MCom SEMESTER III

Course Title: HUMAN VALUES & PROFESSIONAL ETHICS
Course Code:23MCM301

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3	1	0	4

About the Course:
This course (Human Values and Professional Ethics) on "MulyaPravah" creates a new paradigm towards a just and equitable world for all. It draws upon the innate space of universal values within people (individuals and communities) to plan and implement strategic change and generate measurable results. It develops the capacity of individuals, groups, and communities to look within them to source their inner potential and universal values to ensure that their actions enable justice and equity for all. It strengthens them to envision new patterns and leverages systemic and cultural change and economic and social transformation, through equitable actions.

Unit 1: Introduction to Indian Ethos

- ✓ Meaning of ethos and cultural essence of India
- ✓ Scriptures as the base of the Indian Knowledge System (IKS)
- ✓ Integrating the two methodologies: interiorization process for self-exploration, and
- ✓ exterior scientific pursuit for the prosperity of world
- ✓ The Law of Karma and Nishkama Karma (The Law of action and selfless action)
- ✓ Practical : Five hours of Yoga practice per week, Ethics through Music and Indian
- ✓ Poetry, Community Engagement

Unit 2: Human Values and Ethics

- ✓ Knowing the Self and the universal values that we stand for. This is self enquiry & self discovery
- ✓ Background conversations and deep listening, recognizing the assumptions that we make, the biases we have, and the implications for ethical action.
- ✓ Self-identity: distinguishing and embracing oneself (and others) four profiles (inner potential, social, professional, personality)
- ✓ Distinguish ideology, perspectives beliefs from embodying values.
- ✓ Practical : Self discovey, self enquiry and Mindfullness , Yama &Niyama of Ashthang Yoga

Unit 3: Constitutional Values and Global Citizenship

- ✓ Values embedded in the Preamble of the Indian ConstitutionIntegration of Human
- ✓ Rights and duties
- ✓ Directive principles and responsibilities as citizens of India
- ✓ Sensibility and responsibilities towards global environment, Loksangraha and
- ✓ VasudhaivaKutumbakam.
- ✓ Practical : Debates and Theatre on diversity and plurality, research on similarities and
- ✓ differences in the ethos of different countries .

Unit 4: Values and Skills for Youth

- ✓ Designing to make a difference through strategies using the Conscious Full Spectrum
- ✓ Response model
- ✓ Listening for commitment behind complaints to transform contentious arguments and
- ✓ Create a space for listening and change.
- ✓ Distinguishing judgement from discernment
- ✓ Being assertive and confident (assertiveness incorporates self-confidence)
- ✓ Practical : Development of concentration among students through music, fine arts,
- ✓ mathematics, sports, yoga and mindfulness

Unit 5: Integrated Personality and Well-being

- ✓ The three gunas (qualities of sattva—purity and harmony, rajas —activity and passion,
- ✓ tamas —darkness and chaos), the four antah-karanas (inner instruments), and
- ✓ panchkosha (five sheaths).
- ✓ Stress management: meditated personality and agitated personality.
- ✓ Oneness, non-duality, and equanimity
- ✓ Physical, mental, social, and spiritual well-being
- ✓ Practical : Talks on importance of the Ayurvedic concept of well being and nutrition,
- ✓ sports activities.

Suggested Readings:

1. Hitopadesh , ChaukhambaPrakashan, Varanasi.
2. NitiShatak, ChaukhambaPrakashan, Varanasi
3. Lama, D. 1999. Ethics for the New Millennium. New York: Riverhead
4. Goleman, D. 2008. What Makes a Leader? Boston: Harvard Business School Press.
5. Gardner, H. 2006. Five Minds for the Future. Boston: Harvard Business School Press.
6. Gandhi, Mohandas Karamchand. 1971. Pathway to God compiled by MS Deshpande
7. Books: Lama, D. 2012. Beyond Religion: Ethics for a Whole World. India: Harper Collins.
8. Kashyap, Subhash C. 2019 .Constitution of India. A handbook for students. New Delhi: National
9. Book Trust.
10. Blanchard, Kenneth and Peale, Norman Vincent. 1988. The Power of Ethical Management. New York: William Morrow and Company, Inc.
11. Mahadevan, B., Bhat, V.R. and Nagendra, P.R.N. 2022. Introduction to Indian Knowledge System.
12. Delhi: PHI.
13. Sharma, M. 2017. Radical Transformational Leadership: Strategic Action for Change Agents. Berkeley,
14. US: North Atlantic Books.
15. Shrimad Bhagavad-Gita (Part of the Mahabharata). 1994. Gorakhpur: Gita Press.SwamiHarshananda. 2000. The Birds' Eye View of the Vedas. Bangalore: Ramakrishna Math.
16. Rodriguez, S. and Juvva, S. 2018. Embodying Universal Values and Ethical Leadership in
17. Higher Education: Creating Change Agents for Social Transformation.
18. B. Chatterjee, A. Banerji and P. Arya (Eds.). Resolution to Resolve: Sustainability Practices in Industry and Education. New Delhi: Bloomsbury [ISBN: 978-938-74-7168-9].
19. Swami Prabhavananda and Isherwood, Christopher. 2003. Yoga Sutras; MaharshiPatanjali.
20. Translation and Commentary. Chennai: Sri Ramakrishna Math.

Course Title: INDIAN FINANCIAL SYSTEM
Course Code: 23MCM302

L	T	P	C.U.
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Course Outcomes (COs): After the completion of this course, students will be able to:-

CO1: Understand the role and function of the financial system in reference to the macro economy
CO2: Demonstrate an awareness of the current structure and regulation of the Indian financial services sector.
CO3: Evaluate and create strategies to promote financial products and services.
CO4: Understand Indian Capital Markets and the various Market Instruments introduced by the system for investment and tax savings
CO5: Understand the functions and working of the components and intermediaries of the financial system and how they are linked to each other.

Unit – 1:
Financial System : Introduction, Meaning, Characteristics, Significance, Components and Structure of Indian Financial System, Evolution of Financial System in India, Financial Markets- Functions and Significance of Primary Market, Secondary Market, Capital Market and Money Market Functions and its Instruments.

Unit – 2:
Financial Intermediaries and Regulatory: Introduction – Role of Financial intermediaries in capital markets; The Securities Exchange Board of India (SEBI) - Organization and Objectives; Reserve Bank of India – Organization, Management, Role & Function and Credit Control; Objectives and Functions of IDBI, SFCs, SIDCs, LIC, EXIM Bank; Mutual Funds - Features and Types.

Unit – 3:
Commercial Banks - Evolution, Management and Organizational setup, Assets & Liabilities, Theories of Liquidity Management, Management of Primary & Secondary Reserve, and Management of Loans.

Unit – 4:
Development Banks - Development Banks in India: Types, functions, growth, structure & working of Development Banks; Non-Banking Financial Companies - Importance, Scope, Characteristics, Functions, Types, Regulations, MBFCs; Regional Rural Banks - Objectives, Features, Evaluation, and Major RRBs.

Unit – 5:
Foreign Exchange Market: origin of the concept of foreign exchange, the difference between fixed and floating rates. Foreign exchange transactions and the derivatives instruments traded in foreign exchange market such as forwards, futures, swaps, and options.

Suggested Readings:

1. Avdhani,"Investment and Securities markets in India", Himalaya Publications
2. Bhole, L. M. "Financial Markets and Institutions', Tata McGraw Hill
3. Khan, M.Y. "Indian Financial System", Tata McGraw Hill
4. Srivastava R.M."Management of Indian Financial Institution" Himalaya Publishing House

Course Title: SUMMER INTERNSHIP REPORT AND VIVA
Course Code: 23MCM303

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Course Outcomes (COs): After the completion of this course, students will be able to:-

CO1: Apply theoretical knowledge and skills acquired during the MCom program to real-world business scenarios encountered during the summer internship.

CO2: Demonstrate effective communication skills by preparing a comprehensive and well-structured internship report that clearly presents the internship activities, projects, and outcomes.

CO3: Apply critical thinking and problem-solving skills to analyze and evaluate the internship experience, identifying strengths, weaknesses, challenges, and areas for improvement.

CO4: Reflect on personal and professional growth achieved during the internship, identifying valuable lessons, skills developed, and areas for further development.

CO5: Present and defend the internship report and findings in a viva voce examination, showcasing the ability to articulate ideas, respond to questions, and provide clear justifications for the internship outcomes and recommendations.

Course Description: The MCom Summer Internship Report and Viva course is designed to provide students with an opportunity to apply their knowledge and skills acquired throughout the MCom program in a real-world business setting. The course emphasizes practical learning, professional development, and reflective analysis of the internship experience. Students are required to complete an internship during the summer break and prepare a comprehensive report documenting their internship activities and outcomes. Additionally, students will participate in a viva voce examination to orally present and defend their internship findings.

Course Objectives:

1. Apply theoretical knowledge and skills gained in the MCom program to practical business situations.
2. Gain hands-on experience in a professional work environment and develop industry-specific skills.
3. Demonstrate effective communication, problem-solving, and critical thinking skills in the internship setting.
4. Reflect on the internship experience and identify areas for personal and professional growth.
5. Present and defend the internship report and findings in a viva voce examination.

Course Components:

1. Internship Placement: Students are responsible for securing an internship position with an approved organization or company during the summer break.
2. Internship Report: Students are required to prepare a comprehensive report documenting their internship activities, projects, and outcomes. The report should include an introduction, objectives, methodology, analysis, conclusions, and recommendations.
3. Viva Voce Examination: Students will participate in an oral examination (viva voce) where they will present and defend their internship findings before a panel of faculty members.

Assessment Methods:

- Internship Report Evaluation: The internship report will be assessed based on the quality of content, analysis, organization, and presentation.
- Viva Voce Examination: The viva voce examination will assess the student's ability to effectively communicate and defend their internship findings.

Specialization- Group A- Finance & Accounting

Course Title: CORPORATE TAX PLANNING

Course Code: 23MCMF304

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Course Outcomes (COs): After the completion of this course, students will be able to:-

CO 1: Proficiency in corporate tax laws and regulations.
CO 2: Ability to identify tax-saving opportunities for businesses.
CO 3: Skill in creating tax-efficient business structures.
CO 4: Knowledge of tax implications in corporate decision-making.
CO 5: Application of tax planning strategies to optimize corporate tax liabilities.

Unit – 1:

Tax Planning: Concept, Nature, Scope of Tax Planning; Framework for Direct Taxation in India; Tax Laws and Schemes in India; Companies residential Status; Tax Incidence; Tax Concession and incentives for corporate decision; Tax liability; Tax on distributed profits; tax planning for depreciation; carry forward and set off losses; Tax Avoidance, Tax Evasion and Tax Planning.

Unit – 2:

Tax Planning Area : Tax planning with reference to setting up of a new business: Locational aspect, nature of business, form of organization. Tax planning with reference to financeal management Decision -Capital structure, dividend including deemed dividend and bonus shares; Purchase of Assets out of own Funds or out of Borrowed Funds.

Unit – 3:

Tax Planning in Special Situations : Tax planning with reference to specific management decisions- Make or buy; own or lease; section 43B. Tax planning with reference to employees' remuneration. Tax planning with reference to sale of scientific research assets.

Unit – 4:

International Taxation - Double Taxation Avoidance Agreements (DTAA), Double Taxation Relief Agreement with Foreign Countries or Specified Territories, Countries with which no agreement exists. Transfer Pricing Issues (Including International & Domestic Transactions), Application of Generally accepted Cost Accounting Principles and Techniques for determinations of Arm's Length Price. Advanced Pricing; Agreements (APA)- Concept & Application.

Unit – 5:

Goods & Services Tax Act, 2017 Overview of GST Act- Registration & Exempted Goods & Services. Meaning and Scope of Supply of Goods & Services. Time & Valuation of Supply, Types of Supply. Tax provisions related to Input Tax Credit, ISD. Tax provisions related to Job Work & E-Commerce

Suggested Readings :

1. Dr. Girish Ahuja& Dr. Ravi Gupta Simplified Approach to Corporate Tax Planning & Management (Bharat Law House).
2. Singhania V K &Singhania Monica, Corporate tax planning and Business tax procedures, Taxmann publications.
3. Singhania V K &Singhania Monica ,Systematic Approach to Income Tax and Central Sales Tax
4. Girish Ahuja and Ravi Gupta Corporate Tax Planning & Management Bharat Law House 2014
5. Dr. B B Lal, Direct Taxes, Konark Publications
6. Rajeev Puri and Puja Gaur, Corporate Tax Planning and Management,
7. Ready Reckoner Taxmann- Goods & Service Tax, 2017
8. TAXMANN's Basics of GST, Nitya Tax Associates, 2017

Course Title: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

Course Code: 23MCMF305

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Course Outcomes (COs): After the completion of this course, students will be able to:-

CO 1: Profound understanding of security analysis techniques.
CO 2: Sound knowledge of portfolio management strategies.
CO 3: Ability to evaluate investment risks and returns.
CO 4: Skill in constructing and optimizing investment portfolios.
CO 5: Application of financial theories to make informed investment decisions.

Unit – 1:

Nature and Scope of Investment Management and Portfolio Analysis: Overview Basics of stock markets. Investment versus Speculation, Investment Alternatives and Their Evaluation, Financial Markets, Portfolio Management Process, Approaches to Investment Decision Making, Common Errors in Investment Management, and Qualities of Successful Investing. Role of Portfolio Management, Portfolio Management Practices in International markets.

Unit – 2:

Basic Concepts and Methods - Risk and Return –Measuring Historical Return, Measuring Historical Risk, Measuring Expected (Ex Ante) Return and Risk. Fundamental Analysis: Economic Analysis, Industry Analysis , Company Analysis Framework Technical Analysis : Basic Tenets of Technical Analysis – Dow Theory – Behavior of Stock Prices – Major Trends – Charts and Trend Lines – Resistance and support Lines – Different Patterns, Elliot Wave Theory, Efficient market theory.

Unit – 3:

Modern Portfolio Theory - Portfolio Theory: The Benefits of Diversification, Diversification and Portfolio Risk, Portfolio Return and Risk, Measurement of Co movements in Security Returns, Calculation of Portfolio Risk, Efficient Frontier, Optimal Portfolio. Capital Asset Pricing Model – Assumptions – Inputs Required for Applying CAPM, The Capital Market Line – Security Market Line, Pricing of Securities with CAPM. FAMA French Model, Limitations for all models.

Unit – 4:

Equity Valuation - Equity Valuation: Balance Sheet Techniques- Book value, Liquidation value, Replacement cost. Discounted Cash Flow Techniques: Dividend discount model, Free cash flow model. Relative Valuation Techniques: Price-earnings ratio, Pricebook value ratio, Price-sales ratio.

Unit – 5:

Portfolio Management - Specification of Investment Objectives and Constraints, Selection of Asset Mix, Formulation of Portfolio Strategy, Selection of Securities, Portfolio Execution, Portfolio Revision, Performance Evaluation. Latest Developments, Trends and Practice. Structure of Forward and Future Markets. Interpretation of Future and Option Price Quotations.

Suggested Reading –

1. Fisher & Jordon: Security Analysis and Portfolio Management
2. Jack clark Francis: Management of Investments McGraw hill.
3. Markowitz: Portfolio Selection yale University Press, yale.
4. Boltem: Security analysis and Portfolio Management.
5. Jones Tuttle, Healton: Essentials of Modern Investments.
6. Prasannachandra, International management Tat McGraw Hill New Delhi.
7. Avdhani, V.A, Investment and Security Market in India, Himalaya Publishing house, 3 rd Edition.

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Course Title: ACCOUNTING FOR PLANNING & CONTROL
Course Code: 23MCMF306
Course Outcomes: After completion of the course, the student will be able to -

CO1: Understanding Planning and Control: Demonstrate a comprehensive understanding of the concepts and principles of planning and control in the context of accounting. Understand the importance of planning and control in organizational decision-making processes.

CO2: Applying Costing Techniques: Apply various costing techniques, such as cost behavior analysis, cost classification, cost-volume-profit analysis, and activity-based costing, to support planning and control activities. Use costing information to make informed decisions and improve organizational performance.

CO3: Budgeting and Performance Evaluation: Understand the budgeting process, including the preparation, implementation, and monitoring of budgets. Evaluate organizational performance using budget variances and other performance measurement techniques. Analyze and interpret budgetary reports to identify areas for improvement.

CO4: Strategic Management Accounting: Apply strategic management accounting techniques to support strategic planning and control. Understand the role of value chain analysis, strategic cost management, and performance measurement in aligning organizational goals and strategies.

CO5: Emerging Issues in Planning and Control: Identify and analyze emerging trends, issues, and challenges in accounting for planning and control. Demonstrate awareness of topics such as environmental accounting, sustainability, ethical considerations, and the impact of technological advancements on planning and control practices.

Unit 1:

Introduction to Accounting for Planning & Control: Overview of planning and control; Role of accounting in planning and control; Key concepts and terminology

Unit 2:

Cost Concepts and Budgeting: Cost behavior and cost drivers; Cost classification (e.g., fixed costs, variable costs, semi-variable costs); Cost-volume-profit analysis; Introduction to budgeting; Types of budgets (e.g., master budget, flexible budget); Budgeting process

Unit 3:

Performance Measurement and Evaluation: Key performance indicators (KPIs); Balanced scorecard approach; Performance evaluation techniques (e.g., return on investment, residual income); Responsibility accounting

Unit 4:

Capital Budgeting and Strategic Management Accounting: Time value of money concepts; Capital budgeting techniques (e.g., net present value, internal rate of return); Risk analysis and

sensitivity analysis; Capital rationing and project selection; Strategic planning and control; Value chain analysis; Performance measurement in strategic context; Strategic cost management techniques.

Unit 5:

Emerging Trends and Contemporary Issues in Accounting for Planning & Control: Environmental accounting and sustainability; Strategic performance measurement systems; Ethical considerations in planning and control; Advances in technology and its impact on accounting

Suggested Readings -

1. Drury, C. M. (2013). Management and cost accounting. Springer.
2. Burke, R. (2013). Project management: planning and control techniques. John Wiley & Sons.
3. Macintosh, N. B., &Quattrone, P. (2010). Management accounting and control systems: An organizational and sociological approach. John Wiley & Sons.
4. Zimmerman, J. L. (2009). Accounting for decision making and control. McGraw-Hill Education.
5. Horngren, C. T., Datar, S. M., Foster, G., Rajan, M. V., &Ittner, C. (2009). Cost accounting: a managerial emphasis. Pearson Education India.
6. Gelinas, U. J., Dull, R. B., Wheeler, P., & Hill, M. C. (2017). Accounting information systems. Cengage learning.

Specialization – Group B – Marketing & Human Resource Management

Course Title: **INTERNATIONAL MARKETING**
Course Code: 23MCMM304

L	T	P	C.U.
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Course Outcomes (COs): After the completion of this course, students will be able to: -

CO1: Have developed an understanding of major issues related to international marketing
CO2: Have developed skills in researching and analyzing trends in global markets and in modern marketing practice
CO3: Be able to assess an organization's ability to enter and compete in international markets.
CO4: Prepare an international marketing plan.
CO5: Develop a comprehensive course of action for a business firm using formal decision making processes.

Unit – 1:

International Marketing: Introduction, Scope, Challenges, Orientation, Principles, Importance, Barriers, International Marketing vs. Domestic Marketing, Factors affecting International Marketing, MNCs and TNCs, Benefits of international marketing, Driving and Restraining Forces for International Marketing.

Unit – 2:

International Marketing and its Environment: Nature and Significance; complexities in international marketing; transition from domestic to transnational marketing; International market orientation- EPRG framework; International market entry strategies, International marketing environment and its impact on marketing decisions.

Unit – 3:

Marketing Mix: Product Decisions – Product Mix, Branding, Packaging and Labelling; Pricing Decisions – International Environmental Influences on Pricing Decisions, Global Pricing Objectives and Strategies; Distribution Strategies – International Channel System, Channel Strategy for New Market Entry; Promotion Decisions – Promotion Strategies, Role of Export Organization in International Communication.

Unit – 4:

Product and pricing decisions: Product planning for global markets, Standardization vs. Product adaptation; New product development; Management of international brands; Packaging and labeling; Provision of sales related services; Environmental influences on pricing decisions; International pricing policies and strategies.

Unit – 5:

Legal and Ethical Issues in International Marketing: Introduction, Nature of International Business Disputes and Proposed Action, Legal Concepts Relating to International Business, International Dispute Settlement Machinery, ethical Consideration in International Marketing and Marketing Communications.

Suggested Readings:

1. Albaum, G., &Duerr, E. (2013). International Marketing and Export Management (7th ed), New Delhi: Pearson Education
2. Cateora, Philip.,Gilly, Mary C., & Graham, John. (2014). International Marketing (15 ed). New Delhi: McGraw Hill
3. Cherunilam, F. (2015). International Marketing-Text and Cases (14 ed). New Delhi: Himalaya Publishing House
4. Keegan, W. J. (2011). Global Marketing Management (7th ed), New Delhi: Pearson Education
5. Srinivasan, R. (2011). International Marketing (3rd ed.), New Delhi: PHI Learning Pvt. Ltd.

Course Title: STRATEGIC MANAGEMENT
Course Code: 23MCMM305

L	T	P	C.U.
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Course Outcomes (COs): After completing this course, students should have developed a clear understanding of :-

CO1: Articulate the purpose of an organization's existence and communicating the same to all Stakeholder.
CO2: Analyze the key structural drivers in the business environment to identify opportunities, threats and strategic gaps.
CO3: Contrast the different bases of achieving competitive advantage and outline the means to achieve sustainability in a competitive environment for an SBU.
CO4: Understand the compelling needs of restructuring a firm and various ways of implementing the same.
CO5: Able to identify the key tasks for effective strategic implementation and assess how to align them.

Unit – 1:

Introduction, Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making.

Unit – 2:

Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness. Environmental Scanning, Industry Analysis, Competitive Intelligence ETOP Study, OCP, SAP Scanning.

Unit – 3:

Corporate Analysis, Resource based approach, Value-Chain Approach, Scanning Functional Resources, Strategic Budget and Audit. SWOT Analysis, TOWS Matrix, Various Corporate Strategies: Growth/ Expansion, Diversification, Stability, Retrenchment & Combination Strategy .

Unit – 4:

Process of Strategic Planning, Stages of corporate development, Corporate Restructuring, Mergers &Acquisitions, Strategic Alliances, Portfolio Analysis, Corporate Parenting, Functional Strategy, BCG Model, GE 9 Cell, Porters Model: 5 Force and Porters Diamond Model, Strategic Choice.

Unit – 5:

Strategy Implementation through structure, through Human Resource Management: through values and ethics. Mc Kinsey's 7S Model, Organization Life Cycle, Management and Control, Activity based Costing, Strategic Information System.

Suggested Readings:

1. Kazmi, Azhar; Business Policy and Strategic Management; McGraw-Hill Education. Fourth edition..
2 David, Fred; Strategic Management: Concepts and Cases; PHI Learning. Fifteenth edition

Course Title: HUMAN RESOURCE PLANNING & DEVELOPMENT

L	T	P	C.U.
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Course Code: 23MCMM306

Course Outcomes: After completing this course, students should have developed a clear understanding of :-

CO1: Understanding Human Resource Planning: Gain a comprehensive understanding of human resource planning concepts, its significance, and the factors influencing effective planning in organizations.

CO2: Workforce Planning and Talent Acquisition: Develop skills in conducting job analysis, estimating manpower requirements, and implementing recruitment strategies to acquire talented individuals for organizational roles.

CO3: Training and Development: Acquire knowledge and practical skills in assessing training needs, designing and delivering effective training programs, and implementing career development and succession planning initiatives.

CO4: Performance Management and Appraisal: Develop an understanding of performance management systems, performance appraisal techniques, and methods for providing constructive feedback to enhance employee performance.

CO5: Employee Engagement and Retention: Gain insights into employee engagement strategies, retention management techniques, and methods for fostering employee motivation and satisfaction.

Unit 1: Introduction to Human Resource Planning

- Overview of human resource planning
- Importance and benefits of human resource planning
- Linkage between human resource planning and organizational strategy
- Factors influencing human resource planning

Unit 2: Workforce Planning and Talent Acquisition

- Job analysis and job design
- Manpower forecasting and demand estimation
- Internal and external recruitment strategies
- Selection and placement processes

Unit 3: Training and Development

- Training needs analysis and assessment
- Designing and delivering training programs
- Evaluation of training effectiveness
- Career development and succession planning

Unit 4: Performance Management and Appraisal

- Performance management systems and processes

- Setting performance standards and goals
- Performance appraisal methods and techniques
- Feedback and performance improvement

Unit 5: Employee Engagement and Retention

- Employee engagement strategies and practices
- Retention and turnover management
- Employee motivation and rewards
- Employee satisfaction surveys and feedback mechanisms

Suggested Reading –

1. Bernardin, H. J., & Russell, J. E. (2006). Human resource management (p. 736). New York: Tata McGraw-Hill.
2. Gary, D. (2011). Human resource management. Pearson Education India.
3. Stone, R. J., Cox, A., & Gavin, M. (2020). Human resource management. John Wiley & Sons.
4. DeCenzo, D. A., Robbins, S. P., &Verhulst, S. L. (2016). Fundamentals of human resource management. John Wiley & Sons.
5. Bratton, J., Gold, J., Bratton, A., & Steele, L. (2021). Human resource management. Bloomsbury Publishing.