



CHHATRAPATI SHAHU JI MAHARAJ UNIVERSITY, KANPUR

STRUCTURE OF SYLLABUS FOR THE

PROGRAM: M.Com. , SUBJECT: COMMERCE

| Syllabus Developed by | | |
|-----------------------------------|-------------|------------------------------------|
| Name of BoS Convenor / BoS Member | Designation | College/University |
| DR. SHIPRA V. SRIVASTAVA | Convenor | CHRIST CHURCH P.G. COLLEGE, KANPUR |

| SEMESTER / YEAR | COURSE CODE | TYPE | COURSE TITLE | CREDITS | CIA | ESE | MAX. MARKS |
|-----------------------------------------------|-------------|----------------|------------------------------------------------|---------|-----|-----|------------|
| I ST YEAR / I ST SEM | C010701T | CORE | ORGANISATIONAL BEHAVIOUR | 5 | 25 | 75 | 100 |
| | C010702T | CORE | ACCOUNTING FOR MANAGERIAL DECISIONS | 5 | 25 | 75 | 100 |
| | C010703T | CORE | STATISTICAL ANALYSIS | 5 | 25 | 75 | 100 |
| | C010704T | CORE | MANAGERIAL ECONOMICS | 5 | 25 | 75 | 100 |
| I ST YEAR / II ND SEM | C010801T | CORE | FINANCIAL MANAGEMENT | 5 | 25 | 75 | 100 |
| | C010802T | CORE | MARKETING MANAGEMENT | 5 | 25 | 75 | 100 |
| | C010803T | CORE | HUMAN RESOURCE MANAGEMENT | 5 | 25 | 75 | 100 |
| | C010804T | ELECTIVE | ADVANCED CORPORATE ACCOUNTING AND REPORTING | 5 | 25 | 75 | 100 |
| | C010805T | | CONSUMER BEHAVIOUR & MARKETING RESEARCH | | | | |
| | C010806T | | TALENT MANAGEMENT | | | | |
| | C010807R | PROJECT | RESEARCH PROJECT | 8 | 25 | 75 | 100 |
| | | MINOR ELECTIVE | FROM OTHER FACULTY (IN 1 ST YEAR) | 4/5/6 | 25 | 75 | 100 |
| II ND YEAR / III RD SEM | C010901T | CORE | BUSINESS RESEARCH METHODOLOGY | 5 | 25 | 75 | 100 |
| | C010902T | CORE | STRATEGIC MANAGEMENT | 5 | 25 | 75 | 100 |
| | C010903T | ELECTIVE | INDIAN FINANCIAL SYSTEM AND FINANCIAL SERVICES | 5 | 25 | 75 | 100 |
| | C010904T | | MARKETING OF SERVICES AND RETAIL MANAGEMENT | | | | |
| | C010905T | | ORGANIZATION DEVELOPMENT AND CHANGE MANAGEMENT | | | | |
| | C010906T | ELECTIVE | CORPORATE TAX PLANNING AND MANAGEMENT | 5 | 25 | 75 | 100 |
| | C010907T | | LOGISTICS AND SUPPLY CHAIN MANAGEMENT | | | | |
| | C010908T | | INDUSTRIAL RELATIONS AND LABOUR LEGISLATION | | | | |
| II ND YEAR / IV TH SEM | C011001T | CORE | PROJECT MANAGEMENT AND PLANNING | 5 | 25 | 75 | 100 |
| | C011002T | ELECTIVE | MANAGEMENT INFORMATION SYSTEM | 5 | 25 | 75 | 100 |
| | C011003T | | CUSTOMER RELATIONSHIP MANAGEMENT | | | | |
| | C011004T | | TRAINING AND DEVELOPMENT | | | | |
| | C011005T | ELECTIVE | INTERNATIONAL FINANCIAL SYSTEM AND MANAGEMENT | 5 | 25 | 75 | 100 |
| | C011006T | | DIGITAL MARKETING AND E-COMMERCE | | | | |
| | C011007T | | CONFLICT RESOLUTION AND STRATEGIC NEGOTIATION | | | | |

Shipra V. Srivastava
4.10.22



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| | | | | | | | |
|--|----------|----------|--------------------------------------------|---|----|----|-----|
| | C011008T | | SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT | | | | |
| | C011009T | ELECTIVE | INTERNATIONAL MARKETING | 5 | 25 | 75 | 100 |
| | C011010T | | PERFORMANCE AND COMPENSATION MANAGEMENT | | | | |
| | C011011R | PROJECT | RESEARCH PROJECT | 8 | 25 | 75 | 100 |

Shipra V. Swastava
6.10.22

NOTE:

1. *A MINOR ELECTIVE FROM OTHER FACULTY SHALL BE CHOSEN IN 1ST YEAR (EITHER Ist / IInd SEMESTER) AS PER AVAILABILITY.
2. In both years of PG program, there will be a Research Project or equivalently a research-oriented Dissertation as per guidelines issued earlier and will be of 4 credit (4 hr/week), in each semester. The student shall submit a report/dissertation for evaluation at the end of the year, which will be therefore of 8 credits and 100 marks
3. Research project can be done in form of Internship/Survey/Field work/Research project/ Industrial training, and a report/dissertation shall be submitted that shall be evaluated via seminar/presentation and viva voce.
4. The student straight away will be awarded 25 marks if he publishes a research paper on the topic of Research Project or Dissertation.

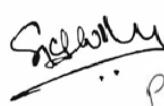
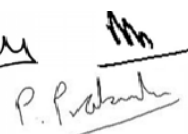
LIST OF ELECTIVE PAPERS (Specialization Groups)

| Group A- Accounting and Finance | | | | |
|----------------------------------------|-----------------|-------------------|---------------------------------------------------|----------------|
| S.No | Semester | Paper Code | Title of the Paper | Credits |
| 1 | II | C010804T | Advanced Corporate Accounting And Reporting | 5 |
| 2 | III | C010903T | Indian Financial System and Financial Services | 5 |
| 3 | III | C010906T | Corporate Tax Planning and Management | 5 |
| 4 | IV | C011002T | Management Information System | 5 |
| 5 | IV | C011005T | International Financial System and Management | 5 |
| 6 | IV | C011008T | Security Analysis and Portfolio Management | 5 |

| Group B- Marketing | | | | |
|---------------------------|-----------------|-------------------|------------------------------------------------|----------------|
| S.No | Semester | Paper Code | Title of the Paper | Credits |
| 1 | II | C010805T | Consumer Behaviour and Marketing Research | 5 |
| 2 | III | C010904T | Marketing of Services and Retail Management | 5 |
| 3 | III | C010907T | Logistics and Supply Chain Management | 5 |
| 4 | IV | C011003T | Customer Relationship Management | 5 |
| 5 | IV | C011006T | Digital Marketing and E-Commerce | 5 |
| 6 | IV | C011009T | International Marketing | 5 |

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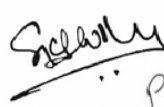

| Group C- Human Resource | | | | |
|-------------------------|----------|------------|------------------------------------------------|---------|
| S.No | Semester | Paper Code | Title of the Paper | Credits |
| 1 | II | C010806T | Talent Management | 5 |
| 2 | III | C010905T | Organization Development and Change Management | 5 |
| 3 | III | C010908T | Industrial Relations and Labour Legislation | 5 |
| 4 | IV | C011004T | Training and Development | 5 |
| 5 | IV | C011007T | Conflict Resolution and Strategic Negotiation | 5 |
| 6 | IV | C011010T | Performance and Compensation Management | 5 |

Note:

1. Every student will have to select **one** group of Elective Papers (Specialisation Group) before start of II Semester.
2. Once the Specialisation Group has been selected with the consent of College Administration, no change in selected group will be allowed later.
3. Of the Specialisation Group selected, the student will study Paper 1 in II Semester, Papers 2 & 3 in III Semester and Papers 4, 5 & 6 in IV Semester.

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Nalini Kumar





P. Prabhakar



SEMESTER WISE DETAILED **SYLLABUS**

SEMESTER I:

Note. *All the **four** papers in this semester are **core papers**. Each paper carries **5 credit**.*

C010701T : ORGANISATIONAL BEHAVIOUR

Course Objectives –

The objective of the course is to make the students familiar with the basics of organisational behaviour and make them understand the importance of groups and leadership etc. The course also aims to develop in the student the ability to run a business house more efficiently in a situation of stress.

Unit 1. Meaning, Characteristics, Key elements and evolution of Organisational Behaviour (OB); Research on Organisational Behaviour; Biological Foundations of Behaviour; Trends and Changes in OB, Globalisation and Culture.

Unit 2. Individual Dimension of OB: Motives and Behaviour; Personality and Behaviour; Perception and Behaviour; Learning and Behaviour; Theories of Motivation: Expectancy Theory, Equity Theory, Reinforcement Theory, Goal Theory; Job Stress: Meaning and Sources; Stress moderators; Consequences and Management of Stress.

Unit 3. Groups and Leadership: Meaning and classification of group, Group member resource, Group structure: Group cohesiveness, Committees, Nature and functions: Advantages and disadvantages, Guidelines for effectivity; Leadership: Meaning and roles in organisation, Major approaches, Leadership styles, Distinction between Manager and Leader, Theories: Ohio and Michigan studies, Fiedler's contingency model, Path-Goal theory.

Unit 4. Power, Politics and Conflict: Power: Meaning, Sources and Bases, Impression Management; Defensive Behaviour; Conflict: Meaning, Nature, Sources and Types;

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Effect of Inter-Group conflict handling and Resolution; Preventing and stimulating conflict.

Unit 5. Organisational Culture: Introduction, Elements of Culture, Functions of Organisational Culture, Managing Organisational Culture; Organisational Culture and Ethics; Organisational change: Forces for change, planned change; Resistance to change; Approaches to Managing Organisational change. Organisational change in Indian Businesses.

Suggested Readings –

- Prasad, L.M. : Organisational Behaviour, Sultan Chand & Sons, 2019.
- Griffin, R.W, Phillips, J.M. & Gully, S.M. : Managing People and Organisations, Cengage Learning, 2016.
- Agarwal, P.K. & Mathur, Ashish : Organisational Behaviour, Pragati Prakashan, Meerut.
- Luthans, Feed : Organisational Behaviour.
- Davis Keith : Human Behaviour at Work.
- Stogdill, R.L. : Hand Book at Leadership.
- Hersey, Paul and Blanchard, K.H. : Management of Organisational Behaviour.
- Korman, Abraham, K. : Organisational Behaviour.
- Beniss and Thomas (ed) : Management of Change and Conflicts.
- Drucker, Peter, P. : The Effective Executive.
- Dr. M.L. Dashora : Sangthan Siddhant evamVyavahar (Hindi).
- Dr. P.C. Jain : SangathanatmakVyavahar (Hindi).
- K. Aswathappa : Organisational Behaviour.
- K. Aswathappa and G. Sudarsana Reddy : Management and Organisational Behaviour.
- G.S. Sudha : Management Concepts and Organisational Behaviour.

C010702T : ACCOUNTING FOR MANAGERIAL DECISIONS

Course Objectives –

The objective of the course is to expose the students to the applied aspect of accounting and also to enable them to analyse and use the accounting information for decision making. The aim of the course is to enhance the ability of the manager in taking effective business decisions also.

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Unit 1. Management Accounting: Nature and Functions; Financial vs Management Accounting; Cost vs Management Accounting; Role of Management Accountant; Cost Concepts and Classifications; Activity Bases Product Costing – Concept and Uses; Emerging Costing Approaches.

Unit 2. Variable and Absorption Costing: Concept; Comparison; Applications of Variable Costing; Preparation of Income Statements; Cost-Volume-Profit (CVP) Analysis; Contribution Margin; Break-Even Analysis; Profit Volume (P/V) Analysis.

Unit 3. Relevant Information and Short-Run Managerial Decisions; Managerial Decision Making – Make/ Buy, Add/ Drop, Sell/ Process, Operate/ Shut Down; Special Order; Product Mix; Pricing Decisions; Optimal Use of Limited Resources.

Unit 4. Budgeting: Nature and Functions; Types of Budgets – Functional, Master; Fixed versus Flexible Budgeting; Standard Costing: Concept; Advantages; Types of Standards; Variance Analysis – Materials, Labour, Overheads; Managerial uses of variance.

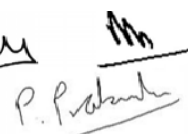
Unit 5. Responsibility Accounting and Divisional Performance Measurement: Meaning and Characteristics of Responsibility Accounting; Responsibility Centres – Cost Centre, Revenue Centre, Profit Centre, Investment Centre; Responsibility Performance Reporting; Divisionalisation– Advantages and Disadvantages.

Suggested Readings –

- Gupta, K.L. : Accounting for Managerial Decisions, Sahitya Bhawan Publications, Agra.
- Jawahar Lal : Advanced Management Accounting, Text, Problems & Cases, S. Chand & Co., New Delhi, 2009.
- Bhar, B.K. : Cost Accounting : Methods and Problems.
- Bhattacharya, Ashish K. : Principles and Practice of Cost Accounting, Wheller Publishing, New Delhi.
- Prasad, N.K. : Principles and Practice of Cost Accounting.
- Saxena, V.K., Vashishth, C.D. : Cost Accounting, Sultan Chand & Sons, New Delhi.
- Study Material of ICAI.
- Pandey, I.M. : Management Accounting.
- Gupta, R.L. : Advanced Accountancy.
- Goyal, M.M. : Management Accounting.
- Khan and Jain : Management Accounting.
- Sharma, D.C. and Gupta, K.G. : Management Accounting.
- Anthony, R.M. : Management Accounting.

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- Horngren Charles, T. : Management Accounting.
- Batty, J. : Management Accounting.
- Hingorani, Ramnathan and Grewal : Management Accounting.
- Horngren Charles, T., George Goster and Srikant M. Daslinr : Cost Accounting : A Managerial Emphasis, Prentice Hall, Delhi.
- Lall, B.M. and Jain, I.C. : Cost Accounting : Principles and Practice, Prentice Hall, Delhi.
- Welsche, Glenn A., Ronald W. Hilton and Paul N. Gordan – Budgeting, Profit and Control, Prentice Hall, Delhi.

C010703T : STATISTICAL ANALYSIS

Course Objectives–

The objective of the course is to enable the students to understand the basic concepts of statistical tools and techniques and to develop in them the ability to apply these tools and techniques for managerial decision making and also to work as good researcher.

Unit 1. Probability: Basic Concepts and its Types, Probability Rules, Probability under condition of statistical independence and statistical dependence, Bayes' Theorem, Mathematical Expectations, Theoretical Frequency Distributions: Binomial, Poisson and Normal Distributions, Choosing the correct Probability Distribution.

Unit 2. Correlation and Regression Analysis: Simple, Multiple and Partial Correlation, Simple and Multiple Linear Regression; Association of Attributes: Class Frequencies, Association between Attributes; Consistency of Data and Methods.

Unit 3. Sampling and Sampling Distributions: Introduction to Sampling and Basic Concepts for Hypothesis Testing, Procedure and Estimation of Parameter, Testing of Hypothesis and Estimation of Parameter for Large Samples (Attributes and Variables).

Unit 4. Testing of Hypothesis and Estimation of Parameter for Small Samples (Variables) with Student's *t*-test, *Z*-transformation, *F*-test, Analysis of Variance (ANOVA) Test.

Unit 5. Statistical Quality Control: Concept, Control Charts; Mean, Standard Deviation and Range Chart, *P*-Chart, *np*-Chart and *C*-Chart; Chi-Square Test for

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Independence and for Goodness of Fit, Sign-test, One Sample Runs Test and Rank Correlation Test.

Suggested Readings –

- Clarks and Jordan : Introduction to Business and Economics.
- Cocharar, W.G. : Sampling Techniques.
- Croxtan and Cowden : Applied General Statistics.
- Elhance, D.N. : Fundamentals of Statistics.
- Gupta, S.P. : Statistical Methods.
- Gupta, B.N. : Statistics.
- Jean, D. Gibbons : Non-parametric Statistical Inference.
- Karmel, P.H. : Applied Statistics for Economics.
- Levin, Recharad I : Statistics for Management.
- Nagar, K.N. : SankhyakiKeMoolTatva.
- Sanchenti and Kapoor : Statistical Methods.

C010704T : MANAGERIAL ECONOMICS

Course Objectives –

The course aims to make the students aware of various economic issues, tools and techniques of economic analysis required to enhance the decision-making skills while working in a corporate sector.

Unit 1. Nature and Scope of Managerial Economics; Objective of the firm – Profit and wealth maximisation; Role and Responsibilities of Managerial Economists; Demand Analysis and Forecasting: Demand determinants, Demand distinctions, Factors involved in Demand Forecasting, Methods of Demand Forecasting.

Unit 2. Production and Cost: Production function - Concept of productivity and technology, Production with one variable input, returns to scale, Production with two variable inputs, Optimal Input Combinations, Managerial use of production functions; Cost function – Classification of Cost, Incremental Cost and its relevance in decision making, short run and long run cost functions, Law of variable proportion.

Unit 3. Market and Pricing: Market forms – Perfect competition, Monopolistic competition, Monopoly power, Oligopolistic behaviour; Factor pricing – Demand and

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supply of factors of production, Pricing Methods, Dual pricing, Transfer pricing, Product-line coverage and pricing.

Unit 4. Risk and Decision Making: Concept of Risk and Uncertainty, Decision making under uncertainty, Risk-Return Trade-off; Profit Management - The Concept of Economic Profit and Accounting Profit, Profit Planning and Forecasting.

Unit 5. Introduction to Macroeconomics: National Income Accounting; Circular flow of income and expenditure, Limitations of National Income Accounting, Government deficit and trade deficit, Measuring the cost of living, Natural rate of unemployment and inflation; Product and Financial Market Equilibrium: The Product Markets, Financial Markets and Labour Markets; Trade Cycles and Open Economy: Economic fluctuations and business cycle, Open economy macroeconomics; Determination of exchange rate.

Suggested Readings –

- Branson, William H. : Macro Economics Theory and Policy, East-West Press.
- Dorn Busch, R. and S. Fischer : Macro Economics, Tata McGraw Hill.
- Koutsiyannis, A. : Modern Microeconomics, Macmillan Press Ltd.
- Mankiw, N. Gregory, Macro Economics. Macmillan.
- Oliver, Blanchard : Macro Economics, Pearson Education, LPE.
- Salvatore, D. & Rastogi, Siddhartha K. : Managerial Economics – Principles and Worldwide Applications, Oxford University Press.
- Varian : Micro-Economic Analysis, Norton.
- Pindyck Robert S. and Daniel, L. Rubinfeld : Micro Economics, Third Edition, Prentice Hall of India, 1996.
- Madala, G.S. and Ellen Miller : Micro Economics, Theory and Applications, McGraw Hill Book Co., New York.
- Gould, John P., Edward, P. Lazear : Micro-Economics Theory, Richard D. Irwin Inc, Home'wood Illinois.
- Sen Anindya, Micro-Economics : Theory and Applications, Oxford University Press, New Delhi, 199.
- Mehta, P.L. : Managerial Economics, Sultan Chand & Sons.
- Vaishampayan, J.V. : Micro Economic Theory, New Royal Book Co.
- Varshney, R.L. & Maheshwari, K.L. : Sultan Chand & Sons, New Delhi.

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SEMESTER II:

Note.*The first three papers in this semester are **core papers** while the **fourth** paper is **elective** to be chosen from the **Specialisation Groups**. Each paper carries **5 credit**.*

CORE PAPERS

C010801T : FINANCIAL MANAGEMENT

Course Objectives –

The objective of the course is to enable the students to understand the basic principles tools and techniques of financial management of a company which can enhance their ability to make sound financial decisions and policies.

Unit 1. Nature, Scope and Objectives of Financial Management; Conflicts in Profit vs value maximization principle; Time value of money – Compounding and discounting techniques; Concepts of Annuity and Perpetuity; Distinction between Indian and International Financial Management.

Unit 2. Financing Decisions : Cost of Capital; Capital Structure Decisions : Designing Optimum Capital Structure; Capital structure theories; Leverage; EBIT-EPS Analysis.

Unit 3. Investment Decisions : Capital budgeting – Concept and Techniques; Capital Rationing; Non-discounted and Discounted Cash Flow Approaches; Business Risk and Financial Risk – Operating leverage, financial leverage and combined leverage.

Unit 4. Dividend Policy : Concept, theories and determinants; Dividend Models – Walter, Gordon and M.M. Model.

Unit 5. Management of Working Capital : Estimation of Working Capital, Inventory Management, Receivables Management, Management of Cash and Marketable Securities, Working Capital Financing.

Suggested Readings –

- Bierman, H. : Financial Policy Decisions, Macmillan.
- Bierman, H. and Smidt, S. : The Capital Budgeting Decisions, Macmillan.

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- Fama, E.F. and Miller, M.H. : The Theory of Finance, Holt, Rinehart and Winston.
- Hunt, P., Williams, CV.M. and Donaldson, G. : Basic Business Finance.
- Van Horne, J.C. : Financial Management and Policy, Prentice Hall.
- Kuchhal, S.C. : Financial Planning – An Analytical Approach, Chaitanya Publishing House.
- Ramchandran, H. : Financial Planning and Control, S. Chand & Co.
- Lawrence, D. Sohall and Charles W. Haley : Introduction to Financial Management, Tata McGraw Hill Co.
- Agarwal and Agarwal : Financial Management (in Hindi), Ramesh Book Depot, Jaipur.
- Malodia, G.L. : Financial Management (Hindi and English), Jodhpur Publishing House, Jodhpur.
- Khan and Jain : Financial Management, Tata McGraw Hill Co.
- Ravi M. Cishore : Financial Management, Taxmann's Publications.
- Maheshwari, S.N. : Financial Management, Sultan Chand & Co.
- Pandey, I.M. : Financial Management, 9th edition, Vikas Publishing House Pvt. Ltd.
- Srivastava, R.M. : Financial Management.
- Kulkarni, P.V. : Financial Management.
- Bhalla, V.K. : Financial Management.
- Gupta, S.P. : Financial Management, (Hindi and English).

C010802T : MARKETING MANAGEMENT

Course Objectives –

The objective of the course is to enable the students to understand basic concepts and principles of marketing and to develop their conceptual and analytical skills required to manage marketing operations of a business enterprise efficiently.

Unit 1. Introduction : Concept, Nature, Scope and Importance of Marketing, Functions of Marketing; Evaluation of Modern Marketing Concept; Holistic Marketing Concepts: Selling vs Marketing; Marketing Mix; Market Analysis and Selection : Marketing Environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning; Buyer behaviour; Consumer vs Organisational Buyers; Consumer Decision Making Process.

Unit 2. Product Decisions : Concept of a product; Classification of products; Layers of products; Major product decisions; Product line and Product Mix; Branding;

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Packaging and labelling; Product-life-cycle-strategic implications; New product development and Consumer adoption process.

Pricing Decisions : Factors affecting price determination; Pricing policies and strategies; Ethical issues in product and pricing decisions.

Unit 3. Distribution Decisions : Channels of distribution – Concept and importance; Distribution middlemen and their functions; Selection, motivation and performance appraisal of distribution middlemen; Channel Management Decision : Ethical issues in distribution decisions; Retailing and wholesaling : Retail theories; Retailing strategies; Non-store retailing; Nature and importance of wholesaling; Types of wholesalers; Developments in retailing and wholesaling in Indian perspective.

Unit 4. Promotion Decisions : Communication process; Promotion mix-advertising, personal selling, sales promotion, publicity and public relations; Determining advertising budget; Copy designing and its testing; Media selection; Advertising effectiveness; Sales promotion – tools and techniques.


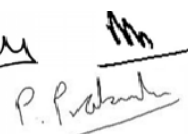
Unit 5. Issues and Developments in Marketing : Social, Ethical and Legal Aspects of Marketing; Services Marketing; Green Marketing; Sustainable Marketing; Relationship Marketing and other developments in marketing.

Suggested Readings –

- Mc Carthy, E.J., Cannon, J. & per result, W(2014), Basic Marketing, McGraw-Hill Education.
- Agarwal, P.K. : Marketing Management : An Indian Perspective, Pragati Prakashan, Meerut.
- Kotler, Phillip and Gary Armstrong : Principles of Marketing, Prentice Hall, New Delhi.
- Kotler, Phillip : Marketing Management – Analysis, Planning, Implementation and Control, Prentice Hall, New Delhi.
- Majumdar, Ramanuj : Product Management in India, Prentice Hall, New Delhi.
- Ramaswamy, V.S. and Namakumari, S. : Marketing Management, MacMillan India, New Delhi.
- Srinivasan, R. : Case Studies in Marketing : The Indian Context, Prentice Hall, New Delhi.
- Stanton, William J., and Charles Futrell : Fundamentals of Marketing, McGraw Hill Publishing Co., New York.

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- Sontakki, C.N. : Marketing Management : In the Indian Background, Kalyani Publishers, New Delhi.
- Verma, V. Harsh & Duggal Ekta : Marketing, Oxford University Press, New Delhi.

C010803T : HUMAN RESOURCE MANAGEMENT

Course Objectives –

The objective of the course is to develop in the students broad perspective on themes and issues of human resource management alongwith their relevance and application in the Indian prospective. The course also aims to develop relevant skills required to handle HR related issues.

Unit 1. Overview of HRM : HRM Concept, evolution, objectives, scope, importance, principles and functions;, Role of HR manager; Human Resource Planning – Meaning and definition, objectives, process, forecasting; Job analysis; Job Description and Job Specification; Recruitment – Meaning and definition, sources, process; Employer Branding Selection – Meaning and definition, Process, Induction.

Unit 2. Training and Development : Meaning and Definition, Objectives and Needs, Process and Methods of Training, Evaluation of Training Programmes; Performance Management – Concept and Definition, Methods, Rating Errors, Competency Management.

Unit 3. Employee Relations : Grievance – Causes of Grievances, Grievance Procedure, Steps in handling grievance, Directive principles of handling grievances, Ideal grievance procedure; Discipline – Objects, Types of discipline, Principles of maintaining discipline, Causes of indiscipline, Suggestions for effective discipline, Disciplinary action, Elements and principles of disciplinary action process; Collective Bargaining – Concept, Goals of management and unions in collective bargaining.

Unit 4. Employee Integration and Separation : Promotion, Job Analysis and Design, Job Enrichment, Job Enlargement, Labour Turnover, Absenteeism, Voluntary Retirement, Superannuation, Lay-off, Retrenchment, Dismissal, Discharge.

Unit 5. Ethical Issues in HRM : Nature and Need, HR Ethical issues, Challenges of HRM, International Human Resource Management, Managing International HRactivities.

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Suggested Readings –

- Shukla, R.K. : Human Resource Management, New Royal Book Co., Lucknow.
- Verma, R.B.S. : Manav SansadhanvaPrabandh Ki Rooprekha, New Royal Book Co., Lucknow.
- Tripathi, P.C. : Personnel Management and Industrial Relations, Sultan Chand & Co., New Delhi.
- Gomez-Mejia, Louis R., D.B. Balkin and R.L. Cardy : Managing Human Resources, Prentice Hall, New Jersey.
- DCenzo, David A. & Stephen P. Robbins : Human Resource Management, John Wiley & Sons, New Delhi.
- Ian, Beardwell and Len Holden : Human Resource Management, MacMillan, New Delhi.
- Dessler, Garry : Human Resource Management, Prentice Hall of India, New Delhi.
- Saiyadain Mirza S. : Human Resource Management, Dwivedi, R.S. : Rai & Co. Pvt. Ltd., New Delhi.
- Chhabra, T.N. : Human Resource Management, Dhanpat Rai & Co. Pvt. Ltd., New Delhi.
- Dwivedi, R.S. : Managing Human Resources, Personnel Management in Indian Enterprises, Galgotia Publishing Company, New Delhi.
- Harzing, A.W. & Joris Van Ruysseveldt : International Human Resource Management, An Integrated Approach, Sage Publication, London.
- Dowling, Peter J., D.E. Welch and R.S. Schuller : International Human Resource Management : Managing People in Multiple Context, South Western Collrge Publishing, Cincinnati.
- Sharma and Surana : SevivargiyaPrabandhevamAudyogikSambandh (in Hindi).

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ELECTIVE PAPERS

Note. Select any **one** Specialisation Group. The **first** paper of the group selected will be the **fourth** paper of this semester.

Group A : ACCOUNTING AND FINANCE

C010804T: ADVANCED CORPORATE ACCOUNTING AND REPORTING

Course Objectives –

The course focusses on the study of accounting required to understand financial position of the corporate enterprise and understand the statutory requirements so as to manage the enterprise efficiently.

Unit 1. Profit Prior to Incorporation, Distribution of Profits, Managerial Remuneration- Concept, Profit Ascertainment for Managerial Remuneration, Accounts of Insurance Companies- Revenue Account, Income Statements, Balance Sheet; Meaning and Concept of Holding Company and Subsidiary Company, Minority Interest, Consolidated Final Accounts.

Unit 2. Accounting for Amalgamation and External Reconstruction - Amalgamation in the nature of Purchase and Amalgamation in the nature of Merger, Accounting problems relating to Acquisition, Mergers and Demerger; Liquidation of company, Liquidator's Final Statement of Accounts, Winding up of Company.

Unit 3. Corporate Actions- Meaning, Implications to Shareholders, Promoter's Holding, Issue of Bonus Shares, Accounting for Bonus Issue, Right Issue, Scheme of Capital Reduction, Buyback of Shares; SEBI guidelines for Alteration of Share Capital.

Unit 4. Valuation of Business- Asset Based Approach, Equity Methods, Income Based Approach, (Cash Flow Method, Dividend Method), Valuation of Distressed Firms; Estimating Growth Rate, Earning Multiples, Economic Value Addition (EVA) And Market Value Approach (MVA).

Unit 5. Forensic Accounting: Meaning, Concept, Role of the Professional Forensic Accountant; Corporate Governance; Corporate Social Responsibility- Meaning,

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P. Prabhakar

Importance, Requirements and Users of CSR Report, Benefits, Reading of CSR Report, Companies Act-2013 and CSR Policies, Evaluation of CSR Reports ; An Overview of Annual Report-, Contents of Annual Report, Key Indicators of Financial and Non-financial Performance, Nature and Extent of Reportable Segments.

Suggested Reading -

- Corporate Accounting, S.N. Maheshwari - Vikas Publishing House, 5th Edition, Year 2009
- Advanced Accountancy, RL Gupta, Volume II - S Chand Publishing, 17th Edition, Year 2014
- Corporate Accounting, Jain and Narang- Kalyani Publishers, Year 2015
- Advanced Accounting, SK Paul – Central Publication
- Advanced Accountancy – Dr. M A Arulanandam, Dr. K S Raman, Himalaya Publishing House, 6th Edition, 2014.
- R.L Gupta, Advanced Accountancy, Sultan Chand Publishing.
- Financial Accounting II – S.Anilkumar, V Rajesh kumar& B Mariyappa, Himalaya Publishing House.
- Advanced Accounts , M C Shukla,T.S. Grewal & S.C. Gupta.

Group B : MARKETING

C010805T: CONSUMER BEHAVIOUR AND MARKETING RESEARCH

Course Objectives–

The objective of the course is to make students understand the complexities of consumers' needs and perceptions and to develop in them the ability to formulate effective marketing strategies. The course also aims to provide knowledge of marketing research.

Unit 1. Consumer Behaviour : Nature, importance and scope of Consumer Behaviour; Consumer Satisfaction, Consumer Loyalty, Consumer Retention. Application of Consumer Behaviour in Marketing; Consumer Decision Making – Factors influencing consumption decisions, Process and Models of Consumer Decision Making.

Unit 2. Individual Determinants of Consumer Behaviour : Needs and Motivation, Perception, Learning and Learning Theories, Attitude and Attitude Change, Personality and Life Style.

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Unit 3. External Determinants of Consumer Behaviour : Group Dynamics, Reference Groups and their influence, Family – Role and functions, Social Class, Culture and Sub-culture, Cross Cultural understanding of Consumer Behaviour, Impact of Information Technology on Consumer Behaviour.

Unit 4. Marketing Research : Definition, Nature, Scope, Significance, Types; Customer insight, Ethics, Structure of Marketing Research, Marketing Research Process. Research Design : Types and sources of data; Hypothesis Testing, Pre-testing Pilot study. Sampling, Questionnaire Schedules.

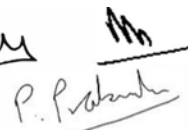
Unit 5. Collection and interpretation of data. Presentation of Results and Research Report; Motivational Research, Advertising Research, Product Research, Market Research Applications : Product Research, Advertising Research, Sales and Market Research; International Market Research; Market Research in India.

Suggested Readings –

- Nair, Suja R. : Customer Behaviour in Indian Perspective.
- Petel J. Paul and Jerry C. Olson : Consumer Behaviour and Marketing Strategy.
- Nigel Bradley : Marketing Research – Tools and Techniques, University Press.
- Beri, G.C. : Marketing Research, Tata McGraw Hill, New Delhi.
- Boyd, H.W., Ralph Westfall and S.F. Starsh : Marketing Research : Text and Cases, Richard D. Irwin, Boston.
- Churchill, Gilbert A. : Basic Marketing Research, Dryden Press, Boston.
- Naresh K. Malhotra : Marketing Research : An Applied Orientation, Pearson Education, Asia.
- Aaker, Kumar and Day : Marketing Research, John Wiley & Sons.
- Richard I. Levin : Statistics for Management, Prentice Hall, New Delhi.
- Assael, H. : Consumer Behaviour and Marketing, South Western Publishing Co., Ohio.
- Berkman and Gilson : Consumer Behaviour : concepts and Strategies, Kent Publishing Co.
- Bernnett, P.D. and H.H. Kassarijion : Consumer Behaviour, Prentice Hall of India, New Delhi.
- Block and Roering : Essentials of Consumer Behaviour, Dryden Press, Chicago.
- Hawkins, Best and Coney : Consumer Behaviour, Tata McGraw Hill, New Delhi.
- Howard, J.A. and Sheth, J.N. : The Theory of Buyer Behaviour, John Wiley, New York.
- Laudon, D.L. : Consumer Behaviour, Tata McGraw Hill, New Delhi.
- Schiffan, Leon G. and Lealie Lazar Kanuk : Consumer Behaviour, Prentice Hall, New Delhi.

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Group C: HUMAN RESOURCE

C010806T: TALENT MANAGEMENT

Course Objectives –

The course aims to enhance the learning process of student to manage and upgrade the skillset of high potential employees, to retain them for a long run and achieve the desired goals of the organization. It is designed for developing a sound integrated talent management plan that not only aids individual employee's growth but also the growth of the company as a whole.

Unit 1. Introduction to Talent Management: Concept, Meaning & Objectives, Need of Talent Management; Key Processes of Talent Management; Recruitment, Selection, Human Resource Planning, Retention, Talent vs. Knowledge, Life Cycle of Talent Management, Role of HR in Talent Management.

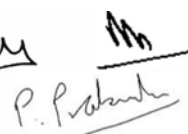
Unit 2. Talent Acquisition: Objectives of HR Planning, Steps in HR Planning, Evaluation of factors affecting HR Planning; Developing Job Analysis, Job Description & Job Specification; Strategic Trends in Talent Acquisition; Succession Planning Program.

Unit 3. Meaning of Recruitment and Selection, Recruitment and Selection Process, Sources of Recruitment, Hiring Process, External Vs Internal Recruitment; Selection Techniques: Selection Test, Reliability & Validity of Selection Tests, Choosing suitable types of Interviews, Walk -in Interviews; Formulating a Recruitment Strategy for Senior Level Executives.

Unit 4. Employee Retention: Meaning and Importance of Employees Retention, Employee Attrition, Employee Turnover Ratios, Reasons of Low Employee Turnover, Managing Employee Attrition; Employee Engagement- Process and Outcomes of Employee Engagement, Techniques and Ways of Achieving Employee Engagement; Concept of Integrated Rewards.

Unit 5. Emerging Trends in Human Resource Practices: Human Resource Audits; Human Resource Information System (HRIS); Human Resource Accounting (HRA).

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Suggested Readings -

- Human Resource Management- Gary Dessler - Prentice Hall - 13 edition (January 8, 2012)
 - Text Book of Human Recourse Management Mamoria, C.B and Gankar, S.V7th ed. Himalaya Publishing House, Mumbai2008.
 - Human Resource Management Mankin, David Oxford University Press, New York2009
 - Human Resource Management Snell, Scott &Bohlander, George Cengage Learning, Australia 2009.
 - Human Resource Management Text and cases Aswathappa 6th EdTataMacraw Hill 2010.
 - Essentials of Human Resource Development Mutsuddi, Indranil1st ed.New Age International, New Delhi2010.
 - Introduction to Human Resource Management Kay, Rebecca & Banfield, Paul Oxford University Press, New York 2009.
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Nalini Kumar



Selva

P. Prabhakar



SEMESTER III:

Note. The first two papers in this semester are core papers while the remaining two papers are electives(papers 2&3) to be taken from the Specialisation Group selected. Each paper carries 5 credit.

CORE PAPERS

C010901T: BUSINESS RESEARCH METHODOLOGY

Course Objectives–

This course is designed to develop in-depth knowledge of the methodology appropriate for conducting research in business. The course includes a review of the scientific method and its application to the business research process, data preparation, analysis and presentation of the research output (written and oral) making accurate decisions. This course has three broad objectives namely, to help the students appreciate the need of having a well-structured method in carrying out research investigations, provide them a thorough understanding of the research process, and familiarize them with the major tools and techniques in carrying out research investigations.

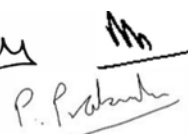
Unit 1. Introduction to Research: Meaning, Characteristics, Objectives, Types, Methods, Significance, Process, Approaches, Criteria of Good Research; Ethics in Research, Plagiarism.

Unit 2. Research Problem- Selecting a Topic for Research, Components & Sources of Research Problem; Review of Literature- Need, Purpose, Research Gap Identification; Introduction to Research Design- Types & Uses of Research Design, Features of Good Research Design, Quantitative and Mixed Research Designs; Variables in Research- Introduction, Meaning, Types.

Unit 3. Data Collection and Processing - Sources of Data, Primary and Secondary Sources, Qualitative and Quantitative Methods Of Data Collection; Constructing Questionnaire; Tabulation, Editing ,Coding , Classification of Data; Data Presentation - Graphical Representation. Scales of Measurement: Types of Data Measurement Scale; Reliability and Validity- Meaning, Types and Need.

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Unit 4. Concepts of Population; Introduction to Sampling- Sample, Sampling Frame, Sampling Error, Sample Size, Characteristics of a good sample; Types of Sampling - Probability and Non-probability, Sample v/s Census; Introduction to Hypothesis-Meaning, Concepts & Types, Type I and Type II Errors, Level of Significance; Testing of Hypothesis; Descriptive vs Inferential Analysis, Overview of Parametric and Non-Parametric Tests.

Unit 5. Report Writing - Types of Reports, Essentials of a good report, Footnotes and Bibliography; Understanding Reference Management Software.

Suggested Readings:

- Krishnaswamy O.R, Methodology of Research in Social Sciences, Himalaya Publishing House.
- Kothari. C.R, Methodology of Research, Vikas Publishing House.
- K.R. Sharma, Research Methodology, National Publishers, Jaipur.
- Wilkinson & Bhandarkar, Methodology and Techniques of Social Research.
- Cooper D.R and P.S. Schindler, Business Research Methods, Tata McGraw Hill.
- J.K Sachdeva, Business Research Methodology,
- William Emory, Business Research Methods.
- Dr. O.R. Krishnaswami, "Business Research Methods", Himalaya Publishing House, 2020, Mumbai.

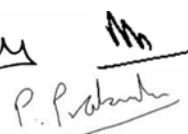
C010902T : STRATEGIC MANAGEMENT

Course Objectives –

The course is concerned with both the determination of strategic direction and the management of the strategic process. As such, it deals with the analytical, behavioural, and creative aspects of business simultaneously. The perspective of this course is to make students aware about the key tasks involved including detection of and adaptation to environmental change; the procurement and allocation of resources; the integration of activities across subparts of the organizations; and, at the most senior levels, the determination of purpose and the setting of corporate directions. The content will enhance the basic understanding of the nature and dynamics of the strategy formulation and implementation processes.

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Unit 1. Introduction to Strategy: Meaning, Nature, Scope, and Importance of Strategy; Levels of Strategy; Models and various school of thought in strategic management; Process of Strategic Decision-Making; The concept and relevance of Corporate Governance; Role and Responsibilities of Top Management; Corporate Social Responsibility – meaning and trends.

Unit 2. Environmental Scanning: Understanding Strategic Objectives, Components of the Macro Environment, PESTEL Analysis, SWOT Analysis, Porter’s Five Forces Model; Components of the Micro Environment: Resource Based View (RBV) Analysis, VRIO (Value-Rarity-Imitability- Organisation) Framework, Value Chain Analysis, Sustaining Competitive Advantage.

Unit 3. Strategy Formulation: Strategy Choice & Scenario Analysis Process, Tools & Techniques of Strategic Analysis - BCG Matrix, Ansoff Grid, GE Nine Cell Planning Grid, McKinsey’s 7’S framework; Competitive Strategy - Cost Leadership, Differentiation & Focus; Cooperative Strategy - Strategic Alliances - M&A, Growth strategies, Stability Strategies & Retrenchment Strategies.

Unit 4. Strategy Implementation: Developing Programs, Budget and Procedures, Stages of Corporate Development, Organizational Life Cycle; Organizational Structures: Matrix, Network & Modular/Cellular; Personnel Plan and Policies, Leadership and Corporate Culture.

Unit 5. Evaluation & Control: Evaluation & Control Process and Techniques; Enterprise Risk Management; Primary Measures of Corporate Performance - Balance Scorecard Approach to Measure Key Performance of Responsibility Centres & Functional Areas (Finance, Marketing, HR, Production, IT); Strategic Audit of a Corporation.

Suggested Readings:

- Stewart Clegg, Chris Carter, Martin Kornberger & Jochen Schweitzer : Strategy - Theory and Practice. (SAGE Publishing India)
- Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education.
- Thomson, Arthur A. and Strickland, A. J.; Strategic Management: Concept and Cases; McGraw Hill Education,

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- Jauch, L.F., and Glueck, W.F.; Business Policy and Strategic Management; McGraw-Hill Education.

ELECTIVE PAPERS

Group A : ACCOUNTING AND FINANCE

C010903T: INDIAN FINANCIAL SYSTEM AND FINANCIAL SERVICES

Course Objectives –

This course is designed to develop a knowledge about the financial system and functioning of financial sub-systems comprising of financial markets, financial instruments, financial intermediaries, financial services and regulatory authorities. Moreover, the students will be able to understand the core financial services, prudential norms, new technologies and the latest transformation or reforms in mobilizing funds in economy.

Unit 1. Structure of Indian Financial System, Meaning & Difference of Savings & Investments, Relationship between Money, Inflation & Interest. Financial Markets (capital market and money market)- Meaning, constituents, functions and instruments.

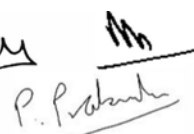
Unit 2. Financial Institutions & Regulators : Reserve Bank of India – Organization, Management and Functions; Commercial Banks- Meaning, Functions, Present Structure, Types, E-Banking and Recent Developments In Commercial Banking; NBFC, Sectorial Financial Institution NABARD, Exim Bank and other Apex Financial Institutions; SEBI - Objectives and Functions.

Unit 3. Financial Intermediaries and Services – Meaning and Role of Merchant Banking in India, Credit Rating Agencies -Meaning & Role in Investment, CIBIL; Depositories- Meaning and Roles; Overview of Fintech In India.

Unit 4. Loan Syndication, External Commercial financing - Introduction, Need of External Commercial Borrowings (ECB) & Other modes of external financing, Foreign direct investment and (Foreign Institutional Investments) FII – role and importance in financial system; Micro finance– Importance, Types, Income Generating Activities and Self-Help Groups (SHGs), Issues in Micro finance sustainability.

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Unit 5. Mutual Fund: Introduction and issues, Types, Organisation of Mutual Fund in India, Types - Asset Class, Open Ended and Close Ended ; Net Asset Value.

Suggested Readings -

- Bhole,L M ; Financial Institutions and Markets; McGraw-Hill Education
- Kohn M, Financial Institutions and Markets,
- Pathak, Bharti V.; Indian Financial System; Pearson Education
- Khan, M.Y.; Indian Financial System; McGraw-Hill Education
- Varshney ,P.N ; Banking law and practice ; Sultan Chand and Sons

C010906T: CORPORATE TAX PLANNING AND MANAGEMENT

Course Objectives –

The objective of the course is to familiarise the students with the corporate tax law of India and to develop in them the ability to take sound financial decisions in the interest of the company taking advantage of tax concessions & reliefs etc.

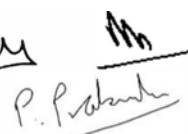
Unit 1. Nature, scope, significance and limitations of tax planning and tax management in the corporate sector; Tax evasion and tax avoidance; Tax audit : Concept, significance, procedure and legal provisions.

Unit 2. Meaning and residential status of various kinds of companies under IT Act. Implications of Residential Status on tax planning; Tax assessment of companies : Assessment procedure, Deduction and Collection of Tax at source, Advance payment of tax, Carry forward and set-off of losses.

Unit 3. Tax planning with reference to New Business : Location, Nature and form of Organisation; Tax Planning related to Financial Management Decisions : Capital Structure decisions, Dividend Policy and Bonus Shares.

Unit 4. Tax planning with reference to Managerial Decisions : Purchases of assets – Own funds or borrowed capital, Make or buy, Own or lease; Repairs, Replacement or Renovation; Shut down or continue.

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P. Prabakar



Unit 5. Tax planning and adoption of method of accounting; Tax planning in respect of Amalgamation or demerger, Tax planning regarding Capital Gains and Transfer of assets between Holding Company and Subsidiary Company.

Suggested Readings –

- Mehrotra, H.C. & Goyal, S.P. : Corporate Tax Planning and Management, Sahitya Bhawan Publication, Agra.
- Ahuja, G.K. and Ravi Gupta :Systematic Approach to Income Tax and Central Sales Tax, Bharat Law House, New Delhi.
- Lakhotia, R.N. : Corporate Tax Planning, Vision Publication, Delhi.
- Singhanian, V.K. : Direct Taxes : Law and Practice, Taxman Publication, Delhi.
- Singhanian, V.K. : D
- irect Tax Planning and Management, Taxman Publication, Delhi.
- Bhagwati Prasad : Direct Taxes, Law and Practice.

Group B – MARKETING

C010904T: MARKETING OF SERVICES AND RETAIL MANAGEMENT

Course Objectives –

The aim of the course is to give students a broad foundation in Service Marketing and Retail Management. This course relates to study of decisions that strikes to trade-off between risk and returns, efficiency and effectiveness. The economies of the world are now dominated by services. Furthermore, manufacturing companies recognize the potential of services as one of the few sustainable competitive advantages they can develop. The course focuses on the customers, listening to customer requirements and developing customer-defined services standards, aligning strategy and service design, delivering and performing service and managing service promises.

Unit 1. Introduction to Service Marketing: Meaning, Characteristics, Scope and Range of Services Marketing, Understanding Service Markets, Products and Customers, The Service Value Chain, Customer Behaviour in Service Encounters.

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Unit 2. Service Design: Services vis-à-vis Goods, Customer Expectations and Perceptions of Services, Gaps Model of Service Quality; Service innovation & Design, Customer Defined Service Standards, Internal Marketing, Relationship Marketing.

Unit 3. Services Marketing Mix- Packaging the Service Product, Pricing the Service, Promotion and Communications in Services Marketing, Services Distribution Planning; People the Fifth 'P'; The Role of the Employee in Services Marketing Process and Physical Evidence.

Unit 4. Retail Management: Importance, Opportunities in Retailing, Difference between Organized and Unorganized Retailing, Retail Industry in India, Retail Categories- Supermarkets, Hypermarkets, Convenience Stores, Department Stores, Specialty Stores.

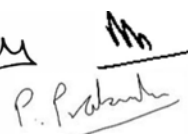
Unit 5. Identification of Consumer Characteristics and Needs; Retail Locations- Types of Locations, Factors affecting Location and Site Decisions; Store Design - Objectives, Layouts, Visual Merchandising and Communication; Retail Space Management - Color Planning, Physical Materials in Store Designing; Identifying Best Customers, Recency Frequency & Monetary (RFM) Analysis, Developing and Implementing CRM.

Suggested Readings -

- Services marketing, Zeithaml Valerie and Mary jo Bitner, Gremler& Pandit, Tata McGraw Hill.
- Services Marketing, Lovelock, Christopher, Prentice Hall
- Marketing Management – A South Asian Perspective. 13th Ed (2009). Kotler, Keller, Koshi& Jha, Pearson Education.
- Marketing Strategy – Customers & Competition. 2nd Ed (1998). Steven P. Schnaars. The Free Press, New York.
- Sales & Distribution Management – Text and Cases: An Indian Perspective. 1st Ed (2005). Excel Books.
- Network Marketing for Dummies. 2nd Ed (2006). Zig Ziglar, John P Hayes. Wiley Publishing Inc.
- Services Marketing – Integrating Customer Focus Across the Firms. 6th Ed (2013).
- Chetan Bajaj (2012) Retail Management: Oxford Publication
- Philip Kotler (2012) Marketing Management: Pearson.

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C010907T: LOGISTICS AND SUPPLY CHAIN MANAGEMENT

Course Objectives –

The objective of the course is to familiarise the students with the concepts and tools of supply chain management and trade logistics relevant for a business enterprise. The course is designed to develop understanding of Performance Measurement and Relationship Marketing etc.

Unit 1. Introduction : Evolution, importance, scope, concept of supply chain management (SCM) and trade logistics; Supply Chain Management as a Management Philosophy; Functions of SCM; Logistic activities – An overview, Contribution of logistics at macro and micro levels; SCM and trade logistics; Logistics mix : Concept and process of integrated SCM; Supply chain drivers.

Unit 2. Supply Chain metrics (KPI s), Performance Measurement and Continuous Improvement; Product Development Process and SCM; Strategic role of purchasing in the supply chain.

Unit 3. Managing Relationship : Role of Relationship Marketing in SCM; Managing relationships with suppliers and customers; Captive buyers and suppliers; Strategic partnerships; Supplier-retailer collaboration and alliances.

Unit 4. Focus Areas of Logistics and Supply Chain Management : Transportation – Importance of effective transportation system; Warehousing and Inventory Management; Reasons for warehousing; Warehousing location strategies; Inventory Management Principles and Approaches; Inventory categories – ECQ, LT, ICC; Material Management Systems and Techniques – JIT purchasing, manufacturing and in-bound logistics; packing and marking.

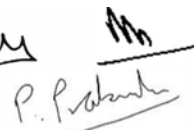
Unit 5. Trends and challenges in Logistics and Supply Chain Management : Third party and fourth party logistic outsourcing – challenges and future directions; Reverse logistics; Green Supply Chain Management; E-Commerce logistics : Requirements of logistics in e-commerce, EDI, bar coding, RFID, Re-engineering the supply chain – future directions.

Suggested Readings –

- Ballau, R.H. : Business Logistics Management, Prentice Hall, Englewood Cliffs.
- Christopher, M. : Logistics and Supply Chain Management, Prentice Hall.
- Murphy, Paul R. and Donald F. Wood : Contemporary Logistics, Prentice Hall.
- Shapiro, R. : Logistics Strategy : Cases and Concepts, West Publishing, St. Paul.

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- Coughlan, A., Anderson, E. and Louis W. Stern : Marketing Channels, Prentice Hall.
- Handfield and Nicholas, Jr. : Introduction to Supply Chain Management, Prentice Hall.
- John J. Coyle, C. Jhonand Langley, Brian J. Gibs, Logistics Approach to Supply Chain Management, Cengage Learning.
- Chopra, S. and Meindl, P. : Supply Chain Management : Strategy, Planning and Operation, Pearson Education.
- Hult, M.G., Closs, D. Frayer, D. Global : Supply Chain Management : Leveraging Processes, Measurements and Tools for Strategic Corporate Advantage, McGraw Hill Ltd.
- Shapiro, J.F. : Modelling and Supply Chain, Cengage Learning.
- Simchi-Levi, D., Kaminsky, P. Simchi-Levi, E. and Ravi Shankar : Designing and Managing the Supply Chain, Tata McGraw Hill Education Pvt. Ltd.

Group C : HUMAN RESOURCE

C010905T: ORGANIZATION DEVELOPMENT AND CHANGE MANAGEMENT

Course Objectives –

The objective of the course is to motivate the students gain knowledge and leadership skills needed to help organizations chart a successful course through change, understand the role leadership plays in anticipating, planning and navigating organizational change. The course also aims to make students gain foundational knowledge for making managerial decisions based on business data.

Unit 1. Introduction to Change Management Concepts, Its Relevance in Contextual Reference to Organization Development; Planned Organizational Change, Process of Change, Reasons for Changes In Organization; Role of Strategic Communication in the Change-Management Process, Importance of Effective Change Management.

Unit 2. Types of Organizational Changes, Diagnosis for Change, Resistance to Change, Factors Responsible for Resistance, Behavioural & Situational Approach, Framework of Organizational Change Management.

Unit 3. Concept of Organization Development, Foundations of Organizational Development, Organizational Transformation, Major Drivers of Organizational Change and Development, Path-Goal Theory & Leader-Member Exchange Theory.

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Unit 4. Role of Leadership in organizational Change & Development; Leadership Competencies; Top leadership qualities and skill; Leadership DNA styles- Progressive Leadership, Regressive Leadership, Transactional/Transformational& Transcendental style of leaders, Charismatic Leadership.

Unit 5. Emerging Trends in HR: Human Resource Audits, Human Resource Information System (HRIS), Human Resource Accounting (HRA), Business Process Re-engineering, Contemporary Talent Management - Issues and Challenges.

Suggested Readings -

- Robbins, S. P., & DeCenzo, A. D. Fundamentals of Management. New Delhi: Pearson Education.
- Griffin, R. W. Management. New Delhi: AITBS Publishers and Distributors.
- Management and Organizational Behaviour - Mullins – Pearson Education – 7th edition 2008
- Management and Organizational Behaviour - Robbins- Pearson Education – 15th edition
- Organisational Development by S Ramnarayan, T V Rao.
- Organisational Development and Change By Cummings And Worley
- Organisational Development by French and Bell (6th Edition).

C010908T : INDUSTRIAL RELATIONS AND LABOUR LEGISLATION

Course Objectives –

The objective of the course is to provide conceptual framework of Industrial Relations and Indian Labour legislation and to give an insight of the reforms in industrial relations in India. The course aims to make students aware of existing framework of harmonious Industrial Relation, discipline and collective bargaining mechanism.

Unit 1. Concept, Definition and Importance, Factors affecting Industrial Relations System in India; Industrial Conflict – Nature, Causes and Types; Nature of Grievances and Grievances Procedures.

Unit 2. Trade Unionism – Meaning, Nature, Rights and Liabilities of Registered Trade Unions, Trade Unions and their Growth, Economic, Social and Political Conditions leading to the Development of Trade Unions; Collective Bargaining: The Collective Bargaining Process, Principles of Collective Bargaining, Joint Consultation: Principles, Types, Attitude of Trade Unions and Management; Joint Consultation in India.

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Unit 3. Minimum Wages Act 1948 – Object and Scope, Fixation of Minimum rates of wages, working hours and Determinants of Wages and Claims; Overview of Factories Act 1948- Objects, Definition, Applicability; Licencing and Registration of Factories; Safety and Welfare Provisions; Employment of Women; Annual leave with Wages; Penalties and Prosecution.

Unit 4. Overview of the Industrial Relations Code-2019, Payment of Wages Act 1936, Industrial Dispute Act 1947.

Unit 5. Changing Concept of Management Labour Relation; Development of Idea of Social Justice; Discipline: Concept, Misconduct, Disciplinary Action, Types of Punishments, Code of Discipline; Strikes, Lockouts, Layoff and Retrenchment; Employee Participation and Empowerment: Concepts and Objectives, Employee Participation, Advantages of Employee Participation, Methods of Participation.

Suggested Readings –

- Indian Bare Acts.
- Srivastava SC - Industrial Relations and Labour Laws (Vikas Publishing House)
- Gupta, Parul – Industrial Relations and Labour laws, SAGE Publishing India
- Kapoor, N.D. – Industrial Law
- Chakraborty, B.K – Labour Laws in India
- Monappa Arun, “Industrial Relations and Labour laws”, Tata McGraw Hill Edition, New Delhi,
- Taxmann Labor Laws”, Taxmann Allied Services Pvt. Ltd.
- Trade Unions and Labour Legislation, Pearson Education, New Delhi.
- Mamoria, Mamoria and Gankar, “Dynamics of Industrial Relations”, Himalaya Publishing House, New Delhi,
- D. P Sahoo: Employee Relations Management - Texts and Cases, SAGE Publishing India

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SEMESTER IV:

Note.*The **first** paper in this semester is **core paper** while the remaining **three papers are electives**(papers 4, 5 & 6) to be taken from the **Specialisation Group selected.**Each paper carries **5 credit**.*

CORE PAPER

C011001T: PROJECT MANAGEMENT AND PLANNING

Course Objectives –

The course is designed to provide an understanding of different types of projects and the total approach for project management with a view to understand the reasons for project failures and to familiarize students with recent advances in project management tools and techniques including computers.

Unit 1. Project– Meaning and Concept; Project Management – Nature, Relevance and Scope; Attributes of a Project Life Cycle, Project Management Process; Characteristics and Role of Good Project Manager.

Unit 2. Project Identification Analysis: Concept of Project, Search for Business Idea, Project Identification, Project Screening and Presentation of Projects for Decision Making; Project appraisal- Technical, Economic, Financial, Legal and Social.

Unit 3. Project Planning: Need and Formulation; Project Life Cycle, Project Planning Process, Work Breakdown Structure. Cost Estimating, Types of Estimates – Top-Down Estimates & Bottom-Up Estimates.

Unit 4. Project Scheduling : PERT-CPM, Uncertainty of PERT, Early Start/Early Finish, Late Start/Late Finish and Float, Crashing of Activity in CPM; Decision Making: Decision Making Environment, Decision Under Uncertainty, Decision Under Risk, Decision Tree Analysis.

Unit 5. Project Risk Management – Introduction, Role of risk management, Steps in risk management, Risk Identification, Risk Analysis; Project Quality Management - Quality Planning, Quality Assurance, Cost of Quality, Costs of Defect, Quality Control,

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Quality Control Techniques Flowcharts and Diagrams, Cause and Effect Diagrams, Pareto Charts, Control Charts, Value Engineering.

Suggested Readings –

- Dynamics of Entrepreneurship Development – Vasant Desai.
- Entrepreneurship: New Venture Creation – David H. Holt
- Entrepreneurship Development New Venture Creation – Satish Taneja, S.L.Gupta
- Project management – K. Nagarajan.
- Entrepreneurship: Strategies and Resources – Marc J. Dollinger.

ELECTIVE PAPERS

Group A : ACCOUNTING AND FINANCE

C011002T: MANAGEMENT INFORMATION SYSTEM (MIS)

Course Objectives –

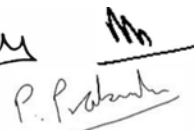
The purpose of this paper is to make students understand basic concept of information and its relevance in business environment so as to develop proficiency in solving business problems using personal productivity tools. The course aims to equip students with art of presenting information before management for decision making.

Unit 1. Management Information System: Meaning, Elements, Characteristics, Objectives, Functions and Role of MIS. Principles of good MIS, Installation of MIS, Basic requirements of MIS, Implementation of MIS, Techniques of MIS, Problems in installation of MIS, Guidelines for making MIS effective.

Unit 2. Development of System Analysis: Definition of a System, System Analysis, Tools for making system analysis-Flowcharts, Decision table, Decision trees and simulation. System Design, Testing, System Evaluation, Types of information system-TPS, KPSS, OAS, DSS, EIS. Comparison of Human and Computer system.

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Unit 3.Information System for Decision Making:Meaning, Types of decisions, Decision making process, Basic information system related to Production, Finance, Human Resource and Marketing. Database Management System: Meaning, Characteristics, Objectives and Components, Types of database system.

Unit 4. Data Communication and Networking:Meaning, Basic Elements of Communication, Data transmission modes, transmission channels, transmission media, Network Topologies-LAN, WAN, MAN and SAN.

Unit 5.Base of MIS: Reporting-Meaning, Principles of Reporting, Methods of Reporting and Classification of Reports, Cyber-crime-ethical and social issues, Measures to deal with cyber-crime.

Suggested Readings -

- Bentley, Travol :MIS and Data Process
- Banerrjee, UK and Suchdeva :MIS-A new framework
- Gordon & Davis :MIS, Conceptual foundation structure & Development
- Gupta A.K. : Management Information System
- Jawedkar, W.S. : Management Information System
- Jindal Aman : Management Information System
- Kanter Jerome , :Management Oriented MIS
- Kelker, S.A. : MIS-A concise study.
- Murdic& Ross : Information system for modern Management
- Murthy C.S.V. : Management Information System
- Prasad LM &usha : Management Information System

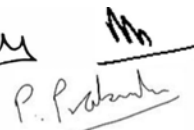
C011005T: INTERNATIONAL FINANCIAL SYSTEM AND MANAGEMENT

Course Objectives –

This course is concerned with the financial management of the firms that operate in the increasingly globalized business environment. Emphasizing broad concepts and real-world practices rather than extensive quantitative material, the course offers a concise introduction to international finance and provides a clear, conceptual framework for analysing key financial decisions in multinational firms. The approach of the course is to enable students to understand international financial management as a natural and logical extension of the principles learned in the introductory financial management course.

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Unit 1. Introduction to International Financial Environment :The Importance of International Finance, Goals Of MNC, International Business Methods. Balance of Payments (BoP), Accounting Components of BoP, International Monetary System: Evolution, Gold Standard, Bretton Woods System, The Flexible Exchange Rate Regime, The Current Exchange Rate Arrangements, The Economic and Monetary Union (EMU).

Unit 2.International Financial Markets and Instruments:Foreign Portfolio Investment, International Bond & Equity market, Global Depository Receipts (GDR), American Depositories Receipts (ADR), Foreign Bonds & Eurobonds; International Banking services –Correspondent Bank, Representative Offices, Foreign Branches.

Unit 3. Sources and Types of Risk in International Market :Management of Exposures- Transaction, Translation, Economic, Political, Interest Rate ; Managing Currency Risk and Interest Rate Risk.

Unit 4. Foreign Exchange Market:Functions and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations; Determination of Exchange Rates in Spot markets. Exchange Rates Determinations in Forward Markets. Exchange Rate Behaviour, Cross Rates, Bid-Ask Spread.

Unit 5. Cross Border Investment Decisions: Types of Cross Border Investment Decisions, Green Field Investment; International Mergers & Acquisition, Policies regarding Repatriation of Return; International Diversification & Portfolio Investment.

Suggested Reading -

- International business by Charles W. L. Hill –Latest edition
- International Business by Justin Paul—Latest edition
- International Business Environment the Text and cases by Sundaram & Black—Latest edition
- International Business Text & Cases by Cherumilam—Latest edition
- International Business by Alan M Rugman, Richard M Hodgelts—Latest edition
- International Business by John D Daniels, Lee H Nageb—Latest edition
- International Business by Sunitha B.K, Dr. Varsha Agarval, Abhishek Venkteswar and Dr. ShivaChoudhary.

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C011008T: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Objectives –

The course is designed to enforce student's knowledge and understanding of the security analysis and portfolio management process. Focus is to develop understanding of Investments (objectives and constraints), secondary market operations, selection of financial instruments, portfolio formulation, monitoring/evaluation techniques. The valuation of equity and interest-bearing instruments provides an insight for decision making required to achieve the core objective of business.

Unit 1. Overview of Capital Market: Capital Market Instruments; Primary Issue Market (IPO) and Secondary Market; Trading Mechanism of Securities, Role of Stock Brokers and Intermediaries, Clearing and Settlement Procedures; Regularity Systems for Equity Markets; Difference between Investment & Speculation; Investment Asset Class; Stock Market Indices.

Unit 2. Risk and Return of a Security: Concept of Return and Yield, Components & Meaning of Risk, Measurement of Systematic Risk and Unsystematic Risk; Beta as a Measure of Risk, Calculation of Beta. Portfolio Risk and Return.

Unit 3. Equity & Bond Valuation: Concept of Intrinsic Value of Equity, Fundamental Analysis- Discounted Cashflow Technique, Dividend Discount Models, P/E Ratio, Price/Book Value; Technical Analysis- Dow Theory, Types of Charts & Its Interpretations; Difference Between Technical and Fundamental Analysis. Efficient Market Hypothesis (EMH)- Meaning and Types. Bond Analysis: Valuation of Debentures/Bonds, Nature of Bonds, Bond Theorem, Term Structure of Interest Rates.

Unit 4. Portfolio Management : Meaning, Need, Objectives and Process; Selection of Securities; Capital Asset Pricing Model (CAPM).

Unit 5. Portfolio Revision and Evaluation- Active and Passive Portfolio Management; Performance Evaluation of Existing Portfolio - Sharpe, Treynor and Jensen Measures.

Suggested Readings -

- Pandian, P. (2005). Security analysis and portfolio management. (2ed.). Noida: Vikas publishing house Pvt Ltd.
- Bhat, S. (2008). Security analysis and portfolio management. (1 ed.). New Delhi: Excel Books.

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- Chandra. (2011). Security Analysis and Portfolio Management. (4 ed). New Delhi: Tata McGraw Hill Publishing company.
- Ranganatham, M., &Madhumathi, R. (2004). Investment analysis and portfolio management. (4 ed.). New Delhi: Pearson Education
- Bhatt- Security Analysis and Portfolio Management (Wiley).
- Security analysis and portfolio management- Avadhani.
- Investment Management- V.K Bhalla, S. Chand ltd 13th edition.
- Investment analysis and portfolio management- Prasanna Chandra, tat Mc Graw- Hill, 3rd edition.

Group B: MARKETING

C011003T: CUSTOMER RELATIONSHIP MANAGEMENT

Course Objectives–

The aim of the course is to provide understanding of comprehensive marketing strategy to improve marketing productivity which can be achieved by increasing marketing efficiency and enhancing marketing effectiveness through a process of acquiring, retaining and partnering with selective customers to create superior mutual value for the organization.

Unit 1. Introduction to Customer Relationship Management: Concept, Evolution of Customer Relationship, Customers as strangers, acquaintances, friends and partners, Objectives and Benefits of CRM to Customers and Organisations, Customer Profitability Segments, Components of CRM: Information, Process, Technology and People, Barriers to CRM.

Unit 2. Relationship Marketing and CRM: Relationship Development Strategies - Organizational Pervasive Approach, Managing Customer Emotions, Brand Building through Relationship Marketing, Service Level Agreements; Relationship Challenges; CRM Marketing Initiatives, Customer Service and Data Management.

Unit 3. CRM Marketing drives: Cross-Selling and Up-Selling, Customer Retention, Behaviour Prediction, Customer Profitability and Value Modelling, Channel Optimization, Personalization and Event-Based Marketing; E-CRM: Concept, Different Levels of E- CRM, Privacy in E-CRM.

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Unit 4. CRM and Customer Service: Call Centre and Customer Care - Call Routing, Contact Centre Sales-Support, Web Based Self Service; Customer Satisfaction Measurement; Call-Scripting, Cyber Agents and Workforce Management.

Unit 5. CRM and Data Management: Types of Data - Reference Data, Transactional Data, Warehouse Data and Business View Data; Identifying Data Quality Issues, , Using Tools to Manage Data, Types of Data Analysis: Online Analytical Processing (OLAP), Clickstream Analysis, Personalisation and Collaborative Filtering, Data Reporting, ; Ethical Issues in CRM.

Suggested Readings -

- Baran Roger J. & Robert J. Galka (2014), Customer Relationship Management: The Foundation of Contemporary Marketing Strategy, Routledge Taylor & Francis Group.
- Anderson Kristin and Carol Kerr (2002), Customer Relationship Management, Tata McGraw-Hill.
- Ed Peelen, Customer Relationship Management, Pearson Education
- Bhasin Jaspreet Kaur (2012), Customer Relationship Management, Dreamtech Press.
- Judith W. Kincaid (2006), Customer Relationship Management Getting it Right, Pearson Education.
- Jill Dyche' (2007), The CTM Handbook: A Business Guide to Customer Relationship Management, Pearson Education.
- Valarie A Zeithmal, Mary Jo Bitner, Dwayne D Gremler and Ajay Pandit (2010), Services Marketing Integrating Customer Focus Across the Firm, Tata McGraw Hill.
- Urvashi Makkar and Harinder Kumar Makkar (2013), CRM Customer Relationship Management, McGraw Hill Education.

C011006T: DIGITAL MARKETING AND E-COMMERCE

Course Objectives –

The course aims to help students understand digital and social media marketing practices to acquire and enhance customer engagement. Students will be able to develop latest digital practices for marketing and promotion.

Unit 1. Marketing Strategies for The Digital World : Introduction, Meaning & Definition, History, Objectives, Features, Scope, Benefits and Problems. Digital Marketing V/S Real Marketing.

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Unit 2. Social Media Marketing: Introduction to Blogging, Importance of blogging in Marketing, Introduction to Facebook, Twitter, Google, LinkedIn, YouTube, Instagram and Pinterest - their channel advertising and campaigns; Concept of Duplicate Content and Canonical Tag, Links of Blogs at Different Related Pages and Communities

Unit 3. User's Engagement: Use of Different Sites, Tools to Increase Views and Engage Audience; Search Engine Optimization (SEO) – Contents, Tools & Optimization, Content Management; Paid Inclusion, Types Of Cookies, Importance of Cookies In Improving Customer Experience, Customer Relationship Management (CRM) In Online Marketing

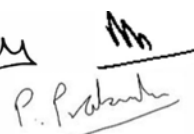
Unit 4. Digital Transformation Framework, Disadvantages and Precautions in Online Marketing, Future Trends, Affiliated Marketing – Concept. Overview of Global E-Marketing Issues; Consumer Behaviour Online, Segmentation, Targeting, Differentiation, Positioning Strategies, Online Marketing Research Tools.

Unit 5. Defining E-Commerce, The Development of E-Commerce, E-Commerce Marketing, E-Commerce Legal Considerations, Customer Service Expectations of The E-Commerce Experience.

Suggested Readings -

- Understanding Digital Marketing (2nd ed.). Kogan Page Publishers.
- Digital Marketing: Strategy, Implementation and Practice, Chaffey D., Ellis-Chadwick, 5th Edition, F., Pearson.
- E Marketing – The essential guide to online marketing, Rob Stokes, Flat world knowledge.
- MoutsyMaiti: Internet Marketing, Oxford University Press India
- Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015).
- Tracy L. Tuten & Michael R. Solomon : Social Media Marketing (Sage Publication).

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C011009T: INTERNATIONAL MARKETING

Course Objectives –

The objective of the course is to familiarise the students with the conceptual framework, policies and procedures of international marketing. It also aims to provide an exposure of the environmental dynamics of international business to the students so as to enable them to develop international marketing strategies.

Unit 1. Introduction : Nature, scope and importance of globalisation, Concept of Domestic and International marketing, Global trade and marketing, Drivers of globalisation, Multinational corporations.

International Marketing Environment : Economic, social, political, geographical and legal environment; Global trading environment and developments.

Unit 2. Identification of International Markets : Segmentation and International Markets; Methods of evaluation of International Markets; Entry Mode Decisions, Modes of entry in international market – Exporting, licensing, contract manufacturing, Joint venture, operating through wholly owned subsidiaries abroad. Factors affecting selection of Entry Modes; International organisations; Market Coverage Strategies.

Unit 3. International Product Decisions : product quality, design, labelling, packaging, branding and product support services; Product mix; Product life cycle; New product development; International Pricing Decisions : Factors affecting pricing determination; International pricing process, policies and strategies; Transfer pricing : Dumping, steps in pricing, , Retrograde pricing, Export price structure.

Unit 4. International Promotion Strategies : Marketing environment and promotion strategies; Major decisions in international marketing communications, problems in international marketing communications; Export promotion organisations; International promotion mix – Concept, tools, and their key features; International Sales Force Management –process and major issues.

Unit 5. International Distribution Decisions : Distribution channel strategy; Types of international distribution channels; International distribution logistics – Inventory management, transportation, warehousing and insurance.

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Emerging Trends in International Marketing : International marketing through internet; Ecological concerns in International Marketing; International Marketing ethics.

Suggested Readings –

- Varshney and Bhattacharya : International Marketing Management : Sultan Chand & Sons.
- Francis Cherunilam: International Marketing, Himalaya Publishing House.
- Cateora, Phillip R., Grahm, John L. and Gilly, Mary : International Marketing, Tata McGraw Hill.
- Czinkota, Michael R. and Ronkainon, Ilka A. : International Marketing, Cengage Learning.
- Joshi, Rakesh M. International Marketing, Oxford University Press.
- Keegan, Warran J. and Green, Mark C. : Global Marketing, Pearson.
- Onkvist, Sak and Shaw, John J. : International Marketing : Analysis and Strategy. Psychology Press.

Group C - HUMAN RESOURCE

C011004T: TRAINING AND DEVELOPMENT

Course Objectives –

The course is designed to enable the students to gain information on training practices in relation to organizational development and to develop skills necessary to analyse, design, develop, conduct, and evaluate training programs and their success.

Unit 1. Meaning of Training, Need for Orientation and Training, Development – Meaning and Need, Difference between Training and Development, Objectives of Training, Developmental Approaches to Training, Learning Theories, Competency Models and Case-Based Decision Making.

Unit 2. Meaning and Significance of Need Analysis, Types of Training Needs, components of Need Analysis, Data Collection for TNA; Training Design - Meaning, Principles, Gap Analysis, Models of Training Design; Training Methods, Facilitation

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Fundamentals, Traditional Training Methods, Computer-Based Training Methods and E-learning, Selection of Appropriate Training Methods.

Unit 3. Traits of Successful Trainers, Competencies, Training the Trainers, E-learning - Types, Significance, Process of E-learning, Advantages and Disadvantages; Online Training and Self-Learning ; An overview of Emotional Intelligence.

Unit 4. Meaning and Role of Mentors, Characteristics of a Good Mentor and a Mentee; Coaching -Meaning, Characteristics, Benefits and Scope, Competencies of a Coach, Training Issues for Global Organizations.

Unit 5. Training and Development in International Context.

Suggested Readings -

- Personal management - P Subbarao, Himalaya publications.
- HRM - VSP Rao second edition -2008.
- Managing HRM - Bohlander& Snell – Ingram International Inc. - 16th Edition – 2012.
- HRM - Gary Dessler -Pearson/Prentice Hall, 2005 - 10th Edition
- Employee Training And Development - Raymond Noe
- Every Trainers Handbook- Devendra Agochia
- 360 Degree Feedback, Competency Mapping And Assessment Centre- Radha Sharma
- Training And Development- S.K. Bhatia.
- HRM-BiswajeetPattanayak.

C011007T: CONFLICT RESOLUTION AND STRATEGIC NEGOTIATION

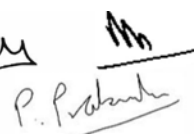
Course Objectives –

The course is designed to make students understand different types of conflict at workplace and have an insight as to how to recognize the positive and negative impacts and outcomes of resolved and unresolved conflict, The course also aims to enhance the understanding of strategic negotiations.

Unit 1. Meaning and Components of Conflict, Different Models of Conflict, Functional and Dysfunctional Conflict, Different Sources of Conflict, Intra-personal Conflict, Interpersonal Conflict.

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Unit 2. Role Of Management in Conflict, Degree of Conflict Development, Leadership Grid Approach, Behaviour Style of Conflict Handling, Techniques to Resolve Team Conflict.

Unit 3. Negotiation: Meaning of Negotiation, Characteristics of Negotiation, Approaches to Negotiation, Components of Negotiation Performance, Types of Negotiations, Negotiation Styles, Factors determining Appropriate Negotiation Style.

Unit 4. Third Party Intervention: Meaning, Different Types of Third Party Intervention, Need of Third Party Intervention, Benefits of Third Party Interventions, Liabilities of Third Party Interventions. Meaning of Mediation, Merits of Mediation, Process Consultation, Alternative Dispute Resolution (ADR)- Meaning & Features of ADRs.

Unit 5. Types of Power, Recognizing Available Power, Role of Power in Negotiation; Defining Behaviour and Conflict; Understanding Self: Johari Window, Transactional Analysis and Conflict Handling.

Suggested Readings -

- Roy Lewicki, David Saunders, John Minton, Negotiation (Irwin, 1999).
- William W. Wilmot & Joyce L. Hocker, Interpersonal Conflict, 6th Edition (McGraw-Hill, 2001).
- Roy Lewicki, David Saunders, John Minton, Negotiation: Readings, Exercises & Cases (Irwin, 1999).
- Bercovitch, Jacob, et.al. 2009. The Sage Handbook of Conflict Resolution. New Delhi: Sage Publication.
- J. T. Dunlop, A. M. Zack, Mediation and Arbitration of Employment Disputes (Jossey-Bass, 1997).
- Sandra Gleason, ed., Workplace Dispute Resolution (Michigan State University Press, 1997).
- M.H. Bazerman, Judgment in Managerial Decision Making (Wiley, 1986).
- J. T. Dunlop, A. M. Zack, Mediation and Arbitration of Employment Disputes (Jossey-Bass, 1997).

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C011010T: PERFORMANCE AND COMPENSATION MANAGEMENT

Course Objectives –

The objective of the course is to familiarize students about concepts of performance and compensation management and how to use them to face the challenges of attracting, retaining and motivating employees towards higher performance.

Unit 1. Introduction to Performance Management System: Meaning, Uses and Purpose of Performance Management, Performance Management and its challenges in current scenario, Performance management as a System and Process; Establishing Performance Criterion of developing an Effective Appraisal System.

Unit 2. Performance Appraisal -Managing performance of all the levels of Management, 360-Degree Performance Appraisal, Performance Feedback & Counselling Methods, Performance Analysis for Individual and Organizational Development; Competency mapping & its linkage with Career Development and Succession Planning.

Unit 3. Compensation, Types of Compensation, Conceptual Framework of Compensation Management, Job Evaluation: Methods of Job Evaluation; Theories of Wages, Criteria of Wage Fixation, Institutional and Cultural Factors on Compensation Practices.

Unit 4. Compensation System Design Issues: Compensations Philosophies, Compensation Approaches, Job Evaluation Systems, Wage and Salary Surveys, The Wage Curve, Pay Grades and Rate Ranges; Preparing Salary Matrix, Fixing Pay, Significant Compensation Issues; Variable Pay; Strategic Reasons for Incentive Plans, Individual Incentive Plans, Group Incentive Plans, Employee Stock Option Plans (ESOPs).

Unit 5. Employee Benefits: Nature and Types of Benefits, Employee Benefits Programs, Security Benefits, Retirement Security Benefits, Health Care Benefits, Time-Off Benefits, Benefits Administrations, Employee Benefits required by law, Discretionary Major Employee Benefits; Executive Compensation – Elements of Executive Compensation and its Management.

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Suggested Readings -

- T V Rao: Performance Management: Towards organizational Excellence (SAGE Publishing)
- Michael, Armstrong Performance Management. Kogan Page.
- Shrinivas R Kandula, Performance Management: Strategies, Intervention & Drivers. Pearson
- Chadha, P. Performance Management: It's About Performing Not Just Appraising. McMillan India Ltd.
- B D Singh, Compensation and Reward Management, Excel Book
- Robert Bacal , Performance Management, McGraw-Hill Education.
- Compensation Management and Labour Legislation - M Sharma- Himalaya Publishing – 1st edition.
- Compensation Management -- Dr Kanchan Bhatia- Himalaya publishing – 1st edition.
- Managing Human Resource - Bohlander Snell - South-Western Cengage Learning – 15th edition.
- Principles and Practices of Organizational Performance Excellence- Cartin Thomas J, 1st Edition, 2004.
- The Practice of Management- Drucker P.F, 2009, Harper, New York.

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