

**ST. XAVIER'S COLLEGE (AUTONOMOUS), KOLKATA  
UNDER UNIVERSITY OF CALCUTTA**

**POST GRADUATE DEPARTMENT OF COMMERCE (M. COM)  
CURRICULUM- 2018-2020**

**SEMESTER I**

<b>Code</b>	<b>Subjects</b>	<b>Total Marks</b>	<b>Credit Points</b>
<b>OBHM 4101</b>	Organizational Behaviour and Human Resource Management (50 + 50)	100	6
<b>ECMM 4101</b>	Economics for Managers (50 + 50)	100	6
<b>BMSM 4101</b>	Business Statistics	100	6
<b>ISMM 4101</b>	IT for Business (Theory and Practical)	100	6
Total		<b>400</b>	<b>24</b>

**SEMESTER II**

<b>Code</b>	<b>Subjects</b>	<b>Total Marks</b>	<b>Credit Points</b>
<b>FIMM 4201</b>	Functional Management (Marketing and Financial Management) (50 + 50)	100	6
<b>EVGM 4201</b>	Ethics, Values and Governance	100	6
<b>OPRM 4201</b>	Operation Research	100	6
<b>SHRM 4201</b>	Strategic Management	100	6
Total		<b>400</b>	<b>24</b>

**SEMESTER III (Accounting and Finance)**

<b>Code</b>	<b>Subjects</b>	<b>Total Marks</b>	<b>Credit Points</b>
<b>SCMM 4301</b>	Strategic Cost and Management Accounting	100	6
<b>CFAM 4301</b>	Corporate Financial Accounting, Reporting and Analysis	100	6
<b>FIMM 4301</b>	Financial Institutions & Markets and Auditing (50 + 50)	100	6
<b>TBDM 4301</b>	Taxation for Business Decision Making	100	6
<b>RSMM 4301</b>	Research Methodology	50	3
Total		<b>450</b>	<b>27</b>

**SEMESTER IV (Accounting and Finance)**

<b>Code</b>	<b>Subjects</b>	<b>Total Marks</b>	<b>Credit Points</b>
<b>AFDM 4451</b>	Dissertation including presentation and Viva (Dissertation-100 + Viva-50)	150	9
<b>SAPM 4401</b>	Securities Analysis & Portfolio Management	100	6
<b>DRMM 4401</b>	Derivative & Risk Management and International Finance (50 + 50)	100	6
Total		<b>350</b>	<b>21</b>

**SEMESTER III (Marketing)**

<b>Code</b>	<b>Subjects</b>	<b>Total Marks</b>	<b>Credit Points</b>
<b>SCMM 4301</b>	Strategic Cost and Management Accounting	100	6
<b>CBMR 4301</b>	Consumer Behaviour & Marketing Research (50+50)	100	6
<b>SDRM 4301</b>	Sales and Distribution Management & Retail Management (50+50)		
<b>BMIC 4301</b>	Strategic Brand Management and Integrated Marketing Communication (50+50)	100	6
<b>RSMM 4301</b>	Research Methodology	50	3
Total		<b>450</b>	<b>27</b>

**SEMESTER IV (Marketing)**

<b>Code</b>	<b>Subjects</b>	<b>Total Marks</b>	<b>Credit Points</b>
<b>AFDM 4451</b>	Dissertation including presentation and Viva (Dissertation-100 + Viva-50)	150	9
<b>RMMS 4401</b>	Rural Marketing and Marketing of Services (50+50)	100	6
<b>INMM 4401</b>	International Marketing	100	6
Total		<b>350</b>	<b>21</b>

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**SYLLABUS 2018**

**MCOM SEMESTER – I**

**PAPER 1: ORGANIZATIONAL BEHAVIOUR AND HUMAN RESOURCE  
MANAGEMENT (100 Marks)**

**(PAPER CODE- OBHM 4101)**

**Module I  
ORGANISATIONAL BEHAVIOUR (50 Marks)**

**1. Introduction to Organizational Behaviour (OB):** Evolution of OB as a Discipline – OB: Challenges and Opportunities – Developing an OB model

**2. The Individual in the Organization:** Understanding Individual Behaviour, Important determinants of Individual Behaviour:

- a. Personality – Concepts, determinants and Theories
- b. Perception – Concept, Perceptual Process, OB Applications
- c. Learning – Concept, Learning Theories, OB Applications
- d. Attitude – Definition & meaning, Job related attitudes, Attitude-Behaviour Relationship
- e. Values – Concept, Types of Values, Values across culture, Implications for OB
- f. Emotions – Concepts of Emotions and Emotional Intelligence, OB Applications

**3. Group Behaviour:** Concept of Group, Group Dynamics, Theories of Group Formation, Group development stages, Types of Groups, Understanding Work. Teams, Creating Effective Teams

**4. Conflict:** Definition, Conflict process, Conflict Resolution Techniques, Negotiation.

**5. Power and Politics:**

- a. Definition of Power, Bases of Power
- b. Meaning of Politics and Political Behaviour, Factors contributing to Political Behaviour

**6. Organizational Dynamics:**

- a. Organizational Culture – Defining Organizational Culture, Strong and Weak Culture, Functions of Culture
- b. Organizational Change – Concept, Forces for Change, Planned change, Resistance to Change, Overcoming Resistance to Change
- c. Organizational Development – Meaning of Organizational Development, Organizational Development Interventions and Techniques
- d. Stress – Definition, Causes and Consequences

**7. Case Studies**

**SUGGESTED READINGS:**

1. Robbins, S. P. *Organizational Behavior*. Prentice Hall.
2. Luthans, F. *Organizational Behavior*. McGraw Hill.
3. Aquinas, P. G. *Organizational Behaviour*. Excel Books.
4. Hersey, Blanchard, & Johnson. *Management of Organizational Behavior: Utilizing Human Resources*. Prentice Hall.
5. Prasad L.M., *Organizational Behavior*. McGraw Hill.
6. Pareek, U & Khanna, *Understanding Organizational Behaviour*. Oxford University Press.

**Module 2**

**HUMAN RESOURCE MANAGEMEN (50 Marks)**

**1. Introduction to Human Resource Management (HRM):** Scope of HRM--Strategic Role of HRM, Strategic Challenges of HRM in a globalised world

**2. Procurement:** Human Resource Planning, Job Analysis, Recruitment, Selection, Placement, and Orientation.

**3 Developments:**

- (a) Training: On-the-Job and Off-the-Job Training Methods, Strategic context of Training – Management Development
- (b) Performance Appraisal: Basic concepts, Traditional and Modern methods of Appraisal
- (c) Managing Separation, Promotion and Transfer, Succession Planning

**4. Compensation:** Wage and Salary Administration – Concepts and Components

**5. Integration:** Industrial Relations, Role of Trade Unions, Collective Bargaining, Workers’ Participation in Management, Changing Dynamics in Industrial Relations in India

**6. Case Studies**

**SUGGESTED READINGS:**

1. Dessler and Varkkey, *Human Resource Management*, Pearson
2. Rao, *Human Resource Management – Text and Cases*, Excel Books
3. Snell, Bohlander and Vohra, *Human Resource Management: A South-Asian Perspective*, Cengage Learning

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## **PAPER 2: ECONOMICS FOR MANAGERS (100 Marks)**

**(PAPER CODE- ECMM 4101)**

### **Group- A (50 Marks)**

**1. Economic Concepts:** Costs – Demand and revenues – Price, Cross and income elasticity of demand – Pricing and output decisions.

**2. Horizontal and Vertical Boundaries of the Firm:** Definition of economies of scale and scope – Sources of scale economics and diseconomies in production – Non-production sources of economies of scale and scope – The learning curve. Make vs. buy decision – Vertical chain of production – Reasons for outsourcing: Benefits and costs of using the market

**3. Market and Competitive Analysis:** Competition identification and market definition – Measures of market structure – Different forms of market: structural features and price – output decision – Oligopoly: Cournot of quantity competition; Games in matrix form and Nash equilibrium, Price and non-price competition, cartel cheating and cooperation.

**4. Microeconomics of Innovation:** Innovation and the growth process in free-market economics– Innovation versus price as the prime competitive weapon – optimal level of spending on innovation – Technology sharing – A kinked revenue curve model of spending on innovation. Growth-creating properties of innovation – Innovation as a positive externality – Effects of process innovation and product innovation on output and prices.

**5. Markets with Asymmetric Information:** Quality uncertainty and the market for lemon- Insurance market and adverse selection – Market signaling- The problem of Moral hazard.

### **Group B (50 Marks)**

**1. Macroeconomic Fundamentals:** Concepts of GDP, NI, GDP deflator and price index – Income-expenditure and saving – Investment identity in a closed and open economy – Income – expenditure modes of economic fluctuations.

**2. IS–LM modes of economic fluctuations:** Output market equilibrium and the IS curve – Shifters of the IS curve – Money market equilibrium and the LM curve – Shifters of the LM curve – IS-LM equilibrium with reference to full employment output – Analysis business cycles in the fixed price IS-LM model – Counter-cyclic as fiscal and monetary policy – IS-LM model, financial crisis and the monetary policy dilemma with reference to the US economy since 2009 and the Japanese economy since 1992 – IS-LM model in India.

**3. Inflation and Unemployment:** Nature of AD and AS curves – Derivation of Phillips curve from the AS curve – Use of Phillips curve to explain demand-pull, cost-push and expectational inflation – Disinflation and sacrifice ratio - Painless disinflation – Inflation targeting in India.

**4. Economic Growth:** Concept and measurement – Sources of economic growth – Stages of economic growth – Solow growth model and its policy implications – Diminishing return and the catch-up effect – Analysis of growth miracle and growth failure around the world with Solow model.

**SUGGESTED READINGS:**

1. Davis Besanko, David Dranove, Mark Shanley: Economics of strategy (John Wiley & Sons, Inc.)
2. Pindyck and Rubinfeld: Microeconomics (Pearson Education)
3. William Baumol and Alan Blinder: Economics, 8th edition (The Dryden Press) Chapter 15
4. Anindya Sen: Microeconomics (Oxford)
5. Robert J. Gordon: Macroeconomics (Pearson)
6. Mankiw, N.G: Macroeconomics (Words Publishing)
7. Michael Evans: Macroeconomics for Managers (Blackwell Publishing)
8. Abel and Bernanke: Macroeconomics (Pearson)
9. Errol D’Souza: Macroeconomics (Pearson Education)

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**PAPER 3: BUSINESS STATISTICS (100 Marks)**  
**(PAPER CODE- BMSM 4101)**

1. **An Overview of Descriptive Statistics:** Central tendency, dispersion, moments, skewness and kurtosis - Basic ideas - definitions, formulae and illustrations with numerical problems.
2. **Simple Correlation and Regression:** Scatter diagram; Bivariate frequency distribution; Simple correlation; Simple linear regression; Rank correlation.
3. **Probability Theory:** Introduction to set theory, Permutation and Combination; Different definitions of probability; Total probability theorem; Conditional probability; Compound probability; Independent events; Bayes' theorem on conditional probability; Numerical problems.
4. **Random Variable and Probability Distributions:** Random variable; Probability mass and density functions, Expectation and Variance of a random variable; Moments, skewness and kurtosis; Joint distribution of two random variables (discrete).
5. **Time Series Analysis** - Components of time series; Additive and multiplicative models; Determination of trend component (linear, quadratic and exponential trend equations); Computation of seasonal indices;
6. **Theoretical Distributions:** Uniform, Binomial, Poisson; Rectangular, Normal and Exponential distribution.
7. **Theory of Sampling:** Basic concept of sampling; Sampling and non-sampling errors; Practical methods of selecting random sample; Random and non-random sampling techniques; Simple random sampling, Stratified sampling, Cluster sampling, Two-phase Sampling, Two-phase sampling, Systematic sampling, Purposive sampling, Convenient sampling, Quota sampling and Snowball sampling; Description and statement of unbiased estimate of population mean and sampling variance, Sampling distributions (statement only); Sample size decisions; Central limit theorem.
8. **Theory of Estimation:** Concept of point and interval estimation; Properties of a good estimator; Methods of estimation (Methods of moments, Least squares method).
9. **Test of Hypotheses:** Basic concepts of hypothesis testing; Small sample and large sample parametric tests based on Z, t, Chi-square and F statistic for population means and proportions; Confidence interval for population mean and proportions.
10. **Non-parametric Tests:** Pearsonian Chi-square test; Kolmogorov-Smirnov test; Wilcoxon signed rank test; Wald-Wolfowitz run test; Mann-Whitney test ; Median test, Kruskal-Wallis test

11. **Analysis of Variance:** Analysis of one-way classified data; Analysis of two-way classified data with one observation per cell.

12. **Multivariate Analysis:** Multiple linear regression model; Multiple and Partial correlations; Basic concept of factor analysis, cluster analysis, discriminant analysis and conjoint analysis.

13. **Business Forecasting Models:** Decomposition of time series components; Exponential smoothing models (single, double and triple).

**SUGGESTED READINGS:**

1. Aczel, A. D., & Sounderpandian, J. *Complete Business Statistics*. Tata McGraw Hill.
2. Baruah, S. *Basic Mathematics and its Application in Economics*. Macmillan.
3. Beri, G. C. *Business Statistics*. Tata McGraw Hill.
4. Das, J. K. *Statistics for Business Decisions*. Academic Publishers.
5. Gupta, S. C. *Fundamentals of Statistics*. Himalaya Publishing House.
6. Hanke, J. E. *Business Forecasting*. Prentice Hall of India.
7. Hooda, R. P. *Statistics for Business and Economics*. Macmillan.
8. Johnson, R. A., & Wichern, D. W. *Applied Multivariate Statistical Analysis*. Prentice-Hall of India.
9. Das, N. G., & Das, J. K. *Business Mathematics and Statistics*. Tata McGraw Hill.
10. Gupta, S. C. *Fundamentals of Statistics*. Himalaya Publishing House.
11. Levin, R. I., & Rubin, D. S. *Statistics for Management*. Prentice Hall.
12. Makridakis, S., Wheelwright, S. C., & Hyndman, R. J. *Forecasting Methods and Applications*. John Wiley and Sons.
13. Ruppert, D. *Statistics and Finance: An Introduction*. Springer.
14. Sharma, J. K. *Business Statistics*. Pearson Education.
15. Shenoy, G. V., & Pant, M. *Statistical Methods in Business and Social Science*. Macmillan India.

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**PAPER 4: IT FOR BUSINESS (THEORY AND PRACTICAL)**

**INFORMATION SYSTEM MANAGEMENT (100 marks)  
(PAPER CODE- ISMM 4101)**

**MODULE-I (Theory) (50 marks)**

**1. Intelligent Information System**

Artificial Intelligence – concept. Artificial Intelligence methods for business: expert system and artificial neural network. Business Intelligence (BI) – basic idea, role of Business Intelligence: marketing, human resource, finance and accounting.

**2. Cloud Computing**

Overview of Cloud Computing – Definition & concept, Benefits of Cloud Computing, Types of Cloud (Private/VPN, Public, Hybrid), Services offered in cloud computing (IaaS, PaaS, SaaS), Challenges in cloud computing.

**3. Data Base Management System:**

Significance of query language, SQL - DDL, DCL, DML, TCL and PL/SQL - Triggers, Functions, Procedures, Packages and Anonymous Blocks. Backup and Recovery. Data Warehousing and Data Mining (Concept, Features, components & application areas).

**4. Enterprise Information System:** Concept. Relevance in different domains. ERP Modules and Functions, Implementation of ERP and challenges.

**5. Business Continuity Planning** – Introduction & concept, Need for BCP, Components of BCP, Roles and Responsibilities of BCP, Performance of BCP Review.

**SUGGESTED READINGS:**

1. Information Systems Management in Practice – Barbara C. McNurlin & Ralph H. Sprague.
2. An Introduction to Information System – James O Brien
3. Management Information Systems – Mahadeo Jaiswal & Monika Mital. OUP.
4. Information Technology for Management, Ramesh Behl, McGraw Hill

**MODULE - II (PRACTICAL)**

**TOTAL MARKS: 50**

**DURATION: 60 HOURS**

**1. Introduction to Excel functions:** Advanced level Electronic spreadsheet features (by using Excel) including what-if analysis and macro. Building business models using Excel -Financial Model / Inventory Model

2. SQL and basic PL/SQL.

3. Project Presentation.

**SUGGESTED READINGS:**

1. Microsoft Excel 2013: Data Analysis and Business Modeling, Wayne L. Winston, Microsoft

2. SQL, PL/SQL the Programming Language of Oracle, Ivan Bayross, BPB Publications

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