

# NILAMBER-PITAMBER UNIVERSITY

Medininagar, Palamu – 822101



*SYLLABUS*  
*FOR*  
*MASTER IN ARTS*  
***COMMERCE***

*AS PER C.B.C.S.*

*(Implemented from Session 2017-18)*

## **Programme Structure**

The Programme shall be governed by the Department of Commerce and Business Management, Faculty of Commerce, Nilamber-Pitamber University, Medininagar, Palamu – 822101

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 hour for tutorial in each paper
- 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

### Part I : Semester II

Papers		Marks		Total Marks	Duration (Hrs.)	Credits (Hrs.)
Paper No.	Title	Written	Internal Assessment			
ECCOMM201	Business Communication or,	70	30	100	3	4
ECCOMM211	Entrepreneurship Development					
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
			<b>TOTAL</b>	<b>400</b>		<b>19</b>

### 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
ECCOMM302 ECCOMM312 ECCOMM322	<b>Elective :- Any one of group</b> Group A – Finance (Paper-I) Group B – Marketing (Paper-I) Group C – Human Resource Management (Paper-I)	70	30	100	3	5
			<b>TOTAL</b>	<b>400</b>		<b>20</b>

## Part II : Semester IV

Papers		Marks		Total Marks	Duration (Hrs.)	Credits (Hrs.)
Paper No.	Title	Written	Internal Assessment			
CCCOMM410	Strategic Management	70	30	100	3	5
CCCOMM411	International Business & Trade	70	30	100	3	5
ECCOMM403 ECCOMM413 ECCOMM423	<b>Elective :- Any one of group</b> Group A – Finance (Paper-2) Group B – Marketing (Paper- 2) Group C – Human Resource Management (Paper-2)	70	30	100	3	5
	<b>Project</b>			100	10	5
			<b>TOTAL</b>	400		20
			<b>GRAND TOTAL</b>	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.

### **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 : Management of Industrial Relations

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

## **Semester I**

### **Master of Commerce**

#### **Course : FCCOMM101**

### **Organisational Theory and Behaviour**

***Objective:** The objective of the course is to enable students to develop a theoretical understanding about organization 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 Organization Theory and Behaviour**

Organizational Theories: Classical, New-Classical and Contemporary, forms and Structure of organization, Organizational Behaviour (OB): Concept determinants, models, challenges and opportunities of OB; Disciplines contributing to the field of OB; Individual Behaviour – Foundations of individual behaviour, 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 Theory; 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 organizational culture, creating sustaining and changing organizational culture, organizational development – concept, values, stress forms and management.

### **Basic Reading List**

1. Robbins, Stephen P. and timothy A. Judge, Organisational 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, Organisational Behaviour, McGraw Hill, New Delhi
4. Sekaran, Uma, Organisational Behaviour: Text and Cases, Tata McGraw Hill Publishing Co. Ltd.
5. Aswathappa, K. Organisational Behaviour, Himalaya Publishing House, New Delhi
6. Singh, K. Organisational Behaviour: Text and Cases, Pearson
7. Pareek, U. and Khanna, S. Understanding Organisational Behaviour, Oxford University Press.
8. Newstorm, John W., Organisational Behaviour: Human Behaviour at work, Tata McGraw Hill Pub. Co. Ltd., New Delhi
9. Hersey, Paul, Dewey E. Johnson and Kenneth H. Blanchard, Management of Organisational Behaviour, Prentice Hall of India, New Delhi
10. Terrance R. Motchell, People in Organisation An Introduction to Organisational Behaviour, McGraw Hill, New York

**Note: Latest edition of the readings may be used.**

**Semester I**  
**Master of Commerce**  
**Course : CCCOMM101**  
**Managerial Economics**

***Objective:** The objective of the course is to acquaint students with the basic principles of micro and macro economics 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.

### **Basic Reading List**

1. Koutsyannis, A., Modern Microeconomics, Macmillan Press Ltd.
2. Varian, Micro Economics 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.**

**Semester I**  
**Master of Commerce**  
**Course : CCCOMM102**  
**Managerial Accounting**

***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 student develop competence with their usage in managerial decision making and control.*

**Contents:**

**Unit I: Managerial 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 Centre Vs. Responsibility Centre, Transfer Pricing – Concept, methods, objective; Performance evaluation reporting, Measurement of Performing.

### **Basic Reading List**

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 4

**Note: Latest edition of the readings may be used.**

**Semester I**  
**Master of Commerce**  
**Course : CCCOMM103**  
**Business Statistics**

***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 overview 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: Baye's Theorem, Expected value standard deviation of a probability distribution, Standard probability distributions : Binomial, Poisson, Hyper Geometric and Normal

**Unit III: Sampling Distribution 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 variance, Chi-square test for independent, 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).

### **Basic Reading List**

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
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 Pvt. Ltd., New Delhi.

**Note: Latest edition of the readings may be used.**

**Semester II**  
**Master of Commerce**  
**Elective Course (Skill Enhancement) : ECCOMM201**  
**Business Communication**

***Objective:** 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.*

**Contents:**

**Unit I:** Business Communication – Meaning, Need, Process, Methods-Written, Verbal, non-verbal, Visual, Telecommunications; Types of Business Communication- 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, letter of agency – status enquiries; circulars and circular letters; notices; reports by individuals; report 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:** Games and Exercise; 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.

### **Basic Reading List**

1. Darmar Fisher, Communication in Organizations, Jaico Publishing House, Mumbai.
2. Bovee and Thill: Business Communication Today, Tata McGraw Hill, New Delhi
3. Randall E. Magors: Business Communication, Harper and Row, New York
4. Balasubamanyam: Business Communication, Vikas Publishing House, New Delhi
5. Kaul: Effective Business Communications, Prentice Hall of India Pvt. Ltd., 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 Delhi

**Note: Latest edition of the readings may be used.**

## Semester II

### Master of Commerce

#### Elective Course (Skill Enhancement) : ECCOMM211

#### Entrepreneurship Development

- Unit I:** 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 Entrepreneur in Indian Economy and developing economics with reference to Self-employment.
- Unit II:** 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.
- Unit III:** 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)
- Unit IV:** Role of Central Government and State Government in promoting Entrepreneurship, Various Incentives available to Entrepreneurs in India, Fiscal and Tax Concessions available.
- Unit V:** 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.
- Unit VI:** 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.

### **Basic Reading List**

1. Vasant Desai & Urmila Ravi: Himalaya Publishing House Pvt. Ltd.,  
Entrepreneurial Development & Business Communication.
2. E.Gordon & K. Natarajan: 2008: Himalaya Publishing House Pvt. Ltd. -  
Entrepreneurship Development
3. Bhide, Amar V.: Oxford University Press, New York – The Origin and  
Evolution of New Business.
4. Hold, David H. : Prentice Hall of India Pvt. Ltd., New Delhi – Latest  
edition- Entrepreneurship: New Venture Creation
5. Anda, Shiba Charan: Anmol Publications, New Delhi (latest edition) -  
Entrepreneurship Development
6. Vasant Desai: Himalaya Publishing House Pvt. Ltd. – Dynamics of  
Entrepreneurship Development.

**Note: Latest edition of the readings may be used.**

**Semester II**  
**Master of Commerce**  
**Course : CCCOMM204**  
**Business Environment**

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

**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 ungradation, 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.

**Basic Reading List**

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. Jalab, B., India's Economics Crises, 1991. Oxford Univ. Press, New Delhi. Dhingra, I.C., The Indian Economy: Environment and Policy, 1998, Sultan Chand, Delhi.

## **Semester II**

### **Master of Commerce**

#### **Course : CCCOMM205**

### **Financial Management and Policy**

***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 practices, 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.

### **Basic Reading List**

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 and David F. Scott, Financial Management: Principles and Application, Pearson
11. Meyer, et.al., Contemporary Financial Management, Cengage Learning

**Note: Latest edition of the readings may be used.**

**Semester II**  
**Master of Commerce**  
**Course : CCCOMM205**  
**Marketing Management**

***Objective:** To familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skill 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 labeling; 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 decision**

Role of promotion in marketing; Promotion methods, Developing Advertising campaign, 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.

#### **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.

#### **Basic Reading List**

1. Kotler, Philip; Keller, Kevin Lane; Koshy, Abraham, and Mithileshwar Jha, Marketing Management: A South Asian Perspective, Pearson
2. Lam, 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 and Ecommerce World, South-Western College Pub.

**Note: Latest edition of the readings may be used.**

**Semester III**  
**Master of Commerce**  
**Course : CCCOMM307**  
**Strategic Management**

***Objective:** To help students understand strategy marketing 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 and 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.

### **Basic Reading List**

1. Hill, Charles W.L. and Gareth R. Jones, Strategic Management: An Integrated Approach, Cengage Learning
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., Hokisson, 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
11. Wheelen, Thomas L., Hunger, J. Devid, Hoffman, Alan N. and Charles E. Bamford, Strategic Management and Business Policy: Globalization, Innovation and Sustainability, Prentice Hall, New Jersey
12. Sengupta, N. and J.S. Chandan, Strategic Management: Contemporary Concepts and Cases, Vikas Publishing
13. Ghosh, P.K., Strategic Management – Text and Cases, Sultan Chand & Sons
14. Nag, A., Strategic Management – Analysis, Implementation, Control, Vikas Publishing

**Note: Latest edition of the readings may be used.**



## **Semester III**

### **Master of Commerce**

#### **Course : CCCOMM308**

### **International Business and Trade**

***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 and 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

## **Basic Reading List**

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. Bhasin, N., Foreign Direct Investment in India: Policies, Conditions and Procedures, New Century Publications
6. Ball, Donald, Wendall H., McCulloch, Miachel 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.**

## **Semester III**

### **Master of Commerce**

#### **Course : CCCOMM309**

### **Quantitative Techniques for Business and Decisions**

*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 behaviour analysis. Simulation: Monte Carlo Simulation, Application of simulation of inventory management and queuing situation.

### **Unit V: Project Scheduling**

Concepts of PERT and CPM techniques and their applications; Network analysis – scheduling activities, determining critical path, calculation of floats; Time-Cost trade-off; Resource allocation and resource leveling.

### **Unit VI: Markov Chains 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.

### **Basic Reading List**

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 Company
3. Bierman H. Jr, C.P. bonini and W.H. Hausman, Quantitative Analysis for Business Decisions, Homewood, III, 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.**

**Semester IV**  
**Master of Commerce**  
**Course : CCCOMM410**  
**Human Resource Management**

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

**Contents:**

- Unit I:** Nature of Human Resource Management, Concept, Function and Themes
- Unit II:** HRM, Job Analysis and Job Design: role of HR Manager, Human Resource Planning, Job analysis, job enrichment and job evaluation, description and techniques.
- Unit III:** Recruitment, Selection, Training and Development: Factors affecting recruitment, sources of recruitment (internal and external), Aptitude tests for selection. Training and Development
- Unit IV:** Performance Appraisal: Objectives, PA Process, Comparing Actual Performance with Standards, Methods of appraisal.
- Unit V:** Compensation Management, Personnel audit and research: Wage versus salary, determination of compensation, incentives schemes, fringe benefits and labour welfare.
- Unit VI:** Human Resource Management system: Developing HR information system.
- Unit VII:** Employees relations: Shifting forms from industrial relation to employees relations. Employees grievances and handling mechanism of grievances.

**Basic Reading List**

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

**Note: Latest edition of the readings may be used.**

**Semester IV**  
**Master of Commerce**  
**Course : CCCOMM411**  
**Corporate Governance, Ethics and Social Responsibility**  
**of Business**

*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 Governances Practices**

In India and abroad, Independent directors, Nomination Committee, Mandatory Auditing an 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 VI: Corporate Social Responsibility (CSR)**

Meaning, corporate philanthropy; CSR through triple bottom line, CSR and business ethics; CSR initiatives in India.

### **Basic Reading List**

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 and 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.**

**Semester IV**  
**Master of Commerce**  
**Course : ECCOMM403**  
**Security Analysis and Portfolio Management**

*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 IV: 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, Portfolio of futures and options synthetics.

#### **Basic Reading List**

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., Investment, 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.**

**Semester IV**  
**Master of Commerce**  
**Course : ECCOMM312**  
**International Marketing**

*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.

#### **Basic Reading List**

1. Keegan, Warran J. and Mark C. Green, Global Marketing, Pearson
2. Cateora, Phillip R., Graham John L. and Prashand Salwan, International Marketing, Tata McGraw Hill
3. Czinkota, Michael R. and Illka A. Ronkainon, International Marketing, Cengage Learning
4. Terpstra, Vernh; Foley, James and Ravi Sarathy, International Marketing, Naper Press
5. Jain, Subash C., International Marketing, South Western
6. Kotabe, Masaki and Kristiaan Helsen, Global Marketing Magement, 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.**

**Semester IV**  
**Master of Commerce**  
**Course : ECCOMM413**  
**Advertising and Sales Management**

***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.

### **Basic Reading List**

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, Adversising: Planning and Decision Making, Taxmann.

**Note: Latest edition of the readings may be used.**

**Semester IV**  
**Master of Commerce**  
**Course : ECCOMM322**  
**Human Resource Development**

*Objective: The objective of the course is to make students 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 programmes, Implementing HRD Programmes, Evaluating HRD Programme.

**Unit III: Activities and Applications**

HRD for Workers; HRD Mechanisms for workers; role of trade unions; Employee training and development - Process methods, and types; coaching, counseling and performance management; Career management and development; Organization development.

**Basic Reading List**

1. Werner J.M., DeSimone, R.L., Human Resource Development, South Western

2. Nadler, L. Corporate Human Resource Development, Van Nostrand Reinhold
3. Blanchard, P.N., Thacker, J.W., Anand Ram, V., Effective Training, System, Strategies and Practices, Pearson Education.
4. Raymond, N. and Kodwani, A.D., Employee Training and Development, McGraw Hill 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 Publisher 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 and Preeti Raina manav Sansadhan Prabandh, Sahitya Bhawan Publication, Agra.

**Note: Latest edition of the readings may be used.**

**Semester IV**  
**Master of Commerce**  
**Course : ECCOMM423**  
**Management of Industrial Relations**

*Objective: The objective of the course is to make students particularly 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 organization and the ways and means to create industrial harmony at different levels of organization.*

**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 policy and their impact on Industrial Relations scenario in India.

**Unit II: Industrial Conflicts 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.

**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.

#### **Basic Reading List**

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 McGraw Hill
4. Dwivedi, R.S., Managing Human Resource : 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 HRA, Geneva, International Labour Office
7. Singh, P., and Kumar, N., Employee Relations Management, New Delhi, Pearson Education India.
8. Kameshwar Pandit, Audoyogic Sambandh AWM Shram Sangh, 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
11. Mamoria C.B. & S. Mamoria: Dynamics of Industrial Relations in India, Mumbai, Himalaya Publishing House
12. Niland R. et.al., The Future of Industrial Relations, New Delhi, Sage
13. Sen, R., Industrial Relations: Text and Cases, New Delhi, Macmillan Publishers
14. Rowley, C. and Warner, M., Globalizing International Human Resource Management, New York, Routledge
15. Zeytinoglu, I.U., Effects, Flexibility in workplace on workers: Work environment and the unions, Geneva: International Labour Office
16. [www.workersparticipation.eu](http://www.workersparticipation.eu)
17. [www.ilo.org](http://www.ilo.org)

**Note: Latest edition of the readings may be used.**