurship Development 			

Programme: M.COM		Year: SECOND	Semester: FOURTH
Course/ Paper			
Course Code: C011002T		Course Title: Security Analysis & Portfolio Management	
Course Outcomes: On completion of this course, the student should be able to: CO1: Differentiate between investment and speculation CO2: Analyse and evaluate investment avenues in stock market. CO3: Formulate and perform valuation of securities. CO4: Recognize and apply relevant theories of Capital Market and Portfolio selection.			
Credits: 5		Core/ Compulsory/Elective: CORE	
Max. Marks: 25+75		Min.Passing Marks: 33	
Unit	Topics		
I	Concept, Nature and Scope of Security Analysis, Investment Vs Speculation, Effective Investment Programme, Sources of Investment Information, Risk and Return Analysis, Primary Market, Secondary Market, Operation of Indian Capital Market.		
II	Valuation of Securities, Bond Analysis, Bond Valuation, Risk Immunization, Common Stock Analysis, Enquiry Valuation.		
III	Economic Analysis, Industry Analysis, Company Analysis, Technical Analysis, Efficient Market Theory.		
IV	Portfolio Management, Capital Market Theory, Portfolio Selection and its Models, Markovitz Portfolio Theory, Efficient Frontier Theory, Sharp Single Index Model, Capital Assets Pricing Model, Characteristics lines, Optimum Portfolio, Arbitrage Pricing Theory.		
Suggested Readings: <ol style="list-style-type: none"> 1. Pandian.P.,: Security Analysis & Portfolio Management. Vikas Publishing House. 2. Fiseher I.M. & Ormiston. A., : Security Analysis & Portfolio Management, Prentice Hall of India. 3. Ronald J. Jordan & Donald E. Fiseher, : Security Analysis & Portfolio Management, Pearson India. 4. Chandra Prasanna, : Investment Analysis & Portfolio Management, Mcgraw Hills Education. 5. Kevin S., : Security Analysis & Portfolio Management, PHI Learning. 			

Programme: M.COM		Year: SECOND	Semester: FOURTH
Course/ Paper			
Course Code: C011003T		Course Title: International Human Resource Management	
<p>Course Outcomes: On completion of this course, the student should be able to:</p> <p>CO1: Develop understanding of concept of HRM in Comparative Perspective.</p> <p>CO2: Learn procedure related to selection and recruitment.</p> <p>CO3: Understand Approaches to International Compensation Management,</p> <p>CO4: Develop analytical understanding emerging trends in International Employee Relations and Employee Empowerment.</p>			
Credits: 5		Core/ Compulsory/Elective: Seventh Elective	
Max. Marks: 25+75		Min. Passing Marks: 33	
Unit	Topics		
I	Human Resources and HRM in a Comparative Perspective, Systems for International Recruitment and Selection, Procedures and Policies, Cultural Factors/Issues in International Performance Management		
II	Development of International Staff and Multinational Teams, Approaches to International Compensation Management, Repatriation.		
III	Managing Global, Diverse Workforce, International Industrial Relations in a Comparative Perspective Global Unions, Regional Integration and Framework Agreements.		
IV	Emerging Trends in International Employee Relations and Employee Empowerment, International Labour Laws and Policies, HR/IR issues in MNCs and Corporate Social Responsibility.		
<p>Suggested Readings:</p> <p>1. International Human Resource Management: Policies and Practices- Briscoe Schular and Tarique.</p>			

Programme: M.COM		Year: SECOND	Semester: FOURTH
Course/ Paper			
Course Code: C011004T		Course Title: International Marketing	
<p>Course Outcomes: On completion of this course, the student should be able to:</p> <p>CO1: Develop understanding features of International Marketing and Domestic Marketing.</p> <p>CO2: Learn procedure related to strategies-exporting, licensing contract manufacturing, foreign production, joint ventures.</p> <p>CO3: Understand Approaches to International market segmentation and differentiated marketing.</p> <p>CO4: Evaluate and develop Pricing, promotion and distribution strategies.</p> <p>CO5: Develop understanding related to emerging trends in Globalization.</p>			
		Core/ Compulsory/Elective: Seventh Elective	
Max. Marks: 25+75		Min. Passing Marks: 33	
Unit	Topics		
I	Need for international marketing, features of international marketing and domestic marketing, international business environment economic, political, legal demographic, cultural and natural environment.		
II	International trading environment, international marketing research, market profiling and selection, market entry and operating strategies-exporting, licensing contract manufacturing, foreign production, joint ventures, etc.		
III	International market segmentation and market coverage strategies, differentiated marketing, undifferentiated marketing, concentrated marketing, niche marketing, product strategies, international marketing and product life cycle.		
IV	Pricing strategies, promotion strategies, distribution strategies, international marketing Organization-export department, subsidiary, foreign branches/officer, foreign direct investment and multinational corporation, foreign trade strategy of India, exim policy, and export promotion measures, major problems of India export sectors, impact of globalization on India agriculture and manufacturing.		
Suggested Readings:			
<ol style="list-style-type: none"> 1. Cherunilam Francis,: International Marketing (Text & Cases), Himalaya Publishing House. 2. Sahay.I.M, : Antarashtriye Vipradan, Sahtiya Bhawan Publications 			