

# PROPOSED COURSE STRUCTURE FOR M.COM

## **First Semester**

- CM1.1 Business Management
- CM1.2 Business Environment & Legislation
- CM1.3 Business Economics
- CM1.4 Quantitative Techniques –I
- CM1.5 IT for Business
- CM1.6 Entrepreneurship Development

## **Second Semester**

- CM2.1 E-Commerce
- CM2.2 Financial Accounting and Packages
- CM2.3 Quantitative Techniques-II
- CM2.4 Financial Management
- CM2.5 Marketing Management
- CM2.6 Human Resources Management

# M.Com REVISED SYLLABUS

## I Semester

### CM 1.1: BUSINESS MANAGEMENT

- Unit – I:       **INTRODUCTION:** Management, Concept, Significance, Levels, Skills, Functions & Principles. Management as an Art, Science and Profession – Social responsibilities of business.
- Unit – II:       **PLANNING:** Nature, Purpose, Process of Planning, Types of Plans – Premising & Forecasting, Decision Making: Concept, Process, Rationality in Decision; Management By Objectives: Concepts, Process, and Preconditions.
- Unit – III:       **ORGANIZING:** Nature, Purpose, Process; Formal and Informal Organizations; Departmentation: Importance-Methods of Departmentation; Span of Control; V.A. Graicuna’s Theory; Factors Determining Span of Control; Delegation: Concept, Process, Advantages and Principles of Effective Delegation; Decentralization: Concept, When to Decentralize and How to Decentralize; Line and Staff: Concept-Reasons for Conflicts between Line and Staff and Measures to Overcome; Committees, Reasons for using Committees, Conditions for Successful Operations of Committees.
- Unit – IV:       **STAFFING:** Nature and Importance of Staffing, Factors in Selecting Lower, Middle and Upper Level Managers.  
**DIRECTING:** Meaning, Assumptions of Human Behaviour by Douglas Mc Gregor, Edgar Shien and Elton Mayo.
- Unit – V:       **MOTIVATION:** Significance, Process - Theories of Maslow, Herzberg, McClelland, Porter and Lawler; Leadership: Trait Approach to Leadership, Leadership Styles, Managerial Grid; Communication: Importance, Process, Media, Channels, Barriers, Principles of Effective Communication.  
**CONTROLLING:** Basis Control Process, Pre-Requisites, Requirements of adequate Control.

#### Suggested Books:

1. Koontz, H and Wihrich.H, *Management*, 10<sup>th</sup> ed., McGraw, New York 1995.
2. Stoner, J.etc., *Management*, 6<sup>th</sup> ed., Pearson Education, 1995.
3. Thomas S. Bateman, Scott A. Snell, *Management*, Tata McGraw Hill.
4. Maital Seshadri, *Innovation Management*, Sage Publications.
5. Stonner, Freeman, Gilbert, *Management*, Prentice Hall of India.
6. Stephen P. Robbins, *Management*, Pearson Publications.
7. Tripathi, Reddy, Principles of Management, SAGE
8. JS Chandran, Management: concepts and strategies, Vikas Publishing House PvtLtd

## CM 1.2: Business Environment & Legislation

- Unit – I: **Theoretical Framework of Business Environment:** Concepts, Significance and Nature of Business Environment; Elements of Environment – Internal and External; Changing Dimensions of Business Environment; Techniques of Environmental Scanning and Monitoring.
- Unit – II: **Economic Environment of Business:** Significance for Business – Economic Planning – Objectives and Achievements; Government policies – Industrial policy of 1991; Fiscal policy; Foreign Trade Policy; Economic Reforms and LPG – Human Development in India.
- Unit – III: **Political and Legal Environment of Business:** Political Institutions – Legislature, Executive and Judiciary – Changing Dimensions of Legal Environment in India; Patents Act-1970, SICA-1985, Consumer Protection Act-1986, FEMA-1999, IT Act-2000, Competition Act-2002, SEZ Act-2005.
- Unit – IV: **Cultural and Technological Environment:** Elements of Socio – Cultural Environment; Impact on Business – Social Audit - Technological Environment in India; Technology Transfer – Technology Policy.
- Unit – V: **International and Recent Issues in Environment:** Multinational Corporations; Foreign Collaborations and Indian Business; International Economic Institutions: WTO, World Bank, IMF and their importance to India; Foreign Trade Policies.

### Suggested Books:

1. Francis Cherunilam, *Business Environment*, Himalaya Publishing House, Mumbai.
2. Fernando, A.C., *Business Environment*, Pearson.
3. Suresh Bedi, *Business Environment*, Excel Books, New Delhi,
4. Adhikary.M. *Economic Environment of Business*, Sultan Chand & Sons, New Delhi.
5. Alag, Yoginder.K., *Indian Development Planning and Policy*, Vikas Publishers, New Delhi.
6. G.Prasad, *Business and Corporate Laws*, Jai Bharathi Publishers.
7. Gulshan S.S. and G K Kapoor, *Business Law Including Company Law*, NEW AGE.
8. Aswathappa.K., *Essentials of Business Environment*, Himalaya Publishing House, Delhi.
9. Chakravarthi., S., *Development Planning*, Oxford University Press, Delhi.
10. Govt. of India, *Economic Survey*, Various Issues.
11. Justin Paul, *Business Environment*, Text and Cases, Tata McGraw Hill.
12. Saleem Shaik, *Business Environment*, Pearson Education, Delhi.
13. Ruddar Dutt & KPM Sundaram, *Indian Economy*, S. Chand & Co., Delhi.
14. Krishna Rao,P, *WTO-Text & Cases*, PSG Excel Series.
15. R.S.N. Pillai, Bagavathi, “*Legal Aspects of Business*”, S.Chand, New Delhi.
16. H.L.Ahuja, “*Economic Environment of Business*” S.Chand, New Delhi.

## CM 1.3: Business Economics

- Unit I:** Introduction – Definition, Nature and Scope of Managerial Economics; Economic Goals of a Business Firm: Profit Maximisation Vs Wealth Maximisation, Sales Revenue Maximisation –
- Unit II: Consumer Equilibrium under Cardinal and Ordinal Utility Theories – Indifference Curve Analysis – Income Substitution and Price Effects – Demand Analysis – Law of Demand – Demand Function and determinants of Market Demand – Concept of Price, Cross, Income and Promotional Elasticity; their measurement and relevance in Managerial Decision – Making Methods of Demand Forecasting.
- Unit III: Firm's Equilibrium – Isoquant and Isocost analysis; concept of Least – Cost Combination of inputs – The law of Diminishing Marginal Returns in Production – concept of Production Function – Total Product, Marginal and Average Product Curves, their derivation and inter – relationships – Cobb –Douglas Production Functions and its relevance in allocation decisions. Concepts of Scale and proportion, Cost Functions – Derivation of total, marginal and average cost functions – Long run cost curves – Managerial uses of Cost concept: Fixed, Variables, Historical, Replacement, Opportunity Costs, Out of Pocket Costs, Sunk and Incremental Costs.
- Unit IV: Market Structures and their characteristics – Pricing and output decisions of firm under different market structures – Perfect Competitions, Pure Monopoly, Oligopoly, Monopolistic / Imperfect Competition under short and long runs. Discriminative Monopoly and its extensions in managerial decision – making; Regulation of Monopoly through Prices and Taxes; King Demand Curve and Prices rigidity under Oligopoly – Non-Price Competition under Monopolistic Competition: Selling Costs and Products Differentiation – Evaluation of Market Structures from Social Perspective.
- Unit V: Pricing Practices of Firms – Objectives of Pricing Policy – Approaches to Pricing New Products; Skimming Price, Penetration Pricing, Costs Plus Pricing, Managerial Cost Pricing, Psychological Pricing, Odd Number Pricing, Regulated Pricing, Predatory Pricing. Price – Quality Strategies for New Products; Premium Strategy, Good Value Strategy, over charging Strategy and Economy Strategy.

## **Suggested Books:**

1. William Baumol, "Economic theory and Operations Analysis", PHI.
2. Paul G. Keat, Philip K.Y. Young and S. Benerjee, "Managerial Economics - Tools for Today's Decision Makers", Pearson.
3. Mark Hirschey, Managerial Economics: An Integrated Approach, Cengage Learning.
4. James R. McGvigan, R.Charles Moyer and Harris, "Managerial Economics: Application, Strategy and Tactics", Cengage Learning.
5. Suma Damodaran, "Managerial Economics", Oxford University Press.
6. G.S. Gupta, "Managerial Economics", Tata McGraw-Hill
7. Atmanand, "Managerial Economics", Excel Books.
8. H. Craig Peterson, Lewis and Jain, "Managerial Economics, Pearson.
9. Chirstopher R. Thomas, S. Charles Maurice, "Managerial Economics: Concepts and Applications", Tata McGraw-Hill.
10. E.F. Brigham and J.L. Pappas, "Managerial Economics", The Dryden Press.
11. D.D. Chaturvedi, S.L. Gupta, Sumitra Paul, "Business Economics: Text and Cases", Galgotia Publishing Company.
12. Donald S. Watson, "Price Theory and Its Uses", Scientific Book Agency.
13. Ahuja, H.L., Managerial Economics, S.Chand.

## **CM 1.4: Quantitative Techniques for Business**

**Unit-I:** Permutations, Combinations, and Binomial Theorem – Theory of Sets.

**Unit-II:** Concept of Probability, Addition and Multiplication theorems of probability- Bayers theorem of probability and their Applications

**Unit III :** Theoretical distributions; Binomial, procession and normal Distributions

**Unit IV :** Testing of Hypothesis; Z- test, t- test and chi- square test and their applications

**Unit V:** Correlation and Regression ; Simple Correlation and Rank Correlation – Simple Regression and their applications

### **Suggested Books:**

1. Sharma, J.K., Fundamentals of Business Statistics, Pearson.
2. Naval Bajpai, Business Statistics, Pearson
3. Sancheti, Dc & VK Kapoor, Business Mathematics, Sultan Chand
4. Anand Sharma, Quantitative Techniques, Himalaya Publishing House Satyadevi, C, Quantitative Techniques, S. Chand
5. Arora, P. N., S. Arora Comprehensive Statistical Methods, S. Chand
6. Sharma, J.K., Quantitative Methods- Theory & Applications, MacMillan
7. Sudarsan, P & J. Jayabalan, Computers – Systems & Applications, Jaico Publishers

## CM 1.5: INFORMATION TECHNOLOGY FOR BUSINESS

### **Unit I Introduction:**

Evolution of Computers- Generations; types of Computers- Hardware and software – Types of software –Storage Devices data representation for Computers

### **Unit II Computer Networks**

Types of Networks- LAN, WAN, MAN- Network Topologies- introduction to Internet- E-Commerce; ERP Evaluation and Growth

### **Unit III MS Word & Excel**

**MS-Word:** Creation of Document – Format Document – Text Editing and Saving – Organizing information with tables and outlines – Mail merge – Index- Printing

**MS Excel:** Creating and Editing Worksheets – Cell Formatting – Creating and using formulas and functions – Use of Macros – Sorting and Querying data – Working with Graphs and Charts.

### **Unit IV Power Point:**

Features of power Point- Creation of slides – Use of templates and slide designs – Slide master- Animation Timings Action buttons

### **Unit V Data Analysis with Statistical Tools:**

**MS Access:** Create Databases, Tables, Relationships – Create forms to enter data – filter data – use of queries in data manipulation – Generating Reports.

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### **References:**

1. V.Rajaraman – Introduction to Information Technology, Prentice Hall India, 2008.
2. Carver: Doing Data Analysis with SPSS 16.0, 3/e, Cengage, 2009.
3. George: SPSS for Windows Step by Step, 6/e, Pearson Education, 2009.
4. Cox et al – 2007 Microsoft Office System Step – by – Step, First Edition, PHI, 2007.
5. Winston-Microsoft Office Excel 2007 Data Analysis and Business Modeling, First Edition, Prentice Hall India, 2007.
6. Anita Goel, “Computer Fundamentals”, Pearson.
7. Sanjay Saxena & P Chopra, Computer Applications in Management, Vikas.
8. Alexis Leon , Mathew Leon, Fundamentals of Information Technology, Leon Vikas
9. Saha RG and IL Narasimha Rao, Fundamentals of Information Technology, Himalaya

## CM 1.6: ENTREPRENEURSHIP DEVELOPMENT

- Unit – I: **Entrepreneur & Entrepreneurship Development:** Characteristics of Entrepreneur – Attitude; Qualities and Functions – Importance of Entrepreneur – Role Models – Theories of Entrepreneurship – Entrepreneurship Development – Intrapreneurship – Causes and Climate: Role of Government in Promotion of Entrepreneurship.
- Unit – II: **Idea Generation and Feasibility Planning:** Sources of New Ideas – Methods of idea generation – Creative problem solving – Opportunity Recognition – Fundamentals of Feasibility Planning – Four Stages Growth Model.
- Unit –III: **Managerial Aspects of Entrepreneurship:** Sources of Finance – Working Capital; Venture Capital; Seed Capital – Financing Agencies – Government grants; Subsidies; Investors; Private Offerings – Product Development – Marketing Management, HRM in SMES.
- Unit –IV: **Entrepreneurial Strategy:** Generation of New Entry Opportunity – Entry Strategy – New Entry Exploitation – Decisions under uncertainty – Risk Reduction Strategies – Growth Strategies – Innovations Strategies and Managing Newness.
- Unit –V: **Emerging Dimensions in ED:** Family Business – Importance; Types – Strategies for Growth – Women Entrepreneurship – Scope, governing factors; successful cases – Rural Entrepreneurship – Importance; Role of NGOs and Government – EDPS, Need, Objectives and Evaluation.

### Suggested Books:

1. Nandan, H., *Fundamentals of Entrepreneurship*, PHI, First/e, New Delhi, 2009.
2. Vasanth Desai, *The Dynamics of Entrepreneurial Development and Management*, Himalaya Publishing House, 2009.
3. Bholanath Dutta, *Entrepreneurship Management – Text and Cases*, Excel Books, 2009.
4. Morse & Mitchell, *“Cases in Entrepreneurship”*, SAGE Publishers, New Delhi.
5. Barringer & Ireland, *Entrepreneurship – Successfully Launching New Ventures*, Pearson, 2006.
6. Poornima Charantimath, *Entrepreneurship Development & Small Business Enterprises*, Pearson Education.
7. Lowe, *Entrepreneurship*, Elsevier
8. S.K. Mohanty, *Fundamentals of Entrepreneurship*, Prentice Hall of India.
9. Madhurima Lall Shikha Sahai, *Entrepreneurship*, Excel Books.
10. Mary Coulter, *Entrepreneurship in Action*, Prentice Hall of India.
11. Khanka, S.S. *“Entrepreneurial Development”*, S.Chand.
12. Vijay Sathe, *“Corporate Entrepreneurship”*, Cambridge University Press.

## CM 2.1 E-Commerce

### Unit-1:

History of E-Commerce-Early Business Information Interchange Efforts-Emergence of Internet & World Wide Web-Infrastructure for EC-Advantages & Disadvantages of E-Commerce.

Business Models for E-Commerce –E-Business models based on relationship of Transaction parties-B2C, B2B, C2C & C2B. E-Business modes based on the relationship of transaction-Brokerage, Aggregation models

### Unit-2:

Technologies of the World Wide Web- Internet client-server application-Telnet, PTP, IRC, Chat, ICQ & MIME, Networks.

Software Agents, & ISP Broad Band Technologies, Hyper Text, Java Script & XML e-commerce web site-Website goals & Objectives Strategies for website Development

### Unit -3:

e-marketing- Traditional Marketing, online marketing- Advantages of online Marketing

Advertisements in E-commerce- various means of advertising- advertisement strategies Push Technology & Intelligent Agents

### Unit-4:

E-CRM-Customer Relationship Management Technology support-E-CRM tool kit- customer life cycle- CRM capabilities and the customer life cycle-Privacy issues and CRM-Data mining in CRM

e-Supply Chain- Old ways of managing supply and information flow-the new way of managing supply chain- Objectives of supply chain management-seven ways to reduce inventory-Real time benefits of E\_SCM- E- Supply Chain Components & Architecture.

### Unit -5:

E-Commerce payment systems-Electronic payments and protocols-Security schemes in Electronic payment systems-Electronic credit card system on the Internet-Electronic Fund Transfer and debit cards on the Internet-E-Cash-Properties of E-Cash-E-Cash in Action- Using Digital Currency-Operational Risk & E-Cash-Legal issues and E-Cash- E-Cheque- Risk and E-Payments Systems- Data Protection Risks from Mistake and Disputes-Privacy – Managing E-Credit Risk

### Reference Books:

1. E-Commerce, An Indian Perspective, PT Joseph SJ PHI (third)
2. E-Commerce, A Management Perspective—Efraim Turban, Joe Lee, David Kind-H Michael Chung, Pearson Education Asia- (Third)
3. Pandey US & Shukla Er.S., E-Commerce & M- Commerce Technology, S.Chand & Company New Delhi edition-2010
4. Gary P. Schneider, e-commerce strategy Technology & Implementation, Cengage Learning, New Delhi-2009
5. Trepper e-commerce strategies PHI -2006
6. Jonathan Reynolds, E-Business A Management Perspective, Oxford

## CM 2.2 FINANCIAL ACCOUNTING AND PACKAGES

- Unit – I: **Introduction to Accounting:** Concept – Importance and scope – Generally Accepted Accounting Principles – Objectives, Nature and Scope of Financial Accounting. – Cost Accounting – Management accounting.
- Unit – II: **Preparation of Financial statements:** Income statement and Balance sheet – Bank Reconciliation Statement – Inventory valuation and Depreciation.
- Unit – III: **Analysis of Financial Statements:** Objectives; Financial Ratios – Funds Flow & Cash Flow Analysis.
- Unit – IV: **Management Accounting:** Marginal Costing – CVP analysis – Standard costing and Variance analysis.
- Unit – V: **Accounting Package- Tally (Theory and practicals)**

### Suggested Books:

1. G. Prasad & V. Chandra Sekhara Rao, *Accounting for Managers*, Jai Bharat Publications,
2. Meigs & Meigs, *Accounting the Basis for Business Decisions*, Tata McGraw Hill, New Delhi.
3. Pankaj Gupta, *Management Accounting*, Excel Books, New Delhi, 2006.
4. Bhattacharya S.K. & Dearoon.J., *Accounting for Management – Text and Cases*, New Delhi, Vikas,
5. Narayana Swamy, *Financial Accounting: A Managerial Perspective*, Prentice Hall of India.
6. Ashish k., Bhattacharya, *Cost Accounting for Business managers*, Elsevier
7. Bhattacharya, *Financial Accounting for Business Managers – Perspective*, Prentice Hall of India.
8. MC Shukla, TS Grewal, *Cost Accounting*, S. Chand
9. I.M. Pandey: *Management Accounting*, Vikas Publishing House.
10. Chakraborty & Hrishikesh – *Management Accountancy*, Oxford University Press.
11. Khan and Jain, *Management Accounting*, Tata McGraw Hill, Delhi.
12. Rajsekharan, *Financial Accounting*, Pearson
13. J.C. Varshney: *Financial and Management Accounting*, Wisdom Publication.
14. Tulsian, P.C., *“Cost Accounting”*, S.Chand
15. Paresh Shah, *Management Accounting*, Oxford University Press
16. Sahaf, M.A., *Management Accounting*, Vikas Publishing House.
17. Rajesh Khothari & A. Godha, *Management Accounting*, MACMILLAN, 2007.
18. B. Parvathiswara Rao, *Accounting for Management*, Duvvuri's Publications

**II Semester**  
**CM 2.3: QUANTITATIVE METHODS FOR BUSINESS**

Unit I : Introduction of MS & Linear Programming –Basic Concepts of LP, Graphical Solutions

Unit II : Linear Programing- Simple Method & Big Method

Unit III : Linear Programing : Duality and Dual Simpler Method

Unit IV : Project Management – PERT and CPM

Unit V: Decision Theory and Decision Trees

**Suggested Books:**

1. Sharma JK., Operations Research: Theory & Applications, Mc Millan India Ltd
2. Miller, Introduction to Operations Research, TMH
3. SC Chakravarthy, Theory and Problems in QT, MIS and data Processing, New Central Agency
4. Selvaraj, R, Quantitative Methods In Management, Excel
5. Panner Selvam, Operations research, PHI
6. Anand Sharma, QT For Decision making , Himalaya Publishing House
7. Kalavathi S., “Operations Research”, VIKAS Publications.
8. Aditam B. Rao, Operations Research, Jaico Publishing House

## II Semester

### CM 2.4: FINANCIAL MANAGEMENT

#### Unit – I:

**FINANCIAL MANAGEMENT:** - Financial Management and the goals of the firm – Organization of finance function – Time Value of Money-Agency conflict

#### Unit – II:

**INVESTMENT DECISIONS:** Capital budgeting – Types of Capital budgeting process – Cash flows estimation and measurement – Investment criterion – Methods of appraisal: Traditional Techniques and Discounted Cash Flow Methods – NPV vs IRR - Capital rationing – Risk analysis in capital budgeting.

#### Unit – III:

**FINANCE DECISIONS:** Leverage – Concept of leverage – Operating Leverage – Break-even analysis – Financial leverage – EBIT – EPS analysis – Combined leverage.

**CAPITAL STRUCTURE:** Capital Structure Theories – Net Income approach – Net operating income approach – Traditional view – MM Hypothesis.

**COST OF CAPITAL:** Cost of debt – cost of preference capital – Cost of equity capital – cost of external equity – Cost of retained earnings - Weighted average cost of capital.

#### Unit – IV:

**DIVIDEND DECISIONS:**– Dividend Theories – Traditional position – Walter's Model – Gordon's Model – M-M Hypothesis.

#### Unit – V:

**WORKING CAPITAL MANAGEMENT:** Concepts of working capital – Determinants of working capital – Optimum level of current assets – Liquidity Vs. Profitability – Risk – Return tangle – Estimating working capital needs – Financing and control of working capital – Inventory Management – Cash Management.

#### SUGGESTED READINGS:

1. Sheeba Kapil. Financial Management, Pearson, 2011.
2. Jonathan Berk Financial Management, Pearson, 2010.
3. Van Home. James C. "Financial Management", Prentice Hall of India (P) Ltd, New Delhi.
4. Hampton, John J. "Financial Decision Making", Prentice Hall of India (P) Ltd, New Delhi.
5. Salmon, Ezra and Pringle, "An Introduction to Financial Management ", Prentice Hall of India (P) Ltd, New Delhi.
6. Khan, M.Y. & Jain P.K "Financial Management", Tata McGraw Hill Pub. Co. Ltd New Delhi.
7. Panday, I.M. "Financial Management", Vikas Publishing House (P) Ltd.
8. Chandra, Prasanna "Financial Management", Tata McGraw Hill pub.Co.Ltd, New Delhi.
9. Kulkarni, P.V. "Financial Management", Himalaya Publishing House, Bombay.
10. Maheswari S.N. "Principles of Financial Management", Sultan Chand & Sons, New

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|                                   | Delhi.  |
| 11. Srivatsava R.M.               | "Essentials of Business Financial", Himalaya Publishing House,              |
| 12. Tulsian, P.C.                 | "Financial Management", S. Chand  |
| 13. Alice C Lee, J C Lee, C F Lee | "Financial Analysis, Planning and Forecasting", Cambridge University Press. |

## **CM 2.5 MARKETING MANAGEMENT**

Unit – I: Importance of Marketing – Concepts – Approaches to the Study of Marketing – Marketing Environment.

Unit – II: Consumer Behaviour – Market Segmentation – Market Targeting and Positioning – Marketing Information System and Research.

Unit – III: Marketing Mix: Product Planning – New Product Development – Product Life Cycle – Branding Packaging – Product Mix Management.

Unit – IV: Pricing: Objectives – Methods and Strategies – Distribution – Channel Selection and Management Retail Management.

Unit – V: Promotion: Integrated Marketing Communications: Personal Selling – Advertising – Sales Promotion, Publicity and Public Relations – Direct Marketing: Evaluation of Communication Effort.

### *Suggested Books:*

1. Philip Kotler and Kevin Lane Keller: Marketing Management, Prentice Hall of India / Pearson Education, New Delhi.
2. William J Stanton & Futrell: Fundamentals of Marketing.
3. V. J. Ramaswami and S. Namakumari: Marketing Management, Macmillan Business Books, Delhi.
4. S. Jayachandran: Marketing Management, Text and Cases, Excel Publications.
5. Tapan K. Panda, marketing management, Excel.
6. Zinkota & Kotabe: Marketing Management, Prentice Hall of India.
7. Joel R. Evans & Barry Berman: Marketing, Wiley India, New Delhi.
8. Mukesh Dhunna: Marketing Management, Wisdom Publication.
9. Rajiv Lal, John A. Quelch & V. Kasturi Rangan, Marketing Management, Tata McGraw Hill.

## II Semester

### CM 2.6: HUMAN RESOURCE MANAGEMENT

- Unit - I: Human Resource Management: Nature and significance, functions of HRM, Qualities and Role of HR Manager, HRM Model, HRM in a changing Environment. Job Analysis – Objectives and methods of job analysis.
- Unit - II: Human Resource Planning: Objectives, process, factors affecting HR Planning, Requisites for successful HR Planning. Recruitment – purpose, factors influencing, sources of recruitment. Selection – significance, process, placement, induction and socialization.
- Unit - III: Employee Training: Significance, Methods: Management Development Programmes, Performance appraisal – Objectives, methods, developing and administering an Appraisal programme, limitations to its effectiveness.
- Unit -IV: Job Evaluation – Significance, Methods and Problems: Career Planning and Development: Concept, need, process. Counseling – Significance and key elements. Disciplinary procedure and Grievance procedure.
- Unit - V: Quality of Work Life (QWL) – Meaning, conditions, specific issues in QWL, strategies for improvement of QWL.

#### Suggested Books:

1. Aswathappa.K., *Human Resource and Personnel Management*, 2<sup>nd</sup> Edition, Tata McGraw Hill, New Delhi, 2001.
2. De Cenzo. & Stephen P.Robbins, *Personnel/ Human Resource Management*, Pearson Publications,
3. Edwin B.Flipppo, *Personnel Management*, McGraw-Hill
4. Dessler, *Human Resource Management*, 10<sup>th</sup> Edition, Pearson Education.
5. P.Subba Rao, *Human Resource Management and Industrial Relations*, Himalaya Publishing House, New Delhi.
6. V.S.P.Rao, *Human Resources Management*, Excel Books, New Delhi.
7. David Lepak, *Human Resource Management*, Pearson Publicaions.
8. Kenneth M. York, *Applied Human Resource Management*, Sage Publications.
9. H. John Bernardin, *Human Resource Management*, Tata McGraw Hill.
10. T.V. Rao, “*Performance Management & Appraisal Systems*”, SAGE Publications.
11. Peter J Dowling, “*International HRM*”, CENAGE Learning.
12. Kaushal H, *Case Study Solutions Human Resource Development*, MACMILLAN.
13. Michael Muller- Camen, Human resource Management. Jaico Publishing House
14. Lain Henderson, Human Resource Management, University Press