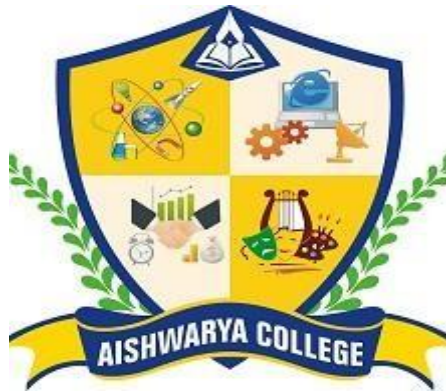


Department – Commerce and Management



Aishwarya College (Autonomous)

Affiliated to Jai Narain Vyas University, Jodhpur

NAAC “A” Grade, Recognised by UGC u/s 2(f) & 12 (B)

M.Com.

**COURSE SCHEME
&
SYLLABUS**

Programme Outcomes (POs) for M. Com. as per NEP 2020

PO No.	Up on completion of B=M.Com. Degree programme, the graduates will be able to:
PO1	Disciplinary Knowledge: Demonstrating a comprehensive understanding of commerce principles and practices.
PO2	Analytical and Research Skills: Developing the ability to analyze financial data, conduct research, and solve business problems.
PO3	Communication Skills: Effectively communicating business ideas and analysis, both orally and in writing.
PO4	Ethical and Social Responsibility: Understanding the ethical and social implications of business decisions.
PO5	Teamwork and Leadership: Collaborating effectively in teams and demonstrating leadership qualities.
PO6	Career Preparedness: Preparing students for various career paths in the field of commerce, such as accounting, finance, and management.
PO7	Social and Environmental Awareness: Students should be aware of the social and environmental impact of business decisions and strive for sustainability.
PO8	Multidisciplinary and Holistic Education: Integrate knowledge from other fields such as environmental science, computer applications, and humanities as per NEP's multidisciplinary approach.
PO9	Level of knowledge and Art of business: Acquire a comprehensive level of knowledge in the field of Commerce and gain wisdom in the art of business dealings.
PO10	Entrepreneurship Skills: Be aware of the higher values in undertaking Commercial ventures.
PO11	Analytical skills: Develop a wide range of analytical skills in the light of the demands of market and industry.
PO12	Area of Specialisation: Cultivate the broad knowledge of business namely financial, taxation, managerial, marketing and legal issues.

AISHWARYA COLLEGE OF EDUCATION (AUTONOMOUS)
Department of Commerce & Management - Course Name and Credit Scheme

MASTER OF COMMRECE (M.Com) - I SEMESTER

NCrF Level	Course Type	Course Code	Course Title	Teaching Hours Per Week			H/ W	Total Hours	Total Credits	CA Marks	EoSE Marks	Total Marks
				L	T	P						
6.5	DCC	RMTCC47001T	Representative Management Thinkers	4	-	-	4	60	12	20	80	100
		BENCC47001T	Business Environment	4	-	-	4	60		20	80	100
		OBRCC47001T	Organization Behaviour	4	-	-	4	60		20	80	100
	DSE	CBRSE47001T	(GROUPI) Consumer Behaviour	4	-	-	4	60	8	20	80	100
		MRRSE47001T	(GROUPI) Marketing Research	4	-	-	4	60		20	80	100
		PBMSE47001T	(GROUPI)Product and Brand Management	4	-	-	4	60		20	80	100
		OCMSE47001T	(GROUPII)Org anization Development & Change Management	4	-	-	4	60		20	80	100
		MLPSE47001T	(GROUPII) Managerial Leadership	4	-	-	4	60		20	80	100
		HRDSE47001T	(GROUPII) Human Resource Development	4	-	-	4	60		20	80	100
	DSE*	FSYSE47001	Field Study	-	-	-	-	120	4	20	80	100
		PRWSE47001	Project Work	-	-	-	-	120	4	20	80	100
		SEMSE47001	Seminar	-	-	-	-	60	2	20	80	100
TOTAL CREDITS TO BE EARNED									26			

(1) Student to choose one of the groups for DSEs: (Group I: Marketing) (Group II: Human Resource Management). Choose any two DSEs from the chosen group

(2) If student choose DSE* (Discipline Specific Elective– Special Type) then he/she can choose any one DSE from the chosen group and one of the DSE*. Student can choose either FSYSE47001T or PRWSE47001T course because of time constraints.

(3) For DSE* and Seminar, One Credit = 30 hours.

M. Com. Semester: I 2025-26
Discipline Centric Core Course (DCC)
RMTCC47001T: Representative Management Thinkers
(20 CIA + 80 EoSE. = Max. Marks: 100)

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4Hours	60 Hours
Course Outcome: On successful completion of the course, the students will be able to: <ul style="list-style-type: none"> Analyze and understand the contributions of early thinkers in the field of management and how their ideas still influence modern-day management practices. Critically evaluate the behavioral theories of motivation and their relevance in contemporary management practices. Assess and compare various leadership styles and their effectiveness in different Organizational contexts. Discuss the contributions of modern thinkers in the field of management and their impact on current business practices. Understand the principles of management as outlined in Indian epics and the relevance of these principles in modern-day management practices. 		
SYLLABUS		
Unit I: Early Thinkers: Charles Babbage, Robert Owen, Fredrick W Taylor, Henry Fayol, Elton Mayo, Chestard I Barnard, MaryP Follet.		
Unit II: Behavioral Thinkers: Abraham H Maslow, Fredrick Herzberg, Douglas McGregor, Victor H Vroom, David McClelland, and James S Adams.		
Unit III: Leadership Theorists:Rensis Likert, Robert RBlake & Jane S Mouton, Robert Tannenbaun, Fred Feidler, Paul Hersey & KennethH.Blanchard.		
Unit IV: Modern Thinkers: Peter F Drucker, Michael Porter, Garry Hamel, Tom Peters, and Coimbatore K Prahalad.		
Unit V: Indian Epics and Management: BhagwadGita, Ramayana, SwamiVivekananda, Chanakaya and Mahatama Gandhi.		
SUGGESTED BOOKS		
<ol style="list-style-type: none"> Mathur Navin: Management Gurus - Ideas and Insights, National Publishing House, Jaipur. Singh RN: Management Thoughts and Thinkers, Sultan Chand and Sons, New Delhi. George CS: The History of Management Thought, Prentice Hall, New Delhi. Drucker, Peter F: Management: Tasks, Responsibilities and Practices, Harper and Row, New York. Khanna S: Vedic Management, Taxman Publications (P) Ltd. Saneev, Rinku and Khanna, Parul: Ethics and Values in Business Management, Ane Books Pvt.Ltd. Bhagwad Gita as viewed by Swami Vivekananda: Vedanta Press & Bookshop. Rajgopalachari, C.: Ramayan, Bhartiya Vidya Bhawan. 		

M. Com. Semester: I 2025-26
Discipline Centric Core Course (DCC)
BENCC47001T: Business Environment
(20 CIA + 80 EoSE. = Max. Marks: 100)

Course Credits	No.of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours
Course Outcome: On successful completion of the course, the students will be able to: <ul style="list-style-type: none"> • Have a comprehensive understanding of the different aspects of the business environment and will be equipped with skills to evaluate and adapt to various environmental factors affecting businesses at the local, national, and global levels. • Evaluate the nature and characteristics of Indian economy and analyze the impact of Liberalization, privatization, and globalization on it. • Analyse and understand the political, legal and technological. 		
SYLLABUS		
Unit I: Business Environment: Concept, Significance and Nature. Elements of Business Environment: Internal and External Environment. Changing dimensions of business environment. Environmental Analysis and Forecasting, Management of Change		
Unit II: Economic Environment of Business: Significance and elements of economic environment, Economic Systems and business environment; economic planning in India; Government policies - industrial policy, fiscal policy, monetary policy, EXIM policy; public sector and economic development, development banks and relevance to Indian business, Economic Reforms: Impact of Liberalization and Privatization and Globalization on Indian economy.		
Unit III: Political and Legal Environment of Business: Critical elements of political environment, government and business, changing dimensions of legal environment in India, MRTP Act, FEMA and licensing policy, Consumer Protection Act.		
Unit IV: Socio-Cultural Environment: Critical elements of socio-cultural environment; Social institutions and systems, Social values and attitudes; social groups; middle class; Dualism in Indian society and problems of uneven income distribution; Emerging rural sector in India, Indian business system, Social responsibility of business, Consumerism in India.		
Unit V: International and Technological Environment: Multinational Corporations; Foreign collaborations and Indian business; Non-resident Indians and corporate sector; International economics institutions- WTO, World Bank, IMF and their importance to India; Foreign trade policies; Technological environment in India, Policy on research and development; Patent laws, Technology transfer.		
SUGGESTED BOOKS		
1. Francis Cherunilam, Business Environment, Himalaya Publishing House 2. Aswathappa K.: Essentials of Business Environment, Himalaya Publishing House. 3. George A. Steiner and John F. Steiner: Business Government and Society,		

M. Com. Semester: I 2025-26
Discipline Centric Core Course (DCC)
OBRCC47001T: Organization Behaviour
(20 CIA + 80 EoSE. = Max. Marks: 100)

Course Credits	No.of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours
Course Outcome: Onsuccessful completion of the course, the students will be able to: <ul style="list-style-type: none"> Understand the key elements and evolution of organizational behavior (OB), including the influence of environmental forces on managerial roles and skills. Analyze the individual dimensions of OB, such as motives, personality, perception, learning, and theories of motivation, to comprehend their impact on behavior in organizations. Evaluate the importance of groups and leadership in organizations, including the classification of groups, group dynamics, group structure, and the different theories and styles of leadership. Explore the concepts of power, politics, and conflict within organizations, including the sources and bases of power, the influence of power on behavior, and strategies for conflict prevention and resolution. Examine the significance of organizational culture, including its elements, functions, and the role it plays in managing ethics and facilitating organizational change. Understand the forces for change, resistance to change, and approaches to managing organizational change. 		
SYLLABUS		
Unit I: Manager and Organizational Behavior: Managerial Roles and Skills, Environmental Forces: Meaning, Characteristics, key elements and Evolution of Organizational Behavior (OB); Research on Organizational Behaviour; Biological Foundations of Behaviour; Biological Foundation Inherited and Learned Characteristics of Behavior.		
Unit II: Individual Dimension of OB: Motives and Behavior; Personality and Behavior: Perception and Behavior; Learning and Behavior; Theories of Motivation; Expectancy Theory; Equity Theory; Reinforcement Theory; Goal Theory; Job Stress: Meaning and Sources; Stress moderators; Consequences and Management of Stress.		
Unit III: Groups and Leadership: Meaning and Classification of Group; Reasons for group formation; Conditions imposed on the Group; Group Member Resource; Group Structure; Group Cohesiveness, Committees: Nature and functions; Advantage and Disadvantage; Guidelines for effectiveness. Leadership: Meaning and Roles in Organization; Major approaches; Leadership styles; Distinction between Manager and leader; Theories: Ohio and Michigan studies; Fiedler's Contingency Model; Hersey and Blanchard's model; Path-Goal Theory.		
Unit IV: Power, Politics and Conflict: Power; Meaning, Sources and Bases; How Power influences Behavior; Impression management; Defensive Behavior; Rational versus Political Behavior; Acquiring and exercising Political Power, Conflict: Meaning, Nature, Sources and Types; Effect of Inter-Group conflict handling and Resolution; Preventing and Stimulating conflict.		
Unit V: Organizational Culture: Introduction; Elements of Culture; Identifying Organizational Culture; Functions of Organizational Culture; Diagnosing Organizational Culture; Approaches to Describing Organizational Culture; Managing Organizational Culture; Organizational Culture and Ethics. Organizational Change: Forces for Change; Planned Change; Resistance to Change; Approaches to Managing Organizational Change; Creating a Culture for Change; Organizational Change in Indian Businesses.		

SUGGESTED BOOKS

1. Agarwal, P.K. & Mathur Ashish: Organizational Behaviour, Pragati Prakashan, Meerut.
2. Luthans, Fred: Organizational Behavior.
3. Davis Keith: Human Behavior at Work.
4. Stogdill, R.M: Hand Book at Leadership.
5. Hersey, Paul and Blanchard, K.H.: Management of Organizational Behavior.
6. Korman, Abraham, Organizational Behavior.
7. Bennis and Thomas (Ed): Management of Change and Conflicts.
8. Drucker, Peter, P: The Effective Executive.
9. Dr.M.L.Dashora: Sangathan Sidhant and Vyavhar (Hindi).
10. Dr.P.C.Jain: Sangathanatmak Vyavhar (Hindi).
11. K.Aswathappa: Organization Behavior.
12. K.Aswathappa and G.Sudarsana Reddy: Management and Organization Behavior.
13. G.S.Sudha: Management concept and Organization Behavior.

GROUP I (MARKETING AREA)

M.Com. Semester: I 2025-26

Discipline Specific Elective (DSE)

CBRSE47001T: Consumer Behaviour

(20 CIA + 80 EoSE. = Max. Marks: 100)

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60Hours
Course Outcome: On successful completion of the course, the students will be able to:		
<ul style="list-style-type: none">• Analyze the different types of consumer behaviour models and understand their marketing implications.• Evaluate the impact of environmental, cultural, and social influences on consumer behavior and their marketing implications.• Understand the individual consumer and buying behaviour and its marketing implications including their perceptions, attitudes, and motivations.• Develop market segmentation strategies and positioning strategies for existing and new products using perceptual mapping techniques.• Explore the borderless consumer market and buying behaviour, and the issues of privacy and ethics associated with direct marketing approaches.• Students will also gain an understanding of consumer rights and marketers' responsibilities in the global marketplace.		
SYLLABUS		
Unit I: Consumer Behavior and Marketing Action: An overview-Consumer involvement, decision making processes and purchase behavior and marketing implications -Consumer Behavior Models		
Unit II: Environmental influences on consumer behavior, Cultural influences - Social class, reference groups and family influences-Opinion leadership and the diffusion of innovations-Marketing implications of the above influences.		
Unit III: The individual consumer and buying behavior and marketing implications - Consumer perceptions, learning, attitudes, motivation and personality - psychographics, values and Lifestyles. Industrial consumers, difference between ultimate and industrial Consumers.		
Unit IV: Strategic marketing applications - Market segmentation strategies - Positioning strategies for existing and new products, Re-positioning, perceptual mapping - Marketing communications Source, message and media effects. Store choice and shopping behavior - In-Store, store image and loyalty-Consumerism-Consumer rights and Marketers' responsibilities.		
Unit V: The Borderless Consumer Market and buying behavior-Consumer buying habits and perceptions of emerging non-store choices-Research and applications of consumer responses to direct marketing approaches - Issues of privacy and ethics.		
SUGGESTED BOOKS		
<ol style="list-style-type: none">1. London and Della Bitta: Consumer Behavior: Concepts and Applications, Tata McGraw Hill.2. Henry Assael: Consumer Behavior and Marketing Action, Kent Publishing Co.3. Assael, H.: Consumer Behavior and Marketing, South Western Publishing Co., Ohio.4. Berkman and Gilson: Consumer Behavior: Concepts and Strategies, Kent Publishing Co.		

5. Bennett, P.D. and H.H. Kassarijion: Consumer Behavior, Prentice Hall of India, New Delhi.
6. BlockandRoering: Essentials of Consumer Behavior, Dryden Press, Chicago.
7. Hawkins, Bestand Coney: Consumer Behavior, Tata McGraw Hill, NewDelhi.
8. HowardJ A, Sheth JN: The Theory of BuyerBehavior, John Wiley, New York.
9. Laudon, D.L.: Consumer Behavior, TataMcGrawHill, NewDelhi.
10. Schiffan, Leon G. and Lealie Lazar Kanuk: Consumer Behavior, Prentice Hall, New Delhi.

M.Com. Semester: I 2025-26
Discipline Specific Elective (DSE)
MRRSE47001T: Marketing Research
(20 CIA + 80 EoSE. = Max. Marks: 100)

Course Credits	No.of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours
Course Outcome: On successful completion of the course, the students will be able to: <ul style="list-style-type: none"> Understand marketing research and its role in decision-making within an organization. Develop a comprehensive understanding of the marketing information system and its connection to marketing research. Acquire knowledge of the marketing research process. Gain familiarity with various data collection methods. Develop an understanding of data analysis techniques and learn how to prepare and present research reports. 		
SYLLABUS		
Unit I: Introduction to Marketing Research: Importance, nature and scope of marketing research; Marketing information system and marketing research; Marketing research process and organization.		
Unit II: Problem identification and Research Design: Problem identification and definition; Developing research proposal; Determining research type-exploratory, descriptive and conclusive research; Experimental designs.		
Unit III: Data Resources: Secondary data sources and usage; Online data sources; Primary data collection methods-questioning techniques, online-surveys, observation method; Questionnaire preparation.		
Unit IV: Aptitude measurement and scaling techniques -elementary introduction to measurement scales. Sampling Plan: Universe, sample frame and sampling unit; Sampling techniques; Sample size determination. Data Collection: Organization of field work and survey errors-sampling and non sampling errors. Data Analysis: Univariate, bivariate and multivariate data analysis; Report preparation and presentation.		
Unit V: Market Research Applications: Product research; Advertising research; Sales and market research; International marketing research; Marketing research in India.		
SUGGESTED BOOKS		
<ol style="list-style-type: none"> Beri, G.C: Marketing Research, Tata Mc Graw Hill, New Delhi. Chisnall, Peter M.: The Essence of Marketing Research, Prentice Hall, New Delhi Churchill, Gilbert A: Basic Marketing Research, Dryden Press, Boston Davis, J.J: Advertising Research, Prentice Hall, New Delhi. Green, Paul E., Donald S. Tull and Gerald Alba: Research for Marketing Decision, Prentice Hall, New Delhi Hooda, R.P: Statistics for Business and Economics, Macmillan India, New Delhi Luck, D.J: Marketing Research, Prentice Hall, New Delhi 		

M.Com. Semester: I 2025-26
Discipline Specific Elective (DSE)
PBMSE47001T: Product and Brand Management
(20 CIA + 80 EoSE. = Max. Marks: 100)

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours
Course Outcome: On successful completion of the course, the students will be able to: <ul style="list-style-type: none"> Understand the key concepts and principles of product management. Analyze the factors that influence the design of a product and identify the changes that can impact product management in a dynamic market environment. Develop effective product strategies. Evaluate the role of brands in the marketplace, differentiate between commodities and brands, and comprehend the concept of brand equity and its significance. Apply the knowledge of brand positioning & brand building and learn about brand measurement techniques. 		
SYLLABUS		
Unit I: Product Management: Product Development, Product focused organization; Market focused organization, Factors influencing design of the product, Changes affecting product management.		
Unit II: Developing Product Strategy: Setting objectives & alternatives, Product strategy Over the life-cycle, Customer analysis, Competitor analysis, Design of manufacture, new product development.		
Unit III: Brand & Brand Management: Commodities Vs Brands, The role of brands, The brand equity concept, Brand Equity Models—Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand image.		
Unit IV: Brand Positioning & Brand Building: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing and positioning, Defining and establishing brand values.		
Unit V: Measuring and Managing Brand Equity: Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation. Managing Brand Equity: Brand Reinforcement, Brand Revitalization, and Brand Crisis.		
SUGGESTED BOOKS		
<ol style="list-style-type: none"> Aaker, David A.: Managing Brand Equity, Free Press, New York. Chaturvedi, M: New Product Development, Wheeler Publications, New Delhi. Kapferer, J.N: Strategic Brand Management, Kogan Page, New York. Kuller, K.L: Strategic Brand Management, Prentice Hall, New Delhi. Majumdar, Ramanuj: Product Management in India, Prentice Hall, New Delhi. Moise, S: Successful Product Management, Kogan Page, New York. Moore, W.I: Product Planning Management, McGraw Hill, Boston. Moorthi, Y.L.R.: Brand Management, Vikas Publication House, New Delhi. Quelch, J.A: Cases in Product Management, Irwin, London. Sen Gupta, Subrato: Brand Positioning, Tata McGraw Hill, Delhi. Urban, Glen L., John R. Hanser and Nikilesh Dholakia: Essentials of New Product Management, Prentice Hall, Englewood Cliff, New York. Batra, R., John G. Myers and David A. Aaker. Advertising Management, 5th Edition, Pearson Education. Wells W., Burnett J. and Moriarty S. Advertising: Principles & Practice, Pearson Education. Keller K.L., Strategic Brand Management, 2nd Edition, Pearson Education. Aaker, David, Managing Brand Equity, Prentice Hall of India. Belch, G.E. & Belch, M.A. Advertising and Promotion, Tata McGraw Hill. 		

GROUP II (HUMAN AREA)

M.Com. Semester: I 2025-26

Discipline Specific Elective (DSE)

OCMSE47001T: Organization Development and Change Management

(20 CIA + 80 EoSE. = Max. Marks: 100)

Course Credits	No.of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60Hours
Course Outcome: On successful completion of the course, the students will be able to: <ul style="list-style-type: none">• Understand the concept of Organizational Development (OD).• Develop skills in conducting organizational diagnosis at various using appropriate diagnostic methods and data collection processes.• Gain knowledge of effective OD interventions and their design.• Analyze different types of change and their implications.• Acquire practical insights into implementing change management and integrating change into the organizational culture.		
SYLLABUS		
Unit I: Introduction to Organizational Development: Definition, Nature and Characteristics of Organization Development, Managing the Organization Development Process, Theories of Planned Change, Goals, Values and Assumptions of OD, Role and Competencies of the OD practitioner.		
Unit II: The Diagnostic Process and Introduction to OD Interventions: Diagnosis at the Organization, Group and Individual Level, Data Collection Process, Diagnostic Methods, Challenges in Diagnosis, Diagnostic Information Feedback: Characteristics of Effective Feedback, Survey Feedback. Characteristics of Effective Interventions, Designing Interventions, the Intervention Process. Human Process and HRM Intervention: Sensitivity Training, Process Consultation, Third-Party Interventions, Team Building, Organization Confrontation Meeting, Intergroup Relations Interventions, Large Group Interventions: Grid OD; Role Playing, Employee Empowerment		
Unit III: Techno Structural Strategic Interventions: Restructuring Organizations, Job Enrichment, Sociotechnical Systems, TQM and Quality Circles, Culture Change, Self Designing Organizations, Learning Organizations. Challenges and Future for the Organization, Future trends in OD, Ethical Issues in Organizational Development.		
Unit IV: Organizational diagnosis, Evolutionary Change, Transformational Change, Turnaround Change. Human processual, techno structural, human resource and strategic interventions. Understanding Change: nature of change, forces of change, perspective on change: contingency perspective, population ecology perspective – institutional perspective, Resource-dependence perspective.		
Unit V: Types of Change: continuous change, discontinuous change, participative change, directive change. Implementing change: assemble a change management team; establish a new direction for change. Prepare the organization for change, setup change teams to implement change, align structure, systems and resources to support change, identify and to remove road block to change, absorb change into the culture of the organization.		
SUGGESTED BOOKS		
<ol style="list-style-type: none">1. French, W.L. Bell, Jr., C.H. and Zawacki, R.A.: Organisation Development, Universal Book Stall, New Delhi.2. Huse, E.F. and Cummings, T.G.: Organization Development and Change, West Publishing Co., Minnesota.		

3. Cummings, T.G. and Worley, C.G.: Organization Development and Change, USA; South Western College Publishing.
4. Beer, M. and Nitin, N: Breaking the Code of Change, USA: Harvard Business School Press.
5. Pettigrew, A. and Whipp, R.: Change Management for Competitive Success, New Delhi: Infinity Books.
6. Schein, E.H. and Beckard, R: Addison Wesley Series on Organization Development, USA: Addison Wesley Publishing Co.

M.Com. Semester: I 2025-26
Discipline Specific Elective (DSE)
MLPSE47001T: Managerial Leadership
(20 CIA + 80 EoSE. = Max. Marks: 100)

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours
Course Outcome: On successful completion of the course, the students will be able to: <ul style="list-style-type: none"> • Understand the different approaches to leadership. • Explore various contemporary leadership theories. • Recognize the importance of cultural and global perspectives in leadership. • Analyze the dynamics of power in leadership. • Develop essential leadership skills and styles. 		
SYLLABUS		
Unit I: Leaders and Leadership; Leaders and Managers; Trait approach, skills approach, style approach and situational approach; Women as leaders.		
Unit II: Charismatic Leadership; Transformational Leadership, Authentic Leadership, Trust and Leadership, Ethics and Leadership, Contemporary Leadership Roles.		
Unit III: Substitutes for Leadership, Leadership across cultures, Leadership in the new environment, Project GLOBE and the future of International Leadership Studies.		
Unit IV: Leadership and Power; The Distinction among power, authority and influence; The classifications of power, Contingency approaches to power, political implications of power, Global implications of power.		
Unit V: Important Perspectives in Leadership: Negotiation and Networking, Developing Leadership Skill, Leadership Styles of Indian Manager, Women & leadership		
SUGGESTED BOOKS		
<ol style="list-style-type: none"> 1. Fred Luthans: Organizational Behaviour. 2. Stephen P. Robbins, Timothy A. Judge, and Seema Sanghi: Organizational Behaviour, Person Prentice Hall. 3. Sampat P. Singh: Leading Lessons from Literature, Response Books. 4. Peter G. Northouse: Leadership: Theory and Practice, Response Books. 5. Fred Luthans and Bruce Avolio: The High Impact Leader, McGraw-Hill. 6. Paul Hersey and Kenneth H. Blanchard: Management of Organizational Behaviour: Utilizing Human Resource, Pearson Prentice Hall 7. Yukal, G.A.: Leadership in Organizations, Pearson Prentice Hall. 		

M.Com. Semester: I 2025-26**Discipline Specific Elective (DSE)****HRDSE47001T: Human Resource Development****(20 CIA + 80 EoSE. = Max. Marks: 100)**

Course Credits	No. of Hours Per Week	Total No. of Teaching Hours
4 Credits	4 Hours	60 Hours
Course Outcome: On successful completion of the course, the students will be able to: <ul style="list-style-type: none">• Understand the conceptual framework of HRD.• Differentiate between HRD and HRM, and comprehend the nature and assumptions of HRD.• Identify the sub-systems and mechanisms of HRD, design HRD systems, and understand the qualities required for an HRD manager.• Analyze HRD activities and comprehend training & development• Understand the concept of organization development and its interventions. Develop insights into emerging issues in HRD.		
SYLLABUS		
Unit I: Conceptual Framework of HRD, Meaning, Characteristics, Objectives, Scope, Need and Importance of HRD. Distinction between HRD and HRM, Nature of HRD, HRD Framework, Assumptions of HRD, HRD Culture.		
Unit II: Sub-systems and Mechanisms of HRD, HRD Matrix, Principles of Designing HRD Systems, Functions of HRD Department and Qualities required for HRD manager. HRD Activities: Organisation of HRD Activities Communication of HRD efforts. Determination of HRD needs. Design of HRD Strategies. HRD for Workers and Executives. HRD Culture, Appraisal of HRD efforts.		
Unit III: Training & Development: Objectives and Importance of Training, Training Need Assessment, Types and Methods of Training, Evaluation of Training Programme. Organization Development (OD): Objectives, various OD Interventions, Transactional Analysis, Sensitivity Training, Team Building.		
Unit IV: Career Planning, Succession Planning, Employee Counselling, Feedback, HRD in India. HRD Experiences: HRD in Manufacturing and Service industry, HRD in Government and Public Systems, HRD in Education, Health and other sectors. Comparative HRD-International Experiences.		
Unit V: Emerging Issues in HRD: Creating awareness and commitment to HRD. Industrial Relations and HRD. Utilisation of HRD efforts. Emerging trends and perspectives, Future of HRD.		
SUGGESTED BOOKS		
<ol style="list-style-type: none">1. Dayal Ishwar: Designing HRD Systems, New Delhi Concept. 19932. Kohil. Uddesh & Sinha, Dharmi P.: HRD-Global Challenges & Strategies in 2000 A.D. New Delhi, ISTD, 19953. Maheshwari, B.L. & Sinha, Dharmi P.: Management of Change through HRD New Delhi, Tata McGraw Hill, 1991.4. Pareek. U. etc.: Managing Transitions: The HRD Response, New Delhi, Tata McGraw Hill, 19925. Rao, T.V. etc. : Alternative Approaches & Strategies of Human Resource Development, Jaipur, Rawat, 1988.6. Silvera, D.N.: HRD: The Indian Experience, New Delhi, India, 1991.		