

**CAUVERY COLLEGE FOR WOMEN
(AUTONOMOUS)**

**Nationally Accredited with 'A' Grade by NAAC
ISO 9001:2015 Certified
TIRUCHIRAPPALLI**

**PG & RESEARCH DEPARTMENT OF
COMMERCE**



**M.Com.
SYLLABUS
2022 -2023 and Onwards**

CAUVERY COLLEGE FOR WOMEN (AUTONOMOUS)
PG & RESEARCH DEPARTMENT OF COMMERCE

VISION

Commitment to pursue excellence in commerce education, while equipping students with knowledge and skills in commerce stream, inculcate values, identify hidden talents, provide opportunities for students to realize their full potential and thus shape them into national assets, and to pursue a real holistic development, integrity moral and ethical uprightness.

MISSION

- To promote excellent education in the changing environment of information and communication technology and commerce sectors.
- Creating an urge in students to take up entrepreneurship in online to be successful by standing on their feet instead of being dependent on others.
- Grooming youth to become a truly global personality well equipped to deal with the modern world and its challenges.

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

PEOs	Statements
PEO1	LEARNING ENVIRONMENT To facilitate value-based holistic and comprehensive learning by integrating innovative learning practices to match the highest quality standards and train the students to be effective leaders in their chosen fields.
PEO2	ACADEMIC EXCELLENCE To provide a conducive environment to unleash their hidden talents and to nurture the spirit of critical thinking and encourage them to achieve their goal.
PEO3	EMPLOYABILITY To equip students with the required skills in order to adapt to the changing global scenario and gain access to versatile career opportunities in multidisciplinary domains.
PEO4	PROFESSIONAL ETHICS AND SOCIAL RESPONSIBILITY To develop a sense of social responsibility by formulating ethics and equity to transform students into committed professionals with a strong attitude towards the development of the nation.
PEO5	GREEN SUSTAINABILITY To understand the impact of professional solutions in societal and environmental contexts and demonstrate the knowledge for an overall sustainable development.

PROGRAMME OUTCOMES FOR M.COM. PROGRAMME

PO NO.	On completion of M.Com. Programme, the students will be able to
PO 1	GENERIC AND DOMAIN KNOWLEDGE Articulate, illustrate, analyse, synthesis and apply the knowledge of principles and frameworks of commerce and allied domains to the solutions of different business scenario.
PO 2	CRITICAL THINKING AND PROBLEM SOLVING Conduct investigation of multi-dimensional business problems using research based knowledge and provide innovative solutions frameworks to real world complex problems.
PO 3	ENTREPRENEURSHIP AND EMPLOYMENT SKILLS Identify entrepreneurial opportunities to create and manage startups as well as professionalizing and growing family businesses.
PO 4	LEADERSHIP AND TEAM WORK Collaborate in an organizational context and across organizational boundaries and lead themselves in the achievement of organizational goals and optimize outcomes for all stakeholders.
PO 5	SOCIAL RESPONSIVENESS AND ETHICS Exhibit a broad appreciation of the ethical and value sustaining of managerial choices in political, cross-cultural, globalized, digitized and socio-economic environment.

PROGRAMME SPECIFIC OUTCOMES FOR M.COM.

PSO NO	Programme Specific Outcomes Students of M.Com. will be able to	POs Addressed
PSO 1	Gain an in-depth understanding of core and functional management concepts, business environment and domain specific knowledge.	PO1
PSO 2	Develop skills for analyzing of the business data, application of relevant analysis and problem solving in other functional areas such as marketing, finance, business strategy, human resources and information technology.	PO1 PO2
PSO 3	Inculcate entrepreneurship and managerial skills to establish and manage the business efficiently.	PO3
PSO 4	Ability to apply knowledge, skills and right attitude necessary to provide effective leadership in a global environment and to develop proactive thinking so as to perform efficiency in the dynamic socio-economic and business eco-system.	PO4 PO5
PSO 5	Develop competent professionals with strong ethical values, capable of a pivotal role in various sectors of the Indian Economy and Society, aligned with the national priorities.	PO5



CAUVERY COLLEGE FOR WOMEN (AUTONOMOUS), TRICHY – 18
DEPARTMENT OF COMMERCE
M.Com. – PROGRAMME STRUCTURE
(For the candidates admitted from the academic year 2022 – 2023 onwards)

I Semester

Semester	Course	Course Title	Course Code	Inst. Hrs./week	Credits	Exam Hours	Marks		Total
							Internal	External	
I	Core Course – I (CC)	Corporate Finance	22PCO1CC1	6	4	3	25	75	100
	Core Course – II (CC)	Economic and Environment Law	22PCO1CC2	6	4	3	25	75	100
	Core Course – III (CC)	Strategic Management	22PCO1CC3	6	4	3	25	75	100
	Core Course – IV (CC)	Organizational Behaviour	22PCO1CC4	6	4	3	25	75	100
	Elective Course – I (EC)	A. Business Ethics, Corporate Social Responsibility and Governance	22PCO1EC1A	6	4	3	25	75	100
B. Services Marketing		22PCO1EC1B							
C. International Human Resource Management		22PCO1EC1C							
Total				30	20				500

*15 Days INTERNSHIP during Semester Holidays.

Semester I	Internal Marks: 25	External Marks:75		
COURSE CODE	COURSE TITLE	CATEGORY	Hrs. / Week	CREDITS
22PCO1CC1	CORPORATE FINANCE	CORE	6	4

Course Objective

- To make students understand various issues involved in financial management of a company and equip them with advanced analytical tools and techniques which can enhance their analytical ability for making sound financial decisions and policies in a company.

Prerequisite

Basic knowledge in Financial Management and Corporate Accounting.

Course Outcome and Cognitive Level Mapping

CO Number	CO Statement	Cognitive Level
	On the successful completion of the course, students will be able to	
CO1	Develop theoretical framework for understanding and analyzing major financial problems of the firm	K3
CO2	Analyze complex investment appraisal situations and the relationship of an agent and principal in raising funds, allocating capital and distributing returns.	K4
CO3	Explain the corporate capital structure, payout policy and risk policy impact upon investment decisions.	K5
CO4	Evaluate different management decisions and its influence on corporate performance and value.	K5
CO5	Create an awareness about corporate restructuring and contemporary issues in financial management.	K6

Mapping of CO with PO and PSO

COs	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO2	PO3	PO4	PO5
CO1	2	3	3	3	3	2	3	2	3	3
CO2	3	3	3	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3

“1” – Slight (Low) Correlation – “2” – Moderate (Medium) Correlation –

“3” – Substantial (High) Correlation – “-” indicates there is no correlation.

Syllabus

UNIT – I

(18 Hours)

Corporate Finance – Meaning, Nature, Scope, Importance – Objectives of Financial Management; Measurement of Shareholders' Wealth – Finance as a Strategic Function – Role of Finance Manager – Concepts of Risk, Return and Time Value of Money – Financial decision making and types of financial decisions – Risk – return trade off in Financial Decisions – Agency Problem and Agency Costs.

UNIT – II

(18 Hours)

Capital Budgeting Decision – Nature, Significance and Types of Capital Budgeting Decisions – Capital Budgeting Process – Principles of Cash Flow Estimation – Estimation of Cash Flows – Capital Budgeting Techniques – Capital Budgeting decision under inflation – Capital Rationing and Multi period budget constraints – Capital budgeting decision under risk and uncertainty – Techniques for incorporating risk and uncertainty in Capital Budgeting Decisions – Risk adjusted Discount Rate Method (RADR) – Certainty equivalent Method – DCF Break Even Analysis – Simulation Method – Probability Distribution Method – Decision tree Analysis – Backward induction Method – Sensitivity Analysis and Scenario analysis.

UNIT – III

(18 Hours)

Cost of Capital And Capital Structure Decision: Specific Costs Of Capital – Weighted Average Cost Of Capital, Weighted Marginal Cost Of Capital – Theories Of Capital Structure – Operating Income Theory – Traditional Theory – MM Hypothesis Without And With Corporate Taxes – Merton Miller Argument With Corporate And Personal Taxes – Trade Off Theory – Pecking Order Theory – Market Timing Theory – Signaling Theory And Effect Of Information Asymmetry On Capital Structure – Financial Leverage And Evaluation Of Financial Plans (EBIT – EPS Analysis) – The Concept Of Present Value Of Interest Tax Shield – Determination Of Beta Of Levered Firm And Optimal Capital Structure – Factors Affecting Choice Of Capital Structure In Practice.

UNIT – IV

(18 Hours)

Dividend Decision – Issues in dividend decision – Theories of relevance and irrelevance of dividend in firm valuation – Pure Residual Theory – Walter's theory, Gordon's Model, MM Hypothesis, Bird – in – hand theory and dividend signaling theory – relevance of dividend under Market Imperfections – Traditional and Radical Position on Dividend – Types of Dividend Policies in practice – Determinants of dividend policy in practice – Lintnet's Model of Corporate Dividend Behavior – Working Capital Management – Concepts and Types of Working Capital – Operating Cycle and Cash Cycle – Estimation of Working Capital Requirement – Approaches of Working Capital Financing – Determinants of Working Capital – Components of Working Capital Management

UNIT – V

(18 Hours)

Corporate Restructuring and Contemporary Issues in Financial Management – Corporate restructuring and its various forms – Mergers and Acquisitions – Types, Motives, Benefits, Valuations and Financing – Leveraged Buyouts – Management Buyouts – Demerger, Split Up, Spin offs – Divestiture – Bases for calculation of Share Exchange Ratio – Determination of Minimum and Maximum Exchange Ratio – Contemporary Issues in Financial Management.

UNIT –VI Self Study for Enrichment (Not included for End Semester Examination)

Agency Problem and Agency Cost - Capital Rationing - Optimal Capital Structure - Comparative analysis on dividend policies of Indian Companies, Foreign Companies and Foreign Direct Investment (FDI) - Recent Trends in Financial Management.

Note: Self study must be tested through Seminars, Assignments and Quiz.

Distribution of Marks: Theory 40% and Problem 60%

Text Book

1. Pandey.I.M,(2012), Financial Management, 12th Edition, Vikas Publishing House Pvt., Ltd.
2. Khan, M.Y, (2011), Indian Financial System, 6th Edition, Tata McGraw Hill.
3. Krishnamurthy & Viswanathan, (2011), Advanced Corporate Finance, 3rd Edition, PHI Learning.

Reference Books

1. Richard A. Brealey, Stewart C. Myers & Mohanthy, (2011), Principles of Corporate Finance, 9th Edition , Tata McGraw Hill.
2. Brigham & Ehrhardt, (2011), Corporate Finance - A Focused Approach, 2nd Edition Learning.
3. Smart, Megginson, & Gitman, (2011), Corporate Finance, 3rd Edition ,Cengage Learning.
4. Besley, Brigham, Parasuraman, (2015), Corporate Finance, 3rd Edition, Cengage Learning.
5. Madura, (2014), International Corporate Finance, 10th edition, Cengage Learning,

Web References

1. <https://www.geektonight.com/corporate-finance-pdf/>
2. <http://library.ku.ac.ke/wp-content/downloads/2011/08/Bookboon/Finance/corporate-finance.pdf>
3. <https://www.drnishikantjha.com/booksCollection/Merger%20Acquisition%20and>

- [%20Corporate%20Restructuring.pdf](#)
4. <http://www.jiwaji.edu/pdf/ecourse/commerce/UNIT-4%20Capital%20Budgeting.pdf>

Pedagogy

Lecture, Power Point Presentation, Assignment, Seminar, Group Discussions

Course Designers

Prof. Dr. N. Savithri

Semester I	Internal Marks: 25		External Marks:75	
COURSE CODE	COURSE TITLE	CATEGORY	Hrs. / Week	CREDITS
22PC01CC2	ECONOMIC AND ENVIRONMENT LAW	CORE	6	4

Course Objective

- To help the students to understand the laws related to Business and Corporate.

Prerequisite

Basic knowledge in Company laws.

Course Outcome and Cognitive Level Mapping

CO Number	CO Statement	Cognitive Level
	On the successful completion of the course, students will be able to	
CO1	Identify the Provisions of Companies Act relating to Meetings, Resolutions and Company Management.	K3
CO2	Analyze the rules and regulations of FEMA with regard to Foreign Exchange Dealings	K4
CO3	Appraise the Competition Act, 2002 and to compare with MRTP	K5
CO4	Discuss the Legal aspects of Environment Pollution Act and Consumer Protection Act	K6
CO5	Elaborate the concepts relating to Information Technology Act 2000 and to Discuss the powers of State, Central and Advisory Committee.	K6

Mapping of CO with PO and PSO

Cos	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO2	PO3	PO4	PO5
CO1	2	2	1	2	2	3	2	3	2	2
CO2	3	2	2	2	3	3	1	2	3	2
CO3	2	3	1	2	2	3	2	2	3	2
CO4	2	3	2	2	3	2	3	2	3	2
CO5	3	3	1	2	2	2	3	3	3	2

“1” – Slight (Low) Correlation – “2” – Moderate (Medium) Correlation –
“3” – Substantial (High) Correlation – “-” indicates there is no correlation.

Syllabus

UNIT – I (18 Hours)

Provisions of Companies Act 1956, relating to Company Administration – Board of Directors – Managing Director – Independent Director – Provisions relating to various types of meeting - Latest Amendments in Companies Act 2013 relating to Company Administration and Governance.

UNIT – II (18 Hours)

Foreign Exchange Management Act, 1999 – Definition – Regulation and Management of Foreign Exchange – Authorized Persons – Contravention and Penalties – Adjudication and Penalties – Directorate of Enforcement.

UNIT – III (18 Hours)

The Competition Act, 2002 – Introduction – Interpretation – MRTP versus Competition – Scope – Prohibition of Certain Agreements, Abuse of Dominant position and Regulation of Combinations.

UNIT – IV (18 Hours)

The Environment (protection) Act 1986 – Definition – Powers of the Central Government to Prevent and Control Environmental Pollutions – Appointing Officers. Consumer Protection Act 1986 – Definition – State and Central Consumer Protection Council – Disputes Redressal Agencies – District Forum – Appointment of Members – Appeal – State and Central Commission.

UNIT – V (18 Hours)

Information Technology Act 2000 - Introduction – Definition – Digital Signature – Certificates – Electronic Governance – Regulations of Certifying Authorities – Duties of Subscriber – Penalties and Adjudication – The Cyber Regulation Appellate Tribunal – Offences – Power of State and Central Government to make Rules – Constitution of Advisory Committee

UNIT –VI Self Study for Enrichment (Not included for End Semester Examination)

Comparison on provisions of Companies Act 1956 and Companies Amendment Act 2013 and causes for amendment - Prevention of Money Laundering Act, 2002 - Competition Commission of India Prevention of Black Marketing and Maintenance of Supplies of Essential Commodities Act, 1980 - Telecom Regulatory Authority of India Act, 1997.

Note: Self study must be tested through Seminars, Assignments and Quiz.

Text Book

1. Sharma J. P, (2012), Corporate Laws, 2nd Edition, Ane Books Pvt. Ltd, New Delhi.
2. Daniel Albuquerque, (2014), Legal Aspects of Business, 1st Edition, Oxford University, New Delhi.
3. Kuchhal M. C, (2018), Mercantile Law, 3rd Edition, Vikas Publishing House Pvt. Ltd.

Reference Books

1. Kapoor G. K, & Surl K. P, (2012), Corporate Laws, 3rd Edition, Taxman's Publications.
2. Kannel S. & Sowrirajan V.S,(2009), Company Law Procedure, 1st Edition, Taxman's Publications.
3. Gower LCB , (2013), Principles of Modern Company Law, Stevens & Sons, 5th Edition, London.
4. B. S. Raman B.S, (2008), Business Law, 3rd Edition, United Publishers.

Web References

1. https://legislative.gov.in/sites/default/files/A1999-42_0.pdf
2. https://www.indiacode.nic.in/bitstream/123456789/13116/1/it_act_2000_updated.pdf
3. http://ncdr.nic.in/bare_acts/consumer%20protection%20act-1986.html

Pedagogy

Chalk and talk, PPT, Discussion, Assignment, Quiz, Seminar

Course Designers

Capt. Dr. P. Kavitha

Semester I	Internal Marks: 25		External Marks: 75	
COURSE CODE	COURSE TITLE	CATEGORY	Hrs. / Week	CREDITS
22PCO1CC3	STRATEGIC MANAGEMENT	CORE	6	4

Course Objective

- To furnish an integrated approach and also to utilize the organizational skills within the context of real – world business case studies.

Prerequisite

Basic knowledge in Organization Behaviour and Corporate Governance.

Course Outcome and Cognitive Level Mapping

CO Number	CO Statement	Cognitive Level
	On the successful completion of the course, students will be able to	
CO1	Analyze the conceptual framework of strategic management and its formulation	K4
CO2	Identify the strategic business unit and apply in the strategic environment	K3
CO3	Evaluate the Strategic Implementation and illustrate the guidelines for proper control.	K5
CO4	Infer response options available to companies	K6
CO5	Formulate the different remedial measures to overcome the emerging issues in strategic management	K6

Mapping of CO with PO and PSO

COs	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO2	PO3	PO4	PO5
CO1	2	3	3	2	2	2	3	3	3	3
CO2	2	3	2	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	3	3	3	3
CO4	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3

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Syllabus

UNIT – I

(18 Hours)

Overview of Strategic Management – Nature and Scope – Concepts – Characteristics – Approaches – Models – Elements in Strategic Management Process – Corporate Level Strategy – Corporate Vision, Mission and Objectives – Types – Strategy Formulation Process and Tools.

UNIT – II **(18 Hours)**

Strategic Business Unit (SBU) – Operational, Financial, Marketing and Human Resource Strategy – Environmental Analysis – External environment and Internal Environment – Resource Based Strategy – Approaches – SWOT, GAP and Industry Analysis – Michael Porter’s Five Forces Model of Competition – Competitive Advantage – Resources, Capabilities and Competencies.

UNIT – III **(18 Hours)**

Strategic Implementation – Issues – Project Implementation – Procedural – Resource Allocation – Budgets – Organization Structure – Matching Structure and Strategy – Behavioural Issues – Corporate Culture – Values – Power – Building a Capable Organization – Functional Issues. Strategy Evaluation and Control – Importance – Establishing Strategic Controls – Operations Control and Strategic Control – Role of organizational Systems in Evaluation.

UNIT – IV **(18 Hours)**

Responding to shifts in Competitive Advantages – New Development affecting Competitive Advantage – New Technology – New Distribution Channels, Economic Shift – Change in the Neighbouring Industries and change in Government Regulations. Response Option – Prospecting, Defending and Harvesting

UNIT – V **(18 Hours)**

Social Responsibility and Ethics in Strategic Management – Social Responsibility of Strategic Decision Makers – Responsibilities of Business Firm – Corporate Stakeholders – Ethical Decision Making – reasons for Unethical Behaviour.

UNIT –VI Self Study for Enrichment (Not included for End Semester Examination)

Strategic Planning Practices - Recent trends in Micro and Macro Environment - Problems of control system - Uncertainty – Impact of environmental development and ability to adjust - Encouraging Ethical Behaviour and reasons for Unethical Behaviour.

Note: Self study must be tested through Seminars, Assignments and Quiz.

Text Book

1. Thomas L. Wheelen & David Hunger. J, (2012), Concepts in Strategic Management and Business Policy toward Global Sustainability, 15th Edition, Prentice Hall.
2. Subba Rao. P, (2009), Strategic Management, 3rd Edition Himalaya Publications.

Reference Books

1. Rao. V.S.P (2008), Strategic Management – Text and Cases, 1st Edition, Excel.
2. Bhattacharya S.C, (2005), Strategic Management: Concepts and Cases, Wheeler Publishing, 1st Edition, New Delhi.
3. John A. Pearce II, Richard B. Robinson Jr. & Amita Mital, (2010), Strategic Management– Formulation, Implementation and Control, 3rd Edition, Tata MC- Graw-Hill – Publishing Company Limited, New Delhi.
4. Arthur A. Thompson Jr. & Strickland A.J, (2010), Strategic Management, 3rd Edition, Mc Graw-Hill.

Web References

1. <https://www.basic-concept.com/c/basics-of-strategic-management>
2. <https://creately.com/blog/diagrams/swot-analysis-vs-gap-analysis/>
3. <https://online.hbs.edu/blog/post/strategy-implementation-for-managers>
4. https://www.investopedia.com/terms/c/competitive_advantage.asp
5. <https://pressbooks.lib.vt.edu/strategicmanagement/chapter/11-4-corporate-ethics-and-social-responsibility/>
6. https://www.researchgate.net/publication/340816273_SOCIAL_RESPONSIBILITY_AND_ETHICS_IN_STRATEGIC_MANAGEMENT

Pedagogy

Lecture, Power Point Presentation, Assignment, Seminar, Group Discussions, Case Studies.

Course Designers

Dr. S. Sudha

Semester I	Internal Marks: 25	External Marks: 75		
COURSE CODE	COURSE TITLE	CATEGORY	Hrs. / Week	CREDITS
22PCO1CC4	ORGANIZATIONAL BEHAVIOUR	CORE	6	4

Course Objective

- To have an understanding about the structure and behaviour of organization.
- To enable students to describe how people behave under different conditions and understand why people behave as they do.

Prerequisite

Basic knowledge in Business Management and Human Resource Management.

Course Outcome and Cognitive Level Mapping

CO Number	CO Statement	Cognitive Level
	On the successful completion of the course, students will be able to	
CO1	Develop the concept of organizational behavior to understand the behaviour of people in the organization.	K3
CO2	Analyze the Attitude, change of attitude and aspects of personality	K4
CO3	Categorize the complexities associated with management of the group behavior in the organization.	K4
CO4	Explain how the organizational behavior can integrate in understanding the motivation(why) behind behaviour of people in the organization.	K5
CO5	Adapt Group behavioral influence in the organization	K6

Mapping of CO with PO and PSO

COs	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO2	PO3	PO4	PO5
CO1	3	3	2	3	3	2	2	3	3	3
CO2	2	3	3	3	3	3	3	3	2	3
CO3	3	3	3	2	3	3	3	3	3	2
CO4	3	3	3	3	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3

“1” – Slight (Low) Correlation – “2” – Moderate (Medium) Correlation –
“3” – Substantial (High) Correlation – “-” indicates there is no correlation.

Syllabus

UNIT – I

(20 Hours)

Organizational Behaviour – Meaning – Definition – Fundamental Concepts – Approaches – Characteristics – Scope – Limitations – Challenges and Opportunities – Models of Organizational Behaviour.

UNIT – II

(15 Hours)

Personality: Meaning – Definition – Features – Types of Personality – Determinants of Personality – Big Five Model – MBTI – Managerial Implications of Personality

Perceptions: Meaning – Definition – Concept of Perception – Features – Importance of Perception – Factors affecting Perception – Process of Perception – Measures for improving Perception.

UNIT – III

(20 Hours)

Learning: Meaning – Definition – Nature of Learning – Learning Process – Factors affecting Learning – Learning Theories – Classical and operant conditioning – Differences – Reinforcement – Positive and Negative Reinforcement

Attitude: Meaning – Definition – Components of Attitude – Characteristics of Attitude – Types of Attitude – Theories of Attitude Formation – Functions of Attitude – Formation of Attitude – Attitude Change – Methods of Attitude Change – Developing Positive Attitude by Individuals.

UNIT – IV

(20 Hours)

Motivation: Meaning – Definition – Concept – Nature – Importance – Types – Motivation Process – Theories of Motivation

Leadership: Meaning – Definition – Concept – Importance of Leadership – Qualities of good leader – Leadership Styles – Leadership Theories – Leadership Development.

UNIT – V

(15 Hours)

Groups and Teams: Meaning – Definition – Features – Types of Groups – Group Development – Stages – Group vs. Teams – Types of Teams – Creating Effective Teams – Managing and Developing Effective Teams

Conflict Management: Meaning – Definition – Concept of Conflict – Stages / Process of Conflict – Types of Conflict – Conflict Resolution – Negotiation – Bargaining Strategies – Negotiation Process.

UNIT –VI Self Study for Enrichment (Not included for End Semester Examination)

Importance of Organizational Behaviour Capital Rationing - Distortion in Perception - Principles of Learning - Leadership effectiveness - Conflict Management Techniques.

Note: Self study must be tested through Seminars, Assignments and Quiz.

Text Book

1. Prasad L.M, (2019), Organisational Behavior, 1st Edition, Sultan Chand & Sons.
2. Stephen P. Robbins (2018), Organisational Behaviour, 18th Edition, Pearson.

Reference Books

1. Aswathappa. K, (2016), Organizational Behavior, 4th Edition, Himalaya Publishing House, New Delhi.
2. Khanka.S.S (2006), Organizational Behavior, 2nd Edition, S. Chand Publishing.
3. Robbins, Stephen P, (2008), Organizational Behavior, 14th Edition, Prentice Hall, New Delhi.

Web References

1. https://www.tutorialspoint.com/organizational_behavior/organizational_behavior_conflict_management.html
2. <https://www.sscasc.in/wp-content/uploads/downloads/BBM/Organizational-Behaviour>
3. http://www.tmv.edu.in/pdf/Distance_education

Pedagogy

Chalk and talk, Power Point Presentation, Discussion, Assignment, Seminar

Course Designers

Dr. S. Shameem

Semester I	Internal Marks: 25		External Marks:75	
COURSE CODE	COURSE TITLE	CATEGORY	Hrs. / Week	CREDITS
22PCO1EC1A	BUSINESS ETHICS, CORPORATE SOCIAL RESPONSIBILITY AND GOVERNANCE	ELECTIVE	6	4

Course Objective

- To outline the role of business ethics that influences the decision making process and also promotes an understanding on the issues of ethics in the areas of functional management along with the benefits of corporate social responsibility.
- To exhibit a broad appreciation of the ethical values in corporate governance as well as IT Sector in the context of globalized economic and its social relations.

Prerequisite

Basic knowledge in Corporate Governance and Business Ethics.

Course Outcome and Cognitive Level Mapping

CO Number	CO Statement	Cognitive Level
	On the successful completion of the course, students will be able to	
CO1	Apply the Theoretical Concepts of Business Ethics in the various Functional Management areas.	K3
CO2	Examine the Ethical Issues in Cyber Network	K4
CO3	Determine the Ethical Practices in Corporate Governance	K5
CO4	Explain the Issues and Challenges of Corporate Social Responsibility in the Current Scenario	K5
CO5	Discuss the role of MNC's in Globalization	K6

Mapping of CO with PO and PSO

COs	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	3	3	3	2	3	2	3
CO2	3	3	3	3	3	3	3	3	3	3
CO3	3	2	2	2	3	3	2	2	2	3
CO4	3	3	2	2	3	3	3	3	3	3
CO5	3	2	3	3	3	3	2	3	3	3

“1” – Slight (Low) Correlation – “2” – Moderate (Medium) Correlation –
“3” – Substantial (High) Correlation – “-” indicates there is no correlation.

Syllabus

UNIT– I

(18 Hours)

Meaning – Definition – Nature – Need – Importance, Benefits and Approaches to Business Ethics – Determinant of Work Ethics – Internal and External Ethics of Business – Whistle blowing – Digital Business Ethics. Case Studies: Infosys Technologies – The best among Indian Corporations.

UNIT– II

(18 Hours)

Marketing Ethics – Context of Indian Economy – Normative Marketing Ethics – Areas in Marketing Ethics. Ethical Issues in Human Resources – Scope – Different aspects – Emerging challenges of HRM – Role of HRM in creating an Ethical Organization Financial Management: An overview. Ethical Perspective of IT Industry – Fast changing face of Cyber Crimes – Protection from Cyber Criminals. Case Studies: Credit Card Data Fraud, Cyber Crimes – the Glitches Amidst the glow.

UNIT– III

(18 Hours)

Meaning – Definition – Significance – Principles of Corporate Governance, Issues – Strategies and Techniques to Sound Corporate Governance – Corporate Governance in India – Indian Model – Obligation: Investors, Employees, Customers, Managerial – Legislative Changes. Case Studies: Tata Steel – A Company which produces the best Steel in Indian Corporations.

UNIT– IV

(18 Hours)

Meaning – Corporate Philanthropy – CSR an Overlapping Concept – Corporate sustainability Reporting – CSR through Triple Bottom Line – CSR and Business Ethics – CSR and Corporate Governance – Environmental aspect of CSR – CSR Models – Drivers of CSR – Global Reporting Initiatives – Major Codes on CSR – Initiatives in India – Case Studies : Dr. Reddy's Laboratories – Commitment to All Round Corporate Excellence.

UNIT– V

(18 Hours)

Growth of global corporations – Factors facilitating Globalization – Role of MNC's – Benefits of MNC's to Host Nation – Challenges of Globalization in the context of Growing Market – Key Global Issues for Business – Case Studies: Sterlite – using Money Clout to Maximum Advantages.

UNIT –VI Self Study for Enrichment (Not included for End Semester Examination)

Professional Ethics, Conflicts of interest, Ethical Challenges - Global Market, Banking Ombudsman Scheme, Contemporary Technology - Corporate democracy, Corporate mis-governance, Governance Mechanisms - Perspectives CSR, New economy initiatives - Era of

Globalization.

Note: Self study must be tested through Seminars, Assignments and Quiz.

Text Book

1. Fernando, A.C, (2012), Business Ethics – An Indian Perspective, 3rd Edition, Pearson Education in south Asia Pvt. Ltd.
2. Saha.,P.K, (2009), Business Ethics, 3rd Edition Pacific Publication, New Delhi.
3. Khanka.S.S, (2014), Business Ethics and Corporate Social Responsibility, 6th Edition Sultan Chand & Company.

Reference Books

1. Parveen Parboteeah K, & John B.Cullen, (2012), Business Ethics, 5th Edition, Routledge,
2. John R. Boatright., & Bibhu Prasan Patra, (2011), Ethics and Conduct of Business, 6th Edition, Pearson.
3. Ferrell, O.C., Fraedrich, John, & Ferrell, Linda, (2018), Business Ethics, Ethical Decision Making & Cases, 10th Edition, Cengage learning.

Web References

1. <http://www.businessethics.ca/>
2. <https://www.investopedia.com/terms/b/business-ethics.asp>
3. <https://business-ethics.com/>
4. <https://www.csr.gov.in/content/csr/global/master/home/home.html>
5. <https://www.investopedia.com/terms/c/corporategovernance.asp>

Pedagogy

PPT, Discussion, Assignment, Quiz, Seminar

Course Designers

Dr. D. Ramya

Semester I	Internal Marks: 25		External Marks:75	
COURSE CODE	COURSE TITLE	CATEGORY	Hrs. / Week	CREDITS
22PCO1EC1B	SERVICES MARKETING	ELECTIVE	6	4

Course Objective

- To enable the students to know the Principles, Practices, Development and Challenges in Services Marketing.

Prerequisite

Basic knowledge in Customer Relationship Marketing.

Course Outcome and Cognitive Level Mapping

CO Number	CO Statement On the successful completion of the course, students will be able to	Cognitive Level
CO1	Identify the Concepts of Services Marketing	K3
CO2	Develop and justify marketing planning and control systems appropriate to service based activities	K3
CO3	Examine the Marketing Mix Strategies to be adopted in Service Marketing	K4
CO4	Evaluate the Services Marketing Development Process in various Sectors	K5
CO5	Discuss the Strategic approach of Services Marketing in Global Scenario	K6

Mapping of CO with PO and PSO

COs	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO2	PO3	PO4	PO5
CO1	3	2	2	2	2	2	2	2	2	2
CO2	3	3	2	3	2	2	2	2	2	2
CO3	3	3	2	3	3	2	2	2	2	2
CO4	3	3	2	3	2	3	2	2	2	2
CO5	3	2	2	3	3	3	2	2	2	3

“1” – Slight (Low) Correlation – “2” – Moderate (Medium) Correlation –
“3” – Substantial (High) Correlation – “-” indicates there is no correlation.

Syllabus

UNIT – I

(18 Hours)

Service – Meaning – Characteristics – Classification of Services – Growth of Service Sector and Service Industries – Difference between Goods and Services – Service Marketing – Evolution – Need – Growth in Services Marketing – Challenges and Issues in Services Marketing.

UNIT – II

(18 Hours)

Introduction – Service Environment – Service Blueprinting – Demand – Supply Management – Management of Service Capacity and Relationship – Relationship Marketing – Service Recovery – Customer – Service Expectation – Service Encounter – Service Quality – Service Quality Gap – Service Quality Audit – SERVQUAL – Development of New Service Product – Branding – Leadership – Strategy – Service Triangle.

UNIT – III

(18 Hours)

Introduction – Marketing Mix – Concept – Product Mix – Levels of Product – Line – Development – Process – Package – Price Mix – Place Mix – Promotional Mix – Advertising – Publicity – Sales Promotion – Personal Selling – Telemarketing Process – Physical Evidence and Attractiveness and People.

UNIT – IV

(18 Hours)

Meaning – Overview of Different Service Sectors – Banking – Insurance – Education – Tourism – Airlines – Hospitality – Healthcare – Online Services – Professional Services – Social Service by NGOs – BPO & IT Sectors.

UNIT – V

(18 Hours)

Introduction – Strategic Approach – E-Commerce – E- Marketing – Tele marketing – Research for Global Markets and Rural Markets – Innovations – Ethical Aspects in Service Marketing.

UNIT –VI Self Study for Enrichment (Not included for End Semester Examination)

Characteristics of services and their marketing implications – CRM – Identifying and satisfying customer needs – Relationship Marketing – Customer Satisfaction – Managing service brands.

Note: Self study must be tested through Seminars, Assignments and Quiz.

Text Book

1. Jha S.M, (2011), Services Marketing, 7th Edition, Himalaya Publication.
2. Ravi Shankar, (2006), Services Marketing, 6th Edition, Excel Books.
3. Vasanthi Venugopal Raghu V.N, (2006), Services Marketing, 1st Edition, Himalaya Publication.
4. Dr. L. Natarajan, (2013), Services Marketing, 3rd Edition, Margham Publication.

Reference Books

1. Sherlekar, S.A and Krishnamoorthy R, (2010), Marketing Management, 6th Edition, Himalaya Publishing House.
2. Dhruv Grewal, (2018), Marketing, Tata McGraw Hill, 10th Edition, India.
3. Kotler Philip, (2015), Marketing Management, 15th Edition, Sultan Chand & Sons.

Web References

1. <https://www.managementstudyguide.com/changing-face-of-services-marketing.htm>
2. <https://www.yourarticlelibrary.com/services/7-elements-used-in-marketing-mix-for-services/34003>
3. <https://www.accountingnotes.net/marketing/service-marketing/service-marketing/17625>
4. <https://www.educba.com/service-marketing-strategies/>
5. <https://www.marketingtutor.net/service-marketing/>

Pedagogy

Power Point Presentation, Assignment, Quiz, Seminar & Group Discussions

Course Designers

Dr. S. Sudha

Semester I	Internal Marks: 25	External Marks:75		
COURSE CODE	COURSE TITLE	CATEGORY	Hrs. / Week	CREDITS
22PCO1EC1C	INTERNATIONAL HUMAN RESOURCE MANAGEMENT	ELECTIVE	6	4

Course Objective

- The course is intended to provide a basic understanding about the finer aspects of international business to the students.
- It is aimed at making the students realize that International Business is a combination of multiple disciplines brought together in a systematic manner.

Prerequisite

Basic Knowledge in Human Resource Management.

Course Outcome and Cognitive Level Mapping

CO Number	CO Statement	Cognitive Level
	On the successful completion of the course, students will be able to	
CO1	Apply the principles of International Human resource management and its models	K3
CO2	Analyze the Strategies for International Growth	K4
CO3	Determine the functions of International recruitment, selection and staffing	K5
CO4	Appraise the various methods of global training and development.	K5
CO5	Construct the International Compensation and International Employment Laws	K6

Mapping of CO with PO and PSO

COs	PSO1	PSO2	PSO3	PSO4	PSO5	PO1	PO2	PO3	PO4	PO5
CO1	3	3	3	2	2	2	3	3	3	3
CO2	3	3	2	3	3	3	3	3	3	3
CO3	3	3	3	3	3	3	2	3	3	3
CO4	3	3	3	2	3	3	3	3	3	3
CO5	3	3	3	3	3	3	3	3	3	3

“1” – Slight (Low) Correlation – “2” – Moderate (Medium) Correlation –
“3” – Substantial (High) Correlation – “-” indicates there is no correlation.

Syllabus

UNIT – I

(18 Hours)

Introduction - IHRM – Concept, Scope, Nature of IHRM - Approaches to IHRM - Difference between domestic HRM and IHRM - Models of IHRM - Matching model, Harvard Model, Contextual Model, 5P Model European Model.

UNIT – II

(18 Hours)

Strategies for International Growth: Exploiting global integration- the logic of global integration, differentiation, Mastering expatriation, the traditional expatriate model, advantages and disadvantages of global integration. Managing alliances and joint ventures - IHRM and International Alliances, IHRM and International Joint Ventures.

UNIT – III

(18 Hours)

International Workforce planning and staffing: International labour market International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues, successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues – Case Study.

Unit – IV

(18 Hours)

Developing Global Mindset: Global Leadership, Cross cultural context and international assignees, Current scenario in international training and development, training & development of international staff, types of expatriate training, sensitivity training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies – Case Study.

Unit –V

(18 Hours)

International Compensation and International Employment Laws: International compensation and international assignees, Forms of compensation, key components of international compensation, Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management. Establishment of labour standards by International Institutions, The global legal and regulatory context of MNE, The International framework of Ethics and Labour standards, Key issues in International Industrial Relations, Trade Unions and MNE's, Response of Trade Unions to MNE's, Non-Union worker representation – Case Study.

UNIT –VI Self Study for Enrichment (Not included for End Semester Examination)

Organizational dynamics in IHRM - Limits of global integration - Digitalized Selection Process - Issues and challenges in international performance management - Emerging impact in

compensation management.

Note: Self study must be tested through Seminars, Assignments and Quiz.

Text Book

1. Aswathappa K (2017), Human Resource and Personnel Management, 8th Edition, Tata McGraw Hill.
2. Charles W L Hill (2017), International Business, 13th Editions, Tata McGraw Hill.
3. Cynthia D Fisher, Lyle F Schoenfeldt, James B Shaw (2006), Human Resource Management, 6th Editions, Houghton Mifflin Co.

Reference Books

1. Ian Beardwell & Len Holden (2003), Human Resource and Personnel Management, 4th Edition, FT Prantice Hall.
2. Peter J Dowling, Marison Festing (2013), International Human Resource Management, 6th Edition, Cengage Learning.

Web References

1. <https://mlritm.ac.in/assets/img/INTERNATIONAL%20HUMAN%20RESOURCE%20MANAGEMENT.pdf>
2. <https://www.ftms.edu.my/images/Document/MOD001055%20-%20International%20Business/CHAPTER%208.pdf>
3. https://faculty.ksu.edu.sa/sites/default/files/international_human_resource_management_6th_edition.pdf
4. <https://nscpolteksby.ac.id/ebook/files/Ebook/Business%20Administration/ARMSTRONGS%20HANDBOOK%20OF%20HUMAN%20RESOURCE%20MANAGEMENT%20PRACTICE%20-%20International%20HRM.pdf>

Pedagogy

Lecture, Power Point Presentation, Assignment, Seminar, Group Discussions

Course Designers

Dr.S.Jayalakshmi