

CIRCULAR :-

A reference is invited to the Ordinances, Regulations and Syllabi relating to M.Com. (Parts I & II) under revised pattern vide this office Circular No.UG/142 of 1997 dated 12th May, 1997 and the Head, University Department of Commerce, the Principals of the affiliated colleges in Commerce and Professor-cum-Director, Institute of Distance Education are hereby informed that the recommendation made by the Board of Studies in Business Management at its meeting held on 19th January, 2007 has been accepted by the Academic Council at its meeting held on 9th February, 2007 vide item No.4.19 and that in accordance therewith, the syllabi in the subjects of Paper-I Human Resource Management and Paper II Marketing Strategy and Plans at the M.Com. (Part-I) and Paper III Organizational Behaviour, Paper IV International Marketing and Paper V Entrepreneurship Management at the M.Com. (Part-II) examination is revised as per Appendix and that the same has been brought into force with effect from the academic year 2007-2008.

MUMBAI-400 032
5th April, 2007

for I/c REGISTRAR

To,

The Head of the University Department of Commerce, Principals of the affiliated colleges in Commerce and Professor-cum Director, Institute of Distance Education.

A.C/4.19/09.02.2007

No.UG/ 129-A of 2007, MUMBAI-400 032 5th April, 2007.

Copy forwarded with compliments for information to :-

- 3) The Dean, Faculty of Commerce,
- 10) The Chairman, Board of Studies in Business Management.

for I/c REGISTRAR



Enclosure to item No. 4.19

912107

UNIVERSITY OF MUMBAI



REVISED SYLLABUS FOR THE BUSINESS MANAGEMENT

At the M. Com. Part – I & II Degree Course

- | | | |
|---|---|-----------|
| 1. Paper -I - Human Resource Management | } | Part - I |
| 2. Paper -II - Marketing Strategy & Plans | | |
| 3. Paper -III - Organizational Behavior | } | Part - II |
| 4. Paper -IV - International Marketing | | |
| 5. Paper -V - Entrepreneurship Management | | |

(With effect from the academic year 2007-2008)

UNIVERSITY OF MUMBAI
FACULTY OF COMMERCE
REVISED SYLLABUS FOR M.COM (PART I)

BUSINESS MANAGEMENT - PAPER I
HUMAN RESOURCE MANAGEMENT

Objective of the module

1. To make the students understand the ways and means of turning human beings into human resources
2. To help them get an insight into a wide range of tools and techniques in pooling and managing human resources
3. To enable them to appreciate the need for taking good care of the human assets of the organization
4. To develop analytical skills such that they formulate plans for using the human talent in achieving the organizational goals.
5. To find ways of nurturing team spirit amongst the people in an organization.

Learning outcomes

After completing the course the students are expected to

1. Understand the value of human resource in a commercial enterprise
2. appreciate the need for professional management of human resource
3. become good team makers and motivators
4. help in improving the organizational environment either by adapting to the organization needs or by changing it for the better

Books recommended

1. *Management of Human Resource (A Behavioural approach to personnel)* by Darovedo R.S. / Oxford and IBH Publishing Co., New Delhi – 1952
2. *Personnel Management (Management of Human Resources)* by Dr. C B Mamoria / Himalaya Publishing House, Bombay – 1980
3. *Designing and Managing Human Resource Systems* by Udai Pareek and T Vnkateswara Rao / Oxford and IBH Publishing Co. New Delhi – 1981
4. *Managing Human Resources , Productivity, Quality of work life, profits* by Wayne F Cascio / McGraw Hill International Editions – 1986
5. *Dynamic Personnel Administration -Management of Human Resources* by M N Rudrabosava Raj / Himalaya Publishing House, Bombay – 1979
6. *Personnel- the human problems of Management* George Strauss, Leonard R Sayles / Prentice Hall of India Pvt Ltd – New Delhi – 1985
7. *What is needed to perform the personnel function successfully (Personnel and Human Resources Administration)*

- Human Resource Development by Richard D Irwin, U B Singh / Rawat Publications, New Delhi - 1992
- Personnel / Human Resource Management by Terry L Leap and Michael D Crino / Macmillan Publishing Co. - New York, 1990
- The Hand book of Human Resource Management by Nadley Leonard, John Wileys and Sons - 1984
- Human Resource Development - The Recent Experience by Sievera
- Readings in Human Resource Development by T V Rao
- Recent Experience in HRD by T V Rao and D Perera
- Training for Development by Perera and Linton

Teaching Learning Plan

Lecture Topics		No. of lectures
1. Introduction to Human Resource Management and Environment		10
a. The legacy of HRM and importance		
b. Environmental influences affecting HRM		
c. Objectives and rising prominence of HRM department		
d. HRM from an international perspective		
2. Human Resource Planning		12
a. Steps in Human Resource Planning		
b. Human Resource information system - Human Resource Planning		
c. Job Analyses (Job description and job specification); Job design - techniques and tools		
d. Psychological issues in Human Resource Planning		
3. Recruitment and selection		12
a. Meaning and sources of recruitment		
b. Tools of selection		
c. Selection process		
d. Role of recruitment agencies in the selection process		
4. Performance Appraisal		12
a. Introduction - Definition, Objectives, need and importance		
b. Evaluation Process		
c. Ethics of appraisal		
d. Merit rating - meaning, methods		
e. Limitations of performance appraisal		
f. Recent trends		
5. Training and Development		12
a. Training - need, objectives and importance		
b. Management Development Programme - Need, objectives		
c. Designing an effective training and development programme		
d. Evaluation of the effectiveness of the training programme		
e. Relevance of Video Display Terminals (VDT)		
f. Challenges before a trainer		

a.	Designing models for self development, knowledge enrichment and career advancement	
b.	Succession Planning	7
c.	Time Frame	
d.	Elements of succession planning	
e.	Issues in succession planning and solutions	
f.	Employee health and safety	7
g.	Physical health and mental health	
h.	Safety measures	
i.	Stress management	
j.	Employee welfare	
k.	Recent Trends in Human Resource Management	8
l.	Business Process outsourcing	
m.	Downsizing – causes and effects	
n.	Employee incentive schemes like stock options	
o.	Human Resource Management from global perspective	

CIRCULAR :

UNIVERSITY OF MUMBAI
No.UG/ 130 of 2007

UNIVERSITY OF MUMBAI
FACULTY OF COMMERCE
REVISED SYLLABUS FOR M.COM (PART I)

BUSINESS MANAGEMENT - PAPER II
MARKETING STRATEGIES & PLANS

I. UNDERSTANDING STRATEGIC MARKETING

10

Strategy defined-components/essentials of a well defined strategy-3 strategy levels (corporate/business/functional level strategies)-role of Marketing in formulating strategies-recent influences on strategic role of Marketing(globalisation,importance of IT, building long term relationships)

II. DEVELOPING STRATEGIES

15

(A) Corporate Strategies

Defining firm's mission-objectives-sources of competitive advantage-product/market strategies-allocating resources (portfolio models BCG and GE and Value based Planning (ie. DCF model)

(B) Business Unit Level Strategies

Designing SBU 'S'- business unit objectives-allocating resources within business units-business strategies of prospector/defender/analyser/ reactor (Reference-Organisational Strategy,Structure and Purpose-By R. E. Miles and C.C. Snow)

(C) Developing Marketing Plans

III. MARKETING OPPORTUNITY ANALYSIS

10

Understanding Marketing environment-macro trend analysis (demographic, socio-cultural, technological,regulatory and natural environment)- internal micro analysis-assessing industry attractiveness with Porter's five forces model- anticipating and responding to environmental change-understanding Market demand (student must have basic familiarity with demand forecasting)

IV. CONNECTING WITH CUSTOMERS

15

Creating Customer Value, Satisfaction and Loyalty

Identifying Attractive Market Segments(the segmentation process) and Targets

Positioning and Dealing With Competition

PRODUCT STRATEGIES

08

Managing product strategies and managing through the life cycle (including new product strategies)-building strong brands and equity-strategies for services

PRICING AND DISTRIBUTION STRATEGIES

07

Managing demand relationship-alternative pricing strategies-managing value network and channels-managing retailing, wholesaling and logistics

INTEGRATED MARKETING COMMUNICATION STRATEGIES

08

Managing IMC- managing Advertising, PR, Promotion,Personal selling and Direct Marketing

MARKETING METRICS FOR MARKETING PERFORMANCE

07

Managing performance standard-evaluating feedback data-strategy reassessment-Marketing audit

TEXTBOOKS RECOMMENDED

- 1) Marketing Strategy-A decision focussed Approach-By Walker, Mullins, Boyd and Larreche-TATA MACGROW HILL PUBLICATION
- 2) Marketing Strategy-Ferrell,Hartline, Lucas-PRENTICE HALL PUBLICATION
- 3) Marketing Strategies-A twenty first century approach Ashok Ranchhod-PRENTICE HALL
- 4) Strategic Marketing Problems-cases and comments-Robert Kerin and Peterson 10th edition
- 5) Cases in Strategic Marketing-Rosenthal and Brown-2000 edition
- 6) Frame work for Marketing -Philip Kotler and Kevin Keller 3rd edition-PRENTICE HALL
- 7) Analysis for strategic Marketing Vithal Rao and Joel Steckel
- 8) Marketing Management-Rajan Saxena-Tata McGraw hill
- 9) Strategic Market Management-David Aaker-John Wiley and Sons
- 10) Marketing Management Planning Implementation and Control- - Global Perspective -Indian Context-Ramaswamy-Namakumari- Macmillan Business Books
- 11) Marketing Concepts and Cases-Etzel,Walker,Stanton and Pandit-Mcgraw Hill Spcl Indian edition
- 12) Portable MBA in Marketing-Schewe and Hiam-John Wiley and Sons
- 13) Marketing Nuggets-Conceptual Dimensions in Marketing-Dr. S Rameshkumar
- 14) Marketing Management-Russell Winer-Prentice Hall
- 15) Marketing Strategies,Tactics and Techniques-A handbook of Practitioners-Stuart and Rogers

**UNIVERSITY OF MUMBAI
FACULTY OF COMMERCE
REVISED SYLLABUS FOR M.COM (PART - II)**

**BUSINESS MANAGEMENT - PAPER III
ORGANIZATIONAL BEHAVIOR**

OBJECTIVES

To explore the organization as a micro-social system – a medium to facilitate and improve the interpersonal relationships in the context of organizational functioning.

LEARNING OUTCOMES

1. Participants will become more self aware and will have identified areas of development for long term effectiveness.
2. Participants will understand the role that individuals play collectively to perform in organizations.

TEACHING METHODOLOGY

1. Lectures
2. Case Studies
3. Experiential exercises

PAPER – III

ORGANIZATIONAL BEHAVIOR

SECTION-I

MODULE I: The FIELD OF ORGANIZATIONAL BEHAVIOR

1. **Introduction to Organizational Behavior** (5 lectures)
 - (a) Definition of organization & behavior
 - (b) Historical Development of OB
 - (c) Human Relations Movement
 - (d) Impact of technology on organizational behavior

MODULE II: THE ORGANIZATION

2. **Organizational Design** (5 lectures)
 - (a) Key factors in organizational design
 - (b) Types of organizational design
 - (c) Need and significance of a sound organizational design



- (d) Organizational Structures – traditional and contemporary structures

3. Organizational Culture

(6 lectures)

- (a) Meaning and dimensions
- (b) Role of founders' values and vision in creating and sustaining culture.
- (c) Types of organizational cultures
- (d) Impact of culture on image and performance of the organization.

4. Organizational Communication – Tool and Techniques (8 lectures)

- (a) Johari Window
- (b) Transactional Analysis
- (c) Lateral Thinking
- (d) Brain Storming
- (e) Delphi Technique
- (f) Power of grapevine and other informal communication techniques.

MODULE III: GROUPS AND ORGANIZATIONS

5. Group and Teams

(8 lectures)

- (a) Groups Dynamics – Groups versus teams
- (b) Nature and types of groups and teams
- (c) Five stages of group/team development
- (d) Determinants of group behavior
- (e) Typical teams in organizations

6. Leadership

(8 lectures)

- (a) Leadership as a concept and its essence
- (b) Leaders versus managers
- (c) Blake and Mouton's Managerial Grid
- (d) Hersey and Blanchard's situational leadership
- (e) Transactional versus Transformational leadership
- (f) Women as leaders
- (g) Leadership in entrepreneurial and family business organizations

SECTION-II

MODULE IV: INDIVIDUAL AND ORGANIZATIONS

7. Foundations of Individual Behavior

(5 lectures)

- (a) Factors affecting individual behavior – personal, environmental and organizational
- (b) Nature and Determinants of Personality



- (c) Personality Traits – Big Five, Locus of Control, Self Esteem, Type A/ Type B Personality, Risk Taking, Machiavellianism, Self Monitoring
- (d) Personality and OB

8. Motivation

(8 lectures)

- (a) Power and purpose of motivation
- (b) Theories of motivation – Locke's goal setting theory, Vroom's expectancy theory, Porter and Lawler's model, Adam's equity theory, McClelland's theory of needs.
- (c) Motivational Techniques – Job design / enlargement / enrichment / rotation
- (d) Managing rewards – Job status based rewards, Competency based rewards, performance based rewards
- (e) Empowerment and Self Managed Teams

9. Work Related Attitudes, Values and Perception

(7 lectures)

- (a) Meaning and definitions
- (b) Factors influencing perception
- (c) Social and Person perception
- (d) When perception fails.
- (e) Perception and OB

MODULE V: ORGANIZATIONAL OUTCOMES

10. Power and Politics

(5 lectures)

- (a) Power – Dynamics, Sources and Tactics
- (b) Politics – Essence, Types of political activities
- (c) Ethics of power and politics

11. Conflicts and Negotiations

(7 lectures)

- (a) Nature of conflict
- (b) Functional and Dysfunctional conflict
- (c) Conflict resolution and negotiations
- (d) Managing conflict during change initiatives.

12. Stress

(8 lectures)

- (a) Meaning and definition
- (b) Work stress model
- (c) Sources of stress
- (d) Stress Management - Individual & Organizational Strategies
- (e) Impact of stress on performance.

Reference Books

- (1) Aswathappa, K (2005). *Organizational Behaviour: Text, Cases & Games*. Himalaya Publishing House.
- (2) Robbins, P. Stephen. (1998). *Organizational Behavior: Concepts, Controversies, Applications*, 8th Ed. Prentice-Hall of India Private Limited. New Delhi.
- (3) Luthans, F., (2005). *Organizational Behaviour*. (10th Ed), McGraw Hill.
- (4) Greenberg J, and Baron R. A. (1997). *Behaviour in Organizations*, 6th Ed. Prentice-Hall International Inc.
- (5) Newstrom, J. W. & Davis, K. (2002). *Organizational Behaviour: Human Behaviour at Work* (11th Ed), Tata McGraw-Hill.
- (6) Hellriegel, D. & Slocum, J. W. (2004). *Organizational Behaviour* (10th Ed), South Western/ Thomson Learning.
- (7) Sekaran, U., (2004). *Organisational Behaviour: Text And Cases*. (2nd Ed), New Delhi, Tata McGraw-Hill.
- (8) Nelson, D. L., & Quick, J. C., (2005). *Understanding Organizational Behaviour* (2nd Ed), South Western/ Thomson Learning.
- (9) Moorhead, Gregory and Griffin, W. Ricky. (1999). *Organizational Behavior: Managing People And Organizations*, 5th Ed. A.I.T.B.S. Publishers & Distributors (Regd.). New Delhi.
- (10) Shani, A. B. (Rami), & Lau, J. B., (2005). *Behaviour in Organizations: An Experiential Approach*. (8th Ed), McGraw Hill.

UNIVERSITY OF MUMBAI
FACULTY OF COMMERCE
REVISED SYLLABUS FOR M.COM (PART - II)

BUSINESS MANAGEMENT - PAPER IV
International Marketing

Introduction: This course on international marketing will enable the students to have an understanding of international marketing practices, trends, strategies along with the procedural and policy framework involved in export trade

Course Objectives:

1. To understand the trends and functioning of international markets.
2. To understand the prevailing environment in international market.
3. To understand the development of marketing plans and strategies in international trade.
4. To understand the procedural and policy framework involved in export trade.

Module -1

Introduction to international marketing

15

Meaning, features, reasons for entering international markets, trends in international trade, challenges of international marketing, driving and restraining forces in international marketing, main international marketing decisions, methods of payment in international trade, international trade theories, role of MNC's in international marketing, overview of India's foreign trade and problems of India's export sector.

Module-2

International marketing environment

Global economic environment, social and cultural environment, political, legal and regulatory environment in international market, trade barriers, trade blocs, WTO (incl. new developments at WTO), financial environment (incl. role of IMF, IBRD, IDA, IFC)

15

Module-3

International marketing strategy

Market entry strategies, selection of markets, product decisions, pricing decisions, physical distribution, promotion strategies (incl. advertising and e-marketing)

15

Module-4

Procedural and policy framework

Foreign trade policy, export-import procedure, procedure in export financing, procedure in export shipping, bank formalities, export risk insurance, export benefits and incentives, export documentation, service exports, SEZ's (benefits and export obligations)

10

Module-5

Case Study Analysis

25

Suggested references

- International Marketing- Phillip R Cateora and John Graham.
International Marketing- Varshney and Bhattacharya.
International Marketing- P. K. Vasudev.
International Marketing & Export Management- Edwin Duerr, Jesper Strandskov Gerald
Albaum
International Marketing- Rathore.
International Marketing management- Subhash Jain.
International Marketing- Francis Cherunilam
International Marketing- Analysis & Strategy- John Shaw & Sak Onkvisit
Global Marketing- Johansson.
Global Marketing Management – Warren Keegan.
Handbook of Global Marketing_ D Lamont
Pepsi handbook of Indian Exports – Global Business Press

UNIVERSITY OF MUMBAI

**REVISED SYLLABUS IN THE
SUBJECT OF
ENTREPRENEURSHIP MANAGEMENT
PAPER V
AT M.COM PART II**

(With effect from academic year 2007-08)

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UNIVERSITY OF MUMBAI
FACULTY OF COMMERCE
REVISED SYLLABUS FOR M.COM (PART - II)

**BUSINESS MANAGEMENT - PAPER V
ENTREPRENEURSHIP MANAGEMENT**

- Objectives*
1. To understand the concept of entrepreneurship development, the theories of entrepreneurship and the relationship between theory and practice.
 2. To create awareness of the role of entrepreneurs in the growth of Indian economy.
 3. To comprehend the process of creating an entrepreneurial venture.
 4. To develop analytical skills for evaluating new venture ideas and understanding both the opportunities & constraints faced by entrepreneurs.
 5. To critically view the role of financial institutions, government bodies in promoting entrepreneurship in India.
 6. To develop an entrepreneurial spirit and have feasible ideas for ventures.

Learning outcomes

On completion of the syllabus, the student will:

1. Understand the issues involved in entrepreneurship development.
2. Able to evaluate opportunities for a new venture.
3. Demonstrate the ability to prepare a business plan for a venture.
4. Get insights into their creative, entrepreneurial and team skills.
5. To equip them with a platform to develop an entrepreneurial venture.

Teaching Learning Plan

A	Entrepreneurship Development perspective	(20Lectures)
1.	Introduction, importance & significance, Entrepreneurial Development – world perspective.	
2.	Concept of entrepreneurship development, Evolution and growth – stages. Theories of entrepreneurship.	
3.	Concept of Entrepreneur, Intrapreneur, Entrepreneurship and Manager. Difference between Entrepreneur and Intrapreneur, Entrepreneur and Entrepreneurship, Entrepreneur and Manager.	
4.	Attributes and Characteristics of successful entrepreneur. Developing entrepreneurial culture. Qualities of a successful entrepreneur.	
5.	Role of Entrepreneur in Indian Economy (developing economy with reference to self – employment) development.	
6.	Successful Entrepreneurs case studies: Dhirubhai Ambani, Aditya Birla, - background, growth as an entrepreneur. Case study on entrepreneurial development in India.	
B	Creating Entrepreneurial Venture	(20Lectures)
7.	Business Planning Process, understanding business life cycle and product life cycle	
8.	Environmental Analysis: Search and scanning – strength and weaknesses	
9.	Identifying problems and opportunities – Opportunities and Threats	

10.	Defining Business Idea, Product, location and ownership
11.	Stages in starting the new venture
12.	Entrepreneurial Models – Franchises, BPO, KPO, venture capital funding.
C	Project Management (20 Lectures)
13.	Meaning of project, objectives and how to choose a project.
14.	Preparing a business plan, marketing plan, financial plan and organization plan
15.	Estimating and Financing funds requirement.
16.	Schemes offered by various commercial Banks and Financial Institutions
17.	Working capital: Meaning, need & significance. Determinants of working capital.
D	Role of Central and State Government in promoting Entrepreneurship (20 Lectures)
18.	Introduction to various incentives, subsidies & grants; Promotion of export oriented units; Fiscal and tax concessions
19.	Role of DIC (District Industries Centre) in the Entrepreneurship Development & ED programmes; DIC- its functioning and objectives.
20.	Entrepreneurship Training and Development. Objectives-contents-methods- execution
21.	Problems and difficulties of Entrepreneurs – Marketing Finance, Human Resource – Production; Research – external problems Future of entrepreneurship in India
22.	Women Entrepreneurs in India

Books recommended

1. Entrepreneurship by Hisrich Robert D / Peters Micheal
New Delhi / Tata McGraw Hill / 2002
2. Entrepreneurial Management by P.N. Singh / J.C.Saboo
Dr. P.N. Singh Centre for HRD

Reference reading

3. Entrepreneurial Development Role of Financial Institutions by Laxmisha A.S
Jaipur / Mangal Deep / 2004
4. Entrepreneurial Development by Colombo Plan
New Delhi / Tata McGraw Hill / 1998
5. Cases in International Entrepreneurship by Hisrich R.D
Chicago /Liven / 1997
6. Entrepreneurial Development by Gupta C.B
New Delhi / Somaiya Publication / 1995
7. Entrepreneurship small scale Industries by G.S. Batra and R.C. Dangal
Deep & Deep Publications Pvt. Ltd.
8. Entrepreneurship Development in India by Bishwanath Ghosh
9. Development Banks and Entrepreneurship Promotion in India by P.K.Sharma
Mittal Publications
10. WTO and Entrepreneurship Development by Manas Pandey
Shree Publishers and Distributors
11. Entrepreneurship Development in India by Sami Uddin
Mittal Publications
12. Entrepreneurial Development by Vasant Desai (3 Volumes)
Himalaya Publishing House
13. VC- Problem solving – An entrepreneurial skill
14. VC- Assessing Entrepreneurial competence
15. VC- Five success stories of first generation entrepreneur