

ST. XAVIER'S UNIVERSITY
MCOM SEMESTER – I
Syllabus 2017

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

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.H., *Organizational Behavior*. McGraw Hill.
6. Pareek, U & Khanna, *Understanding Organizational Behaviour*. Oxford University Press.

Module 2 - HUMAN RESOURCE MANAGEMENT (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. Development :**
 - (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

PAPER 2: ECONOMICS FOR MANAGERS

(100 Marks)

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-cyclical 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)

Paper 3: BUSINESS STATISTICS

(100 Marks)

- 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.

Paper 4: ETHICS, VALUES AND GOVERNANCE (100 Marks)

1. Business Ethics - Concept, Nature, and Scope; Need and Importance, Ethical theories and approaches - The Teleological approach and the Deontological approach. Universalism vs. Ethical relativism, Utilitarianism, Ethical principles in business.

- 2. Ethics and Morality, Ethical dilemma,** Resolving ethical dilemma, Ethical decision making, Ethical competency, Conflict of interest.
- 3. Values** - Concept & Relevance in Business, Types of values, Values & ethical behaviour, Professional values.
- 4. Application of Ethics in Functional areas of business** - Marketing, Finance, HR, Information Technology.
- 5. Corporate Social Responsibility (CSR)** - Concept, Corporations and their social responsibilities, Carroll's Pyramid of Corporate Social Responsibility, CSR and strategy, Shareholder theory of the firm, voluntary guidelines, Regulatory mandates for CSR
- 6. Corporate Governance** - Concept, Definition, Corporations and their characteristics, Global Corporate Governance Practices
- Anglo-American Model
 - German Model
 - Japanese Model
- 7. Codes of Corporate Governance** - various Committee Reports - Global and Indian – Basic features and emphasis areas, Ethical governance, Probity in governance.
- 8. Regulatory framework of Corporate Governance** – Latest Companies Act and Clause 49 of Listing Agreement.
- 9. Corporate Misconduct & Misgovernance**
- Reasons for Corporate Misconduct
 - Whistle Blower's Protection
 - Factors Responsible for Obstructing Effective Corporate Governance Practices
- 10. Corporate Governance Issues** in Indian Family-Based Businesses.

Suggested Readings:

1. Business Ethics and Corporate Governance. ICFAI Center for Management Research, Hyderabad.
2. Chakraborty, S. K. Values and Ethics for Organizations. Oxford India Press.
3. Crane, A., & Matten, D. Business Ethics. Oxford University Press.
4. Petrick, J., & Quinn, J. Management Ethics: Integrity at Work. Response Books.
5. Reed, D., & Mukherjee, S. Corporate Governance, Reforms and Development. Oxford University Press.
6. Velasquez, M. G. Business Ethics: Concepts and Cases. Prentice Hall of India.
7. A C Fernando. Business Ethics: An Indian Perspective, Pearson India.
8. Subrata Sarkar & Jayati Sarkar. Corporate Governance in India, SAGE India.
9. S K Mandal. Ethics in Business and Corporate Governance, McGraw Hill Education.
10. Praveen B Malla. Corporate Governance: History, Evolution and India Story, Routledge.
11. Sunita Sharma. Corporate Governance in India, New Century Publication.