



STRUCTURE FOR MASTER OF COMMERCE
[W.E.F.2011-2012]
M. COM. (PREVIOUS)
SEMESTER- I

[COMPULSORY SUBJECTS]

- **PAPER: I: STRATEGIC MANAGEMENT (SM)**

- **PAPER: II: MARKETING MANAGEMENT (MM)**

- **PAPER: III: HUMAN RESOURCE MANAGEMENT (HRM)**

- **PAPER: IV: RESEARCH METHODOLOGY (RM)**

M. COM. (PREVIOUS)
SEMESTER- II

[COMPULSORY SUBJECTS]

- **PAPER: V: NEW ENTERPRISE AND INNOVATION
MANAGEMENT (NEIM)**

- **PAPER: VI: QUANTITATIVE TECHNIQUES (QT)**

- **PAPER: VII: BEHAVIOURAL SCIENCES IN MANAGEMENT
(BSM)**

- **PAPER: VIII: INFORMATION TECHNOLOGY [IT] FOR
MANAGERS (ITM)**



COMPULSORY SUBJECTS: MASTER OF COMMERCE: [PREVIOUS]

SEMESTER-I

PAPER: I: STRATEGIC MANAGEMENT(SM):

OBJECTIVES:

The specific objectives of this course are as follows:

- To help the students to learn the concept of strategic management, its importance acquainted with the strategies at levels and to familiarize the students with aspect related with analysis of the firm's external environment, the resources and thus carrying out SWOT analysis for strategy formulation.
- To help the students in understanding the process of strategy implementation; the challenges involved in managing a change and strategic control system to monitor the strategy implementation process.

UNIT-I: INTRODUCTION TO STRATEGY:

Nature of Strategy and Strategic Decisions-Strategic Management-Strategy Development Process-The Environment-Competitive Forces (Five Forces Model) - SWOT Analysis-Strategic Capabilities- Organization Resources; Core Competencies; Value Chain, System and Network, Feedback and Review / Case Analysis

UNIT-II CORPORATE & BUSINESS LEVEL STRATEGY:

Business Portfolio Management-BCG-GE Approach-Integration- Diversification- Alliance- Merger and Acquisition. Market Development & Product Development-Feedback and Review / Case Analysis

UNIT-III: BUSINESS STRATEGY AND ORGANIZATIONAL STRUCTURE AND PROCESSES:

Managing People-Competitive Advantage through People- Managing Information- Managing Finance- Managing Technology-Feedback and Review / Case Analysis

UNIT-IV: MANAGING STRATEGIC CHANGE:

Transformational Leadership Processes- Business Strategy and Organizational Culture-Strategic Control Processes-Feedback and Review / Case Analysis

TEACHING METHODS:

Depending on the objectives of the course following teaching methods will be used:

- For conceptual understanding and creating theoretical understanding lecture method, followed by interaction and discussion will be used.
- Paper Presentation on the topics of the course, using various audio-visual tools will further contribute to the accomplishment of the objectives of the course.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

-
- Projects and Assignment to the students will facilitate the learning of application of the concepts in the actual organization set up, as well as build confidence and sharpen their skills and expertise for the same.

ACTIVITIES/PRACTICAL WORK/PROJECT:

The following activities may be carried out by students:

- To ask students to submit study paper by students on any of the topic of the course;
- Classroom Presentations on the topics of the course by students using varying Audio-Visual tools to facilitate accomplishment of the objectives of the course;
- To organize Industrial Visits, Group Discussions and Presentations to facilitate their practicing of management skills aimed at providing the real life situations;
- To Plan Students' Presentations to help them build managerial skills;
- To assign small Group Projects considering contents and the objectives of the course;
- To ask students to conduct small field surveys;
- To make students for submitting Reports & making presentations of it in class room;
- To sharpen the analytical skill of the students various pedagogical tools viz., Management Games, Role Play, Case studies, In-Basket Method will be used;
- To Plan Debate Competitions, Elocutions Competitions, Visualization Games etc.

REFERENCE BOOKS:

- Gerry Johnson, Kevan Scholes and Ricard Whittington; "Exploring Corporate Strategy: Text and Cases"; Pearson Education.
- Glueck, W.F. & Jauch, L.R.; Business Policy & Strategic Management.
- Koontz & Wherich; Essentials of Management.
- Chuck Williams; Management.
- Arthur A. Thompson, A. J. Strickland, John E. Gamble and Arun K. Jain (2010) 16th Edition; "Crafting and Executing Strategy: The Quest for Competitive Advantage – Concept and Cases"; Tata McGraw-Hill, New Delhi.
- Michael Hitt, Robert E. Hoskisson, and R. Duane Ireland (2007); "Management of Strategy: Concepts and Cases"; Cengage Learning; 1st Indian Reprint.
- Robert Grant (2009) 6th Edition; "Contemporary Strategic Management"; Wiley India Pvt. Ltd.
- Azhar Kazmi (2009) 3rd Edition; "Strategic Management and Business Policy"; Tata McGraw- Hill.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

-
- Michael Porter (1985); “Competitive Advantage: Creating and Sustaining Superior Performance”; Free Press.
 - P. Subba Rao (2007); “Business Policy and Strategic Management”; Himalaya Publishing House; Himalaya Publishing House; 1st Edition.
 - Upendra Kachru (2006); “Strategic Management- Concept and Case”; Excel Books.
 - Charles W. L. Hill & Gareth R. Jones (2008); “An Integrated approach to Strategic Management”; Cengage Learning.
 - Vipin Gupta, K. Gollakota and R. Srinivasan (2009); “Business Policy & Strategic Management- Concepts and Applications”; PHI; Revised Second Edition.
 - Cherunilam, Francis (2010); Strategic Management; Himalaya Publishing House Pvt. Ltd.
 - Gupta, N.S. (2010); Business Policy and Strategic Management; Himalaya Publishing House Pvt. Ltd.
 - Jeyarathanam, M. (2007); Business Policy and Strategic Management; Himalaya Publishing House Pvt. Ltd.
 - Jeyarathanam, M. (2010); Strategic Management; Himalaya Publishing House Pvt. Ltd.
 - Reddy Sudarsana, G. (2008); Strategic Management; Himalaya Publishing House Pvt. Ltd.
 - Srivastava, R.M. (2011); International Strategic Management; Himalaya Publishing House Pvt. Ltd.
 - Subba Rao, P. (2010); Strategic Management; Himalaya Publishing House Pvt. Ltd.
 - S. Chandrasekaran, P.S. Ananthanarayan (2011); Strategic Management; Oxford University Press.
 - Adrian Haberberg and Alison Rieple (2008); Strategic Management, Theory and Application; Oxford University Press.
 - Kamel Mellahi, Jędrzej George Frynas and Paul Finlay (2006); Global Strategic Management; Oxford University Press.
 - Anthony Henry (2008); Understanding Strategic Management; Oxford University Press.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

COMPULSORY SUBJECTS: MASTER OF COMMERCE: [PREVIOUS]

SEMESTER-I

PAPER: II: MARKETING MANAGEMENT (MM):

OBJECTIVES:

The specific objectives of this course are as follows:

- To familiarize the students with the marketing concepts and practices and develop their analytical skills, conceptual abilities and substantive knowledge in the Marketing field.
- To help the students to achieve the objective by undergoing meaningful exercises in decision making in a variety of real life situations.

UNIT-I: FUNDAMENTALS OF MARKETING:

Meaning-Concept and Philosophies of Marketing [In Brief]; Marketing Management and Functions of Marketing Manager-Scanning Marketing Environment [An Overview]-Strategic Planning Process and Marketing Management Process- Feedback and Review / Case Analysis

UNIT-II: MARKETING OF SERVICES:

Meaning- Concept-Nature, and Types of Services-Characteristics of Services with Its Marketing Implications-Reasons for Growth of Services Marketing-Marketing Mix [7 P's]-Strategies of Services-Feedback and Review/ Case analysis

UNIT-III: RURAL MARKETING:

Concept- Nature and Importance of Rural Markets-Scanning Consumption Patterns of Rural Customers-Marketing Strategies in Rural Marketing-Feedback and Review/ Case Analysis

UNIT-IV: BUSINESS TO BUSINESS MARKETING:

Meaning-Concept, and Nature of B2B Marketing-Types of B2B Markets-Characteristic of Business Markets-The Consumer Market Versus The Business Market-Participants in the B2B Buying-Factors affecting B2B-The Purchasing Process and Dynamics of B2B Behaviour-Marketing Mix Strategies [In Brief]-Feedback and Review / Case Analysis

TEACHING METHODS:

Depending on the objectives of the course following teaching methods will be used:

- For conceptual understanding and creating theoretical understanding lecture method, followed by interaction and discussion will be used.
- Paper Presentation on the topics of the course, using various audio-visual tools will further contribute to the accomplishment of the objectives of the course.
- Projects and Assignment to the students will facilitate the learning of application of the concepts in the actual organization set up, as well as build confidence and sharpen their skills and expertise for the same.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

ACTIVITIES/PRACTICAL WORK/PROJECT:

The following activities may be carried out by students:

- To ask students to submit study paper by students on any of the topic of the course;
- Classroom Presentations on the topics of the course by students using varying Audio-Visual tools to facilitate accomplishment of the objectives of the course;
- To organize Industrial Visits, Group Discussions and Presentations to facilitate their practicing of management skills aimed at providing the real life situations;
- To Plan Students' Presentations to help them build managerial skills;
- To assign small Group Projects considering contents and the objectives of the course;
- To ask students to conduct small field surveys;
- To make students for submitting Reports & making presentations of it in class room;
- To sharpen the analytical skill of the students various pedagogical tools viz., Management Games, Role Play, Case studies, In-Basket Method will be used.

REFERENCE BOOKS:

- Kotler, Keller, Koshy and Jha (2009) 13th Edition; Marketing Management: A South Asian Perspective; Pearson Education.
- Philip Kotler; Gray Armstrong (2008) 12th Edition; Principles of Marketing; Pearson Education.
- William F. Stanton & others (1994) Xth Edition; Fundamentals of Marketing; Tata McGraw Hill,
- V. S. Ramaswamy & S. Namakumari (2009) 4th Edition; Marketing Management; Macmillan India Ltd.
- Philip Kotler, Keller (2007); A Framework for Marketing Management, Pearson Education, New Delhi.
- Saxsena, (2009) 4th Edition; Marketing Management, Tata McGraw Hill.
- Arun Kumar, N. Meenakshi; Marketing Management; Vikas Publishing House N. Delhi.
- Joel R. Evans, Barry Berman; Marketing Management; Ceangage Learning.
- K. Karunakaram (2010); 1st Edition; Marketing Management; Himalaya Publishing House Pvt. Ltd.
- Bhat, G.K. (2009); Customer Relationship Management; Himalaya Publishing House Pvt. Ltd.
- Bose, B.S. (2009); Marketing Management; Himalaya Publishing House Pvt. Ltd.
- Chunawalla, S.A. (2006); Marketing Principles and Practice; Himalaya Publishing House Pvt. Ltd.
- Jha, S.M. (2010); Marketing for Non-Profit Organizations; Himalaya Publishing House Pvt. Ltd.
- Jha, S.M. (2007); Social Marketing Himalaya Publishing House Pvt. Ltd.
- Karunakaran, K. (2010); Marketing Management (Text and Cases in Indian Context); Himalaya Publishing House Pvt. Ltd.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

-
- Kumar, Niraj (2007); Consumer Protection in India; Himalaya Publishing House Pvt. Ltd.
 - Nair, Paul, George & John (2010); Modern Marketing Management; Himalaya Publishing House Pvt. Ltd.
 - Sherlekar, S.A. (2009); Marketing Management; Himalaya Publishing House Pvt. Ltd.
 - Sherlekar, Victor & Others (2005); Principles of Marketing; Himalaya Publishing House Pvt. Ltd.
 - Srivastava, P.K. (2010); Marketing Management; Himalaya Publishing House Pvt. Ltd.
 - Paul Baines, Chris Fill and Kelly Page (2009); Marketing; Oxford University Press.
 - Adrian Palmer (2009); Introduction to Marketing; Oxford University Press.
 - Keith Blois (2007); Textbook of Marketing; Oxford University Press.
 - Adrian Sargent (2009); Marketing Management for Nonprofit Organizations; Oxford University Press.
 - Douglas West, John Ford and Essam Ibrahim (2007); Strategic Marketing; Oxford University Press.
 - Mark Godson (2009); Relationship Marketing; Oxford University Press.
 - Cherunilam, Francis (2009); Business Marketing (Industrial Marketing); Himalaya Publishing House Pvt. Ltd.
 - Krishna K. Havaladar (2002); Industrial Marketing; Tata McGraw Hill Publishing Co. Ltd.
 - M. Govind Rajan (2004); Industrial Marketing Management; Vikas Publishing House Pvt. Ltd.
 - P.K. Ghosh (2005); Industrial Marketing; Oxford University Press.
 - Badi & Badi (2009); Rural Marketing; Himalaya Publishing House Pvt. Ltd.
 - Habib-Ur-Rehman (2008); Rural Marketing in India; Himalaya Publishing House Pvt. Ltd.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

COMPULSORY SUBJECTS: MASTER OF COMMERCE : [PREVIOUS]

SEMESTER-I

PAPER: III: HUMAN RESOURCE MANAGEMENT (HRM):

OBJECTIVES:

- To impart the students with the basic conceptual and practical foundations of Human Resource Management;
- To develop managerial skills for decision making on various HRM Plans, Programs & Strategies;
- To enable students to face the challenges imposed by the Employees' needs and expectations from the organization, specifically HRM aspects;
- To provide the students an understanding on situational analysis, thereby framing of appropriate HRM Strategies;
- To understand potentials of HRM in the Globalized Business Environment and to analyze its implications on current HRM practices in the organizations.
- To provide students an understanding on the conceptual applications of HR issues, in accomplishing the future job prospects and career development.

UNIT – I: AN INTRODUCTION TO HUMAN RESOURCE MANAGEMENT:

Evolution & Growth of HRM in India-Strategic HRM-External Influence on HRM-Recent Trends & Challenges in HRM- Research in HRM-Feedback and Review / Case Analysis

UNIT – II: HR PLANNING AND DEVELOPING EMPLOYEES:

Human Resource Planning-Job Analysis & Design- Recruitment & Selection- Placement Procedure-Training & Development-Feedback and Review / Case Analysis

UNIT-III: RETAINING & MAINTAINING EMPLOYEES:

Retention Strategies-Performance Appraisal-Incentive Plans-Fringe Benefits- Compensation Packages-Human Resource Accounting & Audit- Employee Empowerment- Feedback and Review / Case Analysis

UNIT-IV: CONTEMPORARY ISSUES IN HRM:

HRM & Competency Building-HRM and Performance Management- Holistic Facet of HRM- Feedback and Review / Case Analysis

TEACHING METHODS:

Depending on the objectives of the course following teaching methods will be used:

- For conceptual understanding and creating theoretical understanding lecture method, followed by interaction and discussion will be used.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

- Paper Presentation on the topics of the course, using various audio-visual tools will further contribute to the accomplishment of the objectives of the course.
- Projects and Assignment to the students will facilitate the learning of application of the concepts in the actual organization set up, as well as build confidence and sharpen their skills and expertise for the same.

ACTIVITIES/PRACTICAL WORK/PROJECT:

The following activities may be carried out by students:

- To ask students to submit study paper by students on any of the topic of the course;
- Classroom Presentations on the topics of the course by students using varying Audio-Visual tools to facilitate accomplishment of the objectives of the course;
- To organize Industrial Visits, Group Discussions and Presentations to facilitate their practicing of management skills aimed at providing the real life situations;
- To Plan Students' Presentations to help them build managerial skills;
- To assign small Group Projects considering contents and the objectives of the course;
- To ask students to conduct small field surveys;
- To make students for submitting Reports & making presentations of it in class room;
- To sharpen the analytical skill of the students various pedagogical tools viz., Management Games, Role Play, Case studies, In-Basket Method will be used;
- To Plan Debate Competitions, Elocutions Competitions, Visualization Games etc.

REFERENCE BOOKS:

- Decenzo & Robbins (2009) 6th Edition; Essentials of Human Resource Management-Prentice Hall India.
- Prasad L.M. (2009); Managing Human Resources- Sultan Chand Publication, Reprint 2009.
- Aswathappa K.; Human Resource Management; Text&Cases-5thEdition-Tata McGraw Hill.
- P. Subba Rao (2010); 4th Revised Edition; Personnel and Human Resource Management; Himalaya Publishing House Pvt. Ltd.
- C.B. Mamoria, S.V. Gankar (2010); 7th Edition; A Text Book of Human Resource Management; Himalaya Publishing House Pvt. Ltd.
- C.B. Mamoria, S.V. Gankar (2010); 23rd Edition; Personal Management; Himalaya Publishing House Pvt. Ltd.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT

FACULTY OF COMMERCE

THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA

Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

-
- **Rajesh Vishvanathan (2010); 1st Edition; Strategic Human Resource Management; Himalaya Publishing House Pvt. Ltd.**
 - **D.K. Bhattacharya (2009); 1st Edition; Human Resource Management; Himalaya Publishing House Pvt. Ltd.**
 - **Appannaiah, Reddy & Anita (2004); Personnel and Human Resource Management; Himalaya Publishing House Pvt. Ltd.**
 - **Chaudhari, K.K. (2010); Human Resource Management — Principles and Practices; Himalaya Publishing House Pvt. Ltd.**
 - **Kaila, Ravishankar & Others (2005); Human Factors in Organizations: New Paradigms; Himalaya Publishing House Pvt. Ltd.**
 - **Sharma, A.M. (2009); Personnel and Human Resource Management; Himalaya Publishing House Pvt. Ltd.**
 - **Sekhri, Arun (2010); Human Resource Planning and Audit; Himalaya Publishing House Pvt. Ltd.**
 - **Subba Rao, P. (2010) Human Resource Management; Himalaya Publishing House Pvt. Ltd.**
 - **Subba Rao, P. (2009); Personnel and Human Resource Management (Text and Cases); Himalaya Publishing House Pvt. Ltd.**
 - **Shivrudrappa & Others (2007); Human Resource Management; Himalaya Publishing House Pvt. Ltd.**
 - **P. Jyothi and D.N. Venkatesh (2005); Human Resource Management; Oxford University Press.**
 - **Paul Banfield and Rebecca Kay (2008); Introduction to Human Resource Management; Oxford University Press.**
 - **Sarah Gilmore and Steve Williams (2010); Human Resource Management; Oxford University Press.**



COMPULSORY SUBJECTS: MASTER OF COMMERCE: [PREVIOUS]

SEMESTER- I

PAPER: IV: RESEARCH METHODOLOGY (RM):

OBJECTIVES:

To familiarize students with the types of business problems often faced by corporate entities and to help them develop insights about basic concepts of research designs and methodology aimed at solving business problems.

Their aims are as follows:

- To provide students with the fundamental skills in research activity, various research design;
- To provide students with the ability to analyze marketing research activities necessary for making sound decisions;
- Students are able to understand the proper use of various research techniques and able to know at least some of the techniques used for different research objectives.

UNIT-I: PLANNING FOR RESEARCH:

Meaning of Research-Characteristics-Types- Nature of Data & Information-Methods of Data Collection- Drafting the Questionnaire- Sampling Decisions-Feed Back And Review/ Case Analysis

UNIT-II: ANALYSIS & INTERPRETATION OF DATA AND HYPOTHESIS TESTING:

Editing- Coding-Tabulation- Testing of Hypotheses; Type I and II Errors, Feedback and Review / Case Analysis

UNIT-III: REPORT PREPARATION & PRESENTATION:

Report Preparation & Presentation- Role of Computer in Research- Research Report Writing; Role of Computers in Research; Feedback and Review/ Case Analysis

UNIT-IV: PREPARING A RESEARCH PROPOSAL:

Meaning-Contents and Process of Preparing A Research Proposal- Practical Exercise for Preparation of Research Proposal-Feedback and Review / Case Analysis

TEACHING METHODS:

Depending on the objectives of the course following teaching methods will be used:

- For conceptual understanding and creating theoretical understanding lecture method, followed by interaction and discussion will be used.
- Paper Presentation on the topics of the course, using various audio-visual tools will further contribute to the accomplishment of the objectives of the course.
- Projects and Assignment to the students will facilitate the learning of application of the concepts in the actual organization set up, as well as build confidence and sharpen their skills and expertise for the same.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

ACTIVITIES/PRACTICAL WORK/PROJECT:

The following activities may be carried out by students:

- To ask students to submit study paper by students on any of the topic of the course;
- Classroom Presentations on the topics of the course by students using varying Audio-Visual tools to facilitate accomplishment of the objectives of the course;
- To organize Industrial Visits, Group Discussions and Presentations to facilitate their practicing of management skills aimed at providing the real life situations;
- To Plan Students' Presentations to help them build managerial skills;
- To assign small Group Projects considering contents and the objectives of the course;
- To ask students to conduct small field surveys;
- To make students for submitting Reports & making presentations of it in class room;
- To sharpen the analytical skill of the students various pedagogical tools viz., Management Games, Role Play, Case studies, In-Basket Method will be used;
- To Plan Debate Competitions, Elocutions Competitions, Visualization Games etc.

REFERENCE BOOKS:

- C.R. Kothari (2004) 2nd Edition; Research Methodology: New Age International (P) Limited, Publishers.
- Donald R. Cooper and Pamela S. Schindler; Business Research Methods; 9th Edition.
- D. K. Bhattacharyya (2006) 2nd Edition; Research Methodology; Excel Books.
- Zikmund William (2003) 8th Edition; Business Research Methods; Thompson Learning.
- Bryman Alan (2006); Business Research Methods' Oxford University Press; 8th Edition.
- Panneerselvam R (2004) 4th Edition; Research Methods for Business; John Wiley & Sons.
- G. C. Beri (2000) 3rd Edition; Marketing Research; Tata McGraw-Hill Publishing Company Limited.
- Naresh Malhotra (2007) 5th Edition; Marketing Research; Pearson Education.
- J. K. Sachdeva (2009); Business Research Methodology; Himalaya Publications.
- Alan Bryman, Emma Bell (2007) 2nd Edition; Research methodology; Oxford Press.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

COMPULSORY SUBJECTS: MASTER OF COMMERCE: [PREVIOUS]

SEMESTER-II

PAPER: V: NEW ENTERPRISE AND INNOVATION MANAGEMENT (NEIM):

OBJECTIVES:

The objectives of the course are as follows:

- To help students assess their entrepreneurial potential and develop the confidence to venture into Challenging career of entrepreneurship.
- To create and urge among them to become entrepreneurial manager should they decide to take up job as a manager in an organization.
- To prepare a bankable business plan which can be considered prerequisite for starting and obtaining finance particularly from venture finance, public issue etc.
- To understand aspects of starting a new venture.
- To help them understand and appreciate challenges of starting and managing new ventures
- To frame and develop start up strategies Understand issues and problem pertaining to growth stage including delegation, formalization of system and HR issues.

UNIT-I: ENTREPRENEURSHIP& PLANNING FOR BUSINESS VENTURE:

Entrepreneurship & Enterprise- Concept, Role in Economic Development-Emerging Business Opportunities Business Plan-Concept-Methods-Analysis and Interpretation-Source of External Finance [Short Term As Well As Long Term] - Informal Risk Capital and Venture Capital. Financial Statements-BEP, Ratios and Project Appraisal Criteria's-Feasibility Studies – Financial, Technical, Environmental, Marketing-Feedback and Review / Case Analysis

UNIT-II: MANAGING, & GROWING OF BUSINESS VENTURE:

Growth Strategies for Business Ventures-Institutional Support and Statutory Obligation for SMEs- Key Marketing Issues- Managing Growth- Objective and Strategy- Feedback and Review / Case Analysis

UNIT-III: INNOVATION MANAGEMENT:

Concept and Types of Innovation- Organizational setup that facilitate innovations-Management of Research and Development-Strategic Alliances and Networks-Developing Effective Implementation Mechanisms-Presentation of Innovations Assignment-Feedback and Review / Case Analysis

UNIT-IV: IMPLEMENTATION & GLOBALIZATION OF INNOVATION:

Implementing Financing Decision and Its' Suitability as Innovation Tool-Globalization for Innovations-Role of National Government in Innovation- Feedback and Review / Case Analysis



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

TEACHING METHODS:

The course will use the various pedagogical tools such as Lectures; Simulation exercise like Managerial Games, Role Play etc, and also sharing of experiences with Entrepreneurs by visiting industry, arranging for guest talks and live projects; and Presentations by students on Case Analysis and Project Presentation.

REFERENCE BOOKS:

- Robert D. Hisrich, Michael P Peters and Dean A Shepherd; Entrepreneurship The McGraw- Hill; Companies 6th Edition or Latest Edition.
- P. C. Jain; Hand book for New Entrepreneurs; Oxford University Press; Latest Edition.
- Paul Trot; Innovation Management and New Product Development; Pearson Education; 4th Edition.
- S. Nagendra and V. S. Manjunath (2008); Entrepreneurship and Management; Pearson.
- P. Narayana Reddy (2010); Entrepreneurship; Text and Cases; Cengage.
- T. W. Zimmerer and N.M. Scarborough (2002); Essentials of Entrepreneurship and Small Business Management; Prentice Hall.
- W. A. Sahlman, H.H. Stevenson, M. J. Roberts and Amar Bhide (1999); Entrepreneurial Venture; Harvard Business School Press.
- B.M. Patel (2000); Project Management Strategic Financial Planning Evaluation and Control; Vikas.
- Jack M. Kaplan; Patterns of Entrepreneurship; Wiley Latest Edition.
- Bruce R. Barringer and R. Duane Ireland (2006); Entrepreneurship Successfully Launching New; Pearson Education.
- Joe Tidd, John Bessant, and Keith Pavitt; Managing Innovation; Wiley; Latest Edition.
- Peter F. Drucker; Affiliated Innovation and Entrepreneurship; East –West News papers; Latest Edition.
- Timmons, Spinelli; New Venture Creation Entrepreneurship for 21st Century; TATA McGraw Hill; 7th Edition.
- Nandanp; Fundamental of Entrepreneurship; PHI; Latest Edition.
- R. Gopal, Pradip Manjrekar; Entrepreneurship and Innovation Management; Excel; Latest Edition
- Poonam Charantimath; Entrepreneurship Development; Pearson; Latest Edition.
- Bholanath Dutta; Entrepreneurship Management; Excel; Latest Edition.



COMPULSORY SUBJECTS: MASTER OF COMMERCE:[PREVIOUS]

SEMESTER-II

PAPER: VI: QUANTITATIVE TECHNIQUES (QT):

OBJECTIVES:

The aim is to introduce to the students the scientific approach to managerial decisions making. The approach consists of problem definition, implementation using the data, result analysis, and using the findings to implement changes which solve the original problem.

The Aim of this is:

- To provide students with the fundamental skills in Quantitative Analysis.
- To provide students with the ability to analyze business activities necessary for making sound decisions;
- Students are able to understand the proper use of various research techniques and able to know at least some of the techniques used for different research objectives.

UNIT-I: STATISTICAL TECHNIQUES-I:

Quantitative Techniques/ Statistics Applicable to Research-Measures of Central Tendency-Dispersion-Skewness- Correlation and Regression-Feedback and Review / Case Analysis

UNIT-II: STATISTICAL TECHNIQUES II:

Sampling Size Decisions-Testing of Hypothesis-Feedback and Review / Case Analysis

UNIT-III: QUANTITATIVE TECHNIQUES III:

Probability-Linear Programming-Forecasting-Decision Making-Feedback and Review / Case Analysis

UNIT-IV: QUANTITATIVE TECHNIQUES IV:

Transportation and Assignment – Sequencing – Queuing – Replacement – Game Theory – Network Analysis – Inventory Management – Simulation, Feedback and Review / Case Analysis

TEACHING METHODS:

- For conceptual understanding and creating theoretical understanding lecture method, followed by interaction and discussion will be used.
- Paper Presentation on the topics of the course, using various audio-visual tools will further contribute to the accomplishment of the objectives of the course.
- Projects and Assignment to the students will facilitate the learning of application of the concepts in the actual organization set up, as well as build confidence and sharpen their skills and expertise for the same.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

ACTIVITIES/PRACTICAL WORK/PROJECT:

The following activities may be carried out by students:

- To ask students to submit study paper by students on any of the topic of the course;
- Classroom Presentations on the topics of the course by students using varying Audio-Visual tools to facilitate accomplishment of the objectives of the course;
- To organize Industrial Visits, Group Discussions and Presentations to facilitate their practicing of management skills aimed at providing the real life situations;
- To Plan Students' Presentations to help them build managerial skills;
- To assign small Group Projects considering contents and the objectives of the course;
- To ask students to conduct small field surveys;
- To make students for submitting Reports & making presentations of it in class room;
- To sharpen the analytical skill of the students various pedagogical tools viz., Management Games, Role Play, Case studies, In-Basket Method will be used;
- To Plan Debate Competitions, Elocutions Competitions, Visualization Games etc.

REFERENCE BOOKS:

- S.P. Gupta (2002) 13th Revised Edition; Statistical Methods; Sultan Chand & Sons, New Delhi.
- V.K. Kapoor (2003) 7th Edition; Operations Research; Sultan Chand & Sons, New Delhi.
- C.R. Kothari (2004) 2nd Edition; Research Methodology: New Age International (P) Limited, Publishers.
- Kanti, Swaroop and Gupta (2001) 9th Edition; Operations Research; Sultan Chand and Sons.
- Ken Black (2009) 6th Edition; Business Statistics for Contemporary Decision Making; Wiley Student.
- Bryman Alan (2006) 8th Edition; Business Research Methods; Oxford University Press.
- Panneerselvam R. (2004) 4th Edition; Research Methods for Business; John Wiley & Sons.
- Naresh Malhotra (2007) 5th Edition; Marketing Research; Pearson Education.
- T. N. Srivastava and Shailaja Rego (2008) 2nd Reprint Edition; Statistics for Management; Tata McGraw-Hill Publishing Company Limited, New Delhi, 2008.
- S. Shajahan (2010) 4th Revised Edition; Research Methods for Management; Jaico Publishing House.
- D. P. Apte; Statistics for Managers; Excel Books.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

- Churchill; Research in Management.
- Bhat, S.K. (2007); Operation Research & Quantitative Techniques; Himalaya Publishing House Pvt. Ltd.
- Bhardwaj Chetiya & Majmudar (2009); Quantitative Techniques for Business Managers; Himalaya Publishing House Pvt. Ltd.
- Chakravarty, P. (2009); Quantitative Methods for Management and Economics; Himalaya Publishing House Pvt. Ltd.
- Chansarkar & Michaeloudis (2002); Introduction to Quantitative Methods (Questions and Answers) - I; Himalaya Publishing House Pvt. Ltd.
- Chansarkar & Michaeloudis (2003); Introduction to Quantitative Methods (Questions and Answers) - II; Himalaya Publishing House Pvt. Ltd.
- Krishna swami & Satyaprasad (2006); Business Research Methods; Himalaya Publishing House Pvt. Ltd.
- Ramnath & Shringi (2009); Quantitative Techniques for Management; Himalaya Publishing House Pvt. Ltd.
- Reddy, Chikkodi & Satyaprasad (2003); Quantitative Techniques — I; Himalaya Publishing House Pvt. Ltd.
- Reddy, Chikkodi & Satyaprasad (2004); Quantitative Techniques — II; Himalaya Publishing House Pvt. Ltd.



COMPULSORY SUBJECTS: MASTER OF COMMERCE: [PREVIOUS]

SEMESTER-II

PAPER: VII: BEHAVIOURIAL SCIENCES IN MANAGEMENT (BSM):

OBJECTIVES:

- To provide students with conceptual understanding of Behavioral Sciences;
- To develop recognition among students for implications of Behavioral Sciences in Management of Organizations;
- To appraise students with contemporary issues in society, governance and it's far reaching implications for the stake-holders.

UNIT-I: INTRODUCTION TO BEHAVIORAL SCIENCES:

Basic Behavioral Sciences [Psychology-Sociology- Social Psychology-Anthropology and Political Science-Nature and Scope of Each Science]. Contributions of Behavioral Sciences towards Functional Areas of Management [Towards Functional Areas Like; Productions, Marketing, Finance and Human Resources] - Behavioral Sciences and Management of Business Corporation, Government, Public Sector and NGOS- Feedback and Review / Case Analysis

UNIT-II: FOUNDATIONS OF INDIVIDUAL BEHAVIOR:

Determinants of Individual Behavior: [Motivation-Perception- Learning-Attitudes and Personality etc. in the context of Consumption and Disposal Behavior]-Employee Behavior and Productivity-Savings and Investment Behavior- Behavior As A Citizen and Public Administration-Feedback and Review / Case Analysis

UNIT-III: FOUNDATION OF SOCIAL GROUP BEHAVIOR:

Indian Society [Social Stratification-Social Classes and Status-Indian Demography-Gender Roles] Family Systems [Migration and Urbanization and its Implications for Management of Organizations]

Ethics [Ethical Standards, Values, Social and Managerial Values]

Culture [Sub-Culture and Cross Cultural Influences and Its Implications on Management of Organizations]

Corporate Social Responsibility [Corporate Citizenship- Corporate Governance- Feedback and Review / Case Analysis]



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

UNIT-IV: MACRO STRUCTURES, SYSTEMS AND MANAGEMENT:

Political Systems and Philosophies- Governments and Governance Issues-Media and Judiciary.

Public Private Partnerships [PPP Model] [Problems and Prospects]

Geo-Political Relations- Immurgence of Multinational Corporations- Human Development Index-

Social Securities and Inclusiveness. Technology-Environmental Issues and Management of Natural Resources -Feedback and Review / Case Analysis

TEACHING METHODS:

- For conceptual understanding and creating theoretical understanding lecture method, followed by interaction and discussion will be used.
- Paper Presentation on the topics of the course, using various audio-visual tools will further contribute to the accomplishment of the objectives of the course.
- Projects and Assignment to the students will facilitate the learning of application of the concepts in the actual organization set up, as well as build confidence and sharpen their skills and expertise for the same.

ACTIVITIES/PRACTICAL WORK/PROJECT:

The following activities may be carried out by students:

- To ask students to submit study paper by students on any of the topic of the course;
- Classroom Presentations on the topics of the course by students using varying Audio-Visual tools to facilitate accomplishment of the objectives of the course;
- To organize Industrial Visits, Group Discussions and Presentations to facilitate their practicing of management skills aimed at providing the real life situations;
- To Plan Students' Presentations to help them build managerial skills;
- To assign small Group Projects considering contents and the objectives of the course;
- To ask students to conduct small field surveys;
- To make students for submitting Reports & making presentations of it in class room;
- To sharpen the analytical skill of the students various pedagogical tools viz., Management Games, Role Play, Case studies, In-Basket Method will be used;
- To Plan Debate Competitions, Elocutions Competitions, Visualization Games etc.

REFERENCE BOOKS:

- Baviskar; Understanding Indian Society; Orient Backswan.
- Dev Prakas: Themes and Perspective in Indian Sociology; Global Publication.
- Memanbelbau; Society and India; Popular Prakashan.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

-
- Eriksen; What is Anthropology; Rawat Publication.
 - Havilanv; Introduction to; Cengage Publication.
 - Misra; Psychology in India; Pearson Publication.
 - Howitt; Social Psychology – ICSSR; Tata McGraw Hill.
 - Kupuswammi; Introduction to Social Psychology; Asia Publication.
 - Stephan Robbins; Organizational Behaviour; Prentice Hall of India.
 - R.S. Dwivedi; Human Relations and Organizational Behaviour; McMillan Publisher.
 - Schiffman and Kanuk; Consumer Behaviour; Prentice Hall of India (Pvt.) Ltd.
 - L.M. Prasad; Organizational Behavior.
 - Organizational Behavior – Fred Luthans Subba Rao, P. (2010); Organizational Behaviour; Himalaya Publishing House Pvt. Ltd.
 - K. Ashwathappa (2010); 9th Edition; Organizational Behaviour; Himalaya Publishing House Pvt. Ltd.
 - Kaila, Pai & Others (2005); Stress Management (Western and Indian Techniques); Himalaya Publishing House Pvt. Ltd.
 - Nair, Suja R. (2008); Organizational Behaviour — Text and Cases; Himalaya Publishing House Pvt. Ltd.
 - Niraj Kumar (2009); Organizational Behaviour: A New Look; Himalaya Publishing House Pvt. Ltd.
 - Mishra, M.N. (2010); Organizational Behaviour and Corporate Development; Himalaya Publishing House Pvt. Ltd.
 - Reddy, J.P. (2008); Management and Organizational Behaviour; Himalaya Publishing House Pvt. Ltd.
 - Subba Rao, P. (2008); Management and Organizational Behaviour; Himalaya Publishing House Pvt. Ltd.
 - Udai Pareek (2007); Understanding Organizational Behaviour; Oxford University Press.
 - Dipak Kumar Bhattacharya (2009); Organizational Behaviour; Oxford University Press.
 - Robin Fincham and Peter Rhodes (2006); Principles of Organizational Behaviour; Oxford University Press.
 - Marry Jo Hatch and Annl Cunliffe (2006); Organization Theory; Oxford University Press.
 - Fiona Wilson (2009); Organizational Behaviour and Work; Oxford University Press.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

COMPULSORY SUBJECTS: MASTER OF COMMERCE : [PREVIOUS]

SEMESTER-II

PAPER: VIII: INFORMATION TECHNOLOGY (IT) FOR MANAGERS (ITM):

OBJECTIVES:

The Objective of the course is to provide basic understanding of applications of information technology and Information Systems, with a focus on use of IT in different Business Processes to increase the Enterprise efficiency.

UNIT-I: INFORMATION TECHNOLOGY SUPPORT & APPLICATION:

Relevance & Importance of IT; Information System and Information Technology; IT developments & Trends; Business Pressures, Organizational Performance & Responses and IT Support, Feedback and Review / Case Analysis

UNIT-II: IT SUPPORTS SYSTEMS:

Information Systems- Concept & Definitions; IT Support in: - People & Organization-Supply Chains & Enterprise Systems-Managerial Decision Making-- Knowledge Management, Feedback and Review / Case Analysis

UNIT-III: E-COMMERCE & E-BUSINESS:

Overview of e-Commerce & e-Business-B2B- B2C Applications-Major Models of e-Business
E-Governance- Feedback and Review / Case Analysis

UNIT-IV: ESTABLISHING & MANAGING IT SECURITY:

Securing the Enterprise-Fraud & Computer Crimes-IT Security Management Practices-Network Security- Feedback and Review / Case Analysis

REFERENCE BOOKS:

- Efraim Turban, Dorothy Leidner et al; Information Technology for Management: Transforming Organization in the Digital Economy; Wiley India Edition; 6th Edition.
- Dr.A K Gupta; Management Information System; S.Chand; 3rd Revised Edition.
- B.Muthukumar (2010); Information Technology for Management; Oxford Higher Education.



STRUCTURE FOR MASTER OF COMMERCE

[W.E.F.2012-2013]

M. COM. (FINAL)

[SPECIALIZATION IN HUMAN RESOURCES MANAGEMENT]

SEMESTER III

- PAPER: IX: MANAGEMENT OF INDUSTRIAL RELATIONS (IR)**
- PAPER: X: STRATEGIC HUMAN RESOURCE MANAGEMENT (SHRM)**
- PAPER: XI: HUMAN RESOURCE DEVELOPMENT (HRD)**
- PAPER: XII: RESEARCH IN HUMAN RESOURCES MANAGEMENT (RHRM)**

M. COM. (FINAL)

[SPECIALIZATION IN HUMAN RESOURCES MANAGEMENT]

SEMESTER IV

- PAPER: XIII: CHANGE MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT (CMOD)**
- PAPER: XIV: LABOUR LEGISLATIONS (LL)**
- PAPER: XV: INTERNATIONAL HUMAN RESOURCE MANAGEMENT (IHRM)**
- PAPER: XVI: PROJECT WORK & VIVA VOCE EXAM**



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

MASTER OF COMMERCE: [FINAL]

[M.COM. FINAL: SPECIALIZATION HUMAN RESOURCE MANAGEMENT]

SEMESTER-III

PAPER: IX: MANAGEMENT OF INDUSTRIAL RELATIONS (IR):

OBJECTIVES:

- To impart the students with the basic conceptual and practical foundations of Industrial Relations;
- To develop managerial skills for decision making on various Industrial Relations Plans, Programs & Strategies.

UNIT-I: AN OVERVIEW OF LABOUR FORCE IN INDIA & INDUSTRIAL RELATIONS:

Key Issues & Critical Challenges of Indian labour force-Meaning & Scope of Industrial Relations- Various Factors Influencing Industrial Relations-Approaches of Industrial Relations-The System Framework of Industrial Relations; ILO, Feedback and Review / Case Analysis

UNIT-II: MANAGEMENT OF TRADE UNIONS & COLLECTIVE BARGAINING:

Trade Unions in India-Power of Trade Unions-Legal Framework-Trade Union Constitution & Functions-Internal & External Challenges-Meaning & Process of Collective Bargaining-Prerequisites for Success of Collective Bargaining- Nature & Legal Framework of Collective Bargaining-Feedback and Review / Case Analysis

UNIT-III: DISPUTE SETTLEMENT MACHINERY:

Adjudication Machinery-Conciliation-Duties-Roles-Qualities of Conciliator-Evaluation-Industrial Tribunal & Labour Court-Arbitration-Concept-Argument & Types of Arbitration-Qualities of Arbitrator- Unfair Labour Practices- Strike & Lock out- Meaning, Justified and Illegal Strikes-Feedback and Review / Case Analysis

UNIT-IV: PREVENTIONS OF INDUSTRIAL DISPUTES:

Joint Consultation-Grievance Settlement-Discipline- Domestic Inquiry-Creating Healthy Culture & Climate-Feedback and Review / Case Analysis

TEACHING METHODS:

- For conceptual understanding and creating theoretical understanding lecture method, followed by interaction and discussion will be used.
- Paper Presentation on the topics of the course, using various audio-visual tools will further contribute to the accomplishment of the objectives of the course.
- Projects and Assignment to the students will facilitate the learning of application of the concepts in the actual organization set up, as well as build confidence and sharpen their skills and expertise for the same.

ACTIVITIES/PRACTICAL WORK/PROJECT:

The following activities may be carried out by students:

- To ask students to submit study paper by students on any of the topic of the course;
- Classroom Presentations on the topics of the course by students using varying Audio-Visual tools to facilitate accomplishment of the objectives of the course;



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

- To organize Industrial Visits, Group Discussions and Presentations to facilitate their practicing of management skills aimed at providing the real life situations;
- To Plan Students' Presentations to help them build managerial skills;
- To assign small Group Projects considering contents and the objectives of the course;
- To ask students to conduct small field surveys;
- To make students for submitting Reports & making presentations of it in class room;
- To sharpen the analytical skill of the students various pedagogical tools viz., Management Games, Role Play, Case studies, In-Basket Method will be used;
- To Plan Debate Competitions, Elocutions Competitions, Visualization Games etc.

REFERENCE BOOKS:

- C S Venkata Ratnam (2010) 13th Impression; Industrial Relations; Oxford University Press.
- Memoria. C.B. (2003); Dynamics of Industrial Relations; Himalaya Publishing House.
- Monnappa. A. & Sayudin M. (2000); Industrial Relations. Tata McGraw Hill.
- Davar. R.S. (1997); Personnel Management & Industrial Relations, Vikas Publishing House Pvt. Ltd.
- P. Subba Rao (2010); 3rd Edition; Essentials of Human Resource Management and Industrial Relations (Text, Cases, and Games); Himalaya Publishing House Pvt. Ltd.
- C.B. Mamoria, Satish Mamoria and S.V. Gankar (2010); 13th Edition; Dynamics of Industrial Relations; Himalaya Publishing House Pvt. Ltd.
- Michael, V.P. (2009); Human Resources Management and Human Relations; Himalaya Publishing House Pvt. Ltd.
- Punekar, Deodhar & Sankaran (2008); Labour Welfare, Trade Unionism and Industrial Relations; Himalaya Publishing House Pvt. Ltd.
- Sharma, A.M. (2009); Aspects of Labour Welfare and Social Security; Himalaya Publishing House Pvt. Ltd.
- Sharma, A.M. (2009); Industrial Relations — Conceptual and Legal Framework; Himalaya Publishing House Pvt. Ltd.
- C.S. Venkata (2006); Industrial Relations; Oxford University Press.
- Subba Rao, P. (2009); Essentials of HRM and Industrial Relation — (Text and Cases); Himalaya Publishing House Pvt. Ltd.
- S.C. Srivastava; Industrial Relations & Labor Laws; Vikas Publishing House Pvt Ltd. Delhi; 4th Edition.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

MASTER OF COMMERCE: [FINAL]

[M.COM. FINAL: SPECIALIZATION HUMAN RESOURCE MANAGEMENT]

SEMESTER-III

PAPER: X: STRATEGIC HUMAN RESOURCE MANAGEMENT (SHRM):

OBJECTIVES:

- To impart the students with the basic conceptual and practical foundations of Human Resource Management;
- To develop managerial skills for decision making on various Human Resource Management Plans, Programs & Strategies.

UNIT-I: AN OVERVIEW OF STRATEGIC HRM:

Understanding HRM in Context with Organizational Environment- Feedback and Review / Case Analysis

UNIT-II: ALIGNING SYSTEMS WITH BUSINESS STRATEGY:

HR As a Sustained Competitive Advantage-Balance Scorecard-Linking HRM Practices with Organizational Outcomes-Auditing Practices- Feedback and Review / Case Analysis

UNIT-III: STRATEGIES AND PLANNING FOR WORKFORCE:

Strategy Formulation-Strategic Planning-Strategies for Workforce Utilization- Training & Development - Performance Management-Feedback and Review / Case Analysis

UNIT-IV: DESIGNING & MANAGING SYSTEMS:

Concept-Competency Mapping-Issues in Designing System-Technology Applications in HRM- Uses Applications of HRIS- Integrating the HRIS with Organizational Systems- Feedback and Review / Case Analysis

TEACHING METHODS:

- For conceptual understanding and creating theoretical understanding lecture method, followed by interaction and discussion will be used.
- Paper Presentation on the topics of the course, using various audio-visual tools will further contribute to the accomplishment of the objectives of the course.
- Projects and Assignment to the students will facilitate the learning of application of the concepts in the actual organization set up, as well as build confidence and sharpen their skills and expertise for the same.

ACTIVITIES/PRACTICAL WORK/PROJECT:

The following activities may be carried out by students:

- To ask students to submit study paper by students on any of the topic of the course;
- Classroom Presentations on the topics of the course by students using varying Audio-Visual tools to facilitate accomplishment of the objectives of the course;
- To organize Industrial Visits, Group Discussions and Presentations to facilitate their practicing of management skills aimed at providing the real life situations;



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

- To Plan Students' Presentations to help them build managerial skills;
- To assign small Group Projects considering contents and the objectives of the course;
- To ask students to conduct small field surveys;
- To make students for submitting Reports & making presentations of it in class room;
- To sharpen the analytical skill of the students various pedagogical tools viz., Management Games, Role Play, Case studies, In-Basket Method will be used;
- To Plan Debate Competitions, Elocutions Competitions, Visualization Games etc.

REFERENCE BOOKS:

- Dreher, George & Thomas (2009); Human Resource Strategy: A Behavioral Perspective for the General Manager-Mc-Graw Hill.
- Schuler Randall S. & Jackson Susan E. - Strategic HRM-Wiley India.
- Pareek Udai & Rao T.V. (2009); Designing & Managing System; OXFORD & IBH.
- Beardwell & Holden (2009); HRM - A Contemporary Perspective- Cengage.
- Aswathappa K. (2009) 5th Edition; HRM \Text & Cases Tata McGraw Hill.
- Viswanathan, Rajesh (2009); Strategic Human Resource Management; Himalaya Publishing House Pvt. Ltd.
- Tanuja Agarwala (2007); Strategic Human Resource Management; Oxford University Press.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

MASTER OF COMMERCE:[FINAL]

[M.COM. FINAL: SPECIALIZATION HUMAN RESOURCE MANAGEMENT]

SEMESTER-III

PAPER: XI: HUMAN RESOURCE DEVELOPMENT (HRD):

OBJECTIVES:

- To impart the students with the basic conceptual and practical foundations of Human Resource Development;
- To develop managerial skills for decision making on various Human Resource Development Plans, Programs & Strategies.

UNIT-I: THE FUNDAMENTALS OF HRD:

Meaning- Process, & Scope of HRD- Organizational Strategy & HRD Intervention- Identifying Training Needs- Developing Training Modules- Training at Different level & Evaluating Training- Development Initiative; Developing Leadership, Motivation, & Collaboration- Feedback and Review / Case Analysis

UNIT-II: DEVELOPING AN HRD STRATEGY:

Developing a Strategy; Factors Influencing Strategic Human Resource Development; Implication for Practice of a Strategic Approach to HRD, Feedback and Review / Case Analysis

UNIT-III: THE OPERATIONAL ROLE OF HRD:

Identifying HRD Needs-Designing, Delivery & Evaluation of Learning & Development Intervention-Feedback and Review / Case Analysis

UNIT:-IV: THE KEY ISSUES IN HRD:

Managing & Nurturing Knowledge- HRD in Small & Medium Sized Enterprises-Managing the HRD Function- The Ethical Practitioner-Continuing Professional Development and Reflective Practices-Feedback and Review / Case Analysis

TEACHING METHODS:

- For conceptual understanding and creating theoretical understanding lecture method, followed by interaction and discussion will be used.
- Paper Presentation on the topics of the course, using various audio-visual tools will further contribute to the accomplishment of the objectives of the course.
- Projects and Assignment to the students will facilitate the learning of application of the concepts in the actual organization set up, as well as build confidence and sharpen their skills and expertise for the same.

ACTIVITIES/PRACTICAL WORK/PROJECT:

The following activities may be carried out by students:

- To ask students to submit study paper by students on any of the topic of the course;
- Classroom Presentations on the topics of the course by students using varying Audio-Visual tools to facilitate accomplishment of the objectives of the course;
- To organize Industrial Visits, Group Discussions and Presentations to facilitate their practicing of management skills aimed at providing the real life situations;



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

-
- To Plan Students' Presentations to help them build managerial skills;
 - To assign small Group Projects considering contents and the objectives of the course;
 - To ask students to conduct small field surveys;
 - To make students for submitting Reports & making presentations of it in class room;
 - To sharpen the analytical skill of the students various pedagogical tools viz., Management Games, Role Play, Case studies, In-Basket Method will be used;
 - To Plan Debate Competitions, Elocutions Competitions, Visualization Games etc.

REFERENCE BOOKS:

- David Mankin (2009); Human Resource Development; Oxford University Press.
- John Werner and Randy Desimone; Human Resources Development; Cengage.
- Udai Pareekh & T.V.Rao; Designing and Managing Human Resource Systems; Oxford.
- Noe; Human Resources Development; Tata McGraw-Hill.
- Biswanath Ghosh; Human Resource Development & Management; Vikas.
- Mankin; Human Resource Development; Oxford.
- Richard A. Swanson and Elwood F. Holton; Foundations of Human Resource Development; Berrett-Koehler.
- Juani Swart, Clare Mann, Steve Brown, and Alan Price; Human Resource Development: Strategy and Tactics; Elsevier.
- Michael J. Marquardt and Dean W. Engel; Global Human Resource Development; Prentice Hall.
- Kalyani, Iyer & Paranjpe (2005); Management and Human Resource Development; Himalaya Publishing House Pvt. Ltd.
- Bhattacharyya, D.K. (2009); Human Resource Development; Himalaya Publishing House Pvt. Ltd.
- Lalitha Srividya (2007); Human Resource Development; Himalaya Publishing House Pvt. Ltd.
- Rashmi, T.K. (2010); Recruitment Management; Himalaya Publishing House Pvt. Ltd.
- Ratan Reddy, B. (2010); Effective Human Resource Training and Development Strategy; Himalaya Publishing House Pvt. Ltd.
- Uday Kumar Haldar (2009); Human Resource Development; Oxford University Press.
- David Mankin (2009); Human Resource Development; Oxford University Press.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

MASTER OF COMMERCE: [FINAL]

[M.COM. FINAL: SPECIALIZATION HUMAN RESOURCE MANAGEMENT]

SEMESTER-III

PAPER: XII: RESEARCH IN HUMAN RESOURCE MANAGEMENT (RHRM):

OBJECTIVES:

- To impart the students with the basic conceptual and practical foundations of Research in Human Resource Management;
- To develop managerial skills for Research in Human Resource Management.

UNIT-I: AN INTRODUCTION TO RESEARCH IN HRM:

Meaning, Role, Application, and Organization for Research in HRM; Research Process and Problem Formulation; Research Design and Major Types of Research Design, Feedback and Review / Case Analysis

UNIT-II: DATA COLLECTION:

Data Collection: Needs, Methods and Sources of Data; Scaling Techniques; Questionnaire Design [Principles and Procedures, Observation Method, Interviews and Projective Techniques], Feedback and Review / Case Analysis

UNIT-III: SAMPLING PROCEDURES:

Sampling [Meaning, Objectives, Process and Methods, Sample Size decision, Population Parameters], Feedback and Review / Case Analysis

UNIT-IV: DATA ANALYSIS AND REPORT WRITING:

Processing and analyzing Data: Data preparing and Processing; Data Analysis and Interpretation; Nature and Functions of Statistical Analysis; Nature of Interpretation, Presentation of Research Findings and Follow-up, Report Writing and Presentation, Feedback and Review / Case Analysis

TEACHING METHODS:

- For conceptual understanding and creating theoretical understanding lecture method, followed by interaction and discussion will be used.
- Paper Presentation on the topics of the course, using various audio-visual tools will further contribute to the accomplishment of the objectives of the course.
- Projects and Assignment to the students will facilitate the learning of application of the concepts in the actual organization set up, as well as build confidence and sharpen their skills and expertise for the same.

ACTIVITIES/PRACTICAL WORK/PROJECT:

The following activities may be carried out by students:

- To ask students to submit study paper by students on any of the topic of the course;
- Classroom Presentations on the topics of the course by students using varying Audio-Visual tools to facilitate accomplishment of the objectives of the course;



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

-
- To organize Industrial Visits, Group Discussions and Presentations to facilitate their practicing of management skills aimed at providing the real life situations;
 - To Plan Students' Presentations to help them build managerial skills;
 - To assign small Group Projects considering contents and the objectives of the course;
 - To ask students to conduct small field surveys;
 - To make students for submitting Reports & making presentations of it in class room;
 - To sharpen the analytical skill of the students various pedagogical tools viz., Management Games, Role Play, Case studies, In-Basket Method will be used;
 - To Plan Debate Competitions, Elocutions Competitions, Visualization Games etc.

REFERENCE BOOKS:

- Beheruz N. Sethna and Leonard Greeneveld; Research Methods in Marketing and Management.
- Richard I. Leven; Statistics for Management.
- C.R. Kothari (2004) 2nd Edition; Research Methodology: New Age International (P) Limited, Publishers.
- Donald R. Cooper and Pamela S. Schindler; Business Research Methods; 9th Edition.
- D. K. Bhattacharyya (2006) 2nd Edition; Research Methodology; Excel Books.
- Zikmund William (2003) 8th Edition; Business Research Methods; Thompson Learning.
- Bryman Alan (2006) 8th Edition; Business Research Methods' Oxford University Press.
- Panneerselvam R (2004) 4th Edition; Research Methods for Business; John Wiley & Sons.
- G. C. Beri (2000) 3rd Edition; Marketing Research; Tata McGraw-Hill Publishing Company Limited.
- Naresh Malhotra (2007) 5th Edition; Marketing Research; Pearson Education.
- J. K. Sachdeva (2009); Business Research Methodology; Himalaya Publications.
- Alan Bryman, Emma Bell (2007) 2nd Edition; Research methodology; Oxford Press.
- Dipak Kumar Bhattacharya (2007); Human Resource Management; Oxford University Press.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

MASTER OF COMMERCE:[FINAL]

[M.COM. FINAL: SPECIALIZATION HUMAN RESOURCE MANAGEMENT]

SEMESTER-IV

PAPER: XIII: CHANGE MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT
(CMOD):

OBJECTIVES:

The purpose of this course is to make the students conversant with the need for change and development of organizations and with the various research studies and techniques.

- To impart the students with the basic conceptual and practical foundations of Industrial Relations;
- To develop managerial skills for decision making on various Industrial Relations Plans, Programs & Strategies.

UNIT-I: UNDERSTANDING ORGANIZATIONAL PROCESS & CHANGE:

Organizational Systems-Structure & Design (An Overview)-Meaning & Process of Change-Organizational Effectiveness & Excellence-Feedback and Review / Case Analysis

UNIT-II: MANAGING ORGANIZATIONAL CHANGE:

Nature & Types of Change- Process and Resistance to Change-Strategies to overcome Resistance to Change-Attitude Measurement for Change-Organizational Culture & Change-Change Through Performance Management-TQM Practices & Change-Feedback and Review / Case Analysis

UNIT-III: NATURE & MANAGEMENT OF ORGANIZATIONAL DEVELOPMENT:

Definitions, Concepts, Features, & Characteristics of Organizational Development-Organizational Diagnosis & Development- Organizational Development Interventions & Strategies-Feedback and Review / Case Analysis

UNIT-IV: CONTEMPORARY ISSUES IN ORGANIZATIONAL DEVELOPMENT:

OD & Diversity Management- Organizational Transformation Through Teamwork- Role of OD Consultant-Feedback and Review / Case Analysis

TEACHING METHODS:

- For conceptual understanding and creating theoretical understanding lecture method, followed by interaction and discussion will be used.
- Paper Presentation on the topics of the course, using various audio-visual tools will further contribute to the accomplishment of the objectives of the course.
- Projects and Assignment to the students will facilitate the learning of application of the concepts in the actual organization set up, as well as build confidence and sharpen their skills and expertise for the same.

ACTIVITIES/PRACTICAL WORK/PROJECT:

The following activities may be carried out by students:

- To ask students to submit study paper by students on any of the topic of the course;
- Classroom Presentations on the topics of the course by students using varying Audio-Visual tools to facilitate accomplishment of the objectives of the course;



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

-
- To organize Industrial Visits, Group Discussions and Presentations to facilitate their practicing of management skills aimed at providing the real life situations;
 - To Plan Students' Presentations to help them build managerial skills;
 - To assign small Group Projects considering contents and the objectives of the course;
 - To ask students to conduct small field surveys;
 - To make students for submitting Reports & making presentations of it in class room;
 - To sharpen the analytical skill of the students various pedagogical tools viz., Management Games, Role Play, Case studies, In-Basket Method will be used;
 - To Plan Debate Competitions, Elocutions Competitions, Visualization Games etc.

REFERENCE BOOKS:

- Deepak Kumar Bhattacharya (2011); Organizational Change and Development; Oxford University Press.
- Thornhill, A, Lewis, P. Millmore, M., & Saunders, M. (2000), Managing change: A Human Resource Strategy Approach.
- Colenson, M. Successful organizational Change: Evolution and Revolution in the Organization.
- Nilakant, & Remanarayan, S. (1998). Change Management; Response Book.
- French, W.L. & Bell (1995); Organizational Development.
- French, W.L. & Bell, C.H. (1995); Organization Development.
- Bennis, W.G.; Organizational Development: Its Nature, Origin and Prospects.
- McGill, M.E.; Organization Development for Operating Managers.
- Bhattacharya, B.K. (2009); Organizational Systems, Design, Structure and Management; Himalaya Publishing House Pvt. Ltd.
- Pattanayak & Ravishankar (2000); Organizational Development Skills for Competitive Edge; Himalaya Publishing House Pvt. Ltd.
- Pattanayak & Ravishankar (2000); Organizational Development Skills for Competitive Edge; Himalaya Publishing House Pvt. Ltd.
- Kaila, Ravishankar, Mishra & Nair (2009); Behavioural Dynamics (Research Insight); Himalaya Publishing House Pvt. Ltd.
- Dipak Kumar Bhattacharya (2011); Organizational Change and Development; Oxford University Press.
- Jim Grieses (2010); Organizational Change; Oxford University Press.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

MASTER OF COMMERCE: [FINAL]

[M.COM. FINAL: SPECIALIZATION HUMAN RESOURCE MANAGEMENT]

SEMESTER-IV

PAPER: XIV: LABOUR LEGISLATIONS (LL):

OBJECTIVES:

- To impart the students with the basic conceptual and practical foundations of Labour Legislation;
- To develop managerial skills for decision making on various Labour Legislation Plans, Programs & Strategies.

UNIT-I: INTRODUCTION TO LABOUR LEGISLATIONS:

Labour Laws: Concept, Origin, Objectives and Classification- International Labour Organization: International Labour Organization and Indian Labour Legislations-Indian Constitution and Labour Legislations-Labour Policy-Emerging Issues and Future Trends- Feedback and Review / Case Analysis

UNIT-II: LAWS ON WORKING CONDITIONS: AN OVERVIEW:

The Factories Act, 1948-Shops and Establishment Law-Child Labour (Prohibition and Regulation Act, 1986)-Feedback and Review / Case Analysis

UNIT-III: INDUSTRIAL RELATIONS LAWS-I: AN OVERVIEW:

Trade Union Act, 1926-Industrial Disputes Act, I 1947- Industrial Disputes Act, 1947-II -Industrial Employment (Standing Orders) Act, 1946-Industrial Discipline and Misconduct-Feedback and Review / Case Analysis

UNIT-IV: INDUSTRIAL RELATIONS LAWS-II: AN OVERVIEW:

Wages And Labour Laws & Laws For Labour Welfare And Social Security- Minimum Wages Act, 1948- Payment of Wages Act, 1936-Payment of Bonus Act, 1965- Equal Remuneration Act, 1976- The Workmen's Compensation Act, 1923- The Employees' State Insurance Act, 1948-The Maternity Benefit Act, 1961-The Employee's Provident Fund & Miscellaneous Provision Act, 1952-The Payment of Gratuity Act, 1972- Social Security Legislation: An Overview- Feedback and Review / Case Analysis

TEACHING METHODS:

- For conceptual understanding and creating theoretical understanding lecture method, followed by interaction and discussion will be used.
- Paper Presentation on the topics of the course, using various audio-visual tools will further contribute to the accomplishment of the objectives of the course.
- Projects and Assignment to the students will facilitate the learning of application of the concepts in the actual organization set up, as well as build confidence and sharpen their skills and expertise for the same.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

ACTIVITIES/PRACTICAL WORK/PROJECT:

The following activities may be carried out by students:

- To ask students to submit study paper by students on any of the topic of the course;
- Classroom Presentations on the topics of the course by students using varying Audio-Visual tools to facilitate accomplishment of the objectives of the course;
- To organize Industrial Visits, Group Discussions and Presentations to facilitate their practicing of management skills aimed at providing the real life situations;
- To Plan Students' Presentations to help them build managerial skills;
- To assign small Group Projects considering contents and the objectives of the course;
- To ask students to conduct small field surveys;
- To make students for submitting Reports & making presentations of it in class room;
- To sharpen the analytical skill of the students various pedagogical tools viz., Management Games, Role Play, Case studies, In-Basket Method will be used;
- To Plan Debate Competitions, Elocutions Competitions, Visualization Games etc.

REFERENCE BOOKS:

- P. L. Malik; Industrial Law.
- J. K. Bareja; Industrial Law.
- B. D. Singh Labour Laws for managers.
- S. P. Jain; Industrial & Labour Laws.
- For more details, visit http://www.unipune.ernet.in/stud_info/Syllabi/Syllabus_2008.html



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

MASTER OF COMMERCE: [FINAL]

[M.COM. FINAL: SPECIALIZATION HUMAN RESOURCE MANAGEMENT]

SEMESTER-IV

PAPER: XV: INTERNATIONAL HUMAN RESOURCE MANAGEMENT [IHRM]

OBJECTIVES:

- To impart the students with the basic conceptual and practical foundations of International Human Resource Management;
- To develop managerial skills for decision making on various International Human Resource Management Plans, Programs & Strategies.

UNIT-I: STRATEGIC, COMPARATIVE AND ORGANIZATIONAL PERSPECTIVES ON IHRM:

Strategic Management and IHRM-Comparative Human Resource Management-Culture in IHRM- HRM in Cross-Border Mergers and Acquisitions-Approaches to IHRM- Feedback and Review / Case Analysis

UNIT-II: INTERNATIONAL ASSIGNMENTS AND EMPLOYMENT PRACTICES:

International Assignments-Multinational and Employment Practices-The Transfer of Employment Practices Across Borders in Multinational Companies-Feedback and Review / Case Analysis

UNIT-III: IHRM PRACTICES:

Managing Knowledge in Multinational Firms-The Development of Global Leaders and Expatriates- Global and Local Resourcing-Global Performance Management- Total Rewards in the International Context-Feedback and Review / Case Analysis

UNIT-IV: DEVELOPMENT IN IHRM POLICY AND PRACTICE AND IHRM CHALLENGES:

Women Leading and Managing Worldwide-Global Work Life Management in Multinational- Social Responsibility-Sustainability and Diversity of Human Resources-IHRM Challenges- Feedback and Review / Case Analysis

TEACHING METHODS:

- For conceptual understanding and creating theoretical understanding lecture method, followed by interaction and discussion will be used.
- Paper Presentation on the topics of the course, using various audio-visual tools will further contribute to the accomplishment of the objectives of the course.
- Projects and Assignment to the students will facilitate the learning of application of the concepts in the actual organization set up, as well as build confidence and sharpen their skills and expertise for the same.

ACTIVITIES/PRACTICAL WORK/PROJECT:

The following activities may be carried out by students:

- To ask students to submit study paper by students on any of the topic of the course;
- Classroom Presentations on the topics of the course by students using varying Audio-Visual tools to facilitate accomplishment of the objectives of the course;
- To organize Industrial Visits, Group Discussions and Presentations to facilitate their practicing of management skills aimed at providing the real life situations;



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

-
- To Plan Students' Presentations to help them build managerial skills;
 - To assign small Group Projects considering contents and the objectives of the course;
 - To ask students to conduct small field surveys;
 - To make students for submitting Reports & making presentations of it in class room;
 - To sharpen the analytical skill of the students various pedagogical tools viz., Management Games, Role Play, Case studies, In-Basket Method will be used;
 - To Plan Debate Competitions, Elocutions Competitions, Visualization Games etc.

REFERENCE BOOKS:

- Anne-Will Harzing and Ashly H. Pinnington (2011) 1st Edition; International Human Resource Management; Sage Publication India Pvt. Ltd., New Delhi.
- Luis Gomez Mejia, David B. Balkin and Robert L. Kardy (2010) 5th Edition; PHI Learning Pvt. Ltd., New Delhi.
- Peter Dowling and Denice Welch; International Human Resource Management; Cengage Learning.
- Tony Edwards; International Human Resource Management; Pearson Education.
- P. L. Rao; International Human Resource Management – Text and Cases; Excel Books.
- M.N Rudrabasavaraj; Global Human Growth Model; Himalaya Publishing House.
- Terence Jackson; International Human Resource Management a Cross-Cultural Approach; Sage Publication India Pvt. Ltd., New Delhi.
- Betty Jane Punnett; International Perspectives on Organizational Behavior and Human Resource Management; PHI.
- Monir Tayeb; International Human Resource Management; Oxford.
- P. Subba Rao; International Human Resource Management; Himalaya.
- Brewster, Chris & Sparrow, Paul; International Human Resource Management; University Press.
- Paul Evans, Vladimir Pucik, Paul Evans, and Vladimir Pucik; The Global Challenge: Frameworks for International Human Resource Management; McGraw Hill.
- Monir Tayeb (2007); International Human Resource Management; Oxford University Press.
- Subba Rao, P. (2010); International Human Resource Management; Himalaya Publishing House Pvt. Ltd.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

MASTER OF COMMERCE:[FINAL]

[M.COM. FINAL: SPECIALIZATION HUMAN RESOURCE MANAGEMENT]

SEMESTER-IV

PAPER-XVI: PROJECT WORK & VIVA VOCE EXAMINATIONS:

UNIT: I: PLANNING FOR PREPARATION OF IDENTIFICATION & PREPARATION & SUBMISSION OF PROJECT PROPOSAL:

Theoretical Framework of Business Management Practices for Identification of the topic and preparation and submission of the Proposal for the preparation and submission of the Project for Approval

UNIT: II: ORIENTATION FOR PROJECT PREPARATION USING VARIOUS PEDAGOGICAL TOOLS:

Case Studies- Exercises-Role Play-Games-Quizzes- Industrial Visits & Training with Reference to HRM Practices

UNIT III: ORIENTATION FOR PROJECT STRUCTURE, WRITING REPORT & ITS LAYOUT& SUBMISSION:

Orientation About Report Writing-Presentation Based on Industrial Visits & Industrial Training

UNIT IV: PROJECT REPORT PREPARATION, SUBMISSION PRESENTATION & EVALUATION:

NOTE:

- ✚ The Project Report is to be submitted by the student on a given theme selected by him/her based on either Secondary Data or both that is Secondary Data & Primary Data supported through field studies, field survey, library work , Industrial Visits & or Industrial Training as the case may be .
- ✚ The Classroom Multimedia Presentation of Project Report [20 Marks] & overall Viva Voce Examinations [20 Marks] shall be compulsory for each of the Student in lieu of Written Internal Test having Weightage of 40 marks alike other subjects of HRM.
- ✚ The Final Evaluation of Project Report shall be having Weightage of 60 marks alike other Compulsory Subjects of M Com.
- ✚ The Final Evaluation of Project Report shall be undertaken by both that is Internal & External Examiner will separately Evaluate each of the Project Report having the total Weightage of 60 marks which are separately given by both of them.
- ✚ Average Marks scored by the student from the total of 120 marks as given by Internal & External Examiner out of 60 shall be finally considered having Weightage of 60 marks [External Evaluation] alike other compulsory subjects of M Com.
- ✚ The Final Evaluation of Project Report shall be from the approved panel of by Internal & External Examiners to be appointed by the befitting authority as per the rules of the university as the case may be.
- ✚ The Remuneration for the Evaluation of Project Report to Internal & External Examiners shall be as per the rules of the M S University of Baroda as the case may be.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

STRUCTURE FOR MASTER OF COMMERCE
[W.E.F.2012-2013]
M. COM. (FINAL)
(SPECIALIZATION IN MARKETING MANAGEMENT)
SEMESTER III

■ **PAPER: IX: INTEGRATED MARKETING COMMUNICATION**
(IMC)

■ **PAPER: X: RETAILING MANAGEMENT (RM)**

■ **PAPER: XI: PRODUCT AND BRAND MANAGEMENT(PBM)**

■ **PAPER: XII: SALES AND DISTRIBUTION MANAGEMENT (SDM)**

M. COM. (FINAL)
(SPECIALIZATION IN MARKETING MANAGEMENT)
SEMESTER IV

■ **PAPER: XIII: SERVICES MARKETING (SM)**

■ **PAPER: XIV: INTERNATIONAL MARKETING (IM)**

■ **PAPER: XV: CONSUMER BEHAVIOUR (CB)**

■ **PAPER: XVI :PROJECT WORK & VIVA VOCE EXAMINATIONS**



MASTER OF COMMERCE:[FINAL]

[M.COM. FINAL: SPECIALIZATION MARKETING MANAGEMENT]

SEMESTER-III

PAPER: IX: INTEGRATED MARKETING COMMUNICATIONS (IMC):

OBJECTIVES:

- To impart the students with the basic conceptual and practical foundations of Integrated Marketing Communication;
- To develop managerial skills for decision making on various Integrated Marketing Communication Plans, Programs & Strategies.

UNIT-I: AN INTRODUCTION TO INTEGRATED MARKETING COMMUNICATION (IMC):

The Role of IMC in Marketing-Evolution and Reasons for Growing Importance of IMC- The Communication or Promotional Mix- The Role of IMC in the Marketing Process [Marketing Strategy and Analysis-The Target Marketing Process-Developing Marketing Planning Programme], Feedback and Review / Case Analysis

UNIT-II: OBJECTIVES AND STRATEGIES:

Objectives-Budgeting and Developing Communications for the IMC- Analyzing the Communication Process- DAGMAR Approach in Setting Objectives- Feedback and Review / Case Analysis

UNIT-III: MEDIA PLANNING AND STRATEGY:

Creative Strategy Planning and Development- Media Planning and Strategy- Developing, Monitoring and Evaluating the IMC Programme-Measuring the Effectiveness of Promotional Programme- Feedback and Review / Case Analysis

UNIT-IV: FUTURE PERSPECTIVES OF IMC:

Future Perspectives of IMC- Direct Marketing- Sales Promotion- The Internet and Interactive Media- Personal Selling-Evaluating the Social, Ethical, and Economic Aspects of IMC-Feedback and Review / Case Analysis

TEACHING METHODS:

- For conceptual understanding and creating theoretical understanding lecture method, followed by interaction and discussion will be used.
- Paper Presentation on the topics of the course, using various audio-visual tools will further contribute to the accomplishment of the objectives of the course.
- Projects and Assignment to the students will facilitate the learning of application of the concepts in the actual organization set up, as well as build confidence and sharpen their skills and expertise for the same.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

ACTIVITIES/PRACTICAL WORK/PROJECT:

The following activities may be carried out by students:

- To ask students to submit study paper by students on any of the topic of the course;
- Classroom Presentations on the topics of the course by students using varying Audio-Visual tools to facilitate accomplishment of the objectives of the course;
- To organize Industrial Visits, Group Discussions and Presentations to facilitate their practicing of management skills aimed at providing the real life situations;
- To Plan Students' Presentations to help them build managerial skills;
- To assign small Group Projects considering contents and the objectives of the course;
- To ask students to conduct small field surveys;
- To make students for submitting Reports & making presentations of it in class room;
- To sharpen the analytical skill of the students various pedagogical tools viz., Management Games, Role Play, Case studies, In-Basket Method will be used.

REFERENCE BOOKS:

- George E. Belch and Michael A. Belch (2009); Advertising and Promotion; 5th Edition; Tata McGraw-Hill Pvt. Ltd., New Delhi.
- Kenneth E. Clow and Donald Baack (2004); Integrated Advertising, Promotion and Marketing Communications; PHI Ltd., New Delhi.
- Boree, Thill, Dovee and Wood (1995); Advertising Excellence; International Edition; McGrae-Hill Ltd.
- Batra, John G. Mayers and David A.; AAaker (2003); Advertising Management; 12th Edition; PHI Ltd., New Delhi.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

MASTER OF COMMERCE:[FINAL]

[M.COM. FINAL: SPECIALIZATION MARKETING MANAGEMENT]

SEMESTER-III

PAPER: X: RETAILING MANAGEMENT (RM):

OBJECTIVES:

- To impart the students with the basic conceptual and practical foundations of Retailing Management;
- To develop managerial skills for decision making on various Retailing Plans, Programs & Strategies.

UNIT-I: RETAILING ROLE, RELEVANCE AND TRENDS:

Meaning- Characteristics- Functions and Activities- Categorizing Retailers- Trends in Retail Formats- Feedback and Review / Case Analysis

UNIT-II: INDIAN AND GLOBAL RETAIL INDUSTRY:

Structure of Indian and Global Retail Industry- Drivers of Growth of Retail Industry- Challenges and Future Perspectives of Retailing in India- Global Scenario of Retailing Industry-Key Global Trends in Retailing-Retailing in Selected Countries of the World-Feedback and Review / Case Analysis

UNIT-III: RETAILING AND MARKETING MANAGEMENT: AN OVERVIEW:

Retail Product and Brand Management- Retail Pricing- Managing Retail Chains and Franchising- Retail Promotion Strategy-Feedback and Review / Case Analysis

UNIT-IV: MANAGING RETAILING: AN OVERVIEW:

Retail Location Strategy- Store Layout and Design in Retailing-Understanding Shoppers and Shopping in Retailing-Technology in Retailing-Feedback and Review / Case Analysis

TEACHING METHODS:

- For conceptual understanding and creating theoretical understanding lecture method, followed by interaction and discussion will be used.
- Paper Presentation on the topics of the course, using various audio-visual tools will further contribute to the accomplishment of the objectives of the course.
- Projects and Assignment to the students will facilitate the learning of application of the concepts in the actual organization set up, as well as build confidence and sharpen their skills and expertise for the same.

ACTIVITIES/PRACTICAL WORK/PROJECT:

The following activities may be carried out by students:

- To ask students to submit study paper by students on any of the topic of the course;
- Classroom Presentations on the topics of the course by students using varying Audio-Visual tools to facilitate accomplishment of the objectives of the course;



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

-
- To organize Industrial Visits, Group Discussions and Presentations to facilitate their practicing of management skills aimed at providing the real life situations;
 - To Plan Students' Presentations to help them build managerial skills;
 - To assign small Group Projects considering contents and the objectives of the course;
 - To ask students to conduct small field surveys;
 - To make students for submitting Reports & making presentations of it in class room;
 - To sharpen the analytical skill of the students various pedagogical tools viz., Management Games, Role Play, Case studies, In-Basket Method will be used;
 - To Plan Debate Competitions, Elocutions Competitions, Visualization Games etc.

REFERENCE BOOKS:

- Chetan Bajaj, Rajnish Tuli and Nidhi Verma Srivastava (2010); 2nd Edition; Retail Management; Oxford University Press; New Delhi.
- Piyushkumar Sinha and Dwarika Prasad Uniyal (2008) 4th Edition; Managing Retailing; Oxford University Press; New Delhi.
- Arif Sheikh and Fatima (2008); Retail Management; Himalaya Publishing House Pvt. Ltd.
- Arif Sheikh (2008); Retail Management; Himalaya Publishing House Pvt. Ltd.
- Chunawalla, S.A. (2009); Contours of Retailing Management; Himalaya Publishing House Pvt. Ltd.
- Nair, Suja R. (2008); Retail Management; Himalaya Publishing House Pvt. Ltd.
- Sharma, D.P. (2009); e-Retailing — Principles and Practice; Himalaya Publishing House Pvt. Ltd.
- Sheikh & Fatima (2008); Mall Management; Himalaya Publishing House Pvt. Ltd.
- Tiwari, R.S. (2009); Retail Management Retail Concepts and Practices; Himalaya Publishing House Pvt. Ltd.
- Tripathi & Agrawal (2009); Fundamentals of Retailing; Himalaya Publishing House Pvt. Ltd.
- Chetan Bajaj, Rajnish Tuli and Nidhi Verma Srivastava (2010); Retail Management; Oxford University Press.
- Nicholas Alexander and Anne Marie Doherty (2009); International Retailing; Oxford University Press.
- Piyush Kumar and Dwarika Prasad (2007); Managing Retailing; Oxford University Press.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

MASTER OF COMMERCE: [FINAL]
M.COM. FINAL: SPECIALIZATION MARKETING MANAGEMENT]
SEMESTER-III

PAPER: XI: PRODUCT AND BRAND MANAGEMENT (PBM):

OBJECTIVES:

The objectives of the course are as follows:

- To develop an understanding of the basic branding principles and their exposure to classic and contemporary branding applications.
- To make the students aware about the role of brands, the concept of brand equity, and the advantages of creating strong brands.
- To increase the understanding of the important issues in planning, implementing, and evaluating brand strategies.
- To acquaint the students with the appropriate concepts, theories, models and other tools to make better brand decisions.
- To understand the latest developments and cultivate an understanding of the adjustments to be made in branding strategies over time and geographic boundaries to maximize brand equity.

UNIT-I: INTRODUCTION TO PRODUCT MANAGEMENT:

Category Attractiveness,-Market Competition and Competitor Analysis,-Product Strategy and New Product Development- Feedback and Review / Case Analysis

UNIT-II: CUSTOMER AND MARKET POTENTIAL ANALYSIS:

Product Market Analysis for Different Product Categories- Emerging Trends of the Indian Market, New Challenges for Marketers in India (Practical Studies)- Feedback and Review / Case Analysis

UNIT-III: BRAND MANAGEMENT:

Launching Brand-Brand Building Process; Creating Brands in a Competitive Market Brand on Positioning and Brand Associations-Brand Extensions and Brand Loyalty-Feedback and Review / Case Analysis

UNIT-IV: DESIGNING, GROWING AND SUSTAINING BRAND EQUITY:

Concept of Brand Equity-Measuring Sources of Brand Equity and Brand Equity Measurement Approaches-Managing Brands over Time and Geographic Boundaries- Revitalization of Brands, Feedback and Review / Case Analysis

TEACHING METHODS:

The course will use the following pedagogical tools:

- Case discussion covering a cross section of decision situations.
- Discussions on issues and techniques of Marketing.
- Projects/ Assignments/ Quizzes/ Class participation etc.



REFERENCE BOOKS:

- Lehman and Winer; Product Management; Tata McGraw-Hill; Fourth edition.
- S. Ramesh Kumar; Managing Indian Brands, Marketing Concepts & Strategies; Vikas; Latest Edition.
- Ramanuj Majmudar; Product Management in India; PHI EEE; Latest Edition.
- Elliott Richard and Percy Larry; Strategic Brand Management; Oxford University Press (Indian Edition); Latest Edition.
- Tybout and Calkins (Editors); Kellogg on Branding; Wiley; Latest Edition.
- VanAuken; Brand Branding; Jaico; Latest Edition.
- Baker Michael and Hart Susan; Product Strategy and Management; Pearson; Latest Edition.
- Jean Noel Kapferer; Strategic Brand Management; Kogan Page; Latest Edition.
- Dholkia, Anwar and Hasan; Marketing Practices in Developing Economy: Cases from South Asia; PHI; Latest Edition.
- YLR Moorthi; Brand Management, The Indian Context; Vikas; Latest Edition.
- S. Ramesh Kumar; Consumer Behaviour and Branding; Pearson; Latest Edition.
- Harsh Verma; Brand Management; Excel; Latest Edition.
- Ramanuj Majmudar; Product Management in India; PHI; Latest Edition.
- Chandrasekhar, K.S. (2006); Product Management — Text and Cases; Himalaya Publishing House Pvt. Ltd.
- Chunawalla, S.A. (2008); Compendium of Brand Management; Himalaya Publishing House Pvt. Ltd.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

MASTER OF COMMERCE:[FINAL]
M.COM. FINAL: SPECIALIZATION MARKETING MANAGEMENT]
SEMESTER-III

PAPER: XII: SALES AND DISTRIBUTION MANAGEMENT (SDM):

OBJECTIVES:

The objective of this course is to help students understand the Sales & Distribution functions as integral part of marketing functions in a business firm. Globalization, increased competition, rapid changes in communication and information technology and need for higher level of customer orientation have made sales and distribution management extremely important.

UNIT-I: AN INTRODUCTION TO SALES MANAGEMENT:

The Selling Skills and Selling Strategies-The Selling Process; Management of Sales Territories and Sales Quota-Feedback and Review / Case Analysis

UNIT-II: ACQUISITION, DEVELOPMENT, MOTIVATION & COMPENSATION OF SALES FORCE:

Sales Force [Recruitment, Selection, Training, Motivation, Compensation and Evaluation]-
Feedback and Review / Case Analysis

UNIT-III: DISTRIBUTION CHANNEL MANAGEMENT: AN INTRODUCTION:

Designing Customer-oriented Marketing Channels-Customer-oriented Logistics Management
-Feedback and Review / Case Analysis

UNIT-IV: CHANNEL MANAGEMENT:

Managing Channel Members Behaviour-Managing the International Channels of Distribution
Feedback and Review / Case Analysis

TEACHING METHODS:

- For conceptual understanding and creating theoretical understanding lecture method, followed by interaction and discussion will be used.
- Paper Presentation on the topics of the course, using various audio-visual tools will further contribute to the accomplishment of the objectives of the course.
- Projects and Assignment to the students will facilitate the learning of application of the concepts in the actual organization set up, as well as build confidence and sharpen their skills and expertise for the same.

ACTIVITIES/PRACTICAL WORK/PROJECT:

The following activities may be carried out by students:

- To ask students to submit study paper by students on any of the topic of the course;
- Classroom Presentations on the topics of the course by students using varying Audio-Visual tools to facilitate accomplishment of the objectives of the course;
- To organize Industrial Visits, Group Discussions and Presentations to facilitate their practicing of management skills aimed at providing the real life situations;
- To Plan Students' Presentations to help them build managerial skills;
- To assign small Group Projects considering contents and the objectives of the course;
- To ask students to conduct small field surveys;
- To make students for submitting Reports & making presentations of it in class room;



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

- To sharpen the analytical skill of the students various pedagogical tools viz., Management Games, Role Play, Case studies, In-Basket Method will be used;
- To Plan Debate Competitions, Elocutions Competitions, Visualization Games etc.

REFERENCE BOOKS:

- Tapan K. Panda and Sunil Sahadev (2009); 15th impression; Sales and Distribution Management; Oxford University Press.
- Krishna K. Havaldar, Vasant M. Cavale; Sales & Distribution Management; Tata McGraw-Hill.
- Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni; Sales Management : Decisions, Strategies & Cases; Pearson.
- Johnson F.M., Kurtz D.L., Scheuing E.E.; Sales Management: Concepts, Practice, and Cases; Tata McGraw-Hill.
- David Jobber, Geoffrey Lancaster; Selling & Sales Management; Pearson.
- Tanner, Honeycutt, Erffmeyer; Sales Management; Pearson.
- Mark W. Johnston, Greg W. Marshall; Sales Force Management; Tata McGraw- Hill.
- William L. Cron, Thomas E. DeCarlo; Sales Management; Wiley.
- Dr. S. L. Gupta; Sales & Distribution Management; Excel.
- Jackson, D.W. (Jr.); Cunningham, W. H. Cunninham, I.C.M.; Selling The Personal Force in Marketing; John Willey & Sons.
- Anne T. Coughlan, Erin Anderson, Louis W. Stern, Adel I El Ansary, R. C. Natarajan; Marketing Channels; Pearson.
- John L. Gattorna; Handbook of Logistics & Distribution Management; Jaico.
- Appannaiah & Others (2007); Sales and Distribution Management; Himalaya Publishing House Pvt. Ltd.
- S. A. Chunawala (2008); 8th Edition; Sales Management with Personal Selling – Salesmanship; Himalaya Publishing House Pvt. Ltd.
- Chunawalla, S.A. (2009); Sales Management; Himalaya Publishing House Pvt. Ltd.
- Chunawalla, S.A. (2009); Sales and Distribution Management; Himalaya Publishing House Pvt. Ltd.
- Dhotre, Meenal (2007); Channel Management and Retail Marketing; Himalaya Publishing House Pvt. Ltd.
- Gupta, S.L. (2008); Cases in Sales Distribution Management; Himalaya Publishing House Pvt. Ltd.
- Gupta, S.L. (2007); Products and Sales Management; Himalaya Publishing House Pvt. Ltd.
- Nair & Nair Latha (2008); Sales and Distribution Management; Himalaya Publishing House Pvt. Ltd.
- Tapan K. Panda and Sunli Sahadev (2005); Sales and Distribution Management; Oxford University Press.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

MASTER OF COMMERCE: [FINAL]
M.COM. FINAL: SPECIALIZATION MARKETING MANAGEMENT]
SEMESTER-IV

PAPER: XIII: SERVECES MARKETING (SM):

OBJECTIVES:

- To impart the students with the basic conceptual and practical foundations of Services Marketing;
- To develop managerial skills for decision making on various Services Marketing Plans, Programs & Strategies.

UNIT – I: AN INTRODUCTION OF MARKETING OF SERVICES:

Concept & Salient Features of Services Marketing; Emerging service sector in India; Growth of Service Sector; Organizing Marketing of Services, Feedback and Review / Case Analysis

UNIT – II: MARKETING MIX STRATEGIES (7PS):

Designing Service Package (Product Mix)- Pricing of Services- Distribution Issues- Promotion Mix Process- Physical Evidence & People- Feedback and Review / Case Analysis

UNIT – III: STRATEGIC ISSUES IN SERVICE MARKETING:

Service Quality-Dimensions of Service Quality-Measurement of Service Quality-Role of Technology and People in Service Quality-Customer Relationship & Retention Strategies-Feedback and Review / Case Analysis

UNIT – IV: APPLICATIONS OF SERVICE MARKETING:

Marketing of Financial Services- Marketing of Hospitality Services-Marketing of Health-Care Services-Marketing of Educational Services and Public Utilities-Feedback and Review / Case Analysis

TEACHING METHODS:

- For conceptual understanding and creating theoretical understanding lecture method, followed by interaction and discussion will be used.
- Paper Presentation on the topics of the course, using various audio-visual tools will further contribute to the accomplishment of the objectives of the course.
- Projects and Assignment to the students will facilitate the learning of application of the concepts in the actual organization set up, as well as build confidence and sharpen their skills and expertise for the same.

ACTIVITIES/PRACTICAL WORK/PROJECT:

The following activities may be carried out by students:

- To ask students to submit study paper by students on any of the topic of the course;
- Classroom Presentations on the topics of the course by students using varying Audio-Visual tools to facilitate accomplishment of the objectives of the course;
- To organize Industrial Visits, Group Discussions and Presentations to facilitate their practicing of management skills aimed at providing the real life situations;
- To Plan Students' Presentations to help them build managerial skills;
- To assign small Group Projects considering contents and the objectives of the course;
- To ask students to conduct small field surveys;



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

- To make students for submitting Reports & making presentations of it in class room;
- To sharpen the analytical skill of the students various pedagogical tools viz., Management Games, Role Play, Case studies, In-Basket Method will be used;
- To Plan Debate Competitions, Elocutions Competitions, Visualization Games etc.

REFERENCE BOOKS:

- Subbarao. P., (2007); Principles & Practices of Bank Management; Himalaya Publishing.
- The Indian Institute of Bankers (2000); Marketing of Bank Services; MacMillan.
- Bedi. H. L., (1998); Practical Banking Advances; UBS.
- Bhole. L. M., (2001); Financial Banking Advances; Tata McGraw Hill.
- Sethi. R.B., (2008); The Banking Regulation Act.
- Avadhani. V. A., (2006); Marketing of Financial Services; Himalaya Publishing.
- Shekhar. K. C., (2001); Banking Theory & Practice.
- S.M. Jha Services Marketing, Himalaya Publishing House.
- Lovelock Christopher Services Marketing, Prentice Hall.
- Cowell Donald: The Marketing of Services (London: Heinemann).
- Venugopal & Raghu (2010); 5th edition; Services Marketing; Himalaya Publishing House Pvt. Ltd.
- Venugopal & Raghu (2007); Services Management; Himalaya Publishing House Pvt. Ltd.
- Appannaiah, Reddy & Desai (2004); Management and Behavioural Process; Himalaya Publishing House Pvt. Ltd.
- Appannaiah, Reddy & Kavitha (2008); Organizational Behaviour; Himalaya Publishing House Pvt. Ltd.
- Aswathappa, K. (2008); Management and Organizational Behaviour; Himalaya Publishing House Pvt. Ltd.
- Shajahan, S. (2008); Services Marketing — Concepts, Application and Cases; Himalaya Publishing House Pvt. Ltd.
- Jha, S.M. (2008); Services Marketing Himalaya Publishing House Pvt. Ltd.
- Reddy & Appannaiah (2008); Services Marketing; Himalaya Publishing House Pvt. Ltd.
- Sahoo & Sinha (2008); Services Marketing: Text and Readings; Himalaya Publishing House Pvt. Ltd.
- Venugopal & Raghu (2008); Services Marketing; Himalaya Publishing House Pvt. Ltd.
- Venugopal & Raghu (2007); Services Management; Himalaya Publishing House Pvt. Ltd.
- Vinnie Jauhari, Kirti Dutta (2009); Services, Marketing, Operations and Management; Oxford University Press.
- Govind Apte (2004); Services Marketing; Oxford University Press.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

MASTER OF COMMERCE: [FINAL]
M.COM. FINAL: SPECIALIZATION MARKETING MANAGEMENT]
SEMESTER-IV

PAPER: XIV: INTERNATIONAL MARKETING (IM):

OBJECTIVES:

- To impart the students with the basic conceptual and practical foundations of International Marketing;
- To develop managerial skills for decision making on various International Marketing Plans, Programs & Strategies.

UNIT-I: AN INTRODUCTION TO INTERNATIONAL MARKETING:

Concept, Nature and Process on International Marketing-Differences between Internationals Marketing Versus Global Marketing- Scanning International Marketing Environment-Feedback and Review / Case Analysis

UNIT-II: ENTERING INTERNATIONAL MARKETS (MODES AND STRATEGIES):

Identification, Segmentation and Selection of International Markets [In Brief]-Feedback and Review / Case Analysis

UNIT-III: MARKETING MIX DECISIONS:

Product Strategies in International Markets- Pricing and International Logistic and Distribution in International Markets-Communication Decisions in International Markets-Feedback and Review / Case Analysis

UNIT-IV: POLICY FRAMEWORK AND DOCUMENTATION IN INTERNATIONAL MARKETING:

Reviewing of EXIM Policy-Export Procedure and Documentation [An Overview-WTO and International Marketing Implications-Emerging Issues in International Marketing-Feedback and Review / Case Analysis

TEACHING METHODS:

- For conceptual understanding and creating theoretical understanding lecture method, followed by interaction and discussion will be used.
- Paper Presentation on the topics of the course, using various audio-visual tools will further contribute to the accomplishment of the objectives of the course.
- Projects and Assignment to the students will facilitate the learning of application of the concepts in the actual organization set up, as well as build confidence and sharpen their skills and expertise for the same.

ACTIVITIES/PRACTICAL WORK/PROJECT:

The following activities may be carried out by students:

- To ask students to submit study paper by students on any of the topic of the course;
- Classroom Presentations on the topics of the course by students using varying Audio-Visual tools to facilitate accomplishment of the objectives of the course;
- To organize Industrial Visits, Group Discussions and Presentations to facilitate their practicing of management skills aimed at providing the real life situations;
- To Plan Students' Presentations to help them build managerial skills;
- To assign small Group Projects considering contents and the objectives of the course;



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

- To make students for submitting Reports & making presentations of it in class room;
- To sharpen the analytical skill of the students various pedagogical tools viz., Management Games, Role Play, Case studies, In-Basket Method will be used;
- To Plan Debate Competitions, Elocutions Competitions, Visualization Games etc.

REFERENCE BOOKS:

- Rakesh Mohan Joshi (2010); 14th Edition; International Marketing; Oxford University Press, New Delhi.
- Francis Cherunilam (2000); 3rd Revised Edition; International Marketing; Himalaya Publishing House.
- Philip R. Cateora, John L. Graham and Prashant Salwani (2008); 13th Edition; The McGraw-Hill Companies, New Delhi.
- T.A.S. Balagopal (2003); 3rd Edition; Export Marketing; Himalaya Publishing House.
- Subhash C. Jain (2001) 6th Edition; International Marketing; Asian Books Pvt. Ltd., South-Western, Thomas Learning.
- Paul, Justine (2008) 2nd Edition; Business Environment: Text & Cases; Tata McGraw- Hill Publishing Company.
- Cherunilam, Francis; Business Environment: Text & Cases; Himalaya Publishing House.
- Cherunilam Francis (2006); International Business Environment; Himalaya Publishing House.
- Rakesh Mohan Joshi; International Marketing Management; Oxford.
- Warren J. Keegan, Naval K. Bhargava; Global Marketing Management; Pearson.
- P K Vasudeva; International Marketing; Excel.
- R. Srinivasan; International Marketing; PHI Learning.
- Mithani D.M. (2005); International Economics; Tata McGraw Hill
- Sheikh Saleem (2009); Business Environment; Pearson.
- Vivek Mittal (2008); Business Environment; Excel Books.
- Bedi Suresh (2005); Business Environment; Excel Books.
- K Ashwathappa (2009), Business Environment; Himalaya Publishing House.
- Rabindra N. Bhattacharya (2008); Environmental Economics; Oxford.
- Ian Worthington, Chris Britton (2006); The business Environment; Financial Times Prentice Hall.
- Rajagopal; International Marketing; Vikas Publishing House.
- Warren J. Keegan, Naval K. Bhargava; Global Marketing Management; Pearson.
- Kramor R. L; International Marketing; South Western.
- Terpstra Vern; International Marketing; Dryden Press.
- Richard D. Irwin. Carson, David; International Marketing: A Cooperative System Approach; John Wilily.
- Warren J. Keegan; Multinational Marketing Management; Prentice Hall.
- Simon Majare; International Marketing; A Strategic Approach to World Markets; George Allen & Unwin.
- Fayerweather John; International Marketing; Prentice Hall.
- Kiefer Lee (2009); Global Marketing Management; Oxford University Press.
- Rakesh Mohan (2005); International Marketing; Oxford University Press.
- Justin Paul and Rajiv Aserkar (2008); Export Import Management; Oxford University Press.



MASTER OF COMMERCE:[FINAL]

M.COM. FINAL: SPECIALIZATION MARKETING MANAGEMENT]

SEMESTER-IV

PAPER: XV: CONSUMER BEHAVIOUR (CB):

OBJECTIVES:

- To impart the students with the basic conceptual and practical foundations of Consumer Behaviour;
- To develop managerial skills for decision making on various Plans, Programs & Strategies based on Consumer Behaviour.

UNIT-I: AN INTRODUCTION TO CONSUMER BEHAVIOUR:

Understanding Consumer behavior [An Overview]- Diversity of Indian Market-Changing Indian Consumer Behaviour-Feedback and Review / Case Analysis

UNIT-II: THE CONSUMER AS AN INDIVIDUAL:

Consumer Motivation-Consumer Perception-Consumer Learning and Experience-Consumer Personality-Self-Image-Attitudes and Beliefs- Feedback and Review / Case Analysis

UNIT-III: THE CONSUMER IN THE SOCIO-CULTURAL SETTING:

Cultural and Western Influence on Consumer Behaviour-Influence of Family and Reference Groups on Consumer Behaviour-Life Style Marketing and Consumer Behaviour-Feedback and Review / Case Analysis

UNIT-IV: THE CONSUMER DECISION-MAKING PROCESS:

Consumer's Decision Making- Comprehensive Models of Consumer Decision-Making- Feedback and Review / Case Analysis

TEACHING METHODS:

- For conceptual understanding and creating theoretical understanding lecture method, followed by interaction and discussion will be used.
- Paper Presentation on the topics of the course, using various audio-visual tools will further contribute to the accomplishment of the objectives of the course.
- Projects and Assignment to the students will facilitate the learning of application of the concepts in the actual organization set up, as well as build confidence and sharpen their skills and expertise for the same.

ACTIVITIES/PRACTICAL WORK/PROJECT:

The following activities may be carried out by students:

- To ask students to submit study paper by students on any of the topic of the course;
- Classroom Presentations on the topics of the course by students using varying Audio-Visual tools to facilitate accomplishment of the objectives of the course;
- To organize Industrial Visits, Group Discussions and Presentations to facilitate their practicing of management skills aimed at providing the real life situations;
- To Plan Students' Presentations to help them build managerial skills;
- To assign small Group Projects considering contents and the objectives of the course;
- To ask students to conduct small field surveys;



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

-
- To make students for submitting Reports & making presentations of it in class room;
 - To sharpen the analytical skill of the students various pedagogical tools viz., Management Games, Role Play, Case studies, In-Basket Method will be used;
 - To Plan Debate Competitions, Elocutions Competitions, Visualization Games etc.

REFERENCE BOOKS:

- Ramanuj Majmudar (2010); Consumer Behaviour; PHI Ltd., New Delhi.
- J. Paul Peter and Jerry C. Olson (2009) 7th Edition; Consumer behavior and Marketing Strategy; Tata McGraw-Hill, New Delhi.
- Leon G. Schiffman and Leslie Lazar Kaunak (2002) 7th Edition; Consumer Behaviour; Prentice Hall of India Pvt. Ltd., New Delhi.
- David L. Loudon and Albert J. Della Bitta (2002) 2nd Edition; Consumer Behaviour; Tata McGraw-Hill.
- Roger D. Blackwell, Paul W. Miniard and James F. Engel (2007) 10th Edition; Consumer Behaviour; Thomson South-Western.
- Rajeev Kumar (2010); 1st Edition; Consumer Behaviour; Himalaya Publishing House Pvt. Ltd.
- Pattanayak & Chunawalla, S.A. (2005); Commentary on Consumer Behaviour; Himalaya Publishing House Pvt. Ltd.
- Kumar, R. (2009); Consumer Behaviour; Himalaya Publishing House Pvt. Ltd.
- Nair, Suja R. (2008); Consumer Behaviour in Indian Perspective; Himalaya Publishing House Pvt. Ltd.
- Sontakki, C.N. (2006); Consumer Behaviour; Himalaya Publishing House Pvt. Ltd.



DEPARTMENT OF COMMERCE AND BUSINESS MANAGEMENT
FACULTY OF COMMERCE
THE MAHARAJA SAYAJIRAO UNIVERSITY OF BARODA
Lokmanya Tilak Road, Sayajigunj,
VADODARA (Gujarat) 390 002. India
Ph. (+91) – 0265 – 2795557

MASTER OF COMMERCE:[FINAL]
M.COM. FINAL: SPECIALIZATION MARKETING MANAGEMENT]
SEMESTER-IV

PAPER-XVI: PROJECT WORK & VIVA VOCE EXAMINATIONS:

UNIT: I: PLANNING FOR PREPARATION OF IDENTIFICATION & PREPARATION & SUBMISSION OF PROJECT PROPOSAL:

Theoretical Framework of Business Management Practices for Identification of the topic and preparation and submission of the Proposal for the preparation and submission of the Project for Approval

UNIT: II: ORIENTATION FOR PROJECT PREPARATION USING VARIOUS PEDAGOGICAL TOOLS:

Case Studies- Exercises- Role Play-Games Quizzes-Industrial Visits & Training With Reference Marketing Management Practices

UNIT III: ORIENTATION FOR PROJECT STRUCTURE, WRITING REPORT & ITS LAYOUT& SUBMISSION:

Orientation About Report Writing, Presentation Based on Industrial Visits & Industrial Training

UNIT IV: PROJECT REPORT PREPARATION, SUBMISSION PRESENTATION & EVALUATION:

NOTE:

- ✚ The Project Report is to be submitted by the student on a given theme selected by him/her based on either Secondary Data or both that is Secondary Data & Primary Data supported through field studies, field survey, library work , Industrial Visits & or Industrial Training as the case may be .
- ✚ The Classroom Multimedia Presentation of Project Report [20 Marks] & overall Viva Voce Examinations [20 Marks] shall be compulsory for each of the Student in lieu of Written Internal Test having Weightage of 40 marks alike other subjects of Marketing Management.
- ✚ The Final Evaluation of Project Report shall be having Weightage of 60 marks alike other Compulsory Subjects of M Com.
- ✚ The Final Evaluation of Project Report shall be undertaken by both that is Internal & External Examiner will separately Evaluate each of the Project Report having the total Weightage of 60 marks which are separately given by both of them.
- ✚ Average Marks scored by the student from the total of 120 marks as given by Internal & External Examiner out of 60 shall be finally considered having Weightage of 60 marks [External Evaluation] alike other compulsory subjects of M Com.
- ✚ The Final Evaluation of Project Report shall be from the approved panel of by Internal & External Examiners to be appointed by the befitting authority as per the rules of the university as the case may be.
- ✚ The Remuneration for the Evaluation of Project Report to Internal & External Examiners shall be as per the rules of the M S University of Baroda as the case may be.