

RANCHI UNIVERSITY, RANCHI

MASTER OF COMMERCE (M.COM)

Syllabus

Approved by Board of Studies on 19th May 2016



(To be effective from Academic Year 2016-17 and onwards)

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Head
P. G. Department of Commerce
Ranchi University, Ranchi-8

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I. PREAMBLE

The Department of Commerce was established in 1978 with the renowned flagship post-graduate programme-Masters in Commerce (M.Com). Apart from the other post-graduate and research courses M.Com is the most exalted two year full time post-graduate programme in commerce. The course provides an extreme and rigorous base for teaching, research and allied business administration. The programme is well received in the industry and for years had been serving the needs of managerial cadre in Indian Inc. The course serves the needs of academics and prepares students for research and teaching. The Alumni of this course are well placed in business, academics and administration in the country as well as abroad. In the year 2011, this course was changed from annualized to semester mode dividing the whole course into 4 Semesters. During the semesterization of the course, the then existing curriculum (annual mode) was adopted for Semester mode, without any change. Moreover, in the light of augmentation in the field of commerce and business, the syllabi have not been updated since long. Thus, in view of widening the scope and depth of the Course and inclusion of research paradigms of commerce stream, the overall structure of the course has been changed. Further, the overall structure has been improved to provide an insight of research in commerce and interdisciplinary areas and to facilitate those students aspiring for direct Ph.D. admissions. In order to facilitate the course revision process, the University constituted a Committee which proposed various changes in the structure and content of the course. The committee met about half a dozen times in order to improve and create the new structure and discussed numerous propositions threadbare. The structure was then presented in and approved by the Department council along with the names of various area conveners as per their specialization for the formulation of course contents. The proposed structure was then vetted by an external member expert committee and their suggestions were incorporated before finalizing the proposed structure. The contents were decided by the working groups formed for various specialized areas such as Finance, Accounting, Marketing, Human Resource and OB, Laws, Economics, etc. The working groups in consultation with the respective Conveners proposed the course contents which were presented in the Board of Studies (Hons.P.G. and Research) meeting held on 17th May, 2016. The Committee of Courses discussed the structure and contents, threadbare and suggested a few changes. After incorporating the changes suggested by Committee of Courses, the draft was then placed for discussion in the Faculty of Commerce and Business. The changes recommended by Faculty of Commerce and Business were adopted and the syllabus was approved in the meeting held on 19th May, 2016. As per the new structure, there are 4 papers in each semester. In the second year, there are 3 compulsory papers in semester 3 and 2 Compulsory. As per the area of interest, the students are required to choose one optional groups, in the beginning of 2nd year. The elective group shall consist of 2 papers one each to be studied in 3rd and 4th semester. The structure for the groups has been designed with intent to provide advanced level specialization in the respective field.

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II: M.Com. Programme Structure**AFFILIATION**

The programme shall be governed by the Department of Commerce and Business Management,
Faculty of Commerce, Ranchi University, Ranchi. – 834008

Programme Structure

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

		Semester	Semester
Part - I	First Year	Semester I	Semester II
Part - II	Second Year	Semester III	Semester IV

- * There will be 5 lecture hours of teaching per week for each paper
- * There will be one lecture hours for tutorial in each papers
- * Duration of examination of each paper shall be 3 hours.
- * Each paper will be of 100 marks out of which 70 marks shall be allocated for semester examination and 30 Marks for internal assessment.

The schedule of papers prescribed for various semesters shall be as follows:

Part I: Semester I

PAPERS		Marks		Total Marks	Duration (Hrs.)	Credits (Hrs.)
Paper No.	Title	Written	Internal Assessment			
FCCOMM101	Organizational Theory and Behaviour	70	30	100	3	4
CCCOMM101	Managerial Economics	70	30	100	3	5
CCCOMM102	Managerial Accounting	70	30	100	3	5
CCCOMM103	Business Statistics	70	30	100	3	5
Total				400		19

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Part I: Semester II

PAPERS		Marks		Total Marks	Duration (Hrs.) Paper No.	Credits (Hrs.) Title
Paper No.	Title	Written	Internal Assessment			
ECCOMM201 ECCOMM211	Business Communication Or Entrepreneurship Development	70	30	100	3	4
CCCOMM204	Business Environment	70	30	100	3	5
CCCOMM205	Financial Management & Policy	70	30	100	3	5
CCCOMM206	Marketing Management	70	30	100	3	5
Total				100		19

Part II: Semester III

PAPERS		Marks		Total Marks	Duration (Hrs.)	Credits (Hrs.)
Paper No.	Title	Written	Internal Assessment			
ECCOMM307	Strategic Management	70	30	100	3	5
CCCOMM308	International Business & Trade	70	30	100	3	5
CCCOMM309	Quantitative Technique for Business Decision	70	30	100	3	5
EC COMM302 ECCOMM312 ECCOMM322	Elective :- Any one of group Group A -Finance (Paper1) Group B -Marketing (Paper1) Group C- Human Resource- Management (Paper1)	70	30	100	3	5
Total				400		20

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Part II: Semester IV

PAPERS		Marks		Total Marks	Duration (Hrs.)	Credits (Hrs.)
Paper No.	Title	Written	Internal Assessment			
CCCOMM410	Human Resource Management	70	30	100	3	5
CCCOMM411	Corporate Governance, Ethics and Social Responsibility	70	30	100	3	5
ECCOMM403	Elective :- Any one of group Group A- Finance (Paper 2)	70	30	100	3	5
ECCOMM413	Group B -Marketing (Paper 2)					
ECCOMM423	Group C- Human Resource Management (Paper 2)					
	Project			100	10	5
Total				400		20
Grand Total				1600		78

Elective Groups

Any *One* group from the available electives to be selected at the commencement of M.com Part II – Semester III

Notes:

1. The elective groups in the Semester IV will remain the same as the ones selected in Semester III.
2. Once a group has been selected, no change in selected groups will be allowed later.
3. While the first paper of the selected elective group will be taught in Semester III the Second paper of selected group will be taught in Semester IV.

List of Elective Groups

The Department will announce in the beginning of the respective semester, the list of elective groups which will be offered during the semester depending upon the availability faculty members and the demand of electives.

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Group A: Finance

- Paper** 1 Financial Market and Institution
Paper 2 Security Analysis and Portfolio Management

Group B: Marketing

- Paper** 1 Advertising and Sales Management
Paper 2 Consumer Behaviour

Group C: Human Resource Management

- Paper** 1 Human Resource Development
Paper 2 Training and Development Management of Industrial Relations *BM*

The Department / College Will decide one Elective paper of Skill Enhancement Course out of The Following Two elective at the Course :-

1. ECCOMM201 Business Communication
2. ECCOMM211 Entrepreneurship Development

III. Examination Frame work**Marks Weight age and Scheme of Examinations**

1. English as well as Hindi shall be the medium of instruction and examination.
2. Examinations shall be conducted at the end of each Semester as per the Academic Calendar notified by the Ranchi University, Ranchi
3. The system of evaluation shall be as follows:
 - 3.1 Each paper will carry 100 marks, of which 30 marks shall be reserved for internal assessment based on a combination of, *20 for Internal Written Examination, 05 for Written Assignment and 05 for overall performance of a student including regularity in the class room lectures / Seminar and others activities of the Department / College.* There shall be two written internal examination, each of 1 hour duration and each of 20 marks, in a semester out of which the **best one** shall be taken for computation of marks internal Assessment
 - 3.2 The remaining 70 marks in each paper shall be awarded on the basis of a written examination at the end of each semester. The duration of written examination for each paper shall be three hours. In End Semester University Examination ESUE : a total of **EIGHT** question will be set in each course in which **Question 1 will be short answer type question and will be Compulsory** any **FOUR** question shall have to be answered by the examinees out of the remaining SEVEN questions. The question **will be of equal marks** and will be so framed that the students are able to answer them within the stipulated time.
 - 3.3 Practical/ project courses would also be of 100 marks but marks there **shall be no internal written examination** of the type specified above. The 100 marks will have two components: 80 marks for the applied and practical understanding of the student. The written component of the project (**Project Report**) shall be of 80 marks and 20 marks will be for the viva – voce examination jointly conducted by an external examiner, appointment by the University, and the internal supervisor / guide.
4. Examinations for courses shall be conducted only in the respective odd and even Semesters as per the Scheme of Examinations. Regular as well as ex-students shall be permitted to Appear/reappear in courses of Odd Semesters only at the end of Odd Semester and courses of Even Semesters only at the end of Even Semesters.

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IV: COURSE CONTENTS AND READING LISTS OF M.COM. PROGRAMME

Master of Commerce

Semester I

Course FCCOMM101: ORGANISATIONAL THEORY AND BEHAVIOUR

Marks: 100 (Theory = 70, Internal Assessment = 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.

Contents:

Unit I- Conceptual Foundations of Organisation Theory and Behaviour: Organisational Theories - Classical, Neo-classical and Contemporary. Forms and Structure of organization. Organisational Behaviour (OB)- concept, determinants, models; challenges and opportunities of OB; Disciplines contributing to the field of OB; Individual Behaviour- Foundations of individual behavior, values, attitudes, personality, and emotions ; Perceptual process and Learning ; McGregor's Theory and X and Y Theory.

Unit II- Group Decision making and Communication: Concept and nature of decision making process; Individual versus group decision making; Nominal group technique; communication effectiveness in organizations, Improving Inter-personal Communication-

Unit III- Motivation: Content Theories- Maslow's Need Hierarchy, Herzberg's Two factor theory; Contemporary theories of motivation expectancy model; Behaviour modification; Motivation and organizational effectiveness.

Unit IV - Leadership: Concept and theories of leadership- Behavioural approach, Situational approach, Leadership effectiveness; Leadership across cultures.

Unit V- Organisational Culture, Organisational Development and Stress Management: Concept and determinants of organisational culture, creating sustaining and changing organisational culture. Organisational Development- concept, values. Stress forms and Management.

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.

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- Newstorm, John W., *Organizational Behaviour: Human Behaviour at work*, Tata McGraw-Hill Pub. Co. Ltd. New Delhi.
- 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

Course CCCOMM101: MANAGERIAL ECONOMICS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: The objective of the course is to acquaint students with the basic principles of micro and macroeconomics for developing the understanding of theory of the firm, markets and the macro environment, which would help them in managerial decision making processes.

Contents:

Unit I: Demand and The Firm: Consumer Behaviour: Cardinal and ordinal approaches to the derivation of the demand function. Revealed preference approach. Theory of attributes – Demand for consumer durables. Firm Theory: Objectives of the firm;

Unit II: Production and Cost: Production: Law of variable proportion. Returns to scale. Production function: Concept of productivity and technology. Producer's Equilibrium. Isoquants ridge lines, Isoclines. Cost function: Classification of costs, Short run cost functions, Relationship between return to scale and return to a factor, Long run cost functions.

Unit III: Market and Pricing:– Market types and characteristics of different market structure. Price determination under different market conditions - Price determination under Perfect Competition, Monopolistic Competition and Oligopoly.

Unit IV: Aggregate Demand and Aggregate Supply: Modern aggregate demand function. Demand Management. Aggregate supply and the price level.

Unit V: Trade Cycles and The Open Economy: Real Business Cycles. Exchange rate, trade balance, net saving, Macroeconomic movements in an open economy.

Suggested Reading:

1. Koutsiyannis, A., *Modern Microeconomics*, Macmillan Press Ltd.
2. Varian, *Micro-Economic Analysis*, Norton.
3. Pindyck Robert S., Daniel L. Rubinfeld and Prem L. Mehta, *Micro Economics*, Pearson Education Asia, New Delhi.
4. Branson William H., *Macro Economics Theory and Policy*, First East – West Press.
5. Dornbusch, R. and S. Fischer *Macro Economics*, Publisher Tata McGraw Hill.
6. Oliver Blanchard *Macro Economics*, Pearson Education, LPE.
7. Mankiw, N. Gregory, *Macro Economics*, Macmillan.

Note: Latest edition of the readings may be used.

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Semester I

Course CCCOMM102: MANAGERIAL ACCOUNTING

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: The objective of the course is to enable students to acquire knowledge of concepts, methods and techniques of management accounting and to make the students develop competence with their usage in managerial decision making and control.

Contents:

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; Allocation of overhead under ABC, Steps to Develop ABC Traditional Costing System vs. ABC.

Unit III: Variable and Absorption Costing - Concept, Historical costing vs. Marginal Costing Cost-Volume-Profit (CVP) Analysis - Contribution Margin; Break – Even Analysis; Profit Volume (P/V) Analysis; Multiple-Product Analysis; Optimal use of Limited Resources.

Unit IV: 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 V: 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, Overhead; Managerial Uses of Variances.

Unit VI: Responsibility Accounting – Concept of Responsibility Accounting – Meaning, Essential Steps for responsibility accounting, Responsibility Centers – Cost Centre, Revenue Centre, Profit Centre, Investment Centre. Cost Center vs. Responsibility Centers, Transfer Pricing – Concept, methods, objective; Performance evaluation reporting,. Measurement of Performing.

Suggested Readings:

1. Atkinson Anthony A., Rajiv D. Banker, Robert Kaplan and S. Mark Young, *Management Accounting*, Prentice Hall.
2. Horngreen Charles T., and Gary L. Sundem and William O. Stratton, *Introduction to Management Accounting*, Prentice Hall of India.
3. Drury Colin, *Management and Cost Accounting*, Thomson Learning.
4. Garison R.H. and E.W. Noreen, *Managerial Accounting*, McGraw Hill.
5. Ronald W. Hilton, *Managerial Accounting*, McGraw Hill Education.
6. Jawahar Lal, *Advanced Management Accounting, Text, Problems and Cases*, S.Chand & Co., New Delhi.

Note: Latest edition of the readings may be used.

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Master of Commerce

Semester I

Course: CCOMM103: BUSINESS STATISTICS

Marks: 100 (Theory = 70, Internal Assessment = 30)

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

Contents:

Unit I: Univariate Analysis – An over view of Central Tendency, Dispersion and Skewness.

Unit II: Theory of Probability and Probability Distributions: Approaches to calculation of probability. Marginal, joint and conditional probabilities. Probability rules. Bayes' theorem. Expected value and standard deviation of a probability distribution. Standard probability distributions - Binomial, Poisson, Hyper geometric, and Normal.

Unit III: Sampling Distributions and Estimation: Sampling concepts. Sampling methods. Concept of sampling distribution, its expected value and standard error. Sampling distribution of means and Central Limit Theorem. Sampling distribution of proportions. Point and interval estimation.

Unit IV: Hypothesis Testing: General methodology of hypothesis testing – Primary and Secondary hypothesis, techniques of hypothesis testing – Conclusion drawing and cross testing.

Unit V: Analysis of Variance: F-test of equality of variances. Chi – square test for Independence, Rank correlation test.

Unit VI: Correlation and Regression Analysis: Simple, multiple and partial correlation analysis. Rank correlation. Simple and Multiple linear regression analysis (involving up to three variables).

Suggested Readings:

1. Levin, R.I. and D.S. Rubin, *Statistics for Management*, Prentice-Hall of India.
2. Aczel, Amir D., and Sounderpandian, J., *Complete Business Statistics*, Tata McGraw Hill Publishing.
3. Anderson, Sweeny and Williams, *Statistics for Business and Economics*, CENGAGE Learning, New Delhi
4. Kazmeir Leonard J., *Business Statistics*, Tata McGraw Hill Publishing Company, New Delhi
5. Vohra, N. D., *Business Statistics*, Tata McGraw Hill Publishing Company, New Delhi
6. Freund, J. E. And F. J. Williams, *Elementary Business Statistics – The Modern Approach*, Prentice Hall of India Private Ltd., New Delhi.

Note: Latest edition of the readings may be used.

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Semester II

Elective Course (Skill Enhancement)

PAPER-ECCOMM201: BUSINESS COMMUNICATION

Duration: 3 Hrs.

Marks: (External- 70: Internal- 30)

Objectives:

To understand the process of business communication, and acquire required skills to manage business communication. To give awareness about and to help develop the personality of the students.

COURSE CONTENTS:

Unit I:

Business Communication – meaning – need – process – methods – written, Verbal, non verbal, visual, telecommunications; types of business communications – internal and external, upward and downward, lateral; barriers to communication-physical, psychological, linguistic, mechanical.

Unit II:

Communication through letters, business letters, layout of letters, kinds of business letters, characteristics of a good letter; application for appointment – resume – references; appointment orders; Business enquiries – offers and quotations; orders- execution of orders – cancellation of orders. Letters of complaint, letters of agency – status enquiries; circulars and circular letters; notices; reports by individuals; reports by committees; annual report; writing of reports.

Unit III:

Principles of effective listening; factors affecting listening .Interviewing skills: appearing in interviews; conducting interviews.

Unit IV:

Self – development and communication: Development of positive personal attitudes; SWOT analysis. Personality development: Concept of personality; Concept of self; Perception; Personality types.

Unit V:

Game sand exercises: Business games, Group discussions;Mock interviews; Seminars; effective listening exercises; report writing. Public speaking: preparing and delivering effective public speeches. Physical exercises: Yoga and meditation for personality development.

Suggested Readings:

1. Darmar Fisher, Communication in Organizations, Jaico Publishing House, Mumbai, 1999.
2. Bovee and Thill: Business Communication Today, Tata McGraw Hill, New Delhi.
3. Randall E. Magors: Business Communication, Harper and Row, New York.
4. Balasubramanyam: Business Communications: Vikas Publishing House, Delhi.
5. Kaul: Effective Business Communications, Prentice Hall, New Delhi.
6. Patri V.R.: Essentials of Communications; Greenspan Publications, New Delhi.
7. Allan Pease, Body Language, Sudha Publications, New Delhi.
8. Taylor, Shirley: Model Business Letters. Pearson Education Asia, New

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Semester II

Elective Course (Skill Enhancement)

PAPER-ECCOMM211: Entrepreneurship Development

Duration: 3 Hrs.

Marks: (External- 70: Internal- 30)

1. The Entrepreneurial Development Perspective : The Concept and Evolution of Entrepreneurship Development, Characteristics, Role and different forms of Entrepreneurship, Attributes and Characteristics of a successful Entrepreneur, Role of Entrepreneurs in Indian economy and developing economies with reference to Self-Employment.
2. Project Management : An Overview of Project Life Cycle, Technical, Financial, Marketing, Personnel and Management Feasibility, Estimating and Financing funds requirement - Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding, Project Appraisal and Reports.
3. Entrepreneurship in Small Scale industry : Present status of Entrepreneurship in Small Scale Industries in India , Various problems faced by Entrepreneurs , Role of agencies like District Industries Centre (DIC) , Small Industries Service Institute (SISI).
4. Role of Central Government and State Government in promoting Entrepreneurship, Various Incentives available to Entrepreneurs in India, Fiscal and Tax concessions available.
5. Problems associated with Entrepreneurship in India : Reasons for failure of several Entrepreneurs , The Four Entrepreneurial Pitfalls (Peter Drucker) Reasons for low number of women Entrepreneurs.
6. Case studies of Successful Entrepreneurial Ventures, Failed Entrepreneurial Ventures and Turnaround Ventures. Assignments and Field Work: There will be a group of 10 students who will prepare a project for a new venture giving details of Name, objective, working capital required, Fixed capital required, Market survey, new strategy for promoting sales. Challenges and suggestions.

Suggested Readings:-

- Vasant Desai & Urmila Ravi : Himalaya Publishing House Pvt. Ltd. – Entrepreneurial Development & Business Communication.
- E. Gordon & K. Natarajan : 2008, Himalaya Publishing House Pvt. Ltd. – Entrepreneurship Development.
- Bhidé, Amar V. : Oxford University Press, New York -The Origin and Evolution of New Businesses .
- Holt, David H : Prentice Hall of India , New Delhi, Latest Edition- Entrepreneurship: New Venture Creation.
- Anda, Shiba Charan : Anmol Publications , New Delhi (Latest Edition) – Entrepreneurship Development.
- Vasant Desai : Himalaya Publishing House Pvt. Ltd.-Dynamics of Entrepreneurship Development.

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Duration: 3 Hrs.

Marks: (External- 70: Internal- 30)

Objective – The course is aimed at acquainting the students with the nature and dimensions of the evolving environment in India which influence managerial decisions.

Course Contents:

Unit - I

Nature and significance of environmental analysis for business decisions, Dimensions of Business Environment: Economics, Technological, Socio-cultural, Political, Legal-Regulatory and market Conditions.

Unit - II

Economic environment: Economic Policy - An overview Changes in Government policies since 1991. Impact of liberalization, globalization, and structural reforms, Import policy and its domestic and international implications.

Unit - III

Technological environment: Dynamics of technological environment; Challenge of technology upgradation, Impact of foreign investment and foreign collaboration.

Unit - IV

Socio-cultural environment: Demographic profile. Class structure and mobility. Rural-urban convergence. Changes in consumption habits and life styles. Social responsibilities of business.

Unit - V

New Industrial Policy, Fiscal Policy and Monetary Policy.

Unit - VI

Social Responsibility of Business and ethics.

Suggested Readings:

Cherunilam, Francis, Business Environment, Himalaya Pub. House, 1996. Ghosh, P.K. Business and Government, 1998 Sultan Chand, Delhi. Devis, Keith, and Blomstrom, Robert L, Business and Society: Environment and Responsibility, 1975. Ghosh, P.K. and Kapoor, G.K. Business Policy and Environment, 1998, Sultan Chand, Delhi. Adhikary, M. Economics Environment of Business (latest ed.), Sultan Chand, Delhi. Jalan, B., India's Economic Crises, 1991. Oxford Univ. Press, New Delhi. Dhingra, I.C., The Indian Economy: Environment and Policy, 1998, Sultan Chand, Delhi.

The Indian Economy: Environment and Policy, 1998, Sultan Chand, Delhi.

CourseCCCOMM 205: FINANCIAL MANAGEMENT AND POLICY**Marks: 100 (Theory = 70, Internal Assessment = 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.**Contents:****Unit I- Introduction:** Nature, scope and objectives of financial management. Financial decision making and types of financial decisions. Finance as a strategic function. Role of finance manager. Stakeholders' wealth maximization. Risk-return framework for financial decision making.**Unit II- Capital Budgeting:** Nature, significance and kinds of capital budgeting decisions. Cash flow estimation. Capital budgeting techniques- ARR, Payback period, Discounted payback period, NPV, Equivalent annual NPV, IRR, Capital rationing. Capital budgeting decision under inflation.**Unit III- Capital Structure:** An overview of cost of capital- Specific and WACC. Financial leverage and evaluation of financial plans (EBIT-EPS analysis). Theories of capital structure- NI, NOI, MM Hypothesis. Optimal capital structure. Determinants of Capital structure in practice.**Unit IV- Dividend Policy:** Forms of dividends. Relevance of dividend policy under market imperfections. Traditional and Radical position on dividend. Issues in dividend policy. Types of dividend policies in practice. Determinants of dividend policy.**Unit V- Working Capital Planning and Management:** Concept and types of working capital. Operating and cash cycle. Estimation of working capital requirement. Working capital financing. Determinants of working capital. Components of working capital management. Receivables management.**Unit VI- Corporate Restructuring and Contemporary Issues in Financial Management:** Corporate restructuring. Mergers and Acquisitions- types, sources of takeover gains, Contemporary issues in financial management.**Suggested Readings:**

1. Van Horne, James C., *Financial Management and Policy*, Prentice Hall of India.
2. Pandey, I. M., *Financial Management*, Vikas Publishing.
3. Ross S.A., R.W. Westerfield and J. Jaffe, *Corporate Finance*, McGraw Hill.
4. Brealey R.A. and S.C. Myers, *Principles of Corporate Finance*, McGraw Hill.
5. Damodaran, A., *Corporate Finance: Theory and Practice*, John Wiley & Sons.
6. Chandra, P. *Financial Management*, Tata McGraw Hill.
7. Khan, M.Y & Jain, P.K *Financial Management: Text, Problems and Cases*, Tata McGraw Hill.
8. Ehrhardt, M. C. & Brigham E. F, *Corporate Finance*, Indian Edition, Cengage Learning
9. Srivastava, Rajiv and Misra. Anil, *Financial Management*, Oxford University Press.
10. Arthur J. Kewon, John H. Martin, J. William Petty & David F. Scott, *Financial Management: Principles & Application*, Pearson.
11. Meyer. et.al, *Contemporary Financial Management*, Cengage Learning.

Note: Latest edition of the readings may be used.

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Master of Commerce

Semester II

Course CCCOMM 206: MARKETING MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 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.

Contents:

- Unit I-Introduction:** Nature and Scope of Marketing; Evolution of modern marketing concept; Modern marketing concepts; Marketing Mix; Marketing Environment: Significance of scanning marketing environment; Analyzing 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.
- 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; 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. Developing advertising campaigns. Ethical issues in promotion decisions.
- Unit V-Trends in Marketing:** Service Marketing, Social Media Marketing, Green Marketing, Customer Relationship Management, Rural marketing, other emerging trends.

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 Ecommerce World*, South-Western College Pub.

Note: Latest edition of the readings may be used.

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Master of Commerce

Semester III

Course CCCOMM307: STRATEGIC MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To help students understand strategy making process that is informed integrative and responsive to rapid changes in an organization's globally oriented environment and also to help them understand tasks of implementing strategy in a global market.

Contents:

Unit I-Introduction: Concept and Role of Strategy; The Strategic Management Process; Approaches to Strategic Decision Making; Strategic Role of Board of Directors & Top Management. Strategic Intent.

Unit II-Environmental Analysis: Analysis of Global Environment- Environmental Profile; Constructing Scenarios; Environmental scanning techniques- ETOP, PEST and SWOT Analysis of Internal Environment- Resource Audit; Resource Based View (RBV), Global Value Chains Systems.

Unit III-Strategic Choice: Strategic options at Corporate Level – Growth, Stability and Retrenchment Strategies; Corporate Restructuring; Strategic options at Business Level-

Unit IV-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 V-Strategy Implementation and Control: Interdependence of Formulation and Implementation of Strategy; Issues in global strategy implementation- Planning and allocating resources.

Unit VI-Ethical and Social considerations in Global Strategic Management: The Global Context of Corporate Governance.

Suggested Readings

1. Hill, Charles W.L. and Gareth R. Jones, *Strategic Management: An Integrated Approach*, Cengage Learning, India.
2. Ungson, G.R. and Yim-Yu-Wong, *Global Strategic Management*, M.E. Sharpe.
3. Davidson, W.H., *Global Strategic Management*, John Wiley, New York.
4. Thompson, Arthur A. and A. J. Strickland, *Strategic Management*, McGraw Hill, New York.
5. Hitt, Michael A., Ireland, R. D., Hockisson, Robert E. and S. Manikutty, *Strategic Management: A South-Asian Perspective*, Cengage Learning, India
6. Bartlett, C.A., Ghoshal, S. and P. Beamish, *Transnational Management: Text, Cases, and Readings in Cross-Border Management*, McGraw Hill.
7. Porter, Michael E., *Competition in Global industries*, Harvard University Press, New York, 1986.
8. Porter, Michael E., *The Competitive Advantage of Nations*, Macmillan, London, 1990.
9. Frynas, J.G. and K. Mellahi, *Global Strategic Management*, Oxford University Press.
10. Henry, Anthony E., *Understanding Strategic Management*, Oxford University Press, New York.

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11. Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N. and Charles E. Bamford, *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*, Prentice Hall, New Jersey.
 12. Nengupta, N. and J.S. Chandan, *Strategic Management: Contemporary concepts and Cases*, Vikas Publishing.
 13. Ghosh, P.K., *Strategic Management- Text & Cases*, Sultan Chand & Sons.
 14. Nag, A., *Strategic Management- Analysis, Implementation, Control*, Vikas Publishing.
- Note:** Latest edition of the readings may be used.

Master of Commerce

Semester III

Course CCCOMM308: INTERNATIONAL BUSINESS & TRADE

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: The purpose of this course is to acquaint the students with nature, scope, structure and operations of international business and familiarize them with trends and developments in International Business Environment and policy framework.

Contents:

Unit I – Introduction: International Trade Meaning, Definition, causes, merits and demerits.

Unit II – Theories of International Trade: Comparative cost theory and modern theory of International Trade.

Unit III- International Trade: Terms of Trade – Meaning, Type, Factors influencing the terms of Trade, importance, causes of Unfavorable terms of trade & Remedial measures. And their effects. World Trade and Protectionism: GATT, The Uruguay Round, WTO, Evaluation of WTO, Important Agreements of WTO – Agriculture Agreements; SPS, TBT, GATS, TRIPS; WTO and Developing Countries, WTO and India.

Unit IV - Balance of Payment Account: Components of BOP: Current Account, Capital Account, Official Reserve Account; Disequilibrium in BOP; Correction of Disequilibrium.

Unit V - International Economic Institutions and Financial Environment: IMF, World Bank, Foreign Direct Investment: Types of FDI; Theories of FDI,

Unit VI – Multinational Corporation MNC = An overview, features, impacts, merits and demerits

Suggested Readings:

1. Daniels, John D., Radebaugh, Lee H., Sullivan, Daniel P. and Salwan, P., *International Business: Environment and Operations*.
2. Griffin, Ricky W. and Pustay, Michael W., *International Business: A Managerial Perspective*, Prentice Hall.
3. Hill, Charles, W.L., *International Business*, McGraw Hill Company, New York.
4. Cherunilam, F., *International Business Text and Cases*, PHI.
5. Bhaskin, N., *Foreign Direct Investment in India: Policies, Conditions and Procedures*, New Century Publications.
6. Hill, Donald, Wendall H. McCulloch, Michael Geringer, Michael S. Minor and Jeanne M. McNett, *International Business: The Challenge of Global Competition*, McGraw Hill Co.

Note: Latest edition of the readings may be used.

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Course CCCOMM309: QUANTITATIVE TECHNIQUES FOR BUSINESS DECISIONS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: The objective of this paper is to acquaint the students with quantitative techniques that play an important role in managerial decision-making.

Contents:

Unit I – Fundamental of decision making: Types of decisions; Steps in decision making; Quantitative analysis and decision making; Different types of models and their uses; Model building steps.

Unit II - Linear Programming: Basic concepts; mathematical formulation and applications; Solution of LP problem using graphic and simplex method; Use of artificial variables; Sensitivity analysis and interpretation of solution; Duality in linear programming – formulation and solution; Integer linear programming – solution.

Unit III – Transportation, Assignment and Trans-shipment: Formulation; Solving transportation and assignment problems; Dealing with exceptional cases of transportation and assignment problems.

Unit IV - Inventory and Queuing Management: Concepts of inventory management; Inventory models – classical EOQ, EOQ with price breaks, EOQ model for production runs, planned shortage model- deciding optimum safety stock and reorder level, probabilistic model; Techniques of selective control. Queuing models: Elements of a queuing system; Models with Poisson arrival and Exponential services rates- single server and infinite and finite population; Cost behavior analysis. Simulation: Monte Carlo Simulation, Application of simulation in inventory management and queuing situation.

Unit V – Project Scheduling: Concepts of PERT & CPM techniques and their applications; Network analysis- scheduling activities, determining critical path, calculation of floats; Time-cost trade-off; Resource allocation and resource levelling.

Unit VI- Markov Chains and Theory of Games: Markov Chains- decision processes; Market share analysis; Account receivable analysis. Game Theory- Pure strategy games; Mixed strategy games; Value of the game; Rules of Dominance.

Suggested Readings:

1. Levin, R.I., D.S. Rubin and J.P. Stinson, *Quantitative Approaches to Management*, McGraw - Hill.
2. Vohra N.D., *Quantitative Techniques in Management*, The McGraw Hill companies
3. Bierman H. Jr, C.P. Bonini and W.H. Hausman, *Quantitative Analysis for Business Decisions*, Homewood, Ill., Irwin.
4. Anderson, *Quantitative Methods for Business*, CENGAGE.
5. Gupta and Khanna, *Quantitative Techniques for Decision Making*, Prentice Hall of India.
6. Kapoor V.K., *Operations Research: Concepts, Problems and Solutions*, Sultan Chand & Sons.
7. Swarup Kanti, P K Gupta, Manmohan, *Operations Research*, Sultan Chand & Sons.

Note: Latest edition of the readings may be used.

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Course CCCOMM410 : HUMAN RESOURCE MANAGEMENT

Time: 3 Hrs. Max. Marks: 100

Objective:

The objective of the course is to acquaint students with the techniques and principles to manage human resource of an organisation. This knowledge would make the students capable of employing these techniques to harness the best of each individual working in the organisation.

Course Outline:

1. Nature of Human Resource Management, concepts, functions, and themes .
2. HRM, Job Analysis and Job Design: Role of HR manager, Human resource planning
Job analysis, job enrichment and job evaluation, description and Techniques
3. Recruitment, Selection, Training and Development: Factors affecting recruitment,
sources of recruitment (internal and external), Aptitude tests for selection. Training and
Development.
4. Performance appraisal: Objectives, PA process, comparing actual performance with
standards, Methods of appraisal.
5. Compensation Management, Personnel audit and Research: Wage versus salary,
determination of compensation, incentives schemes, fringe benefits and labour welfare.
6. Human Resource information system: Developing HR information system.
7. Employees relations: Shifting forms from industrial relation to employees relations.
Employees grievances and handling mechanism of grievances.

Suggested Readings:

1. De Cenzo and Robins, *Fundamentals Human Resource Management*, 8th Edition,
Prentice Hall of India, 2005.
2. Decenzo, David A. and Robbins, S.P. *Fundamentals of Human Resource Management*, 9th
Edition, Wiley and Sons Ltd., John, 2006.
3. Flippo, Edwin B., *Personnel Management*, McGraw Hill, Tokyo, 1984-2000,

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Master of Commerce
Semester IV

Course CCCOMM411: CORPORATE GOVERNANCE, ETHICS AND SOCIAL
RESPONSIBILITY OF BUSINESS

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To familiarize the students with the knowledge of ethics, emerging trends in good governance practices and corporate social responsibility in the global and Indian context.

Contents:

Unit I-Business Ethics: concept of business ethics; various approaches to business ethics; ethical theories; ethical governance; the concept of corporate ethics; benefits of adopting ethics in business.

Unit II-Conceptual Framework Of Corporate Governance: Evolution of corporate governance; regulatory framework of corporate governance in India; SEBI guidelines and clause 49; reforms in the Companies Act; corporate governance in PSUs and banks;

Unit III-Corporate Governance Practices – In India and abroad, Independent directors, Nomination Committee, Mandatory Auditing and Major Corporate Frauds.

Unit IV-Role and Functions of Board Committees: Standing committees, ad-hoc committees, task force committees.

Unit V-Whistleblowing and Corporate Governance – The Concept of Whistle-Blowing; Types of Whistle-blowers; Whistle-blower Policy; the Whistle-Blower Legislation and development in India.

Unit VII-Corporate Social Responsibility (CSR) –Meaning; corporate philanthropy; CSR through triple bottom line; CSR and business ethics; CSR initiatives in India.

Suggested Readings:

1. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
2. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
3. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility- A European Perspective*, Edward Elgar.
4. Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi.
5. Sharma, J.P., *Corporate Governance and Social Responsibility of Business*, Ane Books Pvt. Ltd, New Delhi.

Note: Latest edition of the readings may be used.

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Master of Commerce**Semester IV****Course ECCOMM 302: FINANCIAL INSTITUTIONS & MARKETS****Marks: 100 (Theory = 70, Internal Assessment = 30)**

Objectives: The purpose of this course is to equip the students with an understanding of the financial system, its constituents, the principles on which it operates, inter linkages and regulatory concerns.

Contents:

Unit I - Introduction: Overview of financial markets & securities, Role of financial institutions, depository and non-depository institutions, consolidation & competition among financial institutions, financial conglomerates. Overview of the Indian financial system including financial sector reforms. Other contemporary issues in finance.

Unit II- Financial Markets: Money markets-organization, economic role, instruments & regulation. Capital Markets- Primary & Secondary markets and their organization. Security market regulation and stability. Role of SEBI.

Unit III- Banking: An overview of the banking industry, Securitization. Bank earnings & bank performance, investment banking. Bank failure & regulation; RBI and its policy evolution.

Unit IV- Financial Services and Non Depository Institutions: Various fund based and fee based financial services- Leasing, Factoring, Forfaiting, Merchant Banking, Credit rating, Custodial services etc. Mutual Funds: Types of mutual funds schemes, ETFs, hedge funds, venture capital funds, private equity funds and regulation. An overview of Indian Mutual Funds Industry. An overview of Indian pension fund industry including NPS. Insurance: Incentive problems in insurance-moral hazard & adverse selection, pure premium, premium smoothing etc. Reinsurance, catastrophe insurance. Regulation. An overview of the Indian insurance industry. Role of SEBI.

Unit V- Financial Inclusion: Extent of exclusion, financial inclusion initiatives including SHG-Bank linkage Model. Micro finance- emerging issues & regulation.

Suggested Readings:

1. Kohn Meir, *Financial Institutions and Markets*, Oxford University Press.
2. Madura Jeff, *Financial Markets and Institutions*, South Western Cengage Learning.
3. Mishkin, Fredrick S. and Stanley G. Eakins, *Financial Markets and Institutions*, Pearson Education India.
4. Kidwell, David S., Backwell, David W., Whidbee, David A. and Sias Richard W., 'Financial Institutions, Markets and Money', Wiley.
5. Reserve Bank of India – Various publications.

Note: Latest edition of the readings may be used.

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Master of Commerce**Semester III****Course ECCOMM403: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT****Marks: 100 (Theory = 70, Internal Assessment = 30)**

Objective: To equip the students with advanced analytical tools, models and financial theory necessary for making sound investment decisions and optimum portfolio choice as well as understanding the paradigms by which financial securities are valued.

Contents:

Unit I- Introduction: Investment environment, various asset classes and financial instruments. Investment process. Return-risk analysis and impact of taxes and inflation. Types and sources of risks. Contemporary issues in investment management

Unit II- Analysis of Fixed Income Securities and Equity Analysis: Bond fundamentals; Types of bonds; valuation of bonds; Measurement of return and risk of equity shares. Approaches to equity analysis. Fundamental Analysis- Economy, Industry, Company Analysis; Technical Analysis -Efficient market hypothesis. Tests of market efficiency and empirical evidence.

Unit III- Portfolio Analysis, Selection and Management: Optimal risky portfolio- Markowitz portfolio selection model. Sharpe's single Index Model and optimal portfolio construction. Capital Asset Pricing Model (CAPM) and Market Anomalies (Size effect, Value effect, Seasonality effect, Overreaction effect etc) . Arbitrage Pricing Theory and Multifactor Asset Pricing Models. Active and Passive portfolio management. Investment strategies- value investing, momentum and contrarian strategies etc. Portfolio performance evaluation (Sharpe index, Treynor Index)

Unit V- Financial Derivatives: Futures-types and payoffs. Pricing of financial futures and commodity futures (Cost of carry model). Options- types and valuation using Black and Scholes Model. Put call parity. Options trading strategies. Portfolios of futures and options synthetics. **Suggested Readings:**

1. Bodie, Zvi., Kane Alex and Alan J. Marcus, *Investments*, McGraw Hill.
2. Reilly, Frank K, and Brown, Keith C., *Investment Analysis and Portfolio Management*, Cengage Learning.
3. Chandra, P., *Security Analysis and Portfolio Management*, Tata McGraw Hill.
4. Vishwanath, R and Krishna Murthi C., *Investment Management*, Springer
5. Fischer, Donald E. and Ronald J. Jordan, *Security Analysis and Portfolio Management*, PHI Learning.
6. Elton, E. and Gruber, M, *Modern Portfolio Theory and Investment Analysis*, John Wiley and Sons.
7. Damodaran, A., *Investment Valuation*, John Wiley & Sons.
8. Sharpe William F, and Bailey Jeffery V, Alexander Gordon J, *Investments*, PHI Learning.
9. Hull, J.C., *Options, Futures and Other Derivatives*, Prentice Hall.
10. Bhalla, V. K., *Investment Management*, S. Chand & Company Ltd.

Note: Latest edition of the readings may be used.

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**Master of Commerce
Semester III**

Course ECCOMM 312: INTERNATIONAL MARKETING

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: To familiarize the students with the concept and issues of international marketing and enable them to be able to analyze the foreign market environment and develop international marketing strategies for a business firm.

Contents:

Unit I-Introduction: Nature, importance, and scope of international marketing; International marketing management process- an overview, International marketing information system. International Marketing Environment: Global trading environment and developments. International Market Segmentation, Selection and Positioning; Screening and selection of markets.

Unit II-International Product Planning and Pricing decisions: Major Product decisions-product design, labeling, packaging, branding and product support services; Product standardization vs. adaptation; Managing product line; International trade product life cycle; New product development.

Unit III-International Distribution Decisions: Distribution channel strategy- International distribution channels; their roles and functions; selection and management of overseas agents; International distribution logistics- inventory management, transportation.

Unit IV-International Promotion Strategies: International promotion tools and planning; Advertising, publicity, and sales promotion; International public relations, Planning for direct mail, sales literature, trade fairs, and exhibitions.

Unit V-Emerging trends in International Marketing: International Marketing through Internet.

Suggested Readings:

1. Keegan, Warran J. and Mark C. Green, *Global Marketing*, Pearson.
2. Cateora, Phillip R. ;Grahm, John L. and Prashant Salwan,*International Marketing*,Tata McGraw Hill.
3. Czinkota, Michael R. and Illka A. Ronkainon, *International Marketing*, Cengage Learning.
4. Terpstra, Vern; Foley, James and Ravi Sarathy, *International Marketing*, Naper Press.
5. Jain, Subash C., *International Marketing*, South-Western.
6. Kotabe, Masaaki and Kristiaan Helsen, *Global Marketing Management*, John Wiley & Sons.
7. Onkvist, Sak and John J.Shaw, *International Marketing; Analysis and Strategy*, Psychology Press.
8. Rajagopal, *International Marketing*, Vikas Publishing House.

Note: Latest edition of the readings may be used.

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Master of Commerce

Semester III

Course ECCOMM 413: ADVERTISING AND SALES MANAGEMENT

Marks: 100 (Theory = 70, Internal Assessment = 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.

Contents:

Section A: Advertising

Unit I-Communication Basics: 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.

Unit III-Organization and Evaluation of Advertising Efforts: Centralized and decentralized systems; Inhouse agency arrangements; Advertising agencies – selection, IMC services; Reasons for evaluating Advertising Effectiveness; Advertising testing process - Before and after advertising tests and techniques.

Unit IV-Advertising in India: Social and regulatory aspects of advertising in India. Recent developments and issues in advertising.

Section B: Sales Management

Unit V-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 VI-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.

Unit VII-Sales Force Management: Recruitment and selection; training and development- Objectives, techniques and Evaluation. Motivating and Supervising sales personnel.

Suggested Readings:

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.

Note: Latest edition of the readings may be used.

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Master of Commerce

Semester IV

Course ECCOMM322: HUMAN RESOURCE DEVELOPMENT

Marks: 100 (Theory = 70, Internal Assessment = 30)

Objective: The objective of the course is to make student aware of the concepts, techniques and practices of human resource development. This course intends to make students understand the applicability of these principles and techniques in an organization.

Contents:

Unit I-Introduction to Human Resource Development: Concept and evolution; Relationship between human resource management and human resource development; HRD mechanisms, processes and outcomes.

Unit II-HRD Process: Assessing HRD needs; Designing and developing effective HRD programs; Implementing HRD programs; Evaluating HRD programs.

Unit III-HRD Activities and Applications: HRD for Workers; HRD mechanisms for workers; Role of trade unions; Employee training and development- Process, methods, and types; Coaching, counselling and performance management; Career management and development; Organization development.

Suggested Readings:

1. Werner J. M., DeSimone, R.L., *Human resource development*, South Western.
2. Nadler, L., *Corporate human resources development*, Van Nostrand Reinhold.
3. Blanchard, P.N., Thacker, J.W., Anand Ram, V., *Effective training, systems, strategies, and practices*, Pearson Education.
4. Raymond, N. and Kodwani, A.D., *Employee training and development*, McGrawHill Education India.
5. Mankin, D., *Human resource development*, Oxford University Press India.
6. Haldar, U. K., *Human resource development*, Oxford University Press India.
7. Rao, T.V., *Future of HRD*, Macmillan Publishers India.
8. Rao, T.V., *HRD score card 2500: Based on HRD audit*, Response Books, SAGE Publications.
9. Rao, T.V., *Hurconomics for talent management: Making the HRD missionary business-driven*, Pearson Education.
10. Curtis, B., Hefley, W. E., Miller, S. A., *The people capability maturity model: Guidelines for improving workforce*, Pearson Education.
11. Kaplan, R.S., and Norton, D.P. 1992, *The Balanced Scorecard: Measures that drive performance*, *Harvard Business Review*.
12. Kameshwar Pandit & Preeti Raina. "Manav Sansadhan Prabandh" Sahitya Bhawan Publication Agra.

Note: Latest edition of the readings may be used.

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Master of Commerce**Semester III****Course ECCOMM423: MANAGEMENT OF INDUSTRIAL RELATIONS****Marks: 100 (Theory = 70, Internal Assessment = 30)**

Objective: The objective of the course is to make student practically equipped to manage the industrial relations in the light of numerous augmentations in the area of Industrial relations. The course will make them understand the importance of industrial relations for an organisation and the ways and means to create industrial harmony at different levels of organisation.

Contents:

Unit I- Structure and Evolution of Industrial Relations: Concept, Nature and models 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 Conflict and Disputes Resolution: Industrial Relations Machinery in India, Provisions under the Industrial Disputes Act, 1947; Authorities under the Act, Reference of disputes to boards, courts or Tribunals, Procedures, Powers and duties of Authorities, Strikes, Lockouts, Layoff and retrenchments, unfair labour Practices, Penalties. Disputes resolution methods, Forms of industrial conflicts, Labour turnover, workplace practices and cooperation. Nature, Causes and Types of industrial disputes. Nature, Causes and types of Industrial dispute.

Unit III- Trade Unionism, Negotiations 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. Management of labour, management control strategies, business strategies and industrial relations, Role of market conditions, Structure for management of Industrial relations; Collective bargaining: Nature and functions; Types of bargaining; Collective bargaining in the Indian context; Negotiating a collective bargaining agreement.

Unit IV- Industrial Democracy: Concept and scope of industrial democracy, Workers' participation: Strategy, practices, behavioural science input/contribution and models. Rationale for participation, Issues in participation, strategies for making participation effective. Emerging trends in Union-Management relations.

Suggested Readings:

1. Venkataratnam, C. S. *Industrial Relations: Text and Cases*. Delhi. Oxford University Press.
2. Michael Salamon, *Industrial Relations—Theory & Practice*. London. Prentice Hall.
3. Bray, M, Deery, S, Walsh, J, and Waring P, *Industrial Relations : A Contemporary Approach*, Tata Mc Graw Hill.
4. Dwivedi, R.S., *Managing Human Resources: Industrial Relations in Indian Enterprises*, New Delhi, Galgotia Publishing Company.
5. Edwards, P. *Industrial Relations: Theory and Practice in Britain*. U.K. Blackwell Publishing.
6. Kaufman, B. *The global evolution of industrial relations: events idea and the IIRA*. Geneva: International Labour Office.
7. Singh, P., & Kumar, N. *Employee Relations Management*. New Delhi: Pearson Education India.

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8. Kameshwar . Pandit , "Audoyogic Samband AWM Shram Sangh" ~~Relations & Trade Unions~~, Novelty & Co. Patna.
9. Kameshwar. Pandit & Preeti Raina "New Dimension & Labour Economics Novelty & Co., Patna.
10. Ramaswamy, E.A. The Rayon Spinners —*Strategic Management of Industrial Relations*, New Delhi. Oxford University Press.
9. Mamoria C.B. & S. Mamoria: *Dynamics of Industrial Relations in India*. Mumbai. Himalaya Publishing House.
10. Niland R. et. al . *The Future of Industrial Relations*, New Delhi. Sage.
11. Sen, R. *Industrial relations: text and cases*, New Delhi. Macmillan Publishers.
12. Rowley, C., & Warner, M. *Globalizing international human resource management*. New York: Routledge.
13. Zeytinoglu, I. U. *Effects flexibility in workplace on workers: Work environment and the unions*. Geneva: International Labour Office.
14. www.workersparticipation.eu
15. www.ilo.org

Note: Latest edition of the readings may be used.

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