

University School of Management Studies

Study Scheme and Syllabus

Batch 2015 Onwards

Programme : Management Studies

Level : Postgraduate

Course : M.COM

**M.Com
Semester: 1st**

| Subject code | Subject Title | L | T | P | Credits |
|---------------------|-----------------------------------|-----------|----------|----------|----------------|
| MC- 6101 | Contemporary Accounting | 4 | - | - | 4 |
| MC- 6102 | Business Economics | 4 | - | - | 4 |
| MC- 6103 | Organisational Behavior | 4 | - | - | 4 |
| MC- 6104 | Business Environment | 4 | - | - | 4 |
| MC – 6105 | Banking and Insurance Operations | 4 | - | - | 4 |
| CA- 6106 | Computer Applications In Business | 1 | - | 2 | 2 |
| MC- 6107 | Seminar On Business Ethics | - | - | 4 | 2 |
| FS- 6108 | Finishing School I | - | - | 2 | 1 |
| IE- 6109 | Industry Interface I | - | - | - | 1 |
| TOTAL | | 21 | - | 8 | 26 |

**Study Scheme for M. Com
Semester: 2nd**

| Subject code | Subject Title | L | T | P | Credits |
|---------------------|--------------------------------------|-----------|----------|----------|----------------|
| MA-6201 | Quantitative Methods For Business | 4 | - | - | 4 |
| MC-6202 | Financial Management | 3 | 1 | - | 4 |
| MC-6203 | Marketing Management | 4 | - | - | 4 |
| MC-6204 | Human Resource Management | 4 | - | - | 4 |
| MC-6205 | Production and Operations Management | 4 | - | - | 4 |
| MC-6206 | Seminar on Research Methodology | - | - | 4 | 2 |
| MC-6207 | Viva- Voce | - | - | - | 2 |
| FS- 6208 | Finishing School II | - | - | 2 | 1 |
| IE- 6209 | Industry Interface II | - | - | - | 1 |
| TOTAL | | 19 | 1 | 6 | 26 |

**Study Scheme for M. Com
Semester: 3rd**

| Subject code | Subject Title | L | T | P | Credits |
|---|--|-----------|----------|-----------|----------------|
| MC-7101 | Corporate Legal Environment | 4 | - | - | 4 |
| MC-7102 | Auditing and Corporate E – Reporting | 4 | - | - | 4 |
| MC- XXXX | Elective- I | 4 | - | - | 4 |
| MC- XXXX | Elective- II | 4 | - | - | 4 |
| MC- XXXX | Elective- III | 4 | - | - | 4 |
| MC-7103 | Seminar on E- Commerce | - | - | 4 | 2 |
| MC- 7104 | Presentation on Summer Training Report | - | - | 4 | 2 |
| FS- 7105 | Finishing School- III | - | - | 2 | 1 |
| IE- 7106 | Industry Interface- III | - | - | - | 1 |
| TOTAL | | 20 | - | 10 | 26 |
| NOTE: Choose any one group of elective (consisting of three papers) out of the offered groups. | | | | | |
| MC-7111 | Security Analysis and Portfolio Management | 4 | - | - | 4 |
| MC-7112 | Banking Laws | 4 | - | - | 4 |
| MC-7113 | Management of Banking And Financial Institutions | 4 | - | - | 4 |
| MC-7121 | Advanced Corporate Accounting | 4 | - | - | 4 |
| MC-7122 | Strategic Cost Management | 4 | - | - | 4 |
| MC-7122 | Financial Statement Analysis | 4 | - | - | 4 |
| MC-7131 | Indirect Tax Laws | 4 | - | - | 4 |
| MC-7132 | Socio- Economic And Environmental Laws | 4 | - | - | 4 |
| MC-7133 | Industrial Laws- I | 4 | - | - | 4 |

**Study Scheme for M. Com
Semester: 4th**

| Subject code | Subject Title | L | T | P | Credits |
|---|-------------------------------------|-----------|----------|----------|----------------|
| MC-7201 | Corporate Tax Planning | 4 | - | - | 4 |
| MC-7202 | Project Planning And Control | 4 | - | - | 4 |
| MC-XXXX | Elective- I | 4 | - | - | 4 |
| MC-XXXX | Elective- II | 4 | - | - | 4 |
| MC-XXXX | Elective- III | 4 | - | - | 4 |
| MC-7203 | Viva- Voce (Based On Final Project) | - | - | - | 2 |
| FS- 7204 | Finishing School IV | - | - | 2 | 1 |
| IE-7205 | Industry Interface IV | - | - | - | 1 |
| TOTAL | | 20 | - | 2 | 24 |
| NOTE: To continue with the same group of elective opted in 3rd Semester | | | | | |
| MC-7211 | MANAGEMENT OF FINANCIAL SERVICES | 4 | - | - | 4 |
| MC-7212 | INDIAN FINANCIAL SYSTEM | 4 | - | - | 4 |
| MC-7213 | INTERNATIONAL BANKING | 4 | - | - | 4 |
| MC-7221 | ADVANCED AUDITING | 4 | - | - | 4 |
| MC-7222 | MANAGEMENT CONTROL SYSTEM | 4 | - | - | 4 |
| MC-7223 | INTERNATIONAL ACCOUNTING | 4 | - | - | 4 |
| MC-7231 | INDUSTRIAL LAWS- II | 4 | - | - | 4 |
| MC-7232 | INTELLECTUAL PROPERTY LAWS | 4 | - | - | 4 |
| MC-7233 | E- SECURITY AND CYBER LAWS | 4 | - | - | 4 |

M.COM

(FIRST SEMESTER)

| Sub code | Subject Name | L | T | P | C |
|----------|-------------------------|---|---|---|---|
| MC- 6101 | Contemporary Accounting | 4 | - | - | 4 |

Objective: To orient the students regarding contemporary issues relating to accounting practices and to bring attitudinal changes to innovations in accounting and to develop professional knowledge and skills in contemporary areas.

Unit– I

- **Emergence of contemporary issues in accounting** – influence of other disciplines on accounting and changing environment.
- **Price Level Accounting** – Methods, Utility and Corporate Practices
- **Human Resource Accounting:** Meaning and Scope, Human Resource Cost Accounting – Capitalization, Write off and Amortization Procedure. Human Resource Valuation Accounting – Appraisal of Various Human Resource Valuation Models. Use of Human Resource Accounting in Managerial Decisions. Human Resource Accounting in India.

Unit– II

- **Corporate Reporting:** Concept of Disclosure in relation to Published Accounts, Issues in Corporate Disclosure, Corporate Disclosure Environment, Conceptual framework of corporate reporting.
- **Corporate Reporting through Web.**
- **Corporate Social Reporting:** Areas of Corporate Social Performance, Approaches to Corporate Social Accounting and Reporting. Corporate Social Reporting in India.

Unit – III

- **Recent Trends** in the Presentation of Published Accounts.
- Reporting by Diversified Companies
- **Value Added Reporting:** Preparation and Disclosure of Value Added Statements, Economic Value Added, EVA Disclosure in India.

Unit– IV

- **Accounting Standards in India.** Significance and formulation of Accounting Standards. Accounting Standards relating to Interim Reporting. Accounting for Leases, Earning Per Share and Accounting for Intangibles.

Suggested Readings:

- Lal, Jawahar and Lele, R.K., “Contemporary Accounting Issues”, Himalaya Publishers.
- Porwal, L.S., “Accounting Theory”, Tata McGraw Hill.
- Lal, Jawahar, “Corporate Financial Reporting”, Taxman.
- Arora, J.S., “Price Level Accounting”, Deep and Deep Publishers.
- Chander, Subhash, “Corporate Reporting Practices”, Deep and Deep Publishers.
- Human Resource Accounting by Flamholtz, Eric, Jossey –Bass, San Francisco.

| Sub code | Subject Name | L | T | P | C |
|----------|--------------------|---|---|---|---|
| MC- 6102 | Business Economics | 4 | - | - | 4 |

Objective: To acquaint students with the economic concepts, analysis and their use in formulating rational managerial decisions

Unit-I

- Business Economics: Meaning, Nature and Scope
- Fundamental business concepts: Incremental concept, Opportunity cost concept, Time perspective, Discounting principle.
- Utility Analysis and Indifference Curve Analysis
- Demand: Meaning, Determinants, Kinds of Demand, Law of Demand - concept, assumptions, applications and exceptions.
- Elasticity of Demand: Meaning, Types and Degrees of Elasticity of Demand, Methods of Measuring Price Elasticity of Demand, Factors Determining Elasticity of Demand

Unit-II

- Production Function: Meaning, Types: Short Run and Long Run Production Function; Economies and Diseconomies of Scale.
- Theory of Costs: Types of Costs, Traditional and Modern Theory.
- Price Determination Under Different Market Conditions: Characteristics of different market structures; Price determination and firm’s equilibrium under perfect competition, monopoly & discriminating monopoly, monopolistic competition and oligopoly.

Unit-III

- Managerial Theories: Profit maximization and Sales Maximization.
- National Income: Concept, Methods of measuring National Income; difficulties in measuring National Income.
- Keynesian’s Theory of income and employment

Unit- IV

- Consumption function
- Investment function
- Business Cycles: Meaning, Causes, Phases, Theories of Business cycles
- Inflation: Meaning, types; Inflation in terms of demand-pull and cost-push factors; Effects and control of inflation; WPI, CPI

Suggested Readings:

- Koutsoyiannis, A., Modern Microeconomics, Macmillan
- Dwivedi, D.N., “Managerial Economics”, 7th Edition, Vikas Publication.
- Ahuja, H. L., “Modern Micro Economics”, (2009), Sultan Chand and Co.
- R.L. Varshney & K.L. Maheshwari, Managerial Economics-Sultan Chand & Sons
- Kumar, Raj & Gupta, Kuldeep, Managerial Economics- UDH Publications
- Thomas, Christopher R. and Maurice, S. Charles, “Managerial Economics – Concepts and Applications”, 8th Edition, Tata McGraw Hills
- Mithani, D.M., “Managerial Economics”, Himalaya Publishing House.

| Sub code | Subject Name | L | T | P | C |
|----------|-------------------------|---|---|---|---|
| MC- 6103 | Organizational Behavior | 4 | - | - | 4 |

Objective: To provide an insight of human behavior at the individual, group and organizational levels in the changing global scenario.

Unit-I

- **Organizational Behavior (OB):** Meaning, Importance, Challenges and Opportunities for OB. Contributory disciplines to OB
- **Foundations of individual behavior**
- **Personality:** Concept and determinants, major personality attributes
- **Attitudes:** Types and Sources, Cognitive dissonance theory
- **Learning:** Theories - classical, operant and social learning

Unit- II

- **Emotions:** Nature and Types, Sources of Emotions, Managing Emotions at work, Emotional Intelligence: concept and Dimensions.
- **Perception:** Nature and significance of perception, Factors influencing perception, Perceptual Distortions
- **Motivation:** Theories - traditional & contemporary
- **Leadership:** Meaning; Importance; Leadership Styles

Unit-III

- **Transactional Analysis:** Introduction; Concept of T.A.; Scope of Transactional Analysis; Analysis of Self-awareness; Analysis of Ego States; Analysis of Life Positions; Analysis of Games; Analysis of Stroking.
- **Conflict Management:** Definition of Conflict, transitions in Conflict thought; Functional Vs Dysfunctional Conflict; Conflict Process; Levels of Conflict; Conflict Management.
- **Group formation:** Define group and classifying groups; Stages & theories of Group development
- **Group Decision Making:** Meaning, process, Techniques.

Unit-IV

- **Work Stress-**Meaning, causes, effects and coping strategies for stress.
- **Organizational Change & Development:** Meaning & Definition, Change Agents, Change Models, Resistance to Change.

- **Organizational Culture:** Meaning; Importance; Organizational culture and effectiveness; Multicultural and Diverse organizations; Changing Organizational culture.
- **Learning Organization:** Meaning & Definition, Creating a Learning Organization.

Suggested Readings:

- Robbins; S.P., Organizational Behaviour, Prentice Hall of India Pvt. Ltd., New Delhi..
- Luthans, Fred, Organizational Behaviour, Mc Graw Hill International, New York.
- Robins S.P., Organizational Theory: Structure Design and Application, Prentice Hall of India Pvt. Ltd.
- Aswathapa.K, Organisational Behaviour, Himalaya Publishing House Pvt. Ltd., Mumbai.

| Sub code | Subject Name | L | T | P | C |
|----------|----------------------|---|---|---|---|
| MC- 6104 | Business Environment | 4 | - | - | 4 |

Objective: To orient the students with all the external environmental forces which affect the decision making process of an organization.

Unit-I

- **Business environment:** Nature and importance; Types: Internal Environment; External environment; Micro and Macro Environment. Interaction matrix of different environment factors.
- **Environmental scanning:** Scanning of important industries of India viz. FMCG, Beverages, electronics, Steel, automobiles, pharmaceutical industry, food processing.
- **Economic environment of business:** economic planning in India. objectives, Strategies and Evaluation of XIth plan and Strategy and priorities of XIIth plan
- **Economic Policies:** Industrial policy, fiscal policy, monetary policy, Latest export and import policy.
- **Aspects of Economic Reforms:** Liberalization; Privatization; Globalization and its Implications for India.

Unit-II

- **Disinvestment:** Disinvestment of Public Enterprises: Rationale; Objectives and Implications.
- **Multi-national corporations:** Their participation in India; Their strategies, competitive strengths policies and performance.
- **Foreign investment:** Determinants, Need, Implications, FDI in different sectors.
- **Small Scale Industry:** Development and protection of Small Scale Industry.

Unit-III

- **Legislations:** The Environment (Protection) Act; Consumer Protection Act; Competition Act; Foreign Exchange Management Act; Right to Information Act.
- **Political environment of business:** Three political institutions: Legislature, Executive and Judiciary. Rationale and extent of state intervention in business. Changing dimensions of political environment in India.

Unit-IV

- **Technological Environment:** Impact of Technology on Business, Technological Policy, Intellectual Property Rights, Import of Technology, Appropriate Technology, Problems in Technology Transfer.
- **WTO:** Role and functions, Implications for India.
- **Trading Blocks:** EU, NAFTA, SAARC, OPEC, SEZ (Special Economic Zones), EPZ (Export processing zone), EOU (*Export Oriented Units*), Dumping and Anti-Dumping measures.

Suggested Readings:

- Adhikari, A., Economic environment of business, Sultan Chand & Sons
- Aswathappa, K., Essentials of business environment, Himalaya Publishing House.
- Cherulimum, F., Business Environment, Himalaya Publishing House
- S.K.Misra & V.K.Puri: Economic Environment of Business – Himalaya
- Saleem, Shaikh: Business Environment- Pearson Education
- Mittal, Vivek: Business Environment- Excel Books

| Sub code | Subject Name | L | T | P | C |
|----------|----------------------------------|---|---|---|---|
| MC- 6105 | Banking and Insurance Operations | 4 | - | - | 4 |

Objective: To impart basic knowledge and equip students with basic fundamentals of banking, asset liability management and to enable them to explore various perspectives in the current banking environment.

Unit-I

- **Banking structure in India** - banking functions and services. Introduction to commercial Banks Private Sector Banks, Public Sector Banks, Foreign Banks, Co-operative Banks, Regional Rural Banks.
- **E- Banking:** Traditional Banking vs. E-Banking, facets of E-Banking ,Internet Procurement, E-Banking Transaction ,Electronic Delivery Channels , Truncated Cheque, Complete Centralized Solution, Features of CCS , Advances of E-Banking , Constraints in E-Banking ,Security Measures. Bank Assurance.

Unit-II

- **Banker-Customer Relationship:** Debtor-Creditor Relationship, Bank as a Trustee, Anti-Money laundering, Deposit Products or Services, Payment and Collection of cheques and other Negotiable instruments.
- **Non Performing Assets (NPAs):** Early Warning Signals, Management of NPAs, Remedies Available.
- **Investment management:** Priorities in allocation of bank funds , investment in governments securities ,maturity and yield , quality and diversification

Unit-III

- **Introduction to insurance:** Definition, nature, role and importance of insurance. Insurance contract. Kinds of insurance, process of insurance.
- **Life Insurance:** Nature of life insurance contract, principles, policy conditions and policies of life insurance.
- **General insurance:** Nature and Its role in economy. Principles and policies of fire and marine insurance.

Unit-IV

- **Applications of management concept in India in the field of insurance.** Marketing of insurance policies. Business planning. Attitude toward insurance cover. Problem and prospect of insurance in India, Privatization of insurance in India, Role of information technology in insurance sector. Impact of IRDA Act, 1999 on insurance sector in India.

Suggested Readings:

- Aggarwal, O.P., Banking And Insurance, Himalaya publishing house
- Ganguly, A., Insurance Management, New age International
- Gupta, P. K., Insurance and Risk Management, Himalaya publishing house
- Mishra . M. N., Insurance Principles and Practice.
- Periasamy, P. ,Principles and Practice of Insurance, Himalaya publishing house
- Varshney, PN. Banking Law & Practice, Sultan Chand, New Delhi.
- E.Gordon and Dr. K. Natarajan, Banking Theory Law and Practice – Himalaya Publishing House.

| Sub code | Subject Name | L | T | P | C |
|----------|-----------------------------------|---|---|---|---|
| MC- 6106 | Computer Applications In Business | 1 | - | 2 | 2 |

Objective: The objective of the paper is to acquaint the students with various applications of computer in the field of business.

Unit-I

- **Computer Fundamentals:** Block Structure of a Computer, Characteristics of Computers, Generations of Computers, Classification of Computers, Computer Memory and Mass Storage Devices, Input-Output Devices.
- **Number System:** Bit, Byte, Binary, Decimal, Hexadecimal, and Octal Systems, Conversion from One System to the other.
- **Computer Software:** application and system software, programming languages and their classification, assemblers, compilers and interpreters, operating systems: functions of operating systems.

Unit-II

- **MS–Word:** Introduction, basic commands, creating and saving files, formatting text and documents. Sorting tables, working with graphics, finding and replacing text, inserting page breaks, page numbers, symbols and dates, header, footer.
- **MS–Power Point:** Power Point basics, Menus and toolbars, creating presentations the easy way, creating and saving presentation using auto content wizard. Design template, blank presentation, views, show time, sound effects and animation effects, working with graphics.

Unit-III

- **MS–EXCEL:** Application areas, components of Excel Worksheet, entering information in the worksheet, formatting numbers and text, Tool bars, Customizing, resizing rows and columns, moving and copying cells, freeze panes, moving, copying and splitting worksheets. Protecting cells, worksheet or part of the work sheet. Formulae: Entering a formula, editing and copying a formula. Different functions Arithmetical, and statistical–correlation, Regression Modeling and Analysis. IF–THEN–Analysis (decision making problems).
- **MS Access: Creating Tables,** Adding and Deleting Records, **Querying:** Creating, Saving and Editing; **Joining Tables in Queries** **Forms:** Creating and using forms, **Reports:** Creating and Printing Reports.

Unit-IV

- **Advanced Internet:** • Introduction to internet, Concept of WWW, Internet Protocols (HTTP, FTP, VoIP, SMTP), URL & Domain Name system, IP addressing Scheme, Search Engines, Web Browsers.
- **Modern Information Technology:** Need and Advantages of computer Networks, Basic idea of Local area networks (LAN) and Wide Area Network (WAN) , E-mail, network security, Topologies of network, Concept of WWW and Internet browsing ; Multimedia.

Suggested Readings:

- Sharma Anshuman, “A Book of Fundamentals of Information Technology”, Lakhanpal Publishers.
- Norton, Peter, "Introduction to Computers", Tata McGraw Hill.
- Sharma Anshuman, "Fundamentals of Internet Applications", Lakhanpal Publishers.
- Sinha, P.K, “Fundamental of Computers” BPB Publications.
- Prajagopalan, S.P., “Computer applications in business”, Vikas Publishing House.

| Sub code | Subject Name | L | T | P | C |
|----------|----------------------------|---|---|---|---|
| MC- 6107 | Seminar on Business Ethics | - | - | 4 | 2 |

Objective: This workshop course aims at enabling the students to gain a clear understanding of various policies, conceptual, and operational issues involved in Business Ethics.

The students will be allocated topics directly or indirectly related to business Ethics. The students are required to deliver the seminar on the topic selected. Each candidate shall make preferably power point presentation. The said presentation would be evaluated by a Faculty concerned. Each candidate shall make such presentation before the class and assessment will be made on the following parameters

1. Contents of presentation
2. Current knowledge
3. Communication skill
4. Quality of answers raised
5. Quality of answers given

The concerned Faculty would also ensure that no candidate would repeat the same presentation already made by somebody else in the seminar.

M.COM

(SECOND SEMESTER)

| Sub code | Subject Name | L | T | P | C |
|----------|-----------------------------------|---|---|---|---|
| MA- 6201 | Quantitative Methods for Business | 4 | - | - | 4 |

Objective: To acquaint the students with the use of various statistical tools and techniques for business decision making.

Unit-I

- **Frequency distribution:** 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.
- **Index Numbers:** Meaning, types and uses; Methods of constructing price and quality indices (simple and aggregate); Test of adequacy; Chain base index numbers; Base shifting, splicing and deflating; Problems in constructing index numbers; Consumer price index.

Unit-II

- **Time Series Analysis:** Components of a time series, Models of time series analysis-additive and multiplicative; Methods of constructing seasonal index; Adjusting time series data for seasonal variations, Estimation of seasonal variations.
- **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, Partial and Multiple correlation and Regression analysis.

Unit-III

- **Probability Theory:** Probability—classical, relative, and subjective probability; Addition and multiplication probability models.
- **Probability Distributions:** Binomial, Poisson, and normal distributions; Their characteristics and applications.

Unit-IV

- **Hypotheses:** Null and Alternative hypotheses, Type I and Type II errors; Sample distribution and concept of standard error;
- **Parametric tests:** Z- test, t- test, F- test; ANOVA (one way, two way)
- **Non- Parametric tests:** Chi Square, Mann Whitney and Kruskal Wallis test.

Suggested Readings:

- Anderson, Quantitative Methods in Business, Thomson Learning, Bombay
- Beri, Business Statistics, Tata McGraw Hill
- Bhardwaj, R.S., Business Statistics, Excel Books
- Chandan, J S, Statistics for Business and Economics, Vikas Publications
- Gupta, S.P. & Gupta, M.P., Business Statistics, Sultan Chand & Sons, New Delhi
- Sharma, J K, Business Statistics, Pearson Education

| Sub code | Subject Name | L | T | P | C |
|-----------------|-----------------------------|----------|----------|----------|----------|
| MC- 6202 | Financial Management | 3 | 1 | - | 4 |

Objective: This course aims at equipping the participants with the requisite financial skills required for the solution the solution of business problems.

Unit-I

- **Financial Management:** Finance and related disciplines, Organization of Finance function. Emerging role of Finance Manager in India
- **Time Value of Money:** compounding and Present Value Technique
- **Risk and Return:** risk and return of single asset, Risk and return of Portfolio, Portfolio Selection, Capital Asset Pricing Model, Arbitrage Pricing Theory. Valuation of Bonds/Debenture, Shares.

Unit-II

- **Capital Structure:** Theories and Approaches. Designing Capital structure.
- **Capital Budgeting: Nature** and Techniques, Risk and Uncertainty in Capital Budgeting.
- **Cost of capital:** importance, concept and its computation.
- **Options and Derivatives:** call and put options, Valuation of Options

Unit-III

- **Working Capital Management:** need, determinants, computation of working capital
- **Cash Management:** Objectives, Factors, Cash management Techniques.
- **Receivables Management:** Objectives, credit policies, credit terms, collection policies.
- **Inventory Management:** objectives and techniques

Unit-IV

- **Leverage:** Operating, financial and combined Leverage
- **Theories of Dividend Policy:** Irrelevance and Relevance theory; Determinants of Dividends; Legal, Procedural and Tax aspects of dividends.
- **Venture Capital Financing:** Features and stages of financing

Suggested Readings:

- Brigham, E.F., Ehrhardt, M.C., Financial Management, Thomson, South West
- Shapiro, A. C., Balbirer, S. D., Modern Corporate Finance, Pearson Education.
- Markowitz, H., Portfolio Selection, Blackwell, Parts III and IV
- Ross, S. M., Mathematical Finance, Cambridge University Press, Chapters 1-8.
- Pandey, I.M., Financial Management, Vikas Publishers
- Khan, M.Y., Jain, P.K., Financial Management, The McGraw-Hill Companies

| Sub code | Subject Name | L | T | P | C |
|----------|----------------------|---|---|---|---|
| MC- 6203 | Marketing Management | 4 | - | - | 4 |

Objective:

To provide knowledge of concepts, philosophies, processes and techniques of managing the marketing function of a firm in chaotic business environment and familiarize the students with emerging trends in marketing.

Unit-I

- **Introduction to marketing-** meaning, nature and scope of marketing, marketing philosophies, marketing management process, concept of marketing mix, market analysis- understanding marketing environment,
- **Marketing Information System:** Concept and Components. Understanding Consumer Behavior, Factors Influencing Consumer Buying Behavior, Business Buying Process, Understanding Business Buyer Behavior

Unit-II

- **Market segmentation:** Levels of market segmentation, Segmenting consumer markets, Niche marketing, Segmenting business markets, Michael Porter's Five Forces Model, Analyzing competitors, Strategies for market leaders, Targeting and positioning.
- **Contemporary issues in marketing-** consumerism, rural marketing, social and societal marketing, direct and online marketing, and green marketing, retail marketing, Event marketing, buzz marketing, Viral marketing, Global marketing, services marketing, customer relationship management

Unit-III

- **Product Decisions:** Product classification and differentiation, major product decisions, New Product development process, Product life cycle and marketing strategies, Managing brands and Brand equity, Packaging, labeling and warranty
- **Pricing decisions:** Determinants of price, pricing process, policies and strategies. Initiating and responding to price changes, Reactions to competitor's price changes.

Unit-IV

- **Distribution Decisions:** Marketing channels, Retailing, Whole selling and physical distribution; types of intermediaries, selection and management of intermediaries; supply chain management
- **Promotion Decisions:** Promotion mix and its components, factors affecting promotion mix. Advertising, sales promotion, public relations, publicity and personal selling.

Suggested Readings:

- Czinkota & Kotabe , Marketing Management, Vikas Publishing, New Delhi.
- Douglas, J., Darymple, J. & Parsons, L. J. Marketing Management: Text and Cases, Seventh Edition, John Wiley and Sons.
- Kotler, P., Marketing Management: Analysis, Planning, Implementation & Control, Prentice Hall of India, New Delhi.
- Michael, J. E., Bruce, J.W, and William, J.S. , Marketing Management, Tata McGraw-Hill, New Delhi.

- Ramaswamy, V.S. and Namakumari, S., Marketing Management: Planning, Control, New Delhi, MacMillan Press, New Delhi.

| Sub code | Subject Name | L | T | P | C |
|----------|---------------------------|---|---|---|---|
| MC- 6204 | Human Resource Management | 4 | - | - | 4 |

Objective: To facilitate learning of various concepts and skills required for utilization and development of human resources for organizational functions.

Unit-I

- **Human Resources Management:** Meaning, Scope, Evolution, Objectives, Functions, Roles and Importance. HRM & HRD a comparative analysis.
- **Human resource planning:** Meaning & Concept, Process and importance, Methods of Human Resources Planning, Importance of HRIS. job analysis and job designing.

Unit-II

- **Recruitment:** Meaning and factors governing Recruitment, Recruitment sources and techniques. E- recruiting
- **Selection:** Meaning and process of Selection, Selection tests and Interview, Problems associated with Recruitment and Selection.
- **Training and Development:** Concept and Need, methods of training and development. Designing Training and Development Programme.

Unit-III

- **Performance Appraisal:** Meaning, Purpose, Essentials of effective Performance Appraisal system, Various Components of Performance Appraisal, Methods and techniques of Performance Appraisal. Potential appraisal
- **Compensation Management- Wage & Salary Administration:** Meaning & Concept of Wage & Salary Administration, Elements & Methods of Wage & Salary, Incentive Plans & Fringe Benefits.
- **Internal Mobility:** Promotion, Transfer, Demotion, Separation.

Unit-IV

- **Employee Grievances** and their Resolution – Model for Grievance Resolution Procedure.
- **Collective Bargaining:** Meaning, Scope and Objectives; Collective Bargaining – Issues and Strategies;
- **Negotiations:** Skills and Strategies
- **Contemporary issues in HRM:** HRD Audit; Human capital management; Strategic HRM, International HRM; Green HRM; Careerism – moral and economic implications for both employers and Individuals; Employee empowerment; Work life balance;

Suggested Readings:

- Dessler, Gary, “Human Resource Management”, 12th edition (2011), Pearson Education/Prentice–Hall, New Delhi.
- Raymond A. Noe, John R. Hollenbeck, Barry Gerhart, Patrick M. Wright, “Human Resource Management: Gaining a Competitive Advantage”, 2007, McGraw–Hill, New Delhi.
- Aswathappa, K., “Human Resource and Personnel Management, Text and Cases”, Tata McGraw – Hill, New Delhi.
- Chhabra, T.N., Human Resource Management – Concept and Cases, Dhanpat Rai & Co.

- Rao, V.S. P., Human Resource Management-Text and Cases, Excel Books

| Sub code | Subject Name | L | T | P | C |
|----------|-------------------------------------|---|---|---|---|
| MC- 6205 | Productions & Operations Management | 4 | - | - | 4 |

Objective: To impart the knowledge of various steps of product design, development, production, plant location, storage, production planning and control.

Unit-I

- **Operations management:** concept, functions. Transformation process model: inputs, process and outputs; classification of operations; responsibilities of operations manager, contribution of Henryford, Deming, Crossby, Taguchi.
- **Product Design and development** – product design and its characteristics, product Development process (technical), product development techniques.
- **Facility Location** – importance, factors in location analysis, location analysis techniques.
- **Process selection-** project, job, batch, mass and process types of production systems.

Unit-II

- **Facility Layout** – Objectives, Advantages, Types of Layouts, Problems in facility layout.
- **Production Planning & Control:** –Concepts, Objectives, and Functions, work study
- **Capacity Planning** – Concepts, Factors affecting, Capacity Planning Decisions.
- **Productivity:** Method study; Work measurement.

Unit-III

- **Quality Management:** Introduction, Meaning, Quality Characteristics of Goods and Services, Juran's Quality Trilogy, Deming's 14 principles, Tools and Techniques for Quality Improvement, Statistical Process Control Chart, Quality Assurance, Total Quality Management (TQM) Model Concept of Six Sigma and its Application.
- **Acceptance Sampling** – Meaning, Objectives, Single Sample, Double Sample and Multiple Sample Plans with sated risk, Control charts for variables – Averages and Ranges, Control Charts for Defectives – Fraction Defective and Numbers Defective.
- **JIT and Lean Production System:** JIT Approach, Implementation requirements, Services, Kanban System.

Unit-IV

- **Inventory Management:** Concepts, Classification, Objectives, Factors Affecting Inventory Control Policy, Inventory Costs, Basic EOQ Model, Re-order level, ABC analysis. Logistics and Franchising.
- **Purchasing Management** – Objectives, Functions, Methods, Procedure.
- **Value Analysis:** Concepts, Stock Control Systems, Virtual Factory Concept and Production Worksheets.

Suggested Readings:

- Mahadevan B, Operations Management: Theory And Practice, Pearson Education
- Krajewski & Ritzman, Operations Management, Pearson Education
- Buffa & Sarin, Modern Production/Operations Management, 8th John Wiley
- Chary, Production and Operations Management, Tata McGraw-Hill
- Johnston R et al – Cases in Operations Management, Pitman

- McGregor D – Operations Management, McGraw-Hill

| Sub code | Subject Name | L | T | P | C |
|----------|---------------------------------|---|---|---|---|
| MC- 6206 | Seminar on Research Methodology | - | - | 4 | 2 |

Objective:

To impart knowledge about process, tools and techniques of research and their use in commerce and management.

Unit-I

- **Introduction to Research:** Meaning, Definition, Objectives, and Process;
- **Research Problem:** Selection Of Problem, Understanding Problem, Necessity Of Defined Problem.
- **Review of Literature:** Goals of a Literature Review; o Types of Reviews; Sources of Research Literature; Writing of Review.
- **Research Design:** Meaning, Types – Descriptive, Diagnostic, Exploratory, And Experimental.

UNIT-II

- **Sources of Data:** Primary and Secondary; Data Collection Methods; Questionnaire Designing: Construction, Types and Developing a Good Questionnaire.
- **Sampling:** Advantages and Limitation of Sampling, Types of Sampling: Non-probability sampling techniques, Probability sampling techniques; Sampling and non sampling errors.
- **Data Processing Operations:** Editing, Coding, Classification, Tabulation.
- **Research Proposal/Synopsis Writing.**

Unit-III

- **Measurement:** Concept, Levels of measurement—Nominal, Ordinal, Interval and Ratio. Tests of sound measurement.
- **Attitude Measurement:** Comparative and Non-comparative scaling techniques.
- **Data analysis techniques:** Multiple regression analysis, Logistic regression analysis, Discriminant analysis, Multi Dimensional Scaling, Factor Analysis, Cluster Analysis,

Unit-IV

- **Report Writing:** Types of Research Reports, Guidelines for Writing a Report, Report Format, Guidelines for evaluating a report.
- **Report Preparation and Presentation:** Each Student has to prepare Mini Research Project on Topic or area of their interest and Make Presentation and has to ensure the use of tests and techniques mentioned in above units.

Suggested Readings:

- Zikmund : Business Research Methods, (Thomson Learning Books)
- Marketing Research, G C Beri third edition (McGraw Hill)
- Dwivedi – Research Methods in Behaviourial Science (Macmillan)
- Bennet, Roger : Management Research, ILO
- Salkind, Neil J. : Exploring Research, Prentice – Hall
- P. Madan , Paliwal: Research Methodology, Global vision pub
- B Kothari, Research Methodology, ADB pub

| Sub code | Subject Name | L | T | P | C |
|-----------------|---------------------|----------|----------|----------|----------|
| MC- 6207 | Viva -Voce | - | - | - | 2 |

Objective: To enable the students to express their knowledge and communication ability with logic and confidence.

Each M.Com IInd Semester student shall have to appear in viva-voce which will be conducted by a Board constituted internally by Dean, USMS. Viva voce will be comprehensive in nature on the topics of current relevance to Commerce studied at M.Com I and II Semesters. Students will have to answer queries in the subjects they have studied and have to express their views, exhibit their communication skills and knowledge in the subject. The experts will evaluate the performance of a candidate during viva voce for at least 10 minutes for 2 credits. Invariably the performance will be seen in contents presented by the candidate, his/her confidence, communication skills, arguments with logic and over all knowledge etc.
