

B. L. D. E. Association's



A. S. Patil College of Commerce (Autonomous)

Affiliated to Rani Channamma University, Belagavi

Nationally Re-Accredited for III Cycle (CGPA 3.28 out of 4) with 'A' Grade by NAAC

B. L. D. E. A's New Campus, Shri. B. M. Patil Road, Vijayapur - 586103 KARNATAKA

Department of Commerce M.Com Programme



Under Choice Based Credit System (CBCS) Master of Commerce (M.Com) Course Structure & Syllabus for I & II Semester

Recommended at Board of Studies (BOS) Meeting Held on 23rd August 2020

Approved at Academic Council (AC) Meeting Held on 1st October 2020

W.e.f Academic Year 2020-21 & onwards

M.COM I – SEMESTER

1.1: MCOM1001: MARKETING MANAGEMENT

Total Marks : 70 (End Sem) + 30 (IA) = 100

Total Duration : 60 Hours

Credit : 04

Teaching Hours : 4 Hrs/Week

Objectives:

1. The objective of the subject is to familiarize the students with the basic concepts and principles of marketing and to develop their conceptual and analytical skills to be able to manage marketing operations of a business firm.
2. To understand the changing business environment; to identify the indicators of management thoughts and practices and to understand fundamental premise underlying market driven strategies.

Learning Outcomes:

1. Formulate a marketing plan including marketing objectives, marketing mix, strategies, budgetary considerations and evaluation criteria.
2. Develop pricing strategies that take into account perceived value, competitive pressures and corporate objectives. Develop strategies for the efficient distribution of products.

Pedagogy:

The subject is covered by adopting a combination of lecture methods, class presentation by groups of students, self-study sessions. Case studies will be taken to better understanding purpose.

UNIT – I MARKETING CONCEPTS AND TOOLS

Introduction, Meaning, Definition of Marketing, Evolution of Marketing Concepts and its Stages, Objectives of Marketing, Scope of Marketing, Core Marketing Concepts, Building Customer Satisfaction, Value and Retention, **Direct Marketing** – Meaning, Merits and Demerits of Direct Marketing, Major Channels of Direct Marketing, **On-Line Marketing** – Meaning, Merits and Demerits of Online Marketing, **E-Commerce** – Meaning, Merits and Demerits of E-Commerce, Marketing in 21st Century. **14 Hours**

UNIT – II SCANNING THE MARKETING ENVIRONMENT

Introduction, Meaning, Definition, Analysis of Needs and Trends in Macro Environment, Difference between Fad and Trend, Classification of Marketing Environment, **Classification of Macro Environmental Factors** – Demographic Environment, Economic Environment, Natural Environment, Technological Environment, Political-Legal Environment, Social-Cultural Environment. **12 Hours**

UNIT – III MARKET-ORIENTED STRATEGIC PLANNING

Introduction, **Corporate and Division Strategic Planning** - Defining the corporate mission, Establishing strategic business units, Assigning resources to each strategic business unit, Assessing growth opportunities, **Business Strategic Planning** – Business Mission, SWOT Analysis, Goal Formulation, Strategy Formulation, Implementation, Feedback and Control.

10 Hours

UNIT – IV DEVELOPING MARKETING STRATEGIES

Introduction, **Product Positioning** - Meaning, Basic Elements of Product, Product Positioning Steps, **Differentiation Tools** - Meaning, Differentiation Dimensions, Product Differentiation, Services Differentiation, Personnel Differentiation, Channel Differentiation, Image Differentiation, Product Life Cycle (PLC), PLC Marketing Strategies, Special Categories of PLC, Designing Competitive Strategies.

12 Hours

UNIT – V MARKETING DECISIONS

Introduction, **Product Line Decisions** – Meaning, Product Levels, Product Classification, Product Mix, Types of Product Line Decision, Factors Influence in Product Line Decision, **Brand Decisions** – Meaning, Brand Strategy Decision, Brand Positioning, Brand Name Selection, Brand Sponsorship, Brand Development, **Pricing Decisions** – Meaning, Steps in Setting a Pricing Policy, Factor Influencing Pricing Decisions, Promotion Decisions, Channel Decisions.

12 Hours

Total: 60 Hours

Skill Development Excise:

Tests, Study Project, Group Discussion, Seminars & Paper Presentations.

Suggested Readings:

1. Philip Kotler, Marketing Management, PHI, New Delhi.
2. Gandhi, Marketing: A Managerial Introduction, TMH, New Delhi.
3. Stanton, Fundamentals of Marketing, TMH, New Delhi.
4. Rajan Saxena, Marketing Management, TMH, New Delhi.
5. Wilson and Gilligan, Strategic Marketing Management, Viva Books, New Delhi.
6. Ramaswamy & Namakumari, Marketing Management, Macmillan, Delhi.
7. IAN Chasten, New Marketing Strategies, Response, New Delhi.
8. M.J.Xavier, Strategic Marketing, Response, New Delhi.
9. J.S.Panwar, Marketing in the New Era, Response Books, Delhi.

1.2: MCOM1002: STRATEGIC MANAGEMENT

Total Marks : 70 (End Sem) + 30 (IA) = 100

Total Duration : 60 Hours

Credit : 04

Teaching Hours : 4 Hrs/Week

Learning Objectives:

1. To expose students to various perspectives and concepts in the field of Strategic Management.
2. The course would enable the students to understand the principles of strategy. formulation, implementation and control in organizations.
3. To help students develop skills for applying these concepts to the solution of business problems.

Learning Outcomes:

1. Understand the basic concepts and principles of strategic management analyse the internal and external environment of business.
2. Develop and prepare organizational strategies that will be effective for the current business environment
3. Devise strategic approaches to managing a business successfully in a global context

Pedagogy: Lectures, Assignments, Projects and Seminars & Quizes.

UNIT – I STRATEGIC MANAGEMENT

An overview, nature and scope of strategic management, level of strategic management, concept of strategy, formal planning and strategic intent, Strategic planning process, strategic management v/s operational management, Gap analysis. **10 Hours**

UNIT – I CORPORATE MISSION AND OBJECTIVES

Concept of mission and vision, constituents of corporate mission, stakeholders – goals and corporate mission ; objectives – concept, hierarchy and importance of objectives setting, corporate governance and strategy, ethics in strategic management. **10 Hours**

UNIT – III EXTERNAL AND INTERNAL ANALYSIS

Concept of environment, types and importance ; PEST analysis ; analysis of Michael Porter's Five Forces Model, Seven S model, strategic groups and preparation of ETOP internal analysis – concept of competitive advantage, generic building blocks, core competencies and competitive advantage – resources and capabilities ; value chain analysis ; internal factor analysis and preparation of SAP. **15 Hours**

UNIT – IV STRATEGY FORMULATION AND IMPLEMENTATION

Strategic planning and approach to strategic formulation, developing alternative strategies, types of strategies; strategy activation, policies, organization structure, resources, commitment and corporate culture. **15 Hours**

UNIT – V STRATEGIC EVALUATION AND CONTROL

Concept and purposes of strategic evaluation and analysis, Gap analysis; strategic control system; ROI, budgeting, auditing systems; feedback and information systems. **10 Hours**

Total: 60 Hours

Suggested Readings:

1. Hill and Jones, Strategic Management, All India, Publishers, Chennai.
2. Hill & Jones, Strategic Management– Text & Cases, All India Publishers, Chennai
3. Lawrence R. Jauch and William F. Blaeck, : Business Policy and Strategic Management, McGraw Hill Singapore.
4. Johnson and K. Scholes, Exploring Corporate Strategy, Prentice Hall, New York.
5. Azar Kaxmi, Business Policy, TMH, New Delhi.
6. G. Hamel & C.K. Prahalad, Competing for the Future, Free Press, New York.
7. M.E. Porter, Competitive Advantage, Free Press, New York.
8. P. Ghemawat, Commitment: The Dynamics of Strategy, Harvard Business School Press, Boston.

1.3: MCOM1004: FINANCIAL MANAGEMENT

Total Marks : 70 (End Sem) + 30 (IA) = 100

Total Duration : 60 Hours

Credit : 04

Teaching Hours : 4 Hrs/Week

Learning Objectives:

1. To apply the fundamental concepts and tools of finance.
2. To apply financial management concepts and tools to the decisions faced by a manager in investment decisions.
3. To apply financial management concepts and tools to the financing decisions and dividend decisions faced by the firm.

Learning Outcomes:

1. Explain alternative sources of finance and investment opportunities and their suitability in particular circumstances
2. Assess the factors affecting investment decisions and opportunities presented to an organisation
3. Select and apply techniques in managing working capital

Pedagogy:

Lectures, Assignments, Projects and Seminars & Quizes.

UNIT – I FINANCIAL MANAGEMENT

An overview – nature, significance and scope of corporate financial management, objectives and agency theory, financial management and its relationship with other disciplines, Business policies and their impact on financial management, recent trends and contemporary issues.

06 Hours

UNIT – II CAPITAL STRUCTURE

Concept of financial and capital structures ; classification, theories of capital structure – NI, NOI, MM and traditional approaches ; MM approach and corporate and personal income taxes; influence of leverages on capital structure and cost of capital – concept, importance, types and measurement.

16 Hours

UNIT – III CAPITAL BUDGETING DECISIONS

Concept, significance, nature and classification of capital budgeting decisions; Time Value of Money, cash flow computation – incremental approach; evaluation criteria-payback period, ARR, NPV, IRR and PI methods; capital rationing, capital budgeting under risk and uncertainty.

16 Hours

UNIT – IV DIVIDEND DECISIONS

Concepts and classification, legal provisions relating to dividend in India ; dividend and market valuation – Walter’s Model, Gordon’s Model and MM approach ; factors affecting dividend decision ; dividend policies in practice. **10 Hours**

UNIT – V WORKING CAPITAL MANAGEMENT

Concepts, importance, classification and factors determining working capital, computation through operating cycle approach; Walker’s Four Part Theory of Working capital management; investment and financing policies. **12 Hours**

Total: 60 Hours

Suggested Readings:

1. James C.Van Horne, Financial Management and Policy, PHI, New Delhi.
2. J.F.Hampton, Financial Decision – Making, Text and Cases, PHI, New Delhi.
3. Babhtosh Banerjee, Financial Policy & Management Accounting, World Press Pvt, Ltd., Calcutta.
4. I.M.Pandey, Financial Management, Vikas, New Delhi.
5. Khan and Jain, Financial Management, TMH, New Delhi.
6. Prasanna Chandra, Financial Management, TM, New Delhi.
7. Solomon E. Theory of Financial Management, Columbia University Press, New York.
8. Rao R.K.S. Financial Management Macmillan, New York.
9. L.J.Gitman, Principles of Managerial Finance, Harper and Row, New York.

1.4: MCOM1012: HUMAN RESOURCE DEVELOPMENT

Total Marks : 70 (End Sem) + 30 (IA) = 100

Total Duration : 60 Hours

Credit : 04

Teaching Hours : 4 Hrs/Week

Objectives:

1. The objective of the subject is to make student aware of the concepts, techniques and practices of human resource development.
2. This subject is intended to make students capable of applying the principles and techniques as professionals for developing human resources in an organization.
3. To understand the importance of training and development among the human resources in the organization.

Learning Outcomes:

1. By end of this subject students will able to understand the HRD implementation and evaluation of employees.
2. Facilitate and support effective employee and labour relations in both non-union and union environment.

Pedagogy:

The subject is covered by adopting a combination of lecture methods, class presentation by groups of students, self-study sessions. Case studies will be taken to better understanding purpose.

UNIT – I INTRODUCTION TO HUMAN RESOURCE DEVELOPMENT

Introduction, Meaning, Definition of HRD, Objectives of HRD, Features of HRD, Importance of HRD, Functions of HRD, Concept of HRD, Evolution HRD, Relationship between HRM and HRD, HRD Mechanisms, Processes and Outcomes, HRD Matrix, HRD Interventions, Roles and Competencies of HRD Professionals. **10 Hours**

UNIT – II LEARNING AND HUMAN RESOURCE DEVELOPMENT

Introduction, Meaning of Learning, Difference Between Education, Training and Learning, Learning Theories, Maximizing Learning, Individual Differences in Learning Process, Learning Strategies and Styles, Principles of Learning, Learning and Motivation, HRD Culture and Climate. **10 Hours**

UNIT – III FRAMEWORK FOR HUMAN RESOURCE DEVELOPMENT

Introduction, **Assess HRD Needs** – Meaning, Definition, Steps in Needs Assessment, Reasons for Conducting and Not Conducting a Needs Assessment, Level of Needs Analysis, Prioritizing HRD Needs, **Design Effective HRD Programs** – Defining Objectives, Selecting the Trainer, Preparing a lesson Plan, Selecting Training Methods and Media, Preparing Training Materials, Scheduling a HRD Program, **Implementing HRD Programs** – Training Methods and

Techniques, **Evaluating HRD Programs** – Purpose of HRD Evaluation, HRD Evaluation Models. **14 Hours**

UNIT – IV HUMAN RESOURCE DEVELOPMENT APPLICATIONS

Introduction, HRD for Workers, HRD Mechanisms for Workers, **Trade Unions** – Objectives of Trade Unions, Role of Trade Unions, **Employee Training and Development** – Meaning, Definition, Employees Training and Development Process, Methods, and Types, **Coaching** – Meaning, Definition, Benefits of Coaching, Types of Coaching, Process of Coaching, **Counseling** – Meaning, Benefits of Counseling, Types and Methods of Employee Counseling, Employee Assistance Programs (EAP), **Performance Management** – Meaning, Stages of Performance Management, **Career Management and Development** – Meaning, Career Management Process, Career Management Activities, Roles in Career Management, Models of Career Development, **Organization Development (OD)** – Meaning, Objectives of OD, OD Theory and Concept. **16 Hours**

UNIT – V HRD IN ORGANIZATIONS, TRENDS AND PRACTICES

Introduction, Select cases for HRD Practices in Government Organizations, Defense, Police, Private Sectors and Public Sectors units, **HRD Audit** – Meaning, Definition, Objectives of HRD Audit, Methodology of HRD Audit, Role of HRD Audit, Importance of HRD Audit, **HRD Scorecard** – Meaning, Maturity level of HRD Scorecard, **People Capability Maturity Model (P-CMM)** – Meaning, P-CMM Levels, Future of HRD. **10 Hours**

Total: 60 Hours

Skill Development Excise:

Tests, Case Studies, Group Discussion, Seminars & Paper Presentations.

Suggested Readings:

1. Werner J. M., DeSimone, R.L., Human Resource Development, South Western.
2. R Krishnaveni, Human Resource Development, Excels Books.
3. Nadler, L., Corporate Human Resource Development, Van Nostrand Reinhold.
4. Raymond, N. and Kodwani, A.D., Employee training and development, McGrawHill Education India.
5. Mankin, D., Human Resource Development, Oxford University Press India.
6. Rao, T.V., Future of HRD, Macmillan Publishers India.

1.5: MCOM1013: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Total Marks : 70 (End Sem) + 30 (IA) = 100

Total Duration : 60 Hours

Credit : 04

Teaching Hours : 4 Hrs/Week

Learning Objectives:

1. To establish a conceptual frame work for the study of security analysis
2. To understand the various Investment avenues available and its management.
3. To study the various fundamental factors that helps for security analysis.
4. To understand the creation, selection and evaluation of Portfolios and its Management.

Learning Outcomes:

1. Students will be able to understand the theoretical concepts of Security Analysis
2. Students will come to know the various fundamental factors that are to be considered for analysis.
3. Students will be in a position to create and manage the portfolio on their own by considering the various tools and techniques

Pedagogy:

Tests, Group Discussion, Seminars & Paper Presentation

UNIT – I NATURE AND SCOPE OF INVESTMENT MANAGEMENT

Investment process, security analysis, portfolio management, comparison of speculation, investment and gambling, investment avenues, types of investors, managed portfolios and portfolio management practices in India. **10 Hours**

UNIT – II FUNDAMENTALS OF SECURITY ANALYSIS

economic analysis, industry analysis and company analysis, technical analysis, efficient market theory, bond and equity valuation, analysis of risk and return of securities, types of risk and its measurement. **14 Hours**

UNIT – III PORTFOLIO MANAGEMENT

Concept of portfolio management, analysis of portfolio risk and return, Markowitz Portfolio selection model, efficient frontier, combining risks and riskless securities, Markowitz diversification, mean, variance analysis, leveraged portfolio. **12 Hours**

UNIT – IV CAPITAL ASSET PRICING MODEL

CAPM model, the capital market line, security market line, CAPM with relaxed assumptions. **10 Hours**

UNIT – V PERFORMANCE OF PORTFOLIO

Portfolio formula plans, risk adjusted measures, Sharpe's reward to variability, Treynor's volatility ratio, Jensen's differential return, FAMA model **14 Hours**

Total: 60 Hours

Suggested Readings:

1. Fisher De and R.Jordon, Security Analysis and Portfolio Management, PHI, New Delhi.
2. Bhalla, V.K. and S.K.Tuteja, Investment Management, S. Chand and Co., New Delhi.
3. Avadhani, V.A., Investment and securities Market in India, Himalaya, Bombay.
4. Strong Robert, A., Portfolio Management Handbook, Jaico Publishing House, Bombay.
5. James, L. Farrell, Portfolio Management, TMH, New Delhi.
6. Zvi Bodie, Essentials of Investments, TMH, New Delhi.
7. Jerome Cohen, Investment Analysis and Portfolio Management, TMH, New Delhi.
8. Jack Clark Francis, Investment, TMH, New Delhi.
9. Sharpe, Alexander and Bailey, Investments, PHI, New Delhi.
10. Pike and Neale, Corporate Finance and Investment, PHI, New Delhi

1.6: BUSINESS ETHICS AND CORPORATE GOVERNANCE

Total Marks : 70 (End Sem) + 30 (IA) = 100
Credit : 04

Total Duration : 60 Hours
Teaching Hours : 4 Hrs/Week

Learning Objectives:

1. To define, explain and illustrate the theoretical foundations of business ethics.
2. To explain and illustrate the importance for business and the community, of ethical conduct.
3. To familiarize scope of corporate governance practices in modern business world.
4. To teach and familiarize the students with the knowledge of emerging trends in good governance practices and corporate social responsibilities in the Indian context.
5. To understand the relationship between the management of a company and the role & objectives of the relevant stakeholders

Learning Outcomes:

1. Students will be conscious about ethical values in real life and in business.
2. Students will be able to critically examine their own values and the importance of the ethical dimension in business and workplace decision making.
3. Students will be able to apply systematic ethical reasoning to business dilemmas and communicate effectively in oral and written forms these, using the concepts, logic and historical conventions of business ethics.
4. Students will understand the corporate governance theories and frameworks to the various corporate governance structures found in their national environments
5. Show an advanced understanding of the role of the board of directors in shaping the strategy of a company and protecting the interests of stakeholders

Pedagogy:

Tests, Group Discussion, Seminars

UNIT – I INTRODUCTION TO ETHICS & ETHICS IN BUSINESS

Meaning, origin of word ethics, concept of ethics, Nature, objectives of ethics, types of ethics, Model of ethics, Code of ethics. Ethical issues, ethical philosophies, ethical relativism and ethical universalism, Business Ethics-meaning, objectives, purpose, characteristics, scope of business ethics, Ethical performance in business; Ethical Congruence; Managerial philosophy.

12 Hours

UNIT – II ETHICAL THEORIES

Cognitivism and Non-cognitivism; Consequentialism vs. Non-consequentialism, Utilitarianism; Kantianism vs. Utilitarianism; Religion & Ethics; Business and Religion; Diagnostics model of social responsiveness; Four faces of social responsibility, Ethical climate in companies.

12 Hours

UNIT – III ETHICS DILEMMAS IN VARIOUS DISCIPLINES

Marketing - Ethical dilemmas and Unethical / Deceptive marketing practices; Ethical and Social issues in advertising, Role of consumerism. Finance - Ethics in Finance, Unethical financial practices, Creative accounting, Hostile takeovers, Tax evasion corporate crimes. HRM - HR system, Psychological expectancy model, Ethical dilemmas and Unethical HRM practices. Information Technology – Ethical dilemmas IT, Unethical issues in computer applications; Software piracy and Hacking. **14 Hours**

UNIT – IV CORPORATE GOVERNANCE (CG)

meaning, history of corporate governance in India, need, importance, principles of corporate governance, Scope, Objectives, Factors influencing and Mechanisms of CG. Corporate Governance theories; Agency theory, stakeholder's theory, corporate governance models: US-UK Model, European model, Japanese model, linkage between corporate governance and economic development. Elements of good Corporate Governance. Benefits of corporate governance. **12 Hours**

UNIT – V BOARD COMMITTEES & GOVERNANCE COMMITTEES

Constitution of Board, Board Committees, Constitution, Need, Duties and Responsibilities, significance of board committees, linkage between board committees and governance standards, Reports of Committees on Corporate Governance - Cadbury, Birla, Naresh Chandra, and Narayana Murthy Committee, clause 49 (summary). Role of SEBI in promoting corporate governance, listing agreement, major changes in listing agreements.

10 Hours

Total: 60 Hours

Suggested Readings:

1. Laura Hartman : Perspectives in Business Ethics, TMH, New Delhi.
2. David J. Fritzsche : Business Ethics: A Global and Managerial Perspective, TMH, New Delhi.
3. Laura Hartman & : Perspectives of Business Ethics, TMH, New Delhi. Abha Chattarjee
4. Joseph R. Desjardins: An Introduction to Business Ethics, TMH, New Delhi.
5. R.C. Shekhar : Ethical Choices in Business, Response Book, New Delhi.
6. J.Charkham, Keeping Good Company : A Study of Corporate Governance in Five Countries, Oxford University Press, London.
7. G.Ills, Controlling Companies, Unwin.
8. N.Bairs and D.Band, Winning Ways Through Corporate Governance, Macmillan, London.
9. Report of the Cadbury Committee on Financial Aspects of Corporate Governance, London Stock Exchange, London.
10. Report of Kumaramangalam Birla Committee on Corporate Governance, SEBI, Bombay.
11. Report on Corporate Governance, Confederation of India Industry.
12. Report of the Cadbury Committee on Financial Aspects of Corporate Governance, London Stock Exchange

M.COM II – SEMESTER

2.1: MCOM2008: SERVICES MARKETING

Total Marks : 70 (End Sem) + 30 (IA) = 100

Total Duration : 60 Hours

Credit : 04

Teaching Hours : 4 Hrs/Week

Objective:

1. The objective of this subject to familiarize the students to understand the meaning of services and the significance of services marketing.
2. The objective of this subject is to focusing on problems and strategies specific to service marketing and how to problems commonly encountered in services marketing.
3. To enable students to understand the conceptual aspects of services marketing.

Learning Outcomes:

1. The students will be able to explain describe and utilize key services frameworks and concepts including the 7P's of marketing, the Gaps Model, customer satisfaction, loyalty, and customer lifetime value.
2. Identify critical issues in service delivery including identifying and managing customer series experiences, expectations, perceptions and outcomes.

Pedagogy:

The subject is covered by adopting a combination of lecture methods, class presentation by groups of students, self-study sessions. Case studies will be taken to better understanding purpose.

UNIT – I INTRODUCTION TO SERVICES MARKETING

Introduction, Meaning, Definition, Features of Services Marketing, Essentials of Service, Difference Between Good and Services, Evolving Environment of Services, Reasons for Growth of Services in India, Role of Services in an Economy, Evolution of Services Marketing, Nature of Service Act, Services marketing organization, Designing the Service . **08 Hours**

UNIT – II CONSUMER BEHAVIOR IN SERVICE ENCOUNTERS

Introduction, **Consumer Behavior** – Meaning, Definition, Service Encounter, **Consumers Interactions with Service Operations** – Meaning, Types of Customers, Types of Customer Interactions, Determines Customers Satisfaction, **Services Quality** – Meaning, Definition, Dimensions of Services Quality, **Purchase Process for Services** – Pre-Purchase Stage, Service Encounter Stage, Post Encounter Stage, **Customers Needs and Expectations** – Customer Needs Meaning, Identifying Customer Needs, Customer Expectations Meaning, Market Research to Understand Customer Expectation, Service Business as a System. **10 Hours**

UNIT – III SERVICES MARKETING MIX

Introduction, Meaning, Elements of Services Marketing Mix, Planning and Creating Services Product, Flower of Services or Supplementary Services, Types of Supplementary Services, **Planning and Branding Service Products** – Meaning, Branding Strategies for Services, **Pricing of Services** – Meaning, Objectives of Pricing, Objectives for Pricing of Services, Pricing Foundations, Pricing methods, **Promoting Service** – Role of Marketing Communication, Challenges of Services Communication, Marketing Communication Planning, Objectives of Promotion for Services, Designing the Communication Mix for Services, **Physical Evidence** – Meaning, Elements of Physical Evidence, Role of Physical Evidence Strategy, Guidelines for Physical Evidence Strategy, **Distributing Services** – Meaning, Distribution Options for Services Customers, Place and Time Decisions, Delivering Services in Cyberspace, Distributing Services Internationally, **Franchising** – Meaning, Advantages and Disadvantages. **14 Hours**

UNIT – IV MANAGING SERVICE DELIVERY PROCESS

Introduction, Designing and Managing Service Process, **Services Blueprinting** – Meaning, Benefits of Services Blueprinting, Developing a Blueprinting, Components of Services Blueprinting, **Service Process Redesign** – Meaning, Types of Service Redesign, **Customer as a Co-Producer** – Meaning, Levels of Customer Participation, Self Service Technologies (SSTs), **Balancing Demand and Capacity** – Productive Capacity Meaning, Managing Capacity, Analyze Patters Demand, Managing Demand, **Planning the Service Environment** – Meaning, Purpose of Service Environment, Dimensions of Service Environment, Consumer Responses, Managing People for Service Advantage. **14 Hours**

UNIT – V IMPLEMENTING SERVICES MARKETING

Introduction, **Managing Relationships and Building Loyalty** – Customer-Firm Relationship, Wheel of Loyalty, Building Loyalty, **Customer Relationship Management (CRM)** – Meaning, Definitions, Objectives, Applications, Types, Benefits, Strategy, Failures Reasons, Components of CRM, **Customer Feedback and Service Recovery** – Meaning, Definitions, Importance of Customer Feedback, Customer Responses to Service Failure, Complete Handling Procedure, Service Recovery Stages, Service Recovery System, Strategies of Service Recovery, Service Guarantee, Jay Customers, Improving Service Quality and Productivity, Organizing for Service Leadership. **14 Hours**

Total: 60 Hours

Skill Development Excise:

Tests, Study Project, Group Discussion, Seminars & Paper Presentations.

Suggested Readings:

1. Jha: Services Marketing, Himalaya Publishing House, Mumbai.
2. Christopher Lovelock & Jochcn Wirtz: Services Marketing, Pearson, New Delhi.
3. Valarie A Zeithanal, Mary Jo Bitner.
4. B. Balaji: Services Marketing and Management, S.Chand & Company New Delhi.
5. Cowell, Donald: The Marketing of Services, Heinemann Publishers, London.

2.2: MCOM2009: CORPORATE RESTRUCTURING

Total Marks : 70 (End Sem) + 30 (IA) = 100

Total Duration : 60 Hours

Credit : 04

Teaching Hours : 4 Hrs/Week

Learning Objectives:

6. To establish a conceptual frame work for the study of corporate restructuring
7. To understand the different forms of corporate restructuring
8. To study the methods of valuation of firms
9. To understand the reports of various committees on industrial sickness.

Learning Outcomes:

1. Students will be able to understand the theoretical concepts of corporate restructuring
2. Students will come to know the various methods of valuing firms, practical calculations
3. Students will come to know causes, symptoms of industrial sickness

Pedagogy:

Tests, Group Discussion, Seminars & Paper Presentation

UNIT – I INTRODUCTION

Meaning, reasons and significance of corporate restructuring; forms of restructuring - expansion, sell-offs, corporate control and changes in ownership structure; sources of value creation in corporate restructuring; corporate restructuring in India-Private and public sector enterprises; effects of restructuring. **08 Hours**

UNIT – II MERGERS AND ACQUISITIONS

Meaning, types and motives for corporate mergers; mergers and strategic perspective-building competitive advantages SWOT, BCG and Porter approaches; sources of value creation in mergers-synergy and types; Theories of corporate mergers-efficiency theories, information and signaling, agency problems and managerialism; free cash flow, market power, taxes and redistribution; cost and benefits of mergers; methods of financing of mergers. **16 Hours**

UNIT – III VALUATION, EXCHANGE RATE & MERGER FAILURES

Methods of valuation of target firms; share exchange rate- minimum and maximum; EPS *vis* MPS methods; DCF analysis; Merger gains and distribution; reasons for merger failures; implementation and management guides for mergers and acquisitions; methods of analysis of post-merger performance; legal procedure for mergers in India; merger trends in India. **14 Hours**

UNIT – IV CORPORATE CONTROL

Meaning, objectives and types of takeovers; open offer *vis* tender offer; SEBI' s takeover code; takeover defenses-need, types and effect of takeover defenses; takeovers in India and defenses employed; financing of takeovers. **10 Hours**

UNIT – V INDUSTRIAL SICKNESS

Meaning, causes, symptoms of industrial sickness; magnitude of sickness; Univariate and multivariate methods of sickness prediction; magnitude and reasons for industrial sickness among SSI and non SSI units in India; Tiwari Committee recommendations; SICA (Special Provisions) Repeal Act, 2003, NCLT and NCLAT -establishment, objectives, procedure and working; measures for control of industrial sickness. **12 Hours**

Total: 60 Hours

Suggested Readings:

1. J.F. Weston, K.S. Chung & S.E. Hoag : Mergers Restructuring and Corporate Control, Prentice Hall of India, New India, 2006
2. J.F. Weston, Mitchell & Mulberin : Takeovers, Restructuring and Corporate Governance, Pearson Publications, 2006
3. Patrick Ganghan : Mergers, Acquisitions and Corporate Restructuring, John Wiley, 2006.
4. Robert, F. Bruner : Applied Mergers and Acquisitions, John Wiley Publications, 2004
5. Enrique R. Arzac : Valuation for Mergers, Buyouts and Restructuring
6. Pablo & Mansur Janidan .: Mergers and Acquisitions, Blackwell Publications; .2005
7. Sudarshan : Creating Value through Mergers 'and acquisition, PHI, New Delhi 2006
8. Pandey, I.M., : Financial Management, Vikas Publications, New Delhi, 2005
9. Khan and Jain : Financial Management, TMH, New Delhi, 2006
10. Prasanna Chandra : Financial Management, TMH, New Delhi, 2006
11. 11.Brealey & Myers, S.C., : Corporate Finance, 9th edition, TMH, New Delhi, 2006
12. 12.Stephen Ross, Westerfield: Corporate Finance, Ist edition, 'TMH, New Delhi, Jaffee 2006

2.3: MCOM2010: BUSINESS RESEARCH METHODS

Total Marks : 70 (End Sem) + 30 (IA) = 100

Total Duration : 60 Hours

Credit : 04

Teaching Hours : 4 Hrs/Week

Learning Objectives:

1. To develop understanding of the basic framework of research process.
2. To develop an understanding of various research designs and techniques.
3. To identify various sources of information for literature review and data collection.
4. understand some basic concepts of research and its methodologies

Learning Outcomes:

1. Students should be able to identify the overall process of designing a research study from its inception to its report.
2. Students should be able to define the meaning of a variable, and to be able to identify independent, dependent, and mediating variables.
3. Students should be familiar with good practices in conducting a qualitative interview and observation.

Pedagogy: Lectures, Assignments, Projects and Seminars & Quizes.

UNIT – I INTRODUCTION

Research – Meaning and Definition, Characteristics, Nature and Scope. Types of Research - Research Methodology - Formulation of Research Problem - Major Steps in Research – Hypothesis - Research Design – Review of Literature, Planning of Research, Uses of Social Science Research. - Ethical Issues in Business Research. **08 Hours**

UNIT – II DATA COLLECTION AND SAMPLING

Data Collection: Sources of Data; Primary and Secondary Data. Procedure for Data Collection, Tool for Data Collection – Questionnaire, Interview, Schedule. Sampling: Meaning, Definition, Need and Types. Sampling Errors, Merits and Demerits of Sampling. Measurement and Scaling Techniques. **08 Hours**

UNIT – III DATA PROCESSING AND ANALYSIS

Processing of Data: Editing, Coding and Tabulation - Problems - Use of Computer in Research. Analysis of Data: Statistical Analysis; Diagrammatic and Graphic Representation. Interpretation of Results. **11 Hours**

UNIT – IV STATISTICAL APPLICATIONS

Hypothesis Testing; Power of a Test, Large Sample Tests for Proportions, Means and Standard Deviations. Small Sample Tests –T and F Tests. Design of Experiments and Analysis of Variance. Non-Parametric Tests - Chi-Square Test. **25 Hours**

UNIT – V RESEARCH REPORTS

Meaning and Types of Reports - Stages in Preparation of Report - Characteristics of a Good Report - Structure and Components – Documentation: Footnotes and Bibliography - Checklist for the Report, Introduction to SPSS Package. **08 Hours**

Total: 60 Hours

Suggested Readings:

1. William G. Zikm , Business Research Methods, The Dryden Press, New York.
2. Green Paul, Full Donald, Research for Marketing Decisions, Holt Rinehart and Winston, New York.
3. Rigby Paul H., Conceptual Foundation of Business Research, Wiley and Sons, New Delhi.
4. Clover Vernon T. and Howard Basley, Business Research Methods, Ohio Grid Publishing, Columbus.
5. Michel V.P., Research Methodology in Management, Himalaya, Bombay.
6. Emory C.William, Business Research Methods, Macmillan Publishing Co., New York.
7. Richard Levis, Statistics for Management, PHI, New Delhi.
8. Berenson, Canol and Raymond Colton, Research and Report Writing for Business and Economic, Random House, New York.
9. Edward F. Reading in Market Research, The British Market Research Bureau, London.
10. Robert Ferber, Handbook of Marketing Research, McGraw Hill, New York.

2.4: MCOM2012: ECONOMIC ANALYSES FOR BUSINESS

Total Marks : 70 (End Sem) + 30 (IA) = 100

Total Duration : 60 Hours

Credit : 04

Teaching Hours : 4 Hrs/Week

Learning Objectives:

1. To examine basic economic problems facing society and apply theory to practical problems in a business context.
2. To analyse and evaluate economic issues within the frameworks of modern economic models and analytical techniques to explain and predict the outcomes of changes in a variety of economic variables.
3. To analyse the interrelationships between economic variables and evaluate the major economic aggregates and how they are measured.

Learning Outcomes:

1. Analyse the demand and supply conditions and assess the position of a company.
2. Design competition strategies, including costing, pricing, product differentiation and market environment according to the nature of products and the structures of the markets.
3. Analyse real-world business problems with a systematic theoretical framework.

Pedagogy: Lecture, Assignment, Seminars, Games.

UNIT – I INTRODUCTION

Meaning and definition of managerial economics - Nature and Scope - Objectives of the firm- Economics and Decision-making- Functional Relationships- Total average and marginal- Economic models- Calculus and managerial economics. **08 Hours**

UNIT – II DEMAND THEORY

Determinants of market demand- Market Demand and Firm Demand- Market Demand Equation- Total and Marginal Revenue Price Elasticity-Income Elasticity - Cross Elasticity- Demand Forecasts and Techniques of Forecasting. **10 Hours**

UNIT – III PRODUCTION AND COST THEORY

Production Function- Production with one variable input- production with two input variables- Economies of Scale-Estimating Production Function-Economic - concept of Cost- Short-run and Long-run cost functions-Estimating cost functions. **15 Hours**

UNIT – IV MARKET STRUCTURE AND PRICING DECISIONS

Market structure - perfect market- monopoly monopolistic oligopoly-monopoly-oligopoly structure -pricing decisions - price discrimination. **15 Hours**

UNIT – V TECHNOLOGICAL CHANGE AND LOCATION THEORY

Technological change in global economy- Impact of Technological change on Production function, productivity and economic growth- Location of the firm in the global economy- basic location principles, Locational theories-market area determination - Threshold Analysis (basics) **12 Hours**

Total: 60 Hours

Suggested Readings:

1. Peterson & Other : : Managerial Economics, Pearson Publications, New Delhi.
2. Pindyck & Others : : Micro Economics, Pearson Publications, New Delhi
3. Keats: Managerial Economics, Wiley Dreatech, New Delhi.
4. P.L. Mehta : : Managerial Economics, Sultan Chand & Sons, New Delhi.
5. P.N. Chopra Managerial Economics, Kalyani Publishers, Ludhiyana.

2.5: MCOM2015: ORGANIZATIONAL BEHAVIOR

Total Marks : 70 (End Sem) + 30 (IA) = 100

Total Duration : 60 Hours

Credit : 04

Teaching Hours : 4 Hrs/Week

Learning Objectives:

1. To help the students to develop cognizance of the importance of human behaviour.
2. To enable students to describe how people behave under different conditions and understand why people behave as they do.
3. To enable students to synthesize related information and evaluate options for the most logical and optimal solution such that they would be able to predict and control human behavior and improve results.

Learning Outcomes:

1. Demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization.
2. Demonstrate the applicability of analyzing the complexities associated with management of individual behavior in the organization.
3. Analyze the complexities associated with management of the group behavior in the organization.

Pedagogy: Lectures, Assignments, Projects and Seminars & Quizes.

UNIT – I NATURE OF ORGANIZATIONAL BEHAVIOR

Meaning and definition, scope, contributing disciplines to the field of O.B., stages in the evolution of OB. **08 Hours**

UNIT – II FOUNDATIONS OF INDIVIDUAL BEHAVIOR

Personality, perception, learning, attitudes, values, job satisfaction. **15 Hours**

UNIT – III FOUNDATIONS OF GROUP BEHAVIOR

Nature of groups, types of groups, determinants of group behavior, group process, group development, group norms, group cohesiveness, small groups, group decision making, team building. **10 Hours**

UNIT – IV LINKAGE BETWEEN BEHAVIOR AND MANAGEMENT FUNCTIONS

Decision making, process of decision making, policy formulation; leadership, theories of leadership styles, voluntary co-operation, directing and disciplining. Motivation: nature, importance, theories relating to motivation, communication: conflict in the organization, transactional analysis. **15 Hours**

UNIT – V ORGANIZATIONAL CHANGE AND DEVELOPMENT

Organizational culture, changing the culture, Change management, work stress management, organizational management, managerial implications of organization's change and development. (Only elementary aspects should be taught). **12 Hours**

Total: 60 Hours

Suggested Readings:

1. Frad Luthans, Organisational Behaviour, McGraw Hill, New York.
2. Stephen P. Robbins, Organisational Behaviour, PHI, New Delhi.
3. Keith Devis, Human Behaviour at Work, TMH, New Delhi.
4. Uday Pareek, Behavioural Process in Organisation, Orford and IBH, New Delhi.
5. Edger Scheier, Organisational Psychology, PHI, New Delhi.
6. K. Ashwathappa, Organisational Behaviour, Himalaya, Bombay.
7. Uday, Pareek, Beyond Management, Oxford and IBH, New Delhi.
8. W.L. French, and Bell, Organisational Development, PHI, New Delhi.
9. Warner G. Bennis, Changing Organisations, TMH, New Delhi.
10. Uma Sekharan, Organisational Behaviour, TMH, New Delhi

OPEN ELECTIVE COURSE

(Opt. from other Disciplines)

2.6 ENTREPRENEURSHIP DEVELOPMENT

Total Marks : 70 (End Sem) + 30 (IA) = 100

Credit : 04

Total Duration : 60 Hours

Teaching Hours : 4 Hrs/Week

Learning Objectives:

- The objective of the subject aim is to provide necessary input to the students and motivate to start new venture to become Entrepreneur.
- To understand Entrepreneur responsibility towards the society, generate employment opportunity and contribute for the economic growth of our country.
- To understand how to start-up small scale industry and the required document to start the industry.

Learning Outcomes:

- By the end of this subject students are expected to get essential knowledge about Entrepreneur and Entrepreneurship.
- Understand the systematic process to select a business ideas and design or strategies for successful implementation of ideas.

Pedagogy:

The subject is covered by adopting a combination of lecture methods, class presentation by groups of students, self-study sessions. Case studies will be taken to better understanding purpose.

UNIT – I INTRODUCTION TO ENTREPRENEURSHIP:

Introduction, **Entrepreneur** – Meaning, Definition, Evolution of the Concept of Entrepreneur, Characteristics, Functions and Types of Entrepreneur, Relation Between Entrepreneur, Manager and Intrapreneur, **Entrepreneurship** – Meaning, Definition, Concept of Entrepreneurship, Factors of Entrepreneurship, Features of Entrepreneurship, Growth of Entrepreneurship in India, Role of Entrepreneurship in Economic Development, **Women Entrepreneurship** – Meaning, Definition, Categories, Functions, Reasons for Growth of Women Entrepreneurship, Problems of Women Entrepreneurship, Development of Women Entrepreneurship, **Rural Entrepreneurship** – Meaning, Definitions, Types, Importance and Problem of Rural Entrepreneurship, NGOs and Rural Entrepreneurship, Factors Affecting entrepreneurship Growth. **16 Hours**

UNIT – II ENTREPRENEURIAL MOTIVATION AND ENVIRONMENT:

Introduction, **Entrepreneurial Motivation** – Meaning, Definition, Motivational Cycle or Process, Maslow's Hierarchy Need Theory, Achievement Motivation Theory, **Entrepreneurial Environment** – New Economic Policy 1991 with special reference to SSI, Objectives and Characteristics of New Economic Policy 1991, Components of New Economic Policy, Incentive Support Given by State and Central Government. **12 Hours**

UNIT – III START-UP SMALL ENTERPRISES:

Introduction, **Small Scale Industries** – Meaning, Definition, Types, Characteristics, Objectives, Scope of Small Scale Industries, Procedure to Start Small Scale Industries, Problems of Small Scale Industries, Differences Between Small Scale Industries & Large Scale Industries, Role of Small Scale Industries in Economic Development, **Project Identification & Selection (PIS)** – Meaning, Definitions, Project Classification, Project Selection, **Project Report** – Meaning, Contents of Project Report, Formulation of Project Report **Project Appraisal** – Meaning, Definition, Methods of Project Appraisal. **14 Hours**

UNIT – IV SUPPORT TO ENTREPRENEURS:

Introduction, **Finance Support** – Commercial Bank, Other Financial Institutions, Infrastructural, **Institutional Support** – NSIC, Functions of NSIC, SIDO, Functions of SIDO, SISIs, Functions of SISIs, DICs, Functions of DICs, Industrial Estates, Types of Industrial Estates, Objectives of Industrial Estates, Industrial Estates in India. **10 Hours**

UNIT – V ENTREPRENEURSHIP DEVELOPMENT PROGRAMMES (EDP):

Introduction, Meaning, Definition, Need for EDPs, Objectives of EDPs, Course Contents and Curriculum of EDPs, Phases of EDPs, Evolution of EDPs, Problems of EDPs. **08 Hours**

Skill Development Excise:

Tests, Study Project, Group Discussion, Seminars & Paper Presentations.

Suggested Readings:

1. Dr. S. S. Khanka, Entrepreneurial Development, S. Chand and Co.
2. Hisrich R.D., Peters P.P and Shepherd, Entrepreneurship, TMH.
3. Gupta and Srinivasan, Entrepreneurship Development in India, Sultan Chand and Sons.
4. Developing Entrepreneurship-Issues and Problems, NISIET, Hyderabad.
5. Jain and Varshney, Entrepreneurship Development-An Indian Perspective, HPH.
6. Vasanth Desai, Dynamics of Entrepreneurial Development and Management, HPH.

OPEN ELECTIVE COURSE

(Offer to other Disciplines)

2.6: FUNDAMENTALS OF FINANCES

Total Marks : 50 (End Sem) + 50 (IA) = 100

Total Duration : 60 Hours

Credit : 04

Teaching Hours : 4 Hrs/Week

Learning Objectives:

1. To give the broad overview of Financial Management.
2. To understand the changing role of Finance Manager.
3. To know the importance of financial decisions.
4. To understand the principles of capital budgeting.

Learning Outcomes:

1. Understand the role of financial management in business organizations.
2. Analyze the finances of individual companies in terms of their performance and capital requirements
3. Have a greater appreciation and understanding of the importance of financial decision making
4. Apply principles of capital budgeting

Pedagogy:

Lectures, Assignments, Presentation, Case analysis, Seminars, role play, Group Discussion, Quiz.

UNIT – I FINANCIAL MANAGEMENT

Concepts, goals of finance managers: profit maximization, wealth maximization, functions of financial management: financing, investment, dividends and liquidity risk return trade off i.e. working capital, duties of manager, agency problem. **10 Hours**

UNIT – II FINANCIAL PLANNING AND CAPITALIZATION

Financial Planning: Meaning, objectives, types, factors affecting financial planning, steps, principles of sound planning, advantages & disadvantages.

Capitalization: Meaning, types – fair, over & under capitalization, meaning definition, causes, effects and remedies. (Theory & problems). **12 Hours**

UNIT – III CAPITAL STRUCTURE

Concepts, optimum capital structure, theories of capital structure, EBIT and EPS analysis. (Theory & problems) Analysis of capital structure of listed companies. **12 Hours**

UNIT – IV LEVERAGE AND COST OF CAPITAL

Leverage: Meaning and types- Operating leverage, financial leverage and combined leverage. (Theory & problems).

Cost of Capital: Concepts, Computation of specific cost of capital- cost of equity, cost of preference, cost of retained earnings. Weighted average cost of capital, weighted marginal cost of capital. (Theory & problems) Analysis of financial leverage of listed companies. **12 Hours**

UNIT – V CAPITAL BUDGETING

Capital budgeting, nature project-evaluation criteria, traditional- PB, ARR; DCF-NPV, IRR, PI, risk under capital budgeting, capital rationing and investment decisions test. (Theory & problems)

Profit Planning & Personal Finances: Objectives of Profit Planning, Essentials of profit planning, preparation of profit plan.

Dividend policy -Walters model, Gordon model and MM approach (Theory & problems).

14 Hours

Total: 60 Hours

Suggested Reading:

1. Prasanna Chandra- Financial Management. TMH. Ed.9
2. Khan & Jain- Financial Management. TMH.Ed.7
3. Sudhindra Bhat- Financial Management. Excel Books. Ed. 2
4. I.M. Pandey- Financial Management.
5. I.M. Pandey and Ramesh Bhat-Cases in FM.

Internal Assessment Pattern

Sl. No	Content	Marks
1	I – Internal Assessment	10
2	II – Internal Assessment	10
3	Assignment / Class Room Participation / Role Plays	04
4	Attendance	03
5	Seminar	03
Total		30

Semester End Examination – Question Paper Pattern

Section	Question Type	Marks
A	Short Answer Questions (Answer any five out of Seven questions. Each question carries two marks)	5X2=10
B	Conceptual / Descriptive/ Problem Type questions (Answer any three out of five questions. Each question carries five marks)	3X5=15
C	Conceptual / Descriptive/ Problem Type questions (Answer any two out of four questions. Each question carries fifteen marks)	2X15=30
D	Case Study (Compulsory)	1X15=15
Total		70

Total Marks Distribution for Internal Assessment and Semester End Examination

Sl. No	Content	Marks
1	Internal Assessment	30
2	Semester End Examination	70
Total		100