

Name of Course: M.Com. (Major in Management)

Semester – I

Strategic Management (MCM 1.1)			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Core
Objectives:			
<ol style="list-style-type: none"> 1. To provide students with an idea of the concept of strategy and understand the basic concepts and principles of strategic management. 2. To analyze the internal and external environment of business. 3. To help them for strategy formulation and strategy implementation. 4. To analyze corporate strategies for achieving strong presence in the global context. 			
Learning Outcome:			
<ol style="list-style-type: none"> 1. Help in understanding and exposing to various perspectives and concepts in the field of Strategic Management. 2. Help develop skills for applying these concepts to the solution of business problems through environmental analysis. 3. Develop and prepare organizational strategies that will be effective for the current business environment. 4. Devise strategic approaches to managing a business successfully in a global context. 			
Unit	Content		
I	Introduction to Strategic Management: Introduction, Definition, Characteristics, Importance and elements- Strategic Management, Strategic Management Process, Difference between Policy, Strategy and Tactics, Organizational Objectives- hierarchy of objectives, Setting of objectives, Process of setting objectives, SWOT analysis.		
II	Environment Analysis: Definition, Characteristics and importance of a Vision and Mission statement, External environment of a firm- Definition and Components, Internal environment of a firm- Definition and Components. Environmental Scanning-Definition and process of environmental scanning of a firm, Synergy- Types and benefits of synergy.		
III	Strategy Formulation and Implementation: Portfolio approach and analysis- Definition, Characteristics, advantages and disadvantages, BCG Matrix, GE matrix, Strategic Business Units- Concept, Nature, Merits and demerits, Strategy Implementation- meaning and definition, nature, process, strategic leadership, functions of strategic leader, power and politics, bases of power.		
IV	Types of Strategies: Corporate Strategy- types- Stability, expansion, retrenchment and combination strategy- merits and demerits; Growth Strategies expansion strategies- Integration and diversification- types of integration and diversification; defensive strategies- turnaround strategies, divestment, bankruptcy, liquidation- types, global strategy- types, New market entry strategies.		
Books Recommended:			
<ol style="list-style-type: none"> 1. Business Environment for Strategic Management, Dr. Aswathappa, Tata McGraw Hill. 2. Business Policy and Strategic Management, Subbarao, HPH. 3. Strategic Management an Integrated Approach, Charles W.L Hill and Gareth R. Jones, Cengage Learning 4. Business Policy and Strategic Management, Azhar Kazmi, Tata McGraw Hill 5. Strategic Management and Business Policy, C. Appa Rao, Excel Books. 6. Business Policy and Strategic Planning and Management, Ghosh P.K., Tata McGraw Hill. 7. Strategic Management, Pillai, Jaico Pub. 8. Business Policy and Strategic Management, Lawrence, Tata McGraw Hill. 9. Business Policy and Strategic Management, Sathyashekar : I.K International Publishing House Pvt. Ltd. 			

Name of Course: M.Com. (Major in Management)

Semester – I

Securities Analysis and Portfolio Management (MCM 1.2)			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Core
Objective: <ol style="list-style-type: none"> 1. To provide the students a comprehensive introduction to the area of securities analysis and Portfolio Management. 2. To provide students a comprehensive introduction to the areas of security analysis and portfolio management. 3. To equip Students with advanced tools and techniques for making profitable investment decisions. 4. To familiarize students with the Contemporary concepts and methods involved in Portfolio and Risk Management. 			
Learning Outcome: <ol style="list-style-type: none"> 1. Students will be able to understand valuation of Securities. 2. Students will know and able to analysis the equity & technical Analysis of company. 3. Students will understand the Risk & return analysis and Portfolio Management. 4. Students will know about CAPM and APT. 			
Unit	Content		
I	Valuation of Securities: Bond Valuation Types of Bonds - Dated Securities and Zero-Coupon Bonds; Strips, Valuation of bonds; Yield, Current Yield, YTM, Yield to Call. Shares valuation – Features of equity, valuation of shares asset backing method, EPS method, Market value, yield based methods, Fair value of shares, Dividend discount models – with constant dividend, with constant growth, multi stage growth models, P/E based valuation.		
II	Equity analysis: Concept, process, Economy analysis, sector analysis, company analysis, Industry Analysis, Fundamental Analysis. Technical analysis: Dow Theory, EMH, Random walk Hypothesis, Indian Markets and Efficiency Charts – Line Charts, Bar Charts, Japanese Candle stick Chart.		
III	Portfolio Management: Meaning of Portfolio, Selection and Evaluation, Portfolio risk and return, Concept of efficient frontier & optimum portfolio. Portfolio Analysis- Reasons to hold Portfolio. Risk Measurement: Standard Deviation- Meaning of Beta- Use of beta in estimating returns. Risk & return- Meaning Definition and Types (Systematic risk & Unsystematic risk)		
IV	Capital Asset Pricing Model (CAPM): Efficient frontier with a combination of risky and risk-free assets. Assumptions of single period classical CAPM model. Characteristic line, Capital Market Line, Security market Line. Evaluation of securities- Present validity of CAPM. Arbitrage Pricing Theory (APT), APT- Model and equation.		
Books Recommended: <ol style="list-style-type: none"> 1. Securities Analysis & Portfolio Management, Fischer D.E. & Jordan R. J., Pearson Education. 2. Investment Analysis and Portfolio Management, Frank K Reilly & Keith C Brown, Cenage India Pvt Ltd. 3. Financial Management, Ravi Kishore ,Taxmann's, New Delhi. 4. Portfolio Management, Devin S., Prentice Hall 5. Security Analysis and Portfolio Management, P. Chapter havathy Pandian, Vikas Publishing House Pvt. Ltd. 			

Name of Course: M.Com. (Major in Management)

Semester – I

Startup and Venture Capital Management (MCM 1.3)			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Core
Objective: <ol style="list-style-type: none">1. To understand the concepts of Startup and roles of various parties involved2. To analyze the opportunities and explain role of Government into promoting Start-Ups3. To learn various concepts of Venture Capital4. To know the working mechanism of the Venture Capital Financing			
Learning Outcome: <ol style="list-style-type: none">1. Explain the definition of Startup and identify the roles of Startups, Entrepreneurs and Government2. List the pillars of Startups and elaborate various schemes of Govt.3. Describe the working mechanism of Venture Capital4. List the challenges faced by Venture Investors and discuss the legal framework for Venture Financing			
Unit	Content		
I	Introduction to Startups: Definition, Need, Scope & Objectives of Startups; Evolution and Growth of Startups in India; Role of entrepreneurs in Creating Startups; Role of Startups in Indian Economy; Various stages of building a Startup; Introduction to Investors, Incubators and Mentors		
II	Opportunities in Startup: An overview of Startup Industry in India; Objectives & Three pillars of Start-up India Campaign; A brief introduction to Various Schemes and Policies of Startup India; Registration Process for Startup India schemes; Overview of Startup India Investor Connect Portal; Concept of Startup Ecosystem		
III	Introduction to Venture Capital: Meaning, Characteristics & Need of Venture Capital; Advantages and Disadvantages of Venture Capital Investment; Difference between Venture Capital and Private Equity; Types of Venture Capital; Stages of Venture Capital Financing; Exit Strategies; Structure of Venture Capital funds in India		
IV	Venture Financing: Venture Capital Management Companies; Sources of Funds; Various Funding Agencies; Challenges faced by venture capital investors; Franchising – Meaning, Opportunities and challenges; Legal Framework of Venture Capital Investment in India – SEBI Guidelines for Venture Capital.		
Books Recommended:			
<ol style="list-style-type: none">1. Starting, Developing and Managing a New Enterprise, Hishrich., Peters, Entrepreneurship: Irwin2. Launching New Ventures: An Entrepreneurial Approach, Allen, K.R., Cengage Learning, Ramachandran, K., Entrepreneurship Development, Tata McGraw Hill, India.3. Venture Capital and Indian Economy: Funding Guide Start-Up to Scale-Up, Dr. P. C. Gupta, Scriptor Publication4. Banking and Financial Services, Dr. Mukund Sharma, Himalaya Publishing House			

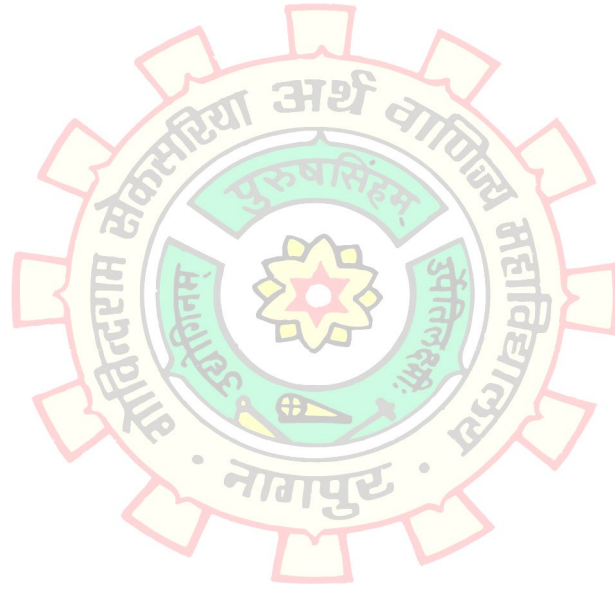
Name of Course: M.Com. (Major in Management)

Semester – I

Retail Management (MCM 1.4.1)			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Elective
<p>Objective:</p> <ol style="list-style-type: none"> 1. To understand the ways of building blocks of a winning sales force and enduring in retail environment. 2. To understand the framework to diagnose and address retail sales issues in the new marketing environment. 3. To learn how to design the company specific module for the betterment of retailers. 4. To familiarize students with how new retailing channels impact sales force structure, size and deployment and channel partner decisions. 			
<p>Learning Outcome:</p> <ol style="list-style-type: none"> 1. Familiarize the students with the management and dynamics of retail trade. 2. Understanding of the retail history and its function that modern retail formats apply. 3. Buying process, retail market strategy and target market. 4. Understand the growth strategy of retailing. 5. Choose retail location and its evaluation, also Inventory management, Warehousing, Logistics in Supply Chain Management. 			
Unit	Content		
I	<p>Introduction to Retailing: Definition – functions of retailing - types of retailing–forms of retailing based on ownership. Economic Significance, Opportunities in Retailing, Retail Management Decision Process. Retail theories – Wheel of Retailing – Retail life cycle.</p> <p>Types of Retailers: Food Retailers, General Merchandise Retailers, Non-Store Retail Formats, Services Retailing, Types of Ownership.</p>		
II	<p>Retailing in India: Evolution of Retail in India, Drivers of Retail Change and Challenges to Retail Development in India. Retailing from the International perspective</p> <p>Retail Planning Process – Factors to consider – Preparing a complete business plan – implementation – risk analysis. Choice of Store location – Influencing Factors, Market area analysis – Trade area analysis – Rating Plan method - Site evaluation. Retail Operations - Inventory management – Merchandise Management – Category Management.</p>		
III	<p>Managing The Store: Store Management Responsibilities, Recruiting & Selecting Store Employees, Socialising & Training New Store Employees Motivating, Managing & Evaluating Store Employees.</p> <p>Store Layout, Design & Visual Merchandising: Objectives of Good Store Design, Store Layout. Space Planning and Merchandise Presentation Techniques. Atmospherics.</p>		
IV	<p>Customer Service: Strategic Advantages through Customer Service, Customer Evaluation of Service Quality, GAPS Model for Improving Retail Service Quality.</p> <p>Application of IT to Retailing: Growing Role of IT in Retailing, IT for Competitive Advantage, Data Mining, Database Marketing, Business Intelligence.</p> <p>International Retailing: International Retail Structures, Multi Chain Integration.</p>		
Books Recommended:			
<ol style="list-style-type: none"> 1. Retail Management – A Strategic Approach: Barry Bermans and Joel Evans, 8th edition, PHI Private Limited, New Delhi, 2002. 2. Retail Management: Suja Nair: HPH. 3. The Art of Retailing: A.J. Lamba, 1st edition, Tata McGrawHill, New Delhi, 2003. 4. Retailing Management: Swapna Pradhan, 2/e, 2007 & 2008, TMH 5. Retail Management: K. Venkatramana, SHBP. 6. Retail Marketing: A. Siva Kumar; Excel Books. 			

7. **Integrated Retail Management James:** R. Ogden & Denise T. Ogden, , Biztantra Cengage Learning, 2007.

8. **Retail Managemen:** R.S. Tiwari : HPH



Name of Course: M.Com. (Major in Management)

Semester – I

Hospitality Management (MCM 1.4.2)			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Elective
Objective:			
<ol style="list-style-type: none"> To develop an understanding of various operations, importance of the hospitality business, and the functions of management in running it. To enable students to describe and explain professional skills required in hospitality. 			
Learning Outcome:			
<ol style="list-style-type: none"> Students will come to know the basic concept of hospitality Management. Students will get equipped with the knowledge of hospitality management and the services offered. It will enable candidates to distinguish between different departments and to explain basic functions. Students will learn to identify the emerging trends in hospitality establishments. 			
Unit	Content		
I	Introduction to Hospitality Management: Meaning and Definitions of Hospitality, Hospitality and its origin, Importance of Hospitality, The Environment & Objectives of Hospitality Industry, Soft Skills in Hospitality, Hospitality Based English: Meeting and greeting phrases used in operational areas (patience, respect, tolerance); Information Technology in Hospitality Management, Five major segments: Food, Lodging, Travel, Tourism and Recreation		
II	Departmental Structure : Administrative and Human Resources, Accounting and Finance Control, maintenance, front desk operations, guest services, housekeeping, linen and uniforms, kitchen and its operations, food service operations, the services in accommodation, stewarding, Customer care in Hospitality Industry, Minor operating departments : banquet functions, conference and catering services management, outdoor catering and mobile catering, parking operation, business or meeting rooms, and in-room entertainment		
III	Hospitality Industry: Characteristics of Hospitality Industry, 9 major components of hospitality industry: Travel, Lodging, Food and Beverage, Recreations, Entertainment, Health and Sports, Tourism: Relationship Between the Hospitality Industry and Tourism, Art and Culture and Event Management, Challenges for Hospitality Industry		
IV	Trends In Hospitality Sector: Low-cost airlines, inexpensive lodging, serviced apartments, technology, and loyalty travel trends in the hospitality industry, Future of the tourism industry, Career Opportunities in the Hospitality Sector Eco-friendly procedures in the hotel industry, Emerging Trends in Hospitality Sector. Relevant Case Studies from Hospitality Sector.		
Books Recommended:			
<ol style="list-style-type: none"> Roy C. Wood “ Hospitality Management: A Brief Introduction” Sage Publication , April 2015 John Walker Introduction to Hospitality Management 5th Edition Clayton W. Barrows Tom Powers , Dennis R. Reynolds, “ Introduction to the Hospitality Industry” 8th Edition Rocco M. Angelo, Hospitality Today: An Introduction, 8th Edition Gajanan Shirke, “Hospitality Management” Publisher: Shroff ISBN: 9789350233887, 9350233886 Edition: 2011 			

Name of Course: M.Com. (Major in Accountancy & Business Regulations)

Semester – I

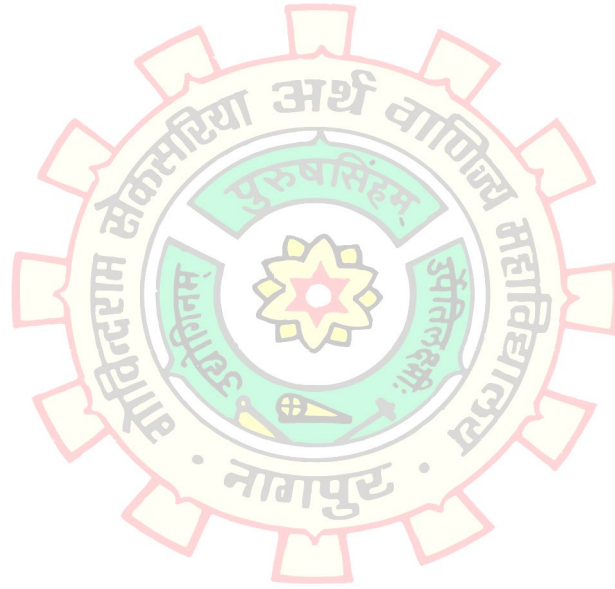
Research Methodology (MCM 1.5)			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Research Methodology
<p>Objective: This programme aims at providing the understanding of business research and the methods of business research. The programme will impart learning about how to collect, analyze, present and interpret data.</p>			
<p>Learning Outcome:</p> <p>i) Students will be able to learn about fundamentals of conducting a good research.</p> <p>ii) Students will be able to learn how to write and present a good Research Report.</p>			
Unit	Content		
I	<p>Introduction to Research Methodology: Meaning of Research, Definition of Research, meaning of research methodology, Qualities of good research, features and objectives of research, Types of Research, Research Process, problems in research process, Scope and Importance of Research in Commerce.</p>		
II	<p>Review of literature and Research Design: Meaning of literature review, purpose of literature review in research, steps in writing a literature review. Characteristics of research design, Types of RD; sources of research problem, Selection of a problem for Research, Framing of Hypothesis, Sample design, Sampling techniques, Survey-planning a survey.</p>		
III	<p>Data Collection: Primary data and secondary data- meaning, Methods of Data Collection; Sources of data; Use of primary and secondary data; Methods of collecting primary data – Observation-Interviews, Questionnaires and Schedules- its advantages and limitations</p>		
IV	<p>Analysis of Data and Report Writing: Editing; Classification and Tabulation; benefits of tabulation, Analysis of Data and Interpretation Report Writing: Qualities of a Good Report, Layout of the Research Report, References, Bibliography, citations, styles of citations; Plagiarism- UGC rules on plagiarism</p>		
<p>Books Recommended:</p>			
<p>1. Research Methodology: Ranjit Kumar; Pearsons</p> <p>2. Research Methodology: Methods and Techniques, C. R. Kothari, New Age International Publishers 2015</p>			

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Semester – II

Advanced Strategic Management (MCM 2.1)			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Core
<p>Objective:</p> <ol style="list-style-type: none"> 1. To familiarize students with contemporary theories, approaches, frameworks, and tools needed to develop and execute strategic decisions. 2. To position strategy and strategic management as the quest for value creation for relevant stakeholders that reaches beyond financial gains and short-term profits. 3. To analyze the competitive environment. 4. To understand emerging trends in strategic management. 			
<p>Learning Outcome:</p> <ol style="list-style-type: none"> 1. Understand new forms of Strategic Management concepts, develop analytical skills to provide strategic solutions and their use in business 2. Acquaint with new business models and strategies for the Economy 3. Understand the concepts and elements of competitive advantage as well as of core competency are outlined and applied. 4. Acquaint with recent developments and trends in the business corporate world. 			
Unit	Content		
I	Strategic Management & Planning - Major dimensions of strategic Management, Levels of Strategies, Components of Strategy Statement-Strategic Intent, Mission Statement, vision statement, Goals & Objectives, Benefits of Vision and Mission, Strategic Planning, Strategic Planning Stages, Characteristics of Strategic Planning, Strategic Decision Making-Characteristics/Features of Strategic Decisions.		
II	Models of strategic management and Competition Strategies – Dynamics of Competitive strategy, Models in Strategic Management: 1) PEST analysis 2) Porter’s five forces 3) Four corner’s analysis 4) Value chain analysis 5) Red Ocean Vs Blue Ocean Strategy 6) VRIO Framework, 7) McKinsey 7S of Strategy		
III	Competitive Advantage and Core competency – Definition, Types of Competitive Advantages, Competitive Intelligence-Definition, Objectives & Process. Core competency – Definition, theory, Competence based Strategy. Knowledge, Knowledge and Resource based Approach, Technology Competence- Features, Key Differences Between Competitive Advantage and core competence.		
IV	Emerging Trends in Strategic Management – Management of Strategic Change, Types of strategic change, Barriers of strategic change, Strategic Social Audit, Objectives of social audit, Advantages of social audit, Environmental Auditing- Objectives, advantages, Start-up Business Strategies and Make in India Model - Challenges, Case Studies based on Successful Start-ups, Contribution of Make in India Policy in overcoming industrial sickness.		
Books Recommended:			
<ol style="list-style-type: none"> 1. Business Environment for Strategic Management, Dr. Aswathappa, Tata McGraw Hill. 2. Business Policy and Strategic Management, Subbarao, HPH. 3. Strategic Management an Integrated Approach, Charles W.L Hill and Gareth R. Jones, Cengage Learning 4. Business Policy and Strategic Management, Azhar Kazmi, Tata McGraw Hill 5. Strategic Management and Business Policy, C. Appa Rao, Excel Books. 6. Business Policy and Strategic Planning and Management, Ghosh P.K., Tata McGraw Hill. 7. Strategic Management, Pillai, Jaico Pub. 8. Business Policy and Strategic Management, Lawrence, Tata McGraw Hill. 9. Business Policy and Strategic Management, Sathyashekar : I.K International Publishing House Pvt. Ltd. 10. Business Policy & Strategic Management, Kazmi Azhar, Tata McGraw Hill 			

11. **Business Policy, Strategy, Planning and Management**, P.K.Ghosh, Sultan Chand
12. **Business Policy and Strategic Management** Lawrence, R.Jauch McGraw Hill
13. **Business Policy Strategy Formation, and Management Action**, William F.G, McGraw Hill
14. **Strategic Management, Text and Cases** ,Thomas Jacob Pearson Edition

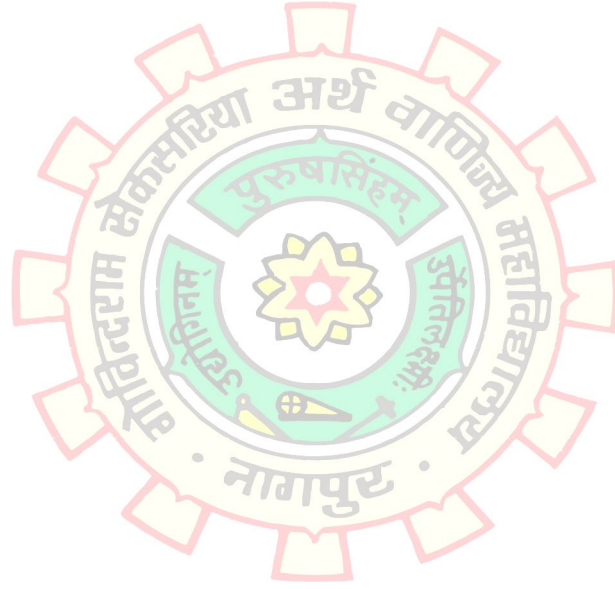


Name of Course: M.Com. (Major in Management)

Semester – II

Risk Management (MCM 2.2)			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Core
<p>Objective:</p> <ol style="list-style-type: none"> 1. To understand a thorough understanding of the concept of risk. 2. To identify and assess risks, understanding the sources of risks within an organization. 3. To understand the concept of risk management and its importance in organizations. 4. To evaluate the risks associated with corporate governance and understand the framework for board-level consideration of risks. 			
<p>Learning Outcome:</p> <ol style="list-style-type: none"> 1. Acquire deep knowledge and understanding of the concept of risk. They will be familiar with different types of risks. 2. Develop the skills to identify and assess risks within an organization. They will be able to recognize and analyze the sources of risks and use various methodologies to quantify and evaluate risks effectively. 3. Apply risk management techniques to real-world scenarios and make informed decisions to minimize potential risks and to learn how to develop risk management techniques and implement measures to mitigate and manage risks. 4. Comprehend the risks associated with corporate governance, enterprise and manage operational risks in day-to-day business operations. 			
Unit	Content		
I	<p>Introduction to Risk Management: Introduction, Meaning, Definition of Risk Management, Benefits of Risk Management, Impact of risk on organizations, Risk and Uncertainty: Distinction, Risk Assessment, Dynamic Nature of Risks, Types of Risk- Strategic and Operational Risks, Business Risk, Financial Risk, Information Risk, Liquidity Risk, Classification of Business Risk-: Internal and External, Controllable and Non-controllable, Inherent Risk and Residual Risk.</p>		
II	<p>Source and Evaluation of Risks: Identification and Sources of Risk, Quantification of Risk and various methodologies, Identify and assess the impact upon the stakeholder involved in Business Risk, Role of Risk Manager and Risk Committee in identifying Risk.</p> <p>Credit Risk Measurement and Management: Meaning of credit risk, component of credit risk, measurement of credit risk in banking transactions and factors affecting the credit risk, types of credit facilities, evaluating credit risk, Mitigating Credit risk, Qualitative and Quantitative techniques to manage risk.</p>		
III	<p>Risk Management: Concept of Risk Management, Objective and Process of Risk Management, Importance of Risk Management, Risk Management techniques</p> <p>Evaluation of Risk Management Strategies: Risk Management Strategy alignment with Business-Strategy, Internal Control environment and linkages with Risk Management, Risk Culture and attitudes to risk management.</p>		
IV	<p>Risk Associated with Corporate Governance: Evaluation of Risk Associated with Governance, Description and evaluation of framework for Board level consideration of risk, OECD Guidelines for Corporate Governance.</p> <p>Enterprise Risk Management: Definition, Scope and Techniques</p> <p>Operational Risk Management: Definition, Scope and Techniques</p>		
Books Recommended:			
<ol style="list-style-type: none"> 1. Enterprise Risk Management: Concepts and Cases, Sim Segal 2. Risk Management: A Strategic Approach by Ranjan Kumar Bal 3. Risk Management: Concepts and Applications by SubbaRao 4. Enterprise Risk Management: A Common Framework for the Entire Organization by R. Kannan and S. Sundararajan 			

5. **Principles of Risk Management and Insurance** by George E. Rejda and Michael McNamara.
6. **Risk Management and Financial Institutions** by John C. Hull and Alan White.
7. **Enterprise Risk Management: From Incentives to Controls** by James Lam.
8. **Risk Management: Concepts and Guidance** by Carl L. Pritchard.



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Semester – II

International Trade Management (MCM 2.3)			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Core
Objective:			
<ol style="list-style-type: none"> 1. To learn the Concepts and Principles of International Trade. 2. To analyze the factors affecting International Trade. 3. To learn the various sources of International Finance. 4. To know the role of Global Trade Organizations. 			
Learning Outcome:			
<ol style="list-style-type: none"> 1. Demonstrate the Principles of International Trade. 2. Evaluate the impact of various factors of International Trade on the business. 3. List the various sources of international finance. 4. Discuss the role of various international trade institutions. 			
Unit	Content		
I	Introduction to International Business: Introduction to International Business, salient features, importance and advantages of international trade. International Business Environment: Introduction and meaning of Economic Environment, Political Environment, Demographic environment, Legal environment & Technological environment		
II	International Trade: Trade Barriers International Trade Theories- David Ricardo's- 'Theory of Comparative Cost Advantage', Adam Smith- 'Theory of International Trade'; Foreign Investment: Introduction, Objectives, Importance, Types of foreign investments;		
III	Balance of Payment: Importance and Components International Financial Management: Introduction, Components of International Financial Management, Scope of International Financial Management; Global Sourcing: Introduction, advantages and disadvantages, Reasons for global sourcing		
IV	Global Institutions: Objectives and functions of - World Bank, International Monetary Fund (IMF) and World trade organization (WTO); Ethics in International Business: Introduction, Business Ethics Factors, International Business and Ethics; Ease of Doing Business in India: Govt. of India initiatives for FDI, India's Atmanirbhar Abhiyan- Self-Reliance initiative		
Books Recommended:			
<ol style="list-style-type: none"> 1. International Business, Francis Cherunilam; Prentice Hall of India. 2. International Business, Shukla, Excel Books. 3. International Business Environment, Francis Cherunilam, HPH. 4. Elements of International Business, S. N. Charry, Biztrantra. 5. International Business; Harrison Et Al; Oxford. 6. International Business, Daneils Et Al; Pearson. 7. International Management, Hodgetts and Luthans; Mcgraw-Hill 			

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Semester – II

Service Sector Management (MCM 2.4.1)			
Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Electives
Objective: <ol style="list-style-type: none"> To provide students with a comprehensive understanding of the service sector Management To explain the importance of services in the economy To understand the IT industry and its significance in the modern economy. To understand the importance of efficient service delivery channels and logistics. 			
Learning Outcome: Students will be able to - <ol style="list-style-type: none"> Apply this knowledge of service sector management in the contemporary business environment. Recognize the significance of the service sector in the economy, including its contribution to employment, GDP, and overall economic growth. Gain the knowledge of the IT industry, its scope, and its impact on various sectors of the economy. Identify and analyze the challenges specific to the distribution of services, and the importance of understanding customer needs and expectations in service delivery 			
Unit	Content		
I	Service Sector Management – An Overview: Services – Meaning, Features, Classification of Services, Significance of Service Sector, Reasons for Growth in Service Sector in India; Service Organization – Importance of Layout and Design of Service Organizations; Developing Service Culture in Organization.		
II	Emergence of the Services Economy: Importance of Services in Indian Economy; India’s Services Sector; Importance, Opportunities & Challenges of Some Major Services: Accounting and Auditing Services, R&D Services, Consultancy Services, Construction Services, Social Services, Telecom, Posts, Real Estate Services, BPO, KPO		
III	IT and ITES Sector: Overview of IT industry, Role of ITeS, Innovations in IT; Challenges and Opportunity in ITeS sector; Banking and Insurance sector: Importance, Challenges and opportunities in Banking and Insurance Sector.		
IV	Distribution, Planning and Managing Service Delivery: Challenges in distribution of services; Advertising and Sales promotion in service industry; Relationship Marketing; Understanding customer’s needs and Expectations; Monitoring & measuring customer satisfaction; Concept of Service Quality; Service Delivery Mechanism; Emerging Concepts like Online Services, After Sale Services.		
Books Recommended: <ol style="list-style-type: none"> Service Sector Management, Sanjay Patankar, Himalaya Publishing House Managing Services, Christopher H. Lovelock, Prentice Hall Publications Total Quality Management: JE Ross, Total Quality Management: DH Besterfield, CB Michna: Prentice Hall Services Marketing; Ravi Shankar, St. Lucie Press, 2004 Services Marketing; S M Jha; Himalaya Publishing House. Strategic Services Management; Boyle, Elsevier Services Marketing and Management: Balaji, A.H. wheeler publications 			

Name of Course: M.Com. (Major in Management)
Semester – II

Performance & Compensation Management (MCM 2.4.2)

Teaching Hours: 4	Total Credits: 4	Total Marks: 70+30 =100	Group: Major Electives
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Objective:

1. To develop an understanding of practices followed in performance management.
2. To devise technical approach to managing the compensation front for the specific company/industry. Design the company specific module for the betterment of employee and in turn the organization.
3. To understand the significance of linking the right performance to appropriate rewards and compensation system.
4. To familiarize students with the independent performance management functions in organizations.

Learning Outcome: Students will be able to -

1. Learn Theory, Concept & Good practices in the area of PMS.
2. Design an organization's performance management process that is compliant with law and supports organizational mission and strategy.
3. Employ job-related performance standards and performance indicators that reflect the employee's range of responsibilities.
4. Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.
5. Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance.

Unit	Content
I	Performance Appraisal and Performance Appraisal System – Concept and definition of Performance appraisal; Benefits of performance appraisal; Evolution of performance appraisal; Planning performance appraisal system; types of performance appraisal; approaches to performance appraisal; Sources of performance appraisal.
II	Performance Planning with Goal Setting: Performance Planning, Linking individual & team goals to organizational goals. Performance analysis- Objectives, factors influencing performance analysis, key result areas, performance areas, key performance indicators. Goals Setting (SMART Goals) – Quality of Goals, IDP's – Career Development, PRED Discussions: The Art of giving Feedback, Performance Ratings- BELL CURVE, Some Latest Case study on "Removing the Forced Rating System (Bell Curve) - Creating a performance management culture through HR programs and practices.
III	Performance Measurement: Performance Appraisal- Meaning, Methods & approaches, Difference between New and Traditional methods- appraisal. Modern methods of performance appraisal, 360-degree appraisal, BARS, Self-appraisal, assessment centers, Performance reviews, Coaching & Counseling, Performance Management in manufacturing, Services and IT sector, Strategies for improving performance, balanced score card, HR Score Card.
IV	Compensation: Concepts & principles of compensation, Influencing factors, Current trends, methods of payment, compensation mechanisms, Wage & Salary administration- concept, wage structure, policies, determinants, incentive payment system, Welfare management. Career Management – Career Development Plan – Employee's and Employer's Role, Career Anchors, Nature of Careers, Career Problems – Low ceiling Careers, Career Mapping, Career Counselling, Succession Planning

Books Recommended:

1. **Human Resource Management:** Snell / Bohlander Publication – Thomson
2. **Compensation:** Milkovich & Neman, 8th edition. Publication – McGraw –Hill
3. **Human Resource Management:** Gary Dessler Publication – Thomson
4. **Accounting Practices in HRM:** M. Kolay
5. **Managing Human Resources:** Monappa Publication – Macmillan
6. **Performance Management** – by Paul Newton & H. Bristoll
7. **Competency at Work-** by Spencer & Spencer
8. **The Balanced Scorecard** by Robert S. Kaplan and David P. Norton