

Course Structure for PG Programme as per NEP Guidelines

The key features of the course structure are as follows:

1. Maximum credit for the programme is 80, as per NEP guidelines.
2. Each semester has an equal weightage of the credit (20)
3. In the third semester, there is an option for a student to choose a course of two credits from any sister department or from MOOCS or within the department.
4. Provision for the skill-based minor project from 1st semester to 3rd semester.
5. In the 4th Semester there is the full-fledged dissertation/project work of 8 credits. The dissertation /project work can be undertaken in industry or in any reputed institution under the mentorship of department faculty.

UNIVERSITY OF LADAKH

DEPARTMENT OF COMMERCE

PROPOSED SYLLABUS OF MASTER OF COMMERCE (M.COM)

Semester	Subject Code	Subject	Credit	Marks
I	PGCO-C-101 (Core)	Advanced Management Accounting	4	100
	PGCO-C-102 (Core)	Managerial Economics	4	100
	PGCO-C-103 (Core)	Financial Planning	4	100
	PGCO-C-104 (Core)	Organizational Behaviour	4	100
	PGCO-DSE-105 (Discipline Specific Elective)	Business Statistics/Moocs	2	50
	PGCO-R-106 (Research)	Minor Project	2	50
		Total Credit of I Semester	20	500
II	PGCO-C-201 (Core)	Human Resource Management	4	100
	PGCO-C-202 (Core)	Legal Aspects of Business	4	100
	PGCO-C-203 (Core)	Marketing Management	4	100
	PGCO-C-204 (Core)	Advanced Financial Management and Policy	4	100
	PGCO-GE-205 (Generic Elective)	Ethics, Corporate Governance and Sustainability/ Moocs	2	50
	PGCO-R-206 (Research)	Minor Project	2	50
		Total Credit of II Semester	20	500
III	PGCO-C-301 (Core)	Business Research Methods	4	100
	PGCO-C-302 (Core)	Entrepreneurship and New Venture Planning	4	100
	Elective	Major Elective 1	4	100
		Major Elective 2	4	100
	PGCO-MD-305 Multidisciplinary	Leadership and Personality Development/Moocs	2	50
	PGCO-R-306	Minor Project	2	50
		Total Credit of III Semester	20	500
IV	PGCO-C-401 (Core)	Strategic Management	4	100
	Elective	Major Elective 3	4	100
		Major Elective 4	4	100
	PGCO-R-404 Research	Dissertation Work	8	200
		Total Credit of IV Semester	20	500
	TOTAL CREDIT (20+20+20+20)	80	2000	

List of Major Elective Courses

Selection of Major Elective Courses:

One group from the available electives are to be selected at the commencement of M. Com. Semester III and Semester IV.

1. For a functional area, wherever available a student may opt for Elective Course as Major Elective group comprising of four courses.
2. The elective groups in the Semester IV will remain the same as the ones selected in Semester III.
3. Once a group has been selected, no change in selected groups will be allowed later.
4. While the first two papers of selected major group will be taught in Semester III, the next two papers of selected major group will be taught in Semester IV.

Paper	Subject Code	Subjects
HUMAN RESOURCE MANAGEMENT (HRM)	PGCO-E-301	1. Human Resource Development
	PGCO-E-302	2. Strategic Human Resource Management
	PGCO-E-401	3. Industrial Relations and Compensation Laws
	PGCO-E-402	4. Human Resource Analytics
FINANCE	PGCO-E-303	1. Financial Markets and Institutions
	PGCO-E-304	2. Investment Management
	PGCO-E-403	3. International Finance
	PGCO-E-404	4. Management Control Systems
MARKETING	PGCO-E-305	1. Consumer Behaviour
	PGCO-E-306	2. Digital Marketing
	PGCO-E-405	3. Advertising and Sales Management
	PGCO-E-406	4. Supply Chain Management and Logistics

Master of Commerce
Semester-I
ADVANCED MANAGEMENT ACCOUNTING

Marks: 100
Credit: 4

Duration-60 Hrs.
External: 70 Internal: 30

***Objective:** The objective of this course is to equip the students with the knowledge of concepts, methods and techniques of management accounting and enable them to use various techniques of cost ascertainment, budget preparation and variance analysis, while focusing on its need for managerial decision making.*

***Course Outcomes:** After completing the course, the student will be able to: Identify differences between various forms of accounting—Financial, Managerial and Cost and the role of a Management Accountant; identify cost according to their associated activities and apply costing techniques for computing cost of products or services; prepare income statements using variable costing and absorption costing; make various managerial decisions on the basis of learning about concepts and issues involved therein; prepare different forms of budgetary statements, identify and control cost at a responsibility center assigned to a manager, analyse and report performance of the assigned responsibility center.*

Unit I: Management Accounting: Nature and functions; Financial vs. Management Accounting; Cost vs. Management Accounting; Role of Management Accountant. Cost concepts and classifications.

Unit II: Activity Based Costing (ABC): Concept and Uses; Flow of Costs in ABC; Traditional Costing System vs. ABC. Relevant Information and Short-Run Managerial Decisions: Managerial decision making; Decision making process; Differential analysis; Types of managerial decisions - Make/Buy, Add/Drop, Sell/ Process Further, Operate/Shutdown, Special Order. Product-Mix. Pricing Decisions.

Unit III: Budgeting: Nature and functions; Preparation of different types of budgets;. Fixed versus Flexible Budgeting. Standard Costing, - Concept, advantages; Types of standards; Variance analysis: Materials, Labour, Overheads, Sales variances, Managerial uses of variances.

Unit IV: Responsibility Accounting and Divisional Performance Measurement: Advantages and disadvantages of divisionalisation; Concept of responsibility accounting, Responsibility centres: Cost centre, Revenue centre. Profit centre, Investment centre; Responsibility performance reporting; Financial measures of performance, Non-financial performance measures. Transfer Pricing: Concept; Objectives; Requisites; Methods of transfer pricing: Transfer pricing in multinational companies. Performance Measurement: Traditional performance measures; Balanced Scorecard – Meaning, perspectives in Balanced Scorecard; Weighting performance measures; Requisites of Balanced Scorecard.

Textbook:

**1. Balakrishnan, Ramji, Sivaramakrishnan, K. & Sprinkle, Geoffrey B. (2008).
Managerial Accounting. John Wiley and sons.**

Reference books:

1. Colin, Drury. (2001). Management and Cost Accounting. Thomson Learning.
2. Davis, Charles E. & Davis, Elizabeth. (2013). Managerial Accounting. John Wiley and Sons.
3. Garison, R.H. & Noreen, E.W. (2000). Managerial Accounting. McGraw Hill.
4. Hilton, Ronald W. (2011). Managerial Accounting. McGraw Hill Education.
5. Horngreen, Charles T., Sundem, Gary L. & Stratton, William O. (1992). Introduction to Management Accounting. Prentice Hall of India.
6. Lal, Jawahar (2016). Advanced Management Accounting, Text, Problems and Cases. S. Chand & Co., New Delhi.
7. Maher, Michael W., Stickney, Clyde P. & Weil, Roman L. (2011). Managerial Accounting.

Master of Commerce
Semester-I
MANAGERIAL ECONOMICS

Marks: 100
Credit: 4

Duration: 60 Hrs.
External: 70 Internal: 30

***Objectives:** The objective of this course is to familiarise the students with the conceptual underpinning of managerial economics and demand analysis, imparting knowledge about the theory of consumer choice, providing insight to the students about the product theory and functions and to aware students about the pricing practices in different market conditions.*

***Course outcomes:** After the completion of this course, the student will be able to:
Understand the role of managerial economics in business contexts; understand consumer choices and decisions; how production theory helps the managers in determining short run and long run costs; understand the price setting in varied market conditions; and to develop managerial insights using economic principles for making decision under varied environmental constraints.*

Unit I: Nature and Scope of Managerial Economics: Objective of the firm; Managerial economist's role and responsibilities; Fundamental economic concepts: Incremental principle, opportunity cost principle, discounting principle, equi-marginal principle, principle of time perspective; Demand Analysis: Individual and market demand functions; Law of demand, determinants of demand; Elasticity of demand: Price elasticity, income elasticity and cross elasticity; Supply function; Firm theory: Objectives and Theory of the growth of the firm: Marris Model.

Unit II: Theory of Consumer Behaviour: Consumer Behaviour: Cardinal and ordinal utility approach, indifference approach, revealed preference and theory of consumer choice under risk; Demand estimation for major consumer durable and non-durable products; Demand forecasting techniques.

Unit III: Production Theory: Production function – production with one and two variable inputs, Stages of production; Economies of scale; Estimation of production function; cost theory and estimation; Economic value analysis; Short and long run cost functions -their nature, shape and inter-relationship; Law of returns to scale.

Unit IV: Price Determination Under Different Market Conditions: Characteristics of different market structures; Price determination and firm's equilibrium in short-run and long-run under perfect competition, monopolistic competition, Duopoly, oligopoly and monopoly; Pricing Practices: Methods of price determination in practice; Pricing of multiple products; Price discrimination.

Suggestive Readings

1. Craig P.H and Cris, M. Managerial Economics. PHI Publication, New Delhi.
2. Dominick, S. Managerial Economics. Oxford University Press, New Delhi.
3. Ahuja, H.L. Managerial Economics. S. Chand Company, Delhi.
4. Baumol, W.J. Economics Theory and Operations Analysis. Prentice Hall, London.
5. Dwivedi D.N. Managerial Economics. Vikas Publishing House, Delhi.
6. Chopra O.P. Managerial Economics. Tata McGraw Hill, Delhi.
7. Varshney, R.L. and Maheshwari, K.L. Managerial Economics. Sultan Chand & Sons, New Delhi.
8. Joel, D. Managerial Economics. Prentice Hall of India, New Delhi.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester I
FINANCIAL PLANNING**

Marks: 100

Credit: 4

Duration: 60 Hrs.

External: 70 Internal: 30

Objective: *The objective of this course is to acquaint the students with essentials of finance so that they have requisite knowledge, skills and confidence to take charge of their financial future. Further, this paper intends to foster critical thinking skills for personal financial planning and handling financial market constraints.*

Course outcomes: *After the completion of this course, the student will be able to: Understand the role of financial planning in individual and business life, how to analyse the risk and how to manage the risk, to make proper planning for retirement, making tax planning with the objective of maximum tax saving within the purview of extant tax legislations of the land.*

Unit I: Introduction to Financial Planning: Concept; Financial Planning Process; Client interactions; Time value of money applications; Cash flow and debt management; Asset acquisition; Education planning; Overview of risk management; Investment planning; Retirement planning; Special circumstances; Ethics and business aspects of financial planning. Role of SEBI and investor grievances and redressal system in India.

Unit II: Risk Analysis and Insurance: Risk management and insurance decisions in personal financial planning; Identifying client's exposure to mortality, health, disability, property,

liability and long-term care risk; Selecting the appropriate risk management technique; Insurance pricing; Insurance policies and Strategies: General insurance, life insurance, motor insurance, medical insurance, insurance of business risk and regulation of insurance industry.

Unit-III: Retirement Planning and Employment Benefits: Concept; retirement need analysis techniques; Process of retirement planning; Development of retirement plans; Retirement schemes: Employee provident fund, public provident fund, superannuation fund, gratuity; Retirement products available in the market; Pension reforms in India; OECD guidelines for Pension fund governance; Regulatory framework of Retirement Plans: Regulation of pension sector, pension plans, annuities of life insurance companies and mutual funds, superannuation funds.

Unit-IV: Tax Estate and Advance Financial Planning: Principles of taxation; Taxable income; other principles of taxation; Taxation of direct investments; Taxation of pooled investments; Self-assessment and Payment of Income tax; Capital gains tax; Tax Avoidance vs Tax Evasion; Estate Planning: Will; Other modes of estate transfer; Administration of an estate; Other methods of Passing Assets; Power of Attorney, Tax Planning through Wills and trusts; Advance financial Planning: Establishing client partner relationships; Analyse client objectives, need and financial situation; Developing, implementing and monitoring financial plan.

Suggestive Readings

1. Sinha, M. Financial Planning- A Ready Reckoner. Tata McGraw-Hill, New Delhi.
2. Singhanian, V.K. & K. Singhanian, Direct Taxes Law and Practice. Taxmann, New Delhi.
3. Bodie, Z., A. Kane, A.J. Marcus & P. Mohanty. Investments. McGraw-Hill, New Delhi.
4. Indian Institute of Banking and Finance, Introduction to Financial Planning. Taxmann, New Delhi.
5. Indian Institute of Banking and Finance, Risk Analysis, Insurance and Retirement Planning. Taxmann, New Delhi.
6. Indian Institute of Banking and Finance, Investment Planning, Tax Planning and Estate Planning. Taxmann, New Delhi.

Note: Latest edition of the readings may be used.

Master of Commerce Semester I ORGANIZATIONAL THEORY and BEHAVIOR

**Marks: 100
Credit: 4**

**Duration: 60 Hrs.
External: 70 Internal: 30**

***Objective:** The objective of the course is to enable students to develop a theoretical: Understanding about organisation structure and its behaviour over time. The course will also make them capable of realizing the competitiveness for firms.*

***Course outcomes:** After the completion of this course, the student will be able to:*

Understand the various theories pertaining to organisational behaviour, how to make group decision and handle interpersonal difference, various important theories of motivation and leadership, and to enable them to manage aggression and stress.

Unit-I: Conceptual Foundations of Organisation Theory and Behaviour: Organisational Theories - Classical, Neo-classical and Contemporary; Authority, Power, status, formal and informal structure; Bureaucratic structure; Boundary Less organisation; Flat and Tall structures; Impact of Environment on Organisational Design . Organisational Behaviour (OB)- concept, determinants, models; challenges and opportunities of OB; Transaction cost; Disciplines contributing to the field of OB; Individual Behaviour- Foundations of individual behaviour, values, attitudes, personality, and emotions ; Perceptual process and Learning ; Management assumptions about people-McGregor's Theory X and Theory Y.

Unit-II: Group Decision making and Communication: Concept and nature of decision making process; Individual versus group decision making; Nominal group technique and Delphi technique; communication effectiveness in organisations; Feedback, Improving Inter-Personal Communication- Transactional Analysis and Johari Window.

Unit-III: Motivation, Leadership, Power and Conflict: Content Theories- Maslow's Need Hierarchy, Herzberg's Two factor theory; Contemporary theories of motivation (ERG, Cognitive evaluation, goal setting, equity, Intrinsic Motivation Theory by Ken Thomas), expectancy model; Behaviour modification; Motivation and organisational effectiveness. Concept and theories of leadership- Behavioural approach, Situational approach, Leadership effectiveness; Leadership across cultures; Power- Bases of Power, power tactics

Unit-IV: Organisational Development and Stress Management: Managing misbehaviour at work- Aggression and Violence, Sexual abuse, Substance abuse, Cyber slacking. Organisational Development- concept, values, and intervention techniques; Appreciative Inquiry. Individual and organisational stressors; consequences of stress on individual and organisation; management of stress.

Note: Some cases of real business world to supplement learning from the course.

Suggested Readings:

1. Robbins, Stephen P. and Timothy A. Judge, *Organizational Behaviour*, Prentice -Hall, New Delhi.
2. Robins S.P., and Mathew, M., *Organisational Theory: Structure, Design and Application*, Prentice Hall of India Pvt. Ltd.
3. Luthans, Fred, *Organizational Behaviour*, McGraw-Hill, New York.
4. Sekaran, Uma, *Organisational Behaviour: Text and Cases*, Tata McGraw-Hill Publishing Co. Ltd.
5. Aswathappa, K., *Organisation Behaviour*, Himalaya Publishing House, New Delhi.
6. Singh, K., *Organizational Behaviour: Text and Cases*, Pearson.
7. Pareek, U. and Khanna, S., *Understanding Organizational Behaviour*, Oxford University Press.
8. Newstorm, John W., *Organizational Behaviour: Human Behaviour at work*, Tata McGraw-Hill Pub. Co. Ltd. New Delhi.

9. Hersey, Paul, Dewey E. Johnson, and Kenneth H. Blanchard, *Management of Organisational Behaviour*, Prentice-Hall of India, New Delhi.
10. Terrance R. Motchell, *People in Organization An Introduction to Organisational Behaviour*, McGraw- Hill, New York .

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester I
BUSINESS STATISTICS**

**Marks: 50
Credit: 2**

**Duration-30Hrs.
External: 40 Internal: 10**

***Objective:** The objective of this course is to equip students with various statistical tools and techniques used for managerial decision making and to provide ground for learning advanced analytical tools used in research.*

***Course outcomes:** The successful completion of this course shall enable the students: To develop an understanding of the theory of probability, rules of probability and probability distributions; to comprehend the decision making process under uncertainty using statistical tools; to become aware of the concepts in sampling, sampling distributions and estimation. to understand the meaning and process of hypothesis testing including one-sample and two-sample tests; to appreciate the importance and application of non-parametric tests in hypothesis testing; to apply correlation and regression analysis including both simple and multiple correlation and regression in the real life case situations using available software packages.*

Unit I: Frequency Distributions: Construction of frequency distributions and their analysis in the form of measures of central tendency and variations, types of measures, skewness-meaning and co-efficient of skewness. Kurtosis. Correlation analysis- Meaning & types of correlation, Karl Pearson's coefficient of correlation and spearman's rank correlation, regression analysis-meaning and two lines of regression, relationship between correlation and regression co-efficient, Time series analysis- measurement of trend and seasonal variations, time series and forecasting.

Unit II: Probability- basic concepts and approaches, addition, multiplication and Bayes' theorem, probability distributions - meaning, types and applications, binomial, Poisson and normal distributions. Concept of sampling distribution, parameter and statistics, standard error. hypothesis testing, large samples, small samples- chi-square test, z-test, t-test, binomial test, analysis of variance. Independence of Attributes, Goodness of Fit and Test of Homogeneity.

Textbook:

1. Gupta S.P. & Gupta M.P., Business Statistics, Sultan Chand & Sons, Delhi.

References

1. Anderson, Statistics for Business & Economics, Thomson Learning, Bombay.
2. Anderson, Quantitative Methods in Business, Thomson Learning, Bombay.
3. Bhardwaj, R.S, Business Statistics, Excel Books
4. Levin & Rubin, Statistics for Management, Prentice Hall of India, N.Delhi

5. Vohra, N. D. (2012). Business Statistics. McGraw Hill Education (India) Pvt. Ltd: New Delhi.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester I**

Minor Project

Credit 2:

Maximum Marks: 50

SEMESTER-II

**Master of Commerce
Semester II**

HUMAN RESOURCE MANAGEMENT

Marks: 100

Credit: 4

Duration: 60 Hrs.

External: 70 Internal: 30

***Objectives:** The objective of the course is to familiarize the students with the conceptual & theoretical constructs of the various dimensions of HRM; to equip the students with requisite skills & tools to undertake HR & its allied function and to encourage students to develop a holistic HR perspective to achieve organizational goals.*

***Course Outcomes:** At the end of this course the students will be able to: understand how to strategically plan for the human resources needed to meet organizational goals and objectives; evaluating the impact of HR activities on the organizations' overall performance; defining the process of job analysis and discuss its importance as a foundation for human resource management practices and evaluating the organization's selection process.*

Unit-I Origin and Development of Human Resource Management (HRM); Models of HRM; Characteristics of High-Performance Work Systems; HRM & Personnel Management; Key HRM activities; Financial Impact of HR activities; Strategic HRM; Emerging HR Issues in global and Indian Context.

Unit-II Job Analysis: Concept and rationale; Methods of job Analysis; Job Description & Job Specification. **Human Resource Planning:** Concept & Methods of Forecasting HR Requirements; **Recruitment:** Concept & Sources of Recruitment; **Selection:** Tools, Techniques & Methods; Company Induction and socialization.

Unit-III Employee Training: Assessing Training Needs & Designing Training Programmes; Evaluating Training Programmes. Performance Management: Concept & Purpose; Uses & Methods of Performance Appraisal; Appraisal biases & solutions; Potential Appraisal.

Unit-IV Developing Careers: Challenges in Career Development; Meeting the Challenges of Effective Career Development; Self-Development. Managing Compensation: Designing a Compensation System; Job Vs. Individual Pay; Compensation Tools; Pay for Performance: The Challenges; Meeting the Challenges of Pay-for-Performance Systems; Types of Pay-for-Performance Plans.

Suggested reading materials:

Cascio Wayne, F. *Managing Human Resources: Productivity, Quality of Life, Profits* Tata McGrawHill, New Delhi (7th Edition) 2006

Bernardin, John H. *Human Resource Management: An Experiential Approach* McGraw-Hill, Delhi (4th Edition) 2007

Gomez-Mejia Luis, R., David B. Balkin & Robert L. Cardy. *Managing Human Resources* PHI Learning Pvt Ltd. New Delhi (5th Edition) 2009

Biswajeet, Pattanayak,. *Human Resource Management*. Prentice Hall India, New Delhi.

Note: Latest editions may be used.

**Master of Commerce
Semester II
MARKETING MANAGEMENT**

**Marks: 100
Credit: 4**

**Duration: 60 Hrs.
External: 70 Internal: 30**

***Objective:** To familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.*

***Course Outcomes:** At the end of this course the students will be able to: understand the basics of marketing management, buyer's behaviour, how to strategically plan for marketing mix to fulfil the targeted customer's needs, how to design product, requirements of sound promotion channels to attract and retain the prospective and existing customers respectively.*

Unit-I Introduction: Nature and Scope of Marketing; Core Marketing Concepts; Evolution of modern marketing concept; Modern marketing concepts; Marketing Mix; Marketing management process-a strategic perspective; Marketing Environment: Significance of scanning marketing environment; Analysing macro environment of marketing-economic, demographic, socio-cultural, technological, political and legal segments; Impact of micro and macro environment on marketing decisions; Market Segmentation, Targeting and Positioning: Bases for segmenting a consumer market; Levels of market segmentation; Factors influencing selection of market segments; Criteria for effective market segmentation; Target market selection and strategies; Positioning – concept, bases and process.

Unit-II Product and Pricing Decisions: Product - concept and classification; Major product decisions; New product development; Packaging and labelling; Product support services; Branding decisions; Product life cycle – concept and appropriate strategies adopted at different stages. Pricing- Objectives, Factors affecting price of a product, Pricing policies and strategies. Ethical issues in product and pricing decisions.

Unit-III Distribution Decisions: Channels of distribution – concept and importance; Different types of distribution middlemen and their functions; Channel management, selection, motivation and performance appraisal of distribution middlemen; Distribution logistics – concept, importance and major logistics decisions; Channel integration and systems. Ethical issues in distribution decisions. Retailing and Wholesaling: Types of retail formats; Retail theories; Retailing strategies; Non-Store retailing; Wholesaling-nature and importance, types of wholesalers; Developments in retailing and wholesaling in Indian perspective.

Unit-IV Promotion Decisions: Role of promotion in marketing; Promotion methods; Integrated Marketing Communication – Concept; Communication process and promotion; Determining promotion mix; Factors influencing promotion mix; Developing advertising campaigns. Ethical issues in promotion decisions. Marketing planning process; Different ways of organising marketing department; Sales, cost and profit analysis. Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, Rural marketing, other emerging trends.

Note: Class discussions to be supported by relevant case studies.

Suggested Readings:

1. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, *Marketing Management: A South Asian Perspective*, Pearson.
2. Lamb, Charles W.; Hair, Joseph F., and Carl McDaniel, *Mktg*, Cengage Learning.
3. Etzel, Michael J., Walker, Bruce J., Staton, William J., and Ajay Pandit, *Marketing Concepts and Cases*, Tata McGraw Hill (Special Indian Edition).
4. Czinkota, Miachel, *Marketing Management*, Cengage Learning.
5. Kazmi, SHH, *Marketing Management Text and Cases*, Excel Books.
6. Kumar, Arun and N. Meenakshi, *Marketing Management*, Vikas Publishing House.
7. Zikmund, William G. and Michael D’Amico, *Marketing: Creating and Keeping Customers in an E-Commerce World*, South-Western College Pub.

Note: Latest edition of the readings may be used.

**Master of Commerce
Semester II
LEGAL ASPECT OF BUSINESS**

**M.Com, Semester II
Credit 4**

**Duration: 60 Hrs
External: 70 Internal: 30**

Objective: *The course aims to acquaint the students with knowledge and understanding of major business laws and to make them aware about the relevance and ramifications of such business laws for business set up.*

Course Outcomes: *The successful completion of this course shall enable the students: To develop an understanding of various business laws prevalent in our country; to gain full knowledge about how to protect one's innovation with intellectual property right act; to gain proper understanding about various environmental laws pertaining to business set up.*

Unit-I Law relating to Transfer of Property and Law relating to Societies and Trusts: Important definitions; types of properties; movable and immovable property; properties which cannot be transferred; rule against perpetuities; provisions relating to sale; mortgage, charge, lease, gift and actionable claim. General concept relating to registration of societies; property of societies; suits by and against societies; enforcement of judgment against societies; dissolution of societies; general concept relating to trusts; creation of a trust; duties and liabilities of trustees; rights and powers of trustees, disabilities of trustees; rights and liabilities of the beneficiary.

Unit-II Law relating to Intellectual Property: Concept and development of intellectual property law in India; law and procedure relating to patents, trademarks and copyrights; geographical indications; design act; overview of laws relating to other intellectual property rights; intellectual property appellate board.

Unit-III Law Relating to Information: Right to Information Act, 2005- Definitions, right to information, obligations of public authorities, request for obtaining information, disposal of request, exemption from disclosure of information, grounds for rejection to access in certain cases, severability; central information commission- its constitution, term of office, conditions of service and removal; powers and functions of Central Information Commissions, appeals and penalties.

Unit-IV Law relating to Pollution Control and Environmental Protection: Concept of sustainable development, biodiversity and carbon credit; government policy regarding environment; law relating to prevention and control of air pollution and water pollution; Environment (Protection) Act, 1986; national green tribunal.

Suggested Readings:

1. Singh, Avtar, *The Principles of Mercantile Law*, Eastern Book Company, Lucknow.
2. Sharma J. P., and SunainaKanojia, *Business Laws*, Ane Books Pvt. Ltd, New Delhi.
3. Bhandari, Munish, *Professional Approach to Corporate Laws and Practice*, Bharat Law House, New Delhi.
4. *Handbook of Corporate Laws*, Bharat Law House, New Delhi
5. *Mulla's The Transfer of*
6. *Bare Acts on Societies and Trusts*
7. *Bare Act on Competition Law*
8. *Bare Act on Consumer Protection Law*
9. *Bare Act on Pollution Control and Environmental Protection*
10. *Bare Act on Right to Information Act Law*

Note: Latest edition of the readings may be used.

Master of Commerce
Semester II
ADVANCED FINANCIAL MANAGEMENT AND POLICY

Marks: 100
Credit: 4

Duration: 60 Hrs
External: 70 Internal: 30

Objective: *To make students understand various issues involved in financial management of a firm and equip them with advanced analytical tools and techniques that are used for making sound financial decisions and policies.*

Course outcomes: *After the completion of this course, the student will be able to: Understand how to analyse financial statements, objectives of financial management, how to strike the balance between return and risks in business, how to make capital budgeting, uses of sensitivity analysis, how to achieve optimum capitalisation, to devise sound dividend policy and working capital management policy.*

Unit-I Overview of Financial Management: Concept and scope of financial management; Inter-relation among investment, financing and dividend decisions; Concept of cash flow and time value of money; Risk- return framework for financial decision making; Objectives of financial management; Role and challenges faced by finance manager; Financial planning and forecasting; Ethics in finance.

Unit-II Capital Budgeting and Cost of Capital: Capital budgeting - Concept, nature, importance, process and techniques of capital budgeting: payback period, accounting rate of return, net present value, internal rate of return and profitability index; Sensitivity analysis; Cost benefit analysis in capital budgeting; Cost of capital - Concept, importance, explicit cost and implicit cost; Measurement of specific cost of capital - cost of debt, cost of equity capital, cost of preference shares capital, and cost of retained earnings; Overall cost of capital.

Unit- III Leverages and Capital Structure: Leverages - Concept, types and applications of leverages, computation of operating leverage, financial leverage and combined leverage, importance and limitations of leverage analysis; Capital structure- Concept, assumptions, optimum capital structure; approaches of capital structure - net income, net operating income, traditional approach, MM hypothesis, designing capital structure; Critical appraisal of various sources of finance.

Unit-IV Dividend Decisions and Working Capital Management: Dividend decisions – Concept, types and factors determining dividend policy; Dividend models – Walter model, Gordon model and MM Model; Working capital - Concept; need and factors influencing working capital, operating cycle approach to working capital; Cash management; Inventory

management – Concept, types and techniques of inventory management; Receivables management; Critical appraisal of short-term sources of finance.

Text book:

1. Khan, M. Y. & Jain, P. K. Financial Management, Tata McGraw Hill, New Delhi.

References:

1. Horne, J. C. Financial Management and Policy. Prentice Hall of India, New Delhi.
2. Brealey R.A., Myers, S.C. Principles of Corporate Finance, Tata Mc Graw Hill, New Delhi.
3. Chandra, P. Financial Management: Theory and Practice. Tata Mc Graw Hill, New Delhi.
4. Pandey, I. M. Financial Management. Vikas Publishing, New Delhi.
5. Arthur, J. K., Martin, J. H., Petty, W., Scott, D. F. Financial Management: Principles & Application, Pearson, New Delhi.

Note: Latest edition of the readings may be used.

Master of Commerce
Semester II
ETHICS, CORPORATE GOVERNANCE AND SUSTAINABILITY

Marks: 50
Credit: 2

Duration: 30 Hrs
External: 40 Internal: 10

***Objective:** The course aims to develop the understanding about the role of corporations in society and boards' role in keeping oversight on the functioning of the company, global developments in Governance and Corporate Citizenship. The course will also provide about necessary knowledge and skills for building professional boards, stakeholder engagement and shareholder activism.*

***Course Outcomes:** The successful completion of this course shall enable the student: to create a framework for effective corporate governance; to appreciate the accountability of corporations towards its stakeholders and society and to create an integrated value framework for sustainability; to serve as an effective board member; to know about rights and responsibilities of shareholders; to build and monitor systems that has strong internal control to prevent corporate frauds and to appropriately address ethical issues such as conflicts of interest and insider trading.*

Unit-I Concepts and Framework: Company and stakeholders; Ownership and control; Theories and development of corporate governance; Models: Types and basis of adoption; Principles of corporate governance, Implications of corporate scams; Global corporate governance movement. Boards and Directors: Role of Board; Board composition, independence, and committees; Board leadership: Splitting chairman and CEO, CEO succession, Lead director; Building professional boards – directors selection, executive compensation and stock option, Directors' training and competence, Board diversity, board evaluation; Boards oversight of CEO, Stakeholders and Shareholder: Shareholders rights and

responsibilities; Differential voting rights; Voting mechanism; Class action Suit; Rights of minority shareholders

Unit-II Board Committees and Risk Management: Internal control; IT governance; Reliability of financial statements; Audit and auditors: Selection, rotation and role; Board committees, Audit committee: Composition and role; Risk management; Related party transactions. Ethics: Meaning and importance; Ethical theories and business decisions; Business ethics; Code of ethics - development and implementation; Ethical dilemma in decisions; Whistle blowing - meaning, types, regulations; Whistle blower policy- structure and execution; Insider trading: meaning, prohibition, trading plan, code and policy; Crony capitalism and corporate funding. Sustainability- Role of company in sustainable development, sustainable reporting, disasters and liability, integrated reporting; Responsible investing

Note: Use relevant case studies to supplement class discussions.

References:

1. Companies Act, 2013, Parliament of India, Govt. of India
2. Robert, A., G. Monks and Nell, Minow (2011).
3. Corporate Governance. John, Wiley & Sons.
4. Satheesh, Kumar, T., N. (2010). Oxford Governance
5. Tricker, B. (2012), Corporate Governance. Oxford Unit

**Master of Commerce
Semester II**

Minor Project

Credit: 2

Maximum Marks: 50

SEMESTER- III

**Master of Commerce
Semester III**

BUSINESS RESEARCH METHODS (CORE)

**Marks: 100
Credit: 4**

**Duration: 60 Hrs
External: 70 Internal: 30**

Objectives: *The objective of the course is to acquaint students with the process and techniques of conducting research. The course is expected to train the students to plan and execute the research studies in business.*

Course Outcomes: *The successful completion of this course shall enable the student: to describe the meaning and role of Business Research; to formulate the research problem and understanding the major research designs; to determine data sources and learn the art of designing a questionnaire; to understand various sampling techniques and develop understanding of data collection and fieldwork; to enable students to analyse data using various techniques and to learn how to communicate the results and follow up.*

Unit-I Introduction to Business Research: Meaning and role of business research; Business research philosophies; Scope of business research; Terminology of business research; Organization of business research: Outsourcing and in-house research; Business research process: An overview; Ethics in business research.

Unit-II Problem Specification: Management problem specification; Formulating research problem; Developing research proposal – research objectives, research hypotheses, information needs; Determining research design: Explorative research – major techniques and their evaluation; Descriptive researches – case study, survey method and observation method; Causal research – major experimental designs and their evaluation; Reliability validity in experimentation; Quantitative vs qualitative research.

Unit-III Determining Data Sources: Secondary data sources and their usefulness; Primary data collection – Observation and questioning methods; Questionnaire preparation; Scaling techniques; Reliability and Validity assessment, Panel data. Survey Design: Census and survey methods; Designing sample survey – Defining universe; Determining sampling frame, sampling unit, sampling method and sample size for cross sectional and longitudinal data. Data collection - organizing fieldwork – selection, training, supervision and evaluation of fieldworkers; Survey errors – sampling vs. non-sampling errors; Types of non-sampling errors and ways to deal with them;

Unit-IV Data analysis and interpretation: Data editing and coding; Data cleaning for Survey and Panel Data; Univariate analysis; Bivariate analysis; Multivariate data analysis – Interdependence and dependence analyses and their basic assumptions; Time series analysis; Major multivariate data analysis techniques: Basic concepts and applications of multivariate analysis; Report writing.

References:

1. Cooper, D. R. & Schindler, P. S. (2003). Business Research Methods. Boston, Mass.: McGraw-Hill/Irwin
2. Greene, W. H. (2017). Econometric Analysis. Pearson Pvt. Limited.
3. Wooldridge, J. M. (2001). Econometric Analysis of Cross Section and Panel Data. MIT Press, USA.
4. V: Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin (2013). Business Research Methods. Cengage Learning limited.

Note: Latest edition of the readings may be used.

Master of Commerce
Semester III
Entrepreneurship and New Venture Planning (CORE)

Marks: 100
Credit: 4

Duration: 60 Hrs
External: 70 Internal: 30

***Objective:** This course aims to provide necessary inputs for entrepreneurial effort and planning to start a new venture and to enable them to investigate, understand and internalize the process of setting up a business.*

***Course Outcomes:** At the conclusion of this course students shall be able to: describe the meaning of entrepreneurship and traits required for becoming entrepreneurs; how to start new venture, how and where to approach for finance and mentoring services, which provisions of relevant laws to be followed for successful running of business.*

Unit-I Introduction and Concept of Entrepreneurship; Role of entrepreneurship in economic development; Factors impacting emergence of entrepreneurship; Managerial vs. entrepreneurial approach; Types of entrepreneurs; Characteristic of successful entrepreneurs; Entrepreneurship process; Women entrepreneurs; Social entrepreneurship; Entrepreneurial challenges

Unit-II Entrepreneurship Development and Leadership: Types of startups; Entrepreneurial class theories; Entrepreneurial training; EDP programmes; Characteristics of entrepreneurial leadership, Components of entrepreneurial leadership; International Entrepreneurship- Opportunities and challenges; Entrepreneurial challenges; Source of innovative ideas; Entrepreneurship and creativity; Techniques for generating ideas, Impediments to creativity.

Unit-III New Venture Planning: Methods to initiate ventures; Acquisition-Advantages of acquiring an ongoing venture and examination of key issues; Franchising- how a franchise works, franchising law, evaluating of franchising opportunities; Developing a marketing plan- customer analysis, sales analysis and competition analysis, steps in marketing research; Marketing mix; Business plan-benefits of drivers, perspectives in business plan preparation, elements of a business plan; Business plan failures.

Unit- IV Financing Venture: Financing stages; Sources of finance; Venture capital; Criteria for evaluating new venture proposals; Evaluating Venture Capital- process; Sources of financing for Indian entrepreneurs. Special Issues for Entrepreneurs: Legal issues – Forming business entity, considerations and criteria, requirements for formation of a Private/Public Limited Company, intellectual property protection- patents, trademarks and copyrights – importance for start-ups, legal acts governing business in India; Opportunities and challenges; Intrapreneurship.

References:

1. Arya, K. (2016). Entrepreneurship: Creating and Leading an Entrepreneurial Organization. Pearson.

2. Hisrich, R. D., Shepherd, D. A. & Peters, M. P. (2016). Entrepreneurship. McGraw-Hill Education.
3. Galindo, C. R. (2018). The Entrepreneur's Guide To Winning: 7 Arts You Need To Master To Win The Game Of Business. CreateSpace Independent Publishing.
4. Ramachandran, K. (2014). Entrepreneurship Development: Indian cases on Change Agents. Tata McGraw Hill.
5. Robinson, P. J. (2017). A Guide for Writing Your Business Plan. Independently published.

Master of Commerce
Semester III
Leadership and Personality Development (CORE)

Marks: 50
Credit: 2

Duration: 30 Hrs
External: 40 Internal: 10

Objectives: The course aims to equipping students with necessary concepts and techniques for inculcating in them effective leadership skills; helping students identify their individual leadership styles and construct personal leadership profile for themselves; helping students identify their personality and work towards its development and helping students augment their effective interpersonal skills.

Outcomes: After completion of this Course, the students shall be able to know the effect of human personality on the functional efficiency of the organization has seen a huge surge and recognition in the recent past. Accordingly, it could help students in bringing a desired and positive change in the personality and also help the students to screen out those barriers that stand in the way of their personal development and efficiency.

Unit - I Leadership – Meaning & Concept. Categories of leaders: Entrepreneurial, Administrative, and Political. Leadership styles. Theories of Leadership. Identification of individual leadership styles; Construction of personal leadership style profiles. Personality - Meaning & Concept; Basics of Personality, Theories on Personality Development; An overview of Personality determinants. Evaluation of Personality. Interpersonal Relationship- Introduction, Analysis of different ego states; Analysis of Transactions, Analysis of Strokes, Analysis of Life position. Communication – Introduction, Communication as a process, Model for Communication process; Types of Communication. Effective Communication – Barriers to effective Communication, Overcoming barriers to Communication.

Unit- II Stress Management –Introduction, Causes of Stress; Impact of Stress; Managing Stress, Time Management - The concept of time and time management; Causes of time mismanagement, time management matrix – hard work. smart work; Different time management styles – time cheaters and beaters; Steps towards better time management. Conflict – Introduction; Types of Conflict; Levels of conflict –Intrapersonal Conflict, Interpersonal Conflict, Intra-group Conflict, Inter-group Conflict – Intra- Organizational Conflict. Managing Conflict and Conflict Resolution Styles.

Text Books:

1. Stephen P. Robbins, Timothy A. Judge. Organizational Behavior. Pearson Education, New Delhi. 15th Edition.
2. HBR's 10 Must Reads: On Leadership (2011). Harvard Business Press.
3. BarunMitra (2016), Personality Development and Soft Skills. Oxford University Press. New Delhi.
4. Daniel Goleman, Richard Boyatzis, Annie McKee (2013). Primal Leadership: Unleashing the Power of Emotional Intelligence. Harvard Business Review Press; 10 Anv edition.
5. Gopalaswamy Ramesh. The Ace of Soft Skills: Attitude, Communication and Etiquette for Success. Pearson Education.

Semester- III

Minor Project

Credit: 2

Marks: 50

Master of Commerce Semester IV STRATEGIC MANAGEMENT (CORE)

Marks: 100

Credit: 4

Duration: 60 Hrs

External: 70 Internal:30

***Objective:** The objective of the course is to develop the knowledge about strategy making process that is informed, integrative and responsive to rapid changes in organization environment and also about tasks implementing in a global market.*

***Course Outcomes:** The successful completion of this course shall enable the student: to describe the role of Strategic Management; to understand various levels at which Strategy exist namely Corporate, Business and Functional level; to help students learn strategic management models; to analyse how organizations make decisions in response to rapid changes that occur due to environmental changes; to analyse how firms make entry into global markets and implement and evaluate strategy at an International level.*

Unit-I Introduction: Role and concept of strategy; Strategic management process; Approaches to strategic decision making; Components of business policy; Strategic role of board of directors & top management. Strategic intent

Unit-II Environmental Analysis: Analysis of broad environment: Environmental profile; Constructing scenarios; Environmental scanning techniques- ETOP, PEST and SWOT (TOWS) Matrix; Michael Porter's Diamond framework; Analysis of operating environment - Michael Porters model of industry analysis; Strategic group analysis; Analysis of internal environment– Resource audit; Resource Based View (RBV); Core and distinctive competencies; Sustainable competitive advantage and transient competitive advantage.

Unit-III Strategic Choices: Strategic options at corporate level: Growth, stability and retrenchment strategies; Corporate restructuring; Strategic options at business level- Michael porters' competitive strategies and cooperative strategies. Evaluation of strategic alternatives – Product portfolio models (BCG matrix, GE Matrix, etc.) Situation Specific Strategies: Strategies for situation like competing in emerging industries, maturing and declining industries, fragmented industries, hyper –competitive industries and turbulent industries; Strategies for industry leaders, runner -up firms and weak businesses.

Unit-IV Strategic Issues and Alternatives in Globally Competitive Markets: Why & how firms internationalize; International entry options; Outsourcing strategies; Strategy implementation and control: Interdependence of formulation and implementation of strategy; Issues in strategy implementation- Planning and allocating resources; Organization structure and design; Budgets and support system commitment; culture and leadership. Strategy evaluation and control.

References:

1. Davidson, W. H. (2013). Global Strategic Management. John Wiley, New York.
2. Frynas, J. G. & K., Mellahi (2014). Global Strategic Management. Oxford University Press.
3. Ghemawat, P. (2017). Strategy and the Business landscape. Pearson Publishers
4. Hill, Charles W. L. & Jones, R. G. (2012). Strategic Management: An Integrated Approach. Cengage Learning, India.
5. Hitt, Michael A., Ireland, R. D., Hoskisson, Robert, E. & S., Manikutty (2016). Strategic Management: A South- Asian Perspective. Cengage Learning, India
6. Thompson, Arthur A. & A., J. Strickland (2012). Strategic Management. McGraw Hill, New York.
7. Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N. & Charles, E. Bamford (2017). Strategic Management and Business Policy: Globalization, Innovation and Sustainability. Prentice Hall, New Jersey.

Note: Latest edition of the readings may be used.

Semester-IV

Subject: Dissertation

Credit: 8

Marks: 200

MAJOR ELECTIVE COURSES

Master of Commerce

Semester III

Subject: Human Resource Development

Marks: 100

Credit: 4

Duration: 60 Hrs.

External: 70 Internal: 30

Objective: The objective of this course is to build a critical perspective of human resource development (HRD) in an organizational, national and international context.

Course Outcomes: After completing this course the students will be able to: build an understanding, perspective and appreciation for HRD as discipline, process and activity; critically evaluate the existing theoretical edifice of HRD in order to draw a sketch of HRD relevant in present times; develop skills to assess need for HRD intervention, design learning and development programs and evaluation of HRD programs; develop a perspective to understand organizational dynamics and learning challenges possessed by organizational and social complexities; integrate human with technology and other emerging realities in order to understand how theory unfolds itself in present world of practice.

Unit I-Introduction to Human Resource Development: Historical perspective, emergence of HRD, conceptualizing critical HRD; Contemporary realities and future of HRD; Andragogy and life-long learning. Theoretical approaches to Human Resource Development: Social capital theory, learning network theory, relevance of systems theory to HRD, human capital theory and screening theory of HRD.

Unit II-Human Resource Development Process: Identifying HRD needs; Designing and developing effective HRD programs; Evaluating effectiveness of HRD Programs; HRD interventions. HRD outcomes; HRD climate; Framework for HRD: Assessing HRD needs; Designing Effective HRD programmes; Objective of HRD intervention.

Unit III- Integrating learning with work: Theories of learning; classical conditioning theory, operant conditioning theory, cognitive theory, social learning theory; trends in workplace learning, learning interventions; Transfer of learning; Strategic learning and leadership; Learning organizations, organizational learning and learning orientation; training of trainers.

Unit IV-Human Resource Development Trends: New ways of working and employability; Coaching, mentoring and management of performance; Virtual HRD; Workforce diversity and HRD; Strategic management and HRD; Cost to Company package system; Flexi-timing; QWL; Work-life balance; Autonomous work terms; Employee empowerment; Performance based compensation

References:

1. Bandura, A. (2018), Towards a psychology of Human Pathways and Reflections, Perspectives on Psychological Science, 13(2)130-136
2. Bennet, Elisabeth E. (2014). Introducing New Perspectives on Virtual Human Resource Development Advances in Developing Human Resources. 16(3) 263 –280
3. Cast, C. (2018). 6 ways to take control of your career development if your company does not care about it, Harvard Business review, web article 1-4
4. Cho, Y. & Egan, T. M. (2009). Action Learning Research and Conceptual Framework. Human Resource Development Review 8, 431-462
5. Mankin, D., (2009). Human Resource Development, Oxford University Press
6. McLean, Gary N., McLean L. (2001). If we can't define HRD in one country, how can we define it in an international context? Human Resource Development International, 4(3), 313–326.
7. Poell, Rob F., Tonette S. Rocco and Gene L. Roth Lee, M. (2015). The Routledge Companion to Human resource Development, Chapter -1, 12-15.
8. Rao, T.V., (2005). Future of HRD, Macmillan Publishers India.
9. Schultz, Theodore W. (1961). Investment in Human Capital. The American Economic Review. 51 (1): 1– 17.

Master of Commerce Semester III

STRATEGIC HUMAN RESOURCE MANAGEMENT

Marks: 100
Credit: 4

Duration: 60 Hrs.
External: 70 Internal: 30

Objective: This paper is designed to develop theoretical understanding and appreciating the relationship between management of people with organization's strategic goals and objectives.

Course Outcomes: After completing this course the students will be able: to develop a perspective of Strategic Human Resource Management and be able to distinguish the strategic approach to human resources from the traditional functional approach; to align the HR strategy with overall corporate strategy and to apply functional strategies of HR; develop a theoretical base through existing research in the domain of SHRM and its practice. CO4: To link HR with firm performance and evaluate HR effort; to provide an overview of contemporary issues related to SHRM and its unfolding areas in future.

Unit I-Introduction: Evolution of Strategic Human Resource Management (SHRM); HR, SHRM & Corporate Strategy; Challenges in SHRM; Models of SHRM: Best fit model, resource-based model, business partner model, integrative model Resource based view of a firm; Investment perspective of SHRM; HR architecture; HR competencies.

Unit II-HR Strategies: Importance of HR in strategy formulation; types of HR strategies; steps in developing HR strategies; criteria for an effective HR strategy; Strategic HR framework; Strategic approach to HR functions (planning, acquisition, training, development,

reward and compensation); Aligning HR strategies with business strategies; Managing workforce diversity.

Unit III- SHRM in Practice: Identifying strategic positions; Strategic staffing; Strategic selection; employee surplus-redeployment and retraining, downsizing, terminating strategies; Managing employee relations - Unions and strategic collective bargaining; Strategic change, Restructuring and SHRM; Employee engagement and well-being; Matching culture with strategy; Behavioural issues in strategy implementation.

Unit IV-SHRM and Business Performance: SHRM for competitive advantage; High performance work systems and SHRM, HRM and firm performance, Evaluating SHRM effectiveness, HRM and customer outcomes, HR metrics; HC bridge Framework model. Trends and Issues in SHRM: HR implications of mergers and acquisitions; Outsourcing and its HR implications; Human resource strategy in international context; HRM in developing countries; Technology and HRM, Corporate Ethics, Values and SHRM; Future of SHRM.

References:

1. Agarwala, T., Strategic Human Resource Management.
2. Baron, James N. & David, M. Kreps (1999). Strategic Human Resources – Frameworks for General Managers. Wiley
3. Greer, C.R., Strategic Human Resource Management: A general managerial approach, Pearson Education.
4. Kaufman, Bruce E. (2015). Evolution of Strategic HRM as seen through two founding books: a 30th anniversary perspective on development of the field. Human Resource Management, SHRM thirtieth anniversary review. May–June, 54(3). 389–407
5. Mello, J. A. (2006) Strategic Management of Human Resources. South Western.
6. Schuler, R. S. & Jackson, S. E. (2007). Strategic Human Resource Management, Wiley India.

Master of Commerce
Semester IV
INDUSTRIAL RELATIONS AND COMPENSATION LAWS

Marks: 100

Credit: 4

Duration: 60 Hrs

External: 70 Internal: 30

***Objective:** The objective of the course is to make students understand the industrial relations in the light numerous augmentations in various industries and also issues related to compensation management in corporate sector and public services.*

***Course Outcomes:** The successful completion of this course shall enable the student: to understand facets of interactions between the employer and the employees and the resultant disputes; to imbibe how to interact, negotiate and transact with Trade Unions balancing and improving the relations between the employer and the employees; to acquaint with the basic legal framework envisaged under the statutes for compensation and welfare of employees in different modes; to provide the insights about reforms in industrial relations in India and also providing knowledge about the latest amendments in compensation laws in India*

Unit I- Structure and Evolution of Industrial Relations: Concept, nature and models of IR- Unitarist, Pluralist, Dunlop's and Marxist perspectives of IR; Industrial relations system in India- Structure and its evolution; Major contemporary developments in global economy and polity and their impact on industrial relations scenario in India.

Unit II- Industrial Disputes Resolution and Grievance Redressal: Nature, causes and types of industrial disputes; Industrial Disputes Act, 1947- authorities, reference of disputes to boards, courts/ tribunals, procedures and powers of authorities, strikes and lockouts, unfair labour practices, penalties; Methods of industrial disputes resolution; Nature of grievances and grievance procedures; Handling employee grievances; Industrial Employment (Standing Orders) Act, 1946

Unit III- Trade Unionism and Collective bargaining: Provisions of Trade Union Act, 1926, Definitions, Legislations of trade unions, rights and liabilities of registered trade union, regulations, penalties and procedure; Collective bargaining- Nature and functions; Types of bargaining; Collective bargaining in the Indian context; Emerging trends in union-management relations; Technology and industrial relations; Principles of comparative analysis, variables of comparative analysis (culture, values, ideologies, politico-economic structure), experience of UK, USA and Japan.

Unit IV- Compensation Management: Compensation management process, forms of pay, financial and non-financial compensation; Compensation strategies; Assessing job values & relativities; Pay structures; Designing pay levels, mix and pay structures, construction of optimal pay structure; Paying for performance, skills and competence; International pay systems- comparing costs and systems; Strategic market mind set; Expatriate pay. The Workmen's Compensation Act, 1923: Objectives; Employer's liability for compensation; Amount of compensation; Distribution of compensation; Notice and claims, remedies of employers against stranger; Procedures in proceedings before Commissioner. Designing of Pay Structures: Designing pay levels, mix and pay structures, construction of optimal pay structure keeping in view and Taxation of Pay structures, the Payment of Bonus Act, 1965; The Payment of Wages Act, 1936 and The Minimum Wages Act, 1948.

Case Studies: Case laws in respect of recent trends and administration of the Acts are required to be done in all units.

References:

1. Bhattacharya (2014). Compensation Management, Oxford University Press.
2. Dwivedi, R. S. (2002). Managing Human Resources: Industrial Relations in Indian Enterprises, New Delhi, Galgotia Publishing Company.
3. Srivastava, S. C. (Rev.) (2012). Labour Law and Labour Relations: Cases and Materials
4. Venkataratnam, C. S. (2006). Industrial Relations: Text and Cases. Delhi. Oxford University Press.
5. Bare Act on Trade Union Act, 1948
6. Bare Act on Industrial Dispute Act, 1947
7. Sharma, J.P. (2018). Simplified Approach to Labour Laws, Bharat Law House (P) Ltd., New Delhi

Masters of Commerce
Semester IV
HUMAN RESOURCE ANALYTICS

Marks: 100
Credit: 4

Duration: 60 Hrs
External: 70 Internal: 30

***Objective:** The objective of this course is to develop data driven skills in students. The course will enable students to apply analytical tools in understanding the employee behaviour.*

***Course Outcomes:** The successful completion of this course shall enable the student: to understand role of analytics in Human Resource Management, to develop knowledge about HR Metrics and types of analytics in HR; to critically analyse the HR effectiveness and its impact on employee life cycle & to enable students to analyse data driven insights out of HR analytics.*

Unit 1: Introduction to HR Analytics: Evolution of HR Analytics, Role of Analytics, Defining HR Analytics, HR Analytics challenges with HR analytics, Analytical capabilities, Analytic value chain, Analytical Model, Typical application of HR analytics; strategic focus on HR analytics; Common pitfalls of HR analytics; HR analytics process and skillset needed in HR analytics team.

Unit 2: Approaches to Data Analytics: Current approaches to measuring HR; Strategic HR metrics versus bench marking; HR scorecards & workforce scorecards; Types of analytics in HR- descriptive, predictive and prescriptive; HR analytics framework; HR Costs: Direct and indirect costs, controllable and uncontrollable costs, absenteeism cost, turnover cost, behavioural costing; HR evaluation: Balanced scorecard, HR scorecard, benchmarking, types of benchmarking, HR benchmarking, HR accounting; Economic value added (EVA); HR surveys.

Unit 3: Dynamics of HR Matrix: People analytics cycle, employee lifecycles and employee experiences, performance and succession management; Agile framework; HR value chain; Metrics to measure HR effectiveness; Factors driving employee turnover; Link between engagement and performance; Competitive edge and HR analytics; Role of HR analytics in designing effective human resource management system.

Unit 4: Data Mining Techniques: Data analysis, data visualisation techniques and effective utilization using tools; Common pitfalls associated with data visualization; Driving insights out of HR analytics Decision Making Based on Analytics: Data driven culture in an organization; Implementation of predictive modelling; Importance of predictability in fulfilling strategic objectives; Effective HR dashboards.

References:

1. Edwards, M. & Kirsten, Edwards K. (2016). Predictive HR Analytics: Mastering the HR Metric. Kogan Page.
2. Isson, J. P. Harriott, J. S. (2016). People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent. John Wiley & Sons.
3. James, E. R. (2017). Business Analytics. Pearson Education Limited, UK.

4. Van, Wieren S. (2017). Quantifiably Better: Delivering Human Resource (HR) Analytics from Start to Finish. Technics Publications LLC.
- 5.

MAJOR ELECTIVE COURSE FINANCE

Master of Commerce Semester III FINANCIAL MARKETS AND INSTITUTIONS

**Marks: 100
Credit: 4**

**Duration: 60 Hrs
External: 70 Internal: 30**

***Objectives:** The objectives of this course is to acquaint students and make them understand the mechanics and interconnection of financial system and financial markets, determine and analyse various types of risk and hedging of these risks, research and analyse the working of financial institutions in light of various key developments over the time.*

***Course Outcomes:** After the completion of this course, the student will be able to: apply concepts relevant to financial markets and financial institutions, and the instruments of financial markets and institutions; to have detailed knowledge of exchange rates and currency markets; to make students aware of the credit policies of various financial institutions and the purpose of their establishment; to familiarise with the various non-banking financial institutions and their functions; to critically evaluate the recent financial news article & relevant research in financial markets & aids in decision making abilities.*

Unit I: Nature of Financial System and Markets: Structure of Financial System: Financial institutions, financial markets, financial instruments and services; Development of financial system in India; Financial system and economic development; Financial markets in India: Indian money markets: Meaning, need, call money market, treasury bill market, commercial bill market, markets for commercial paper & certificate of deposits; Capital markets: Features of capital market instruments, recent developments in Indian capital markets; Money market vs. capital markets; Markets for derivatives: General features of forwards, futures, forwards vs. futures, options, swaps, types of swaps.

Unit II: Exchange Rates and Currency Markets: Concept of exchange rates; Determinants of exchange rates; Devaluation; Depreciation; Devaluation vs. depreciation; International financial flows; Types of risks; Risk hedging and futures; Risk and financial assets; Criteria to evaluate assets; Return on assets; Theories of the level of interest rates: Classical theory, loanable funds theory, Keynesian theory, Relationship between long-term & short-term rates; Appropriate interest rates policy.

Unit III: Financial Institutions and Credit Policies: Meaning, functions, role of financial institutions; Impact of credit crisis on financial institutions; Reserve Bank of India: Functions, role, organisation & management; Aims and objectives of the monetary policy of RBI, effectiveness of monetary policy; Credit creation and its control; Profitability and efficiency of

banks; Commercial banks: Nature, types, functions, banking innovation; Regional rural banks: Functions, purpose.

Unit IV: Development and Investment Banking: Development banks: Role, functions; Development financial institutions: IFCI, IDBI, IDFC, EXIM bank, NABARD, ICICI; Lending operation of World Bank and its affiliates: Working of IDA, IFC & ADB, Non-banking financial institutions: Types, features, role and growth of investment companies, hire-purchase companies, lease finance, housing finance, merchant banks, venture capital funds.

References:

1. Bhole, L. M., Financial Institutions and Markets, Tata McGraw Hill Company Ltd., New Delhi.
2. Bhole, L. M. Indian Financial System, Chugh Publications, Allahabad.
3. Edminster, R.O., Financial Institutions, Markets and Management, McGraw Hill, New York.
4. Goldsmith, R. W., Financial Structure and Development, Yale, London.
5. Hanson, J. A. and S. Kathuria (Eds.), India, A Financial Sector for the 21st Century.
6. Century, Oxford University Press, New Delhi.
7. Johnson, H. J. Financial Institutions and Markets, McGraw Hill, New York.
8. Khan, M. Y. Indian Financial System, Tata McGraw Hill, New Delhi

Master of Commerce
Semester III
INVESTMENT MANAGEMENT

Marks: 100
Credit: 4

Duration: 60 Hrs
External: 70 Internal: 30

***Objectives:** The objective of this course is to familiarise the students with the working of securities markets and the instruments traded therein; to provide insights to the students into the strategies followed by investment wizards of the world; to acquaint the students with the procedure to estimate the intrinsic value of securities and net assets value of mutual funds; to make the students develop the art for selecting an asset mix based on investors time horizon and risk tolerance.*

***Course Outcomes:** After the completion of this course, the student will be able to: describe the characteristics of various investment alternatives available to investors; calculate the intrinsic value of a stock using the zero-growth model, constant growth model and the two-stage growth model. Students should also be able to estimate the net asset value of mutual funds; use breadth indicators and market sentiment indicators to assess the technical condition of the market; and assess the impact of asset allocation, sector choice, passive and active strategies used in managing the portfolio performance.*

Unit I: Introduction: Basics of investment; Objectives of investments; Classifications of investments; Modes of investment; Scope of investment management; Factors affecting

investment decisions; Process of investment decisions; Difference between investment & speculation, investment & gambling; Real and financial assets-basics, types and features of an ideal investment programme.

Unit II: Valuation of Securities: Basics of securities, types of securities- equity based and debt based; Valuation of securities- bond and equity valuation; Legal framework of security markets in India; Organized stock exchanges; Trading and operational mechanism of stock exchanges in India; Listing of Securities; Depositories and depository participants; Dematerialization; WAP enabled trading; Online trading.

Unit III: Mutual Market and Security Analysis: Mutual funds-concept and origin of the mutual funds; Types of mutual funds; Importance of mutual funds; Estimation of net asset value of mutual funds; Mutual funds in India; Working of Asset Management Companies (AMC); Security market analysis – fundamental analysis- economic, industry and company analyses; Technical analysis – Assumptions of technical analysis, methods of technical analysis, difference between technical analysis and fundamental analysis; Dow theory- basics and tenets of Dow theory; Random Walk Hypothesis.

Unit IV: Investment and Taxation: Investment management –Portfolio management-basics of portfolio management; Principles of portfolio management; Ingredients of portfolio management; Selection of portfolio–Markowitz Diversification; Investment and taxation; Long-term and short-term capital gains; Taxation of capital gains; Dividend taxation; Interest taxation; Tax saving ideas; Tax free bonds.

References:

1. Chandra, P. Investment Analysis and Portfolio Management. Mc Graw Hill Education, New Delhi.
2. Singh, P. Investment Management. Himalaya Publisher, New Delhi.
3. Francis and Archer. Portfolio Management. Prentice Hall of India, New Delhi.
4. Gupta L.C. Stock Exchange Trading in India. Prentice Hall of India, New Delhi.
5. Singh, H.K. and Singh, M. Mutual Funds in Indian Capital Markets. APH Publisher, New Delhi.
6. Harry, S. Investment Management. Prentice Hall of India, New Delhi.

Note: Latest editions of books may be preferred.

Master of Commerce
Semester IV
INTERNATIONAL FINANCE

Marks: 100
Credit: 4

Duration: 60 Hrs
External: 70 Internal: 30

Objectives: The objective of this course is to familiarise the students with the concepts of international finance; focus on Forex Markets and Monetary System; understand the regulatory framework of international finance; provide an in-depth understanding of the process and techniques used to make international investment decisions.

Course Outcomes: After the completion of the course the student will be able to: disseminate knowledge about the international financial institutions and major reforms in international finance; to acquaint students with forex markets participants, risks, hedging process & instruments; to help students understand about the regulatory bodies, their working and functions; to evaluate and analyse the foreign investment projects; to provide knowledge about the various tools to find the exchange rates, compare inflation rates, get an idea about investing in international debt securities, ascertain the economic status of other countries and judge the foreign markets.

Unit-I Concept and Nature of International Finance: Overview of International finance: Concept, nature, scope, significance, role of financial manager; Finance function: Financial firm, non-financial firm; International financial institutions: Role of IMF, WTO & World Bank; International monetary reforms, International liquidity; Special Drawing Rights (SDRs): Uses, Limitations; Prerequisites for making India as an international financial center.

Unit II: Foreign Exchange Markets and Monetary System: Concept of foreign currency and foreign transactions; Foreign sector and forex markets: Bank's purchase and sale, instruments of credit traded, foreign exchange market components; Role of participants of foreign exchange markets; Currency Derivatives: Forwards, futures, options & swaps; Emerging importance of Indian rupee; Exchange Rate Mechanism: Forces of demand and supply, Gustav's theory; Indian foreign exchange market: Exchange rate system in India, Fixed Vs. fluctuating exchange rates.

Unit III: Regulatory Framework of International Finance: Exchange Control Regulations: RBI as exchange control authority, authorized dealers, money changers, foreign currency accounts, non-resident accounts; Export Credit Guarantee Corporation (ECGC); Exim Bank; Convertibility; Export and import financing mechanism: Buyers' credit, suppliers' Credit; Exposures: Transaction exposure, economic exposure, translation exposure.

Unit IV: Financial Management of Multinational Firms: Foreign Investment: Approaches to international business; ADRs, GDRs, ECBs, FDI: Relevant theories of FDI; Evaluating direct investment projects: International capital budgeting, Project evaluation criteria, ARR, NPV method, PI method, IRR method; Country risk analysis: Political, social, economic risks, reaction to risks, need for risk evaluation; International taxation: Double taxation avoidance agreements.

Suggestive Readings

1. Avadhani, V. A. International Finance. Himalaya Publications, New Delhi.
2. Apte, P.G. International Finance. Tata McGraw Hill, New Delhi.
3. Moosa, I. A. International Finance. Tata McGraw Hill, New Delhi.
4. Sharan, V. K. International Finance. PHI, New Delhi.

Note: Latest edition of the books may be preferred

Master of Commerce
MANAGEMENT CONTROL SYSTEM
Semester IV

Marks: 100
Credit: 4

Duration: 60 Hrs
External: 70 Internal: 30

***Objectives:** This course intends to provide knowledge, insight & analytical skills related to how a corporation's senior executives design & implement the ongoing management systems that are used to plan & control the firm performance; to acquire knowledge and skills to excel in the area of management control systems; to equip the students with analytical and evaluation abilities to evaluate the management controls and budgetary systems and to make the students to apply different management styles in the organisation for an efficient and effective control.*

***Course Outcomes:** After the completion of the course the student will be able to: describe models and methods relating to reporting, communication, decision making and accountability in the management control area; apply models and methods of management control in different area and will be able to show how models and methods in management control can be used to implement organisational changes; understand how the managers of different responsibility centres creates a balance between benefits and costs in making the decisions which are important for the company; understand how transfers occurs between different subsidiaries of the same parent company and how transfer pricing helps in avoiding or reducing tax thereby decreasing cost of production and increasing profit; evaluate two or more alternatives such as make or buy, own or lease, retain or replace, repair or renovate, now or later etc., leading to a final choice, popularly known as alternative choice decisions.*

Unit I: Fundamentals of Management Control: Nature of Management Control Systems – Basic concepts – Boundaries of Management Control – Impact of the Internet on Management Control – Management control environment- Goal congruence – Informal factors that influence goal congruence – Formal control systems- types of organizations – Functions of the controller – Performance measurement – Difficulties in implementing performance measurement systems – interactive control.

Unit II: Strategic Planning and Management Control: Basics of responsibility accounting; Steps involved in responsibility accounting; Responsibility centres – Revenue centres – Expenses centres- Administrative and support centres – Research and Development centres – Marketing centres- Profit centres- General considerations- - Business units as profit centres – Other profit centres- Measuring profitability – Transfer pricing – Basics of transfer pricing, Methods of transfer pricing

Unit III: Budgeting as a Tool for Management Control System: Budgeting basics; Budgeting and forecasting; Budgetary control; Budgeting process; Organization for budgeting; Elements of a successful budgeting plan; Budget centres; Limiting or principal budgeting factor; Types of budgets-sales budget, production budget, production cost budget, direct material budget, direct labour budget, factory overhead budget, ending inventories budget, cost of goods sold budget, selling expenses budget, administrative expenses budget, capital expenditure budget, research and development budget, cash budget, Zero base budgeting (ZBB); Revision of budgets; Preparation of flexible budget and cash budget.

Unit IV: Alternate Choice Decisions: Alternate choice decisions: Differential cost analysis-basics; Types of choice decisions—make or buy decisions, add or drop product decisions, sell or further process decisions, operate or shut down decisions; Pricing of special orders; Replace or retain plant & equipments; Practical problems- evaluation of alternate choice decisions.

Text book: Robert, N. A. & Vijay G. Management Control Systems. The McGraw-Hill, New Delhi.

References:

1. Robert, N. A. & Vijay G. Management Control Systems. The McGraw-Hill, New Delhi.
2. Maciariello, J. A. & Kirby, C. J. Management Control System. Prentice Hall of India, New Delhi.
3. Sharma, S. Management Control System. Tata Mc Graw Hill Publishing Co., New Delhi.
4. Lal, J. Accounting for Management. Himalaya Publishing House, New Delhi.

Note: Latest edition of the books may be preferred

MAJOR ELECTIVE MARKETING

Master of Commerce Semester III CONSUMER BEHAVIOUR

**Marks: 100
Credit 4**

**Duration: 60 Hrs
External: 70 Internal: 30**

***Objective:** To provide an in-depth understanding of the consumer buying processes and their determinants as relevant for marketing decision making.*

***Course Outcomes:** The successful completion of this course shall enable the student: to understand consumer behaviour and its relationship with marketing concepts; to understand the process of consumer decision making and its application; to describe the underlying variables resulting into differences in consumer decision making; to understand the attitude-behaviour relationship and its related models; to know the socio-cultural factors affecting consumer decision making.*

Unit I: Consumer Behaviour: Importance and nature of consumer behaviour; Types of consumers and their role; Consumer behaviour and marketing concept; Changing profile of Indian consumers and new consumption patterns; Conducting consumer research – overview of process, complexities and issues. Consumer Decision Making Process: Buying motives; Buying roles; Consumer buying process; Stages and levels of consumer decision making; Business buying behaviour- an overview; Theories of motivation and its application.

Unit II: Personal Factors Affecting Consumer Behaviour: Demographic characteristics; Family, Family life cycle and consumer decision making; Household influence on consumer buying behaviour; Needs and motivation; Perception; Perceptual mapping and positioning; Value perceptions; Attitude and attitude change; Attitude models; Learning and learning theories; Consumer involvement- antecedents and consequences; Personality- Concept and personality theories; Psychographics; Life style and applications.

Unit III: Socio-Cultural Determinants of Consumer Behaviour: Reference group influences- Theories of reference group and applications; WOM communication and opinion leaders; Social class and social class stratification in India; Understanding cultural and sub-cultural influences on individual, norms and their role, customs, traditions and value system; Consumer socialization and inter-generational influences; Cross-cultural dimensions of consumer behaviour.

Unit IV: Models of Consumer Behaviour and Business Buying Behaviour: An overview of contemporary models; Deterministic and probabilistic approaches; Contemporary Models of consumer behaviour.

References:

1. Blackwell, R. D., Miniard, P. W., & Engel, J. F. (2009). Consumer Behavior. New Delhi: engage Learning.
2. Hawkins, D. I., Motherbaugh, D. L., & Mookerjee, A. (2016). Consumer Behavior: Building Marketing.
3. Strategies. Chennai: Mc Graw Hill Education (India).
4. Schiffman, L. G., & Kanuk, L. L. (2008) Consumer Behaviour. Prentice Hall.

Master of Commerce Semester III

DIGITAL MARKETING

Marks: 100
Credit: 4

Duration: 60 Hrs
External: 70 Internal: 30

***Objective:** The course aims to build conceptual foundation of digital marketing and to develop the students' ability to plan, implement and monitor digital marketing campaigns in a globalised environment.*

***Course Outcomes:** After the completion of this course the student will be able to: to furnish the detailed knowledge of digital marketing and its importance; to provide updated knowledge about website, to impart the knowledge of display marketing and social media marketing,*

UNIT I: Digital Marketing: Meaning, importance and challenges; Digital marketing in global environment, Global digital marketing process; traditional marketing vs. digital marketing, Digital Eco System, Digital marketing strategy in international business, Marketing Mix and digital marketing, Understanding consumer behavior in digital environment.

UNIT II : Website: Website conceptualization and website planning, Developing website using CMS, keyword planning and analysis, Keyword search tools, Concept of localization and globalisation in websites; Search engine optimization (SEO); Working of search engines, On-site SEO techniques, Offsite SEO techniques, Search Engine marketing, Search engine marketing tools, creating search campaigns, location targeting, bidding strategy, managing campaigns. Local SEO: concept and importance, Landing pages qualities of a good landing page.

UNIT III: Display marketing: nature and importance, creating display campaigns, targeting at local level and international level, tracking performance and conversion, Optimizing display campaigns, Pay per click campaigns (PPCs); Remarketing: concept and significance. Web Analytics: Importance, process, funnels and segments; Online Advertising: display and contextual advertising, tracking and measuring ROI of online advertising, online advertising tools.

UNIT IV: Social Media: Social media marketing in global environment: need and importance, formulating social media marketing strategy for international business; forms of social media marketing; Facebook Marketing, LinkedIn Marketing, Twitter Marketing. Overview of video Marketing, Email marketing, and Mobile web marketing, Regulatory environment of digital marketing, Emerging digital marketing trends in international environment.

References

1. Clay, B., 2015. Search Engine Optimization All-in-One For Dummies 3rd Edition, John Wiley & Sons.
2. Dave Chaffey, Fiona Ellis-Chadwick, Richard Mayer, K.J., 2006. Internet Marketing Strategy, Implementation and Practice 3rd Edition, England: Pearson Education Limited Edinburg.
3. Jan Zimmerman, 2016. Social Media Marketing All-in-One for Dummies 3rd Edition, Wiley.
4. Mercer, D., 2011, Internet Marketing with WordPress 1st Ed., Birmingham: Packt Publishing.
5. Ryan, D., Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation 3rd Ed., Kogan Page.
6. Zimmerman, J., 2015. Web Marketing for Dummies, Wiley.

Note: Latest edition of the books may be preferred.

Master of Commerce Semester IV ADVERTISING AND SALES MANAGEMENT

**Maximum marks: 100
Credit: 4**

**Duration 60 Hrs
External: 70 Internal: 30**

Objective: *To develop an in -depth understanding of the modern concepts and latest techniques of advertising and personal selling and sales force management which constitute a fast - growing area of marketing.*

Course Outcomes: *On successful completion of the course, the students should be able to: describe the concept and nature of communication basics, various modes of marketing communication, how and where to use which kinds of communication channels, how to make sales planning, forecasting, how to handle sales personnel and how to organise sales department in an organisation.*

Unit I: Communication Basics: Communication and marketing; Communication process; Communication response hierarchy models; Cognitive processing of communication; EKB model; Marketing communication mix; Integrated marketing communication – an introduction; Advertising - Its importance and nature; Advertising and publicity; Advertising management process; Advertising objectives; DAGMAR Approach; Determination of Target Audience and positioning; Advertising budget – factors influencing budget decision and methods .

Unit II: Advertising Message and Media Decisions: Creativity and advertising; Creative process; Creative appeals and execution styles; Developing advertising copy for print ad - headline, body copy, logo, illustration and layout. Media Decisions –Types of media, Advertising through Internet and interactive media; Developing media plan; media selection and scheduling. Centralized and decentralized systems; In- house agency arrangements; Advertising agencies – selection, compensation and appraisal of advertising agency; managing advertising agency relations; IMC services; Reasons for evaluating Advertising Effectiveness; Advertising testing process - Before and after advertising tests and techniques. Social and regulatory aspects of advertising in India. Recent developments and issues in advertising.

Unit III: Fundamentals of Personal Selling: Nature and importance of selling; Types of selling; Personal selling, salesmanship and sales management; Process of effective selling; Sales management process; Environmental factors impacting selling; Managing ethics in selling environment; Role of personnel selling in customer relationship management

Unit IV: Sales Planning and Organization: Setting personal selling objective; Market analysis and sales forecasting; Sales budget; Sales territory; Sales quota; Role of IT in sales planning; Sales Organization: Organization structure; Relationship of sales department with other departments; Distribution networks relationship. Recruitment and selection; training and development- Objectives, techniques and Evaluation; Sales persons compensation and techniques – straight salary, straight commission, sales contests; rewards and expense accounts; motivating, and supervising sales personnel; Evaluation and Control of the sales effort – Evaluation of sales personnel performance, Sales and cost analysis.

References:

1. Aaker, David A., Rajeev Batra and John G. Mayers, *Advertising Management*, Prentice Hall of India.
2. Belch. George and Michael Belch, *Advertising and Promotion: An Integrated Marketing Communications Perspective*, McGraw Hill Education.
3. Still, Richard R., *Sales Management: Decisions, Strategies and Cases*, Pearson Education India

4. Anderson B. Robert, Professional Selling, Universe.
5. Johnston, Mark W. and Greg W. Marshall, *Sales Force Management: Leadership, Innovation, Technology*, Routledge.
6. Spiro, Rosann, William J. Stanton and Gregory A. Rich, *Management of a Sales Force*, McGraw Hill Education.
7. Hair, *Sales Management*, Cengage Learning.
8. Johnston, mark W. and Greg W. Marshall, *Contemporary Selling: Building Relationships and Creating Value*, Routledge.
9. Sharma, Kavita, *Advertising: Planning and Decision Making*, Taxmann.
- 10.

Master of Commerce
Semester IV
SUPPLY CHAIN MANAGEMENT AND LOGISTICS

Marks: 100
Credit:4

Duration: 60 Hrs
External: 70 Internal: 30

***Objective:** To acquaint the students with the concepts and tools of supply chain management and logistics as relevant for a business firm.*

***Course Outcomes:** The successful completion of this course shall enable the student to: describing fundamental supply chain management and logistics concepts at macro and micro levels; understand the role of Relationship Marketing in SCM; understand the foundational role of logistics as it relates to procurement, transportation, and warehousing and inventory; develop an understanding of Performance Measurement, Supply Chain Metrics (KPIs), Balanced Score Card Approach and Benchmarking; analysing the importance of the third party and fourth party logistic outsourcing.*

Unit I: Introduction: Evolution, importance, scope, concept of Supply Chain Management (SCM) and trade logistics; Supply chain management as a Management Philosophy; Function of SCM, Value chain for supply chain management; Design of SCM; Logistic activities – An overview, contribution of logistics at macro and micro levels; SCM and trade logistics; Logistics and competitive advantage; Logistics mix; Concept, span and process of integrated SCM; Difference between logistics and supply chain management, demand management; Forecasting-Need, quantitative and qualitative methods, Selecting the appropriate forecasting technique; Functional applications – HR, marketing, operations, finance, IT; Logistics organization - Logistics in different industries.

Unit II: Behavioural Issues in Supply Chain Management: Role of relationship marketing in SCM; Managing relationships with suppliers and customers; Captive buyers and suppliers; Strategic partnerships; Supplier-retailer collaboration and alliances.

Unit III: Focus Areas of Logistics and Supply Chain Management: Product development process and SCM, purchasing cycle, types of purchases, JIT purchasing, strategic role of purchasing in the supply chain and total customer satisfaction; Purchasing vs. procurement, procurement strategies; Transportation: Introduction, objectives, different modes of transportation, importance of effective transportation system; Warehousing and inventory management: Reasons for warehousing, warehousing evaluation and requirements, warehousing location strategies, inventory- Introduction, objectives, concept of inventory,

types of inventory, concept of inventory management, importance of inventory management, objectives of inventory management, different types of inventory costs, inventory management principles and approaches; Logistical packaging: Introduction, objectives, concept of logistical packaging, types of packaging material, packaging costs.

Unit IV: Trends and Challenges in Logistics and Supply Chain Management: Third party and fourth party logistic outsourcing- Challenges and future directions; Reverse logistics; Bullwhip effect; Push based and pull based systems; Green supply chain management; E-Commerce logistics: Requirements of Logistics in e-commerce, EDI, bar coding, RFID; Re-engineering the supply chain- Future directions.

References:

1. Chopra, S. & Meindl, P. (2007). Supply Chain Management: Strategy, Planning and Operation, Pearson Education.
2. Hult, M. G., Closs, D., Frayer, D. Global (2014). Supply Chain Management: Leveraging Processes, Measurements, and Tools for Strategic Corporate Advantage. Mc Graw Hill Ltd.
3. Shapiro, J.F. (2007). Modelling the Supply Chain, Cengage Learning.
4. Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E. & Ravi, Shankar (2008). Designing and Managing the Supply Chain. Tata McGraw Hill Education Private Limited.