

## M.COM. SEMESTERS COURSE

### M.Com-I<sup>st</sup> Semester

MC-101	MANAGERIAL ECONOMICS
MC-102	ACCOUNTING THEORY
MC-103	STATISTICAL ANALYSIS
MC-104	ORGANIZATIONAL BEHAVIOR
MC-105	BUSINESS ENVIRONMENT

### M.Com-II<sup>nd</sup> Semester

MC-201	COST MANAGEMENT AND MANAGERIAL DECISION
MC-202	INTERNATIONAL BUSINESS
MC-203	MANAGEMENT INFORMATION SYSTEM
MC-204	SMALL AND MEDIUM ENTERPRISES MANAGEMENT
MC-205	Viva-Voce

### M.Com-III<sup>rd</sup> Semester

MC-301	RESEARCH METHODOLOGY
MC-302	STRATEGIC MANAGEMENT
MC-303	FINANCIAL MANAGEMENT AND CONTROL
MC-304	MARKETING MANAGEMENT
MC-305	HUMAN RESOURCE MANAGEMENT

### M.Com-IV<sup>th</sup> Semester (A student has to opt any one of the following groups)

#### **GROUP-1 FINANCE**

MC-F 401	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT
MC-F 402	FINANCIAL SERVICES
MC-F 403	CORPORATE TAX, PLANNING AND MANAGEMENT
MC-F 404	INTERNATIONAL FINANCE
MC-F 405	VIVA-VOCE

#### **GROUP-II APPLIED ECONOMICS**

MC-AE 401	PUBLIC ECONOMICS
MC-AE 402	MONETARY ECONOMICS
MC-AE 403	INDUSTRIAL ECONOMICS
MC-AE 404	RURAL AND AGRICULTURAL ECONOMICS
MC-AE 405	VIVA-VOCE

#### **GROUP-III HUMAN RESOURCE MANAGEMENT**

MC-HR 401	HUMAN RESOURCE TRAINING & DEVELOPMENT
MC-HR 402	HUMAN RESOURCE PERFORMANCE MANAGEMENT
MC-HR 403	MANAGEMENT OF TRANSFORMATION
MC-HR 404	LABOUR ECONOMICS
MC-HR 405	VIVA-VOCE

#### **GROUP-IV MARKETING**

MC-M 401	CONSUMER BEHAVIOUR
MC-M 402	RETAIL AND SUPPLY CHAIN MANAGEMENT
MC-M 403	ADVERTISING AND SALES MANAGEMENT
MC-M 404	MARKETING RESEARCH
MC-M405	VIVA-VOCE

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# M.Com-I<sup>st</sup> Semester

## PAPER- MC-101 MANAGERIAL ECONOMICS

### Course Outline

#### Unit 1

**Nature and Scope of Managerial Economics; Objective of the Firm-** Profit and wealth Maximisation.

**Fundamental Concepts-**Opportunity cost, Discounting principle, and time Perspective.

#### Unit 2

**Consumer Behaviour:** Determination of demand; Demand function; Indifference curve analysis: Characteristics of Indifference Curve and Consumer's Equilibrium; Types of Demand Elasticity.

#### Unit 3

**Production and Cost:** Production function, Concept of production, isoquants ridge lines, isocost lines, Expansion path and multi product firm, Cobbe-Douglas.

**Cost function:** Classification of Costs, incremental cost, its relevance in decision making, short run and long run cost functions. Law of Variable proportion.

#### Unit 4

**Price and output relationship under different market structures:** Perfect Competition, Monopoly, Discriminating monopoly. Monopolistic competition, oligopoly, duopoly, bilateral monopoly.

#### Unit 5

**Pricing practices:** Economics of Advertisement Costs, Barrier to entry. Skimming and penetrating pricing. Transfer pricing, Dumping and other practices.

### Suggested Readings:

1. Koutsiyannis, A. Modern Microeconomics, Macmillan press Ltd.(1998 Reprint)
2. Varian, Micro-Economic Analysis (ed.3) Norton,1992
3. Pindyck Robert S. and Daniel L. Rubinfeld, Micro Economics, Third edition, Prentice Hall of India, New Delhi,1996.
4. Madala G.S. and Ellen miller, Micro Economics, theory and Application, McGraw Hill, Book Company, New York.
5. Gould, John P.,Edward P. Lazear, Micro-Economics, Theory, Richard D. Irwin, Inc., Homewood illionis.
6. Sen Anindya, Micro- Ecomics: Theory and Applications oxford University Press, New Delhi,1999

# PAPER-MC-102 ACCOUNTING THEORY

## Course Outline

### Unit I

**Accounting:** Definition, Nature, Users of Financial Statements, Factors affecting accounting Environments, Accounting Principles.

### Unit 2

**Accounting Theory:** Concept, Classifications- Deductive and inductive events, Value and predictive approach of Accounting theory, Positive and normative theory of accounting.

### Unit 3

**Accounting Information dissemination:** Financial statements: Types, objectives, and limitations, Techniques of Financial Statement analysis – Funds flow and Cash Flow analysis.

### Unit 4

**Accounting Standards:** definition, need setting of standards-process, Accounting standards in India.

### Unit 5

**Contemporary Accounting Issues:** Accounting for price level changes, social accounting, segment reporting, interim reporting, Human Resource Accounting, Value added reporting, Environmental accounting.

### Suggested Readings:

1. L.S. Porwal: Accounting Theory – An Introduction, Tata McGraw-Hill Publishing Co. New Delhi.
2. Jawahar Lal: Accounting Theory and Practices, Himalaya Publishing House, Delhi.
3. Eldon.S. Hendriksen: Accounting Theory, Richard D. Irwin,
4. Ahmed Belkaoui: Accounting Theory, Quoram Books
5. Vernonkam : Accounting Theory, John Wiley and sons
6. Jawahar Lal: Corporate Financial Reporting, Taxmann, New Delhi.

# PAPER-MC-103 STATISTICAL ANALYSIS

## Course Outline:

### Unit 1

**Association of Attributes:** Dichotomy & Notations, Order of Classes, Fundamental set, Method for determining class- frequencies, consistency of data, Coefficient of Association.

### Unit 2

**Probability:** Basic Concepts, Types of Events, Rules of Addition & Multiplication, Bayes Theorem.

### Unit 3

**Probability- Distribution:** Binominal, Poisson & Normal Distribution.

### Unit 4

**Chi-square Test:** Its uses & conditions for its application, Test for Goodness of fit.

### Unit 5

**Sampling and its Distribution:** Methods of Sampling, Standard Error, type I & II Error, Level of significance, Point Estimation & Interval Estimation, Null & Alternate Hypotheses, Significance test of Sampling of Attributes, Sampling of Variables: Large and Small Samples.

## Suggested Readings:

1. Levin, R. I. and D.S. Rubin, Statistics for Management, Prentice Hall of India.
2. Spiegel, M.R. Theory and Problems of Statistics, Schaum Publishing Company.
3. Aczel, Amir D., Complete Business Statistics , McGraw Hill, 1999.
4. Kazmeir Leonard J. F. Pohl Statistics for Business and Economics, McGraw Hill International.

# PAPER-MC-104 ORGANIZATIONAL BEHAVIOR

## Course Outline

### Unit 1

**Organisational Behavior:** Concepts, determinants, models, Contributing disciplines to the organizational behavior. Foundations of Individual Behaviour: Personality, Attitude, Perception, Learning, Transactional Analysis, Johari Window.

### Unit 2

**Motivation and Leadership:** Theories of motivation: Need hierarchy, Two factor theory, theory Z, Maturity and Immaturity theory, Vroom's Expectancy theory, ERG, Equity and Cognitive Evaluation. Leadership Theories: Trait, Behavioral and Situational theories. Leadership styles.

### Unit 3

**Power, Authority and Conflict:** Basis of Power, Authority, Concept, sources of conflict, patterns, conflict resolution strategies.

### Unit 4

**Group Dynamics and Behaviour:** Concept and nature of groups, group formation, types of groups, group norms, cohesion. Techniques of group decision making.

### Unit 5

**Organisation culture and Development:** Concepts and determinants of organisational culture, organisation development-concept and intervention techniques, individual and organizational factors to stress, consequence of stress on individual and organization, management of stress.

## Suggested Readings:

- 1 Robbins S.P. Organizational Behavior, Prentice Hall of India, New Delhi.
2. Luthans, Fred, Organisation Behavior, McGraw Hill International, New York.
3. Prasad L.M. Organizational Behaviour, Sultan Chand & Sons, New Delhi.
4. Ashwathappa, K, Organizational Behavior, Himalya Publishing House, New Delhi.
5. Mishra M.N. Organizational Behaviour and Corporate Development, Himalya publishing House, New Delhi.

# PAPER-MC-105 BUSINESS ENVIRONMENT

## Course Outline

### Unit 1

**Business Environment:** Concept, Nature and Significance of business environment, Economic Systems; Culture and Business: Social Responsibility of Business.

### Unit 2

**Economic Planning in India:** Present Five Year Plan; Economic Reforms: Industrial policy and implementation: Second Generation reforms; Competition Policy; Fiscal Policy.

### Unit 3

**Environment Protection:** Issues; Measures & Consumer Protection Act.

### Unit 4

**EXIM Policy:** Foreign Investment Policy: Multinational Corporation: World Trade Organisation; FEMA 1999

### Unit 5

**International Business Environment:** International Economic Environment; International Political and Legal Environment.

## Suggested Readings:

1. Ashwathappa, K.; Business Environment for strategic Management.
2. Charunilam, Francis: Business Environment.
3. Charunilam, Francis: Business and Government
4. Shukla, M.B. Business Environment.
5. Ghosh, B.; Economic Environment of Business.

# M.Com-II<sup>nd</sup> Semester

## PAPER-MC-201 COST MANAGEMENT AND MANAGERIAL DECISIONS

### Course Outline

#### Unit 1

**Management Accounting:** Nature and functions; Role of Management Accountant.  
**Cost Concepts and Classifications;** Activity Based Product Costing- Concept and Uses; Emerging Costing Approaches.

#### Unit 2

**Variable and Absorption Costing:** Concept, Comparison, Applications of Variable Costing, Preparation of Income Statements.

**Cost- Volume-Profit (CVP) Analysis:** Contribution Margin; Break- Even Analysis; Profit Volume (P/V) Analysis.

#### Unit 3

**Relevant Information and Short-Run Managerial Decisions:** Managerial Decisions Making; Make/Buy, Add/ Drop, Sell/Process, Operate/Shut Down, Special Order, Product-Mix, Pricing Decisions. Optimal Use of Limited Resources.

#### Unit 4

**Budgeting :**Nature and functions; Preparation of Different types of Budgets, Fixed Versus Flexible Budgeting.

**Standard Costing:** Concept, Advantages; Types of Standards; Variance Analysis; Materials, Labour, Overhead; managerial uses of Variance.

#### Unit 5

**Responsibility Accounting and Divisional Performance Measurement:** Advantages and Disadvantages of Divisionalisation ; Concept of Responsibility Accounting; Responsibility Centre- Cost Centre, Revenue Centre, Profit Centre, Investment Centre, Responsibility Performance Reporting.

### Suggested Reading:

1. Atkinson Anthony A. Rajiv D. Banker, Robert Kaplan and S. Mark Young, Management Accounting, Prentice Hall, 2001.
2. Horngreen Charles T. And Gray L. Sundem and William O. Stratton, Introduction to Management Accounting , Prentice Hall of India 2006.
3. Drury Colin, Management And Cost Accounting, Thomson Learning,2001.
4. Garison R.H. and E.W. Noreeb, Managerial Accounting, McGraw Hill,2000.
5. Ronald W. Hilton, Managerial Accounting, McGraw Hill Education,2006.
6. Jawahar Lal, Advanced Management Accounting, Text, Problems and Cases, S. Chand & Co., New Delhi,2009.
7. Vij, Madhu, management Accounting, Mc Millan,2008.

# PAPER-MC-202 INTERNATIONAL BUSINESS

## Course Outline

### Unit 1

**Theoretical Foundations of International Trade:** Reasons for International trade; theories of international trade; Gains from trade; Foreign trade multiplier; Terms of trade.

### Unit 2

**Instruments and Policy:** Balance of Payment Account; Current and Capital Account Components and Accounting System; Balance of Payment deficits and adjustment polices. Tariffs, quotas and other measures and their effects; World Trade and protectionism.

### Unit 3

**International Business Environment:** Framework for analyzing international business environment; Domestic and foreign environments and their impact on international business decisions; World trading environment- pattern and structure of world trade in goods and services; Counter trade.

### Unit 4

**International Economic Institutions and Agreements:** WTO, IMF, World Bank, UNCTAD, GSP, GSTP, and other International agreements and treaties.

### Unit 5

**Regional Economic Integration:** Free trade area, customs union and common market; Theory of customs union; Trade creation and diversion effects; Regionalism Vs Multilateralism, Regional Economic Cooperation. Contemporary Developments and Issues in International Business.

### Suggested Readings:

1. Danoes John D. Radebaugh, Lee H. and Daniel P. Sullivan International Business: Environment and Operations, 12<sup>th</sup> ed, Prentice Hall, 2009.
2. Griffin, Ricky W. and Pustay, Michael W, International Business: A Managerial Perspective, Prentice Hall,2009
3. Hill, Charles, W.L., International Business, McGraw Hilll Company, New York, 2009
4. Ball, Donald, Wendall H. McCulloch, Hichael Geringer, Michael S. Minor and Jeanne M. McNett, International Business: The Challenge of Global Competition, 12<sup>th</sup> edition, 2009, McGraw Hill Co.

## Course Outline

### Unit 1

**Introduction:** Meaning, Role and Limitations of MIS.

Information- Role, Characteristics and sources. Systems view of MIS; System Analysis T.P.S, D.S.S, and Programmed systems. Internal structure of MIS.

### Unit 2

**Computerized MIS:** Manual Vs Computerized MIS Physical structure of computer. Input and output devices, computerized decision making

### Unit 3

**Planning MIS:** Data base management system, Determining information requirements including Database requirements. Strategic planning in different functional areas, planning techniques. Designing MIS: Conceptual design, Identifying MIS constraints, Detailed Design Input and output design.

### Unit 4

**Implementation:** Tasks involved in implementation, conversion strategies, Behavioral implications, strategies to overcome resistance, Causes of information system failures.

### Unit 5

**Control & Evaluation Of MIS:** Meaning and Scope; Computer crime, ethics and Social issues. Security Privacy and control, System audit, Evaluating MIS.

## Suggested Readings:

1. Laudon and Laudon (1996): Management Information System, IV Ed. Prentice Hall India (Pvt.Ltd), New Delhi.
2. James O. Brien (1998): Management Information Systems: Managerial End User Perspective, Galgotia Pub., New Delhi.
3. Davis G.B.and M.H.Olson (2000): Management Information Systems: Conceptual Foundations Tata MCGraw Hill, New Delhi.
4. Arora, A. and A., Bhatia (1999): Information System For Managers, Excel Books, New Delhi.
5. Basandra Suresh K: Management Information systems.

# **PAPER-MC-204 SMALL AND MEDIUM ENTERPRISES MANAGEMENT**

## **Course Outline**

### **Unit 1**

**Entrepreneurship:** Concept and Theories, Environmental factor affecting Development of entrepreneurship.

### **Unit 2**

**Role of Small and Medium Enterprises (SMES);** Role of SMEs in Indian Economy, Problems of SMEs in India, Institutional support.

### **Unit 3**

**Management of SMEs :** Production, Marketing, Personnel and Financial Management issues related to SMEs

### **Unit 4**

**Sickness and Turnaround-** Meaning, Causes, prevention & remedies, Role of BIFR, Technology up-gradation.

### **Unit 5**

**Creativity and Innovation:** Creativity- Nature, Constituents, Types. Techniques of Creative Thinking- Focus Groups, Brainstorming, Attitude Analysis. Innovation- Types and phases, Knowledge Management and its role in innovation.

### **Suggested Readings:**

1. Vasant Desai, Dynamics of Entrepreneurship Development and Management Himalaya Publishing House, Delhi.
2. S.S. Khanka, Entrepreneurship & Small Business Management, S. Chand & Sons, New Delhi.
3. M.B.Shukla, Entrepreneurship & Small Business Management, Kitab Mahal. Allahabad, U.P.
4. Zimmever & Scarborough; Essential of Entrepreneurship& Small Business Management, Prentice Hall of India.
5. Nandan, Fundamentals of Entrepreneurship Management, Prentice Hall of India.

# M.Com-III<sup>rd</sup> Semester

## PAPER-MC-301 RESEARCH METHODOLOGY

### Course Outline

#### Unit 1

**Introduction:** Nature, Scope and Significance of Business Research Methodology, Methods of Research, Research- Process, Types of research design, Charaterics of socio-economic research.

#### Unit 2

**Research Problem:** Selection and formulation of research Problems, Defining the Scope and Significance.

#### Unit 3

Research Methodology, Sampling Design and Techniques. Hypotheses.

#### Unit 4

**Analysis of Data:** Types of Data and their characteristics, Methods of data collection: Questionnaire, Schedules, Interview, Observation, Sources of Secondary Data, and Scaling Techniques. Scrutiny, Tabulation and analysis of data.

#### Unit 5

**Interpretation of Data and Preparation of Report:** Different statistical techniques of data analysis, Interpretation, Report Writing, Presentation, Footnotes, References, Bibliography, Appendices.

#### Suggested Readings:

1. Anderson, Durason and Poole- Thesis and Assignment, Wiley Eastern Ltd.
2. Pauline, V. Young- Scientific Social surveys and Research, Prentice Hall of India.
3. Kothari, C.R.- Research Methodology: Methods and techniques, Wiley Eastern
4. Redman and Mory- The Romance of Research.
5. Ackoff, R.L.- The design of Social research, Chicago University Press
6. Tandon, B.C.- Business Research Methodology
7. Kerlinger, F.- Research Methodology
8. Lokesh Kaul- Research Methodology
9. Festinger- Research Methodology
10. Luck, D.J., Wales, H.G. Taylor, D.A. & Rubin, R.S.- Marketing Research, Prentice Hall of India.
11. Tull, D.S. and Hawkins, D.I.- Marketing Research: Measurement and Methods, McMillan.
12. Brown, F.E.- Marketing Research, Addison Wesley USA
13. Green, R.E. And Tull, D.S.- Research for Marketing Decisions, Prentice Hall of India.
14. Ferber, R.- Marketing Research, McGraw Hill Book Company.

# PAPER-MC-302 STRATEGIC MANAGEMENT

## Course Outline

### Unit 1

**Introduction:** Concept and Role of Corporate Strategy .Levels of Strategy. Approaches to Strategic Decision-Making. Strategic Role of Board of Directors and Top Management.

### Unit 2

**Strategic Analysis:** Analysis of Broad Environment – Environment Profile; Constructing Scenarios. Analysis of Operating Environment- Michael Porter’s Model of Industry Analysis. Analysis of Strategic Advantage. SWOT Analysis. Corporate Mission, Vision, Objectives and Goals;

### Unit 3

**Strategic Choice:** Generating Alternatives. Strategic options at corporate Level- Stability, Growth and Defensive Strategies. External Growth Strategies- Merger, Acquisition, Joint-Venture and Strategic Alliance.

### Unit 4

**Strategic Implementation:** Strategic implementation issues. Planning and Allocating Resources. Functional Strategies- Production, Human Resource, Finance, Marketing and Research and Development. Managing Strategic Change. Strategic Control.

### Unit 5

**Strategic Review:** Evaluating Strategic Performance- Criteria and Problems.

## Suggested Readings:

1. Ansoff, H. Igor, R.P. Decorch and R.I.Hayes, From Strategic Planning to Management, Wiley, 1976.
2. Arthure A. Thompson et.al Crafting and Executing Strategy: Text and Readings, 15th ed. McGraw Hill, 2007
3. Grant, Robert M. Contemporary Strategy Analysis,5th ed., Blackwell Publishers, Massachussets,U.S.A., 2005
4. Hitt M.A. et.al., Strategic Management, South Western,2009.

# PAPER-MC-303 FINANCIAL MANAGEMENT AND CONTROL

## Course Outline

### Unit 1

**Financial Management:** Nature, Objectives and Scope; Financial Decision-Making and types of Financial Decisions, Role of a finance manager in a firm.

### Unit 2

**Capital Structure:** Concept, Theories of Capital Structure ; Determinants of Capital Structure .Optimal Capital Structure.

**Leverage:** Types of leverage and its impact on valuation of the firm.

**Cost of Capital:** Computation of Cost of Capital of various components of Capital; weighted average Cost of Capital.

### Unit 3

**Capital Budgeting Decisions:** Nature and Kinds of Capital Budgeting Decisions; Techniques of evaluating Capital budgeting decisions, Capital Rationing.

### Unit 4

**Working Capital Planning and Management:** Basics of working capital planning and management; Estimating Working Capital Requirement; working capital policy and management of cash, account receivables and inventories.

### Unit 5

**Dividend Decisions;** Dividend and its forms; Theories of Dividend policy and their impact on the value of a firm; determinants of dividend policy. Model of Dividend: Walter, Gordon, and M M Model.

## Suggested Readings:

1. Pandey,I.M., Financial Mangement, 9th edition, Vikash Publishing House Pvt LTD.
2. Van Horne, James C., Management and policy, 12th ed. Prentice Hall of India, 2008.
3. Srivastatva R.M.,
4. Financial Management
5. Kulkarni,P.V., Financial Management
6. Bhalla V.K., Financial Management.
7. Gupta,S.P., Financial Management (Hindi and English Edition)

# PAPER-MC-304 MARKETING MANAGEMENT

## Course Outline

### Unit 1

**Introduction:** Evolution of marketing concept, Modern concept of marketing; Marketing management process- a strategic perspective, Significance of Scanning Marketing Environment.

### Unit 2

**Product Decisions:** Product concept and classification, Major product decisions, New Product Development, Consumer adoption and innovation diffusion.  
Product life cycle: Concept and appropriate strategies to be adopted at different stages.

### Unit 3

**Pricing Decisions:** Objectives of Pricing, Factors affecting price of a Product; Procedure for setting price, Pricing policies and strategies.

### Unit 4

**Distribution Decisions:** Channels of Distribution- Concept and importance, different types of Distributions, Channel management, Selection, Motivation and performance appraisal of distribution middlemen, Retailing and wholesaling in Indian perspective.

### Unit 5

**Promotion Decisions:** Meaning and importance of promotion, Communication process; promotion tools- their effectiveness; Determining optimal promotion mix; Developing and implementing a promotional campaign, Promoting through Internet.

## Suggested Readings:

1. Kotler Philip and Kevin Keller, Marketing Management 13<sup>th</sup> ed. Pearson prentice, 2010.
2. Kotler, Philip, and Gray Armstrong, Principles of marketing, 12<sup>th</sup> ed. Pearson prentice Hall, 2010.
3. Etzel, Michael j. Bruce J. walker and William j. Stanton, Fundamentals of Marketing 11<sup>th</sup> ed. McGraw Hill, 2008.
4. Mc Carthy, E. Jerome, Joseph P. Canon and William d. Perrault, Jr., Basic Marketing; A Managerial Approach, 9<sup>th</sup> ed. McGraw Hill, 2008.
5. Kotler, Phillip, Keller, Abraham Koshy, Mithileshwar Jha, Marketing Management; A South Asia Perspective, 13<sup>th</sup> ed, Pearso, India, 2008.

# PAPER-MC-305 HUMAN RESOURCE MANAGEMENT

## Course Outline

### Unit 1

**Strategic Human Resource Management:** Nature, Functions and Themes. Role of HR Manager, Human Resource Planning. Career planning and Succession-Approaches and Issues.

### Unit 2

**Job Analysis and Job Design:** Job Analysis Techniques, Job Evaluation Techniques, Job Description, Job Specification, Job Design Approaches, and Job Characteristics. Competency Mapping.

### Unit 3

**Recruitment, Selection, Training and Development:** Factors affecting recruitment, sources of recruitment (internal and external) , basic selection model , psychological tests for selection. Training and development-techniques.

### Unit 4

**Performance Appraisal and Management:** Objectives, Process, Methods of Appraisal. Diversity at work, Managing diversity, Causes and Paradox of diversity with special reference to handicapped, women and ageing.

### Unit 5

**Compensation Management:** Wage Vs Salary, Determination of compensation, Incentives Schemes, Fringe Benefits and Labor Welfare.  
Employees Relations: Grievances and Handling

## Suggested Readings:

1. De Cenzo and Robins, Fundamentals of Human Resource Management. Prentice Hall of India.
2. De Cenzo, David A. and Robbins. S.P. Fundamentals of Human Resource Management, Wiley and Sons Ltd., John,
3. Flippo, Edwin B., Personnel Management, MC Graw Hill.

# M.Com-IV<sup>th</sup> Semester

## GROUP-1 FINANCE

### PAPER-MC-F 401 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

#### Course Outline

##### Unit 1

**Introduction:** Nature, Process, and Scope of financial assets investment decisions; Structure of Indian Securities Market-An overview; Sources of Financial Information.

##### Unit 2

**Securities Analysis:** Two-parameters frame work; Understanding of return and risk of a security; Types of return and risk; Sources of risk.

##### Unit 3

**Analysis of fixed-income Securities:** Bond fundamentals; Valuation of bonds; Analysis of risk in bonds; Certificate of Deposits.

**Analysis of variable-Income securities (Equity):** Approaches to security (Equity) analysis, Fundamental Analysis, Technical analysis, Efficient market hypothesis.

##### Unit 4

**Portfolio Theories and Management:** Traditional and Modern Portfolio Theories; Markowitz Model; Sharpe's Single Index Model; Capital Assets Pricing model (CAPM) and Arbitrage Pricing Model (APT); Performance Evaluation of Portfolios, Problems Associated with Revision of Portfolio.

##### Unit 5

**Financial Derivatives:** Future, Options, Portfolios of future and option synthetics.

#### Suggested Readings:

1. Fischer Donald E. and Ronald J. Jordan, Security and Portfolio Management, 6<sup>th</sup> edition Prentice Hall of India, 2007
2. Frank K. Reilly and Keith C. Brown, Investment Analysis and Portfolio Management, 8th Edition, Thomson, 2007.
3. Sharpe William F, and Bailley Jeffer V, Alexander Gordon J, Investment, 6<sup>th</sup> Edition, Prentice Hall of India, 1995.
4. Hull J.C. Options, Future and other Deerivatives, 6th Edition Prentice Hall,1997.

# PAPER-MC-F 402 FINANCIAL SERVICES

## Course Outline

### Unit 1

**Financial System and Markets:** Financial systems and economic development, Indian Financial system-An overview. Financial Market: Money Market- Meaning, Component and Instruments of Money Market. Capital Market; Primary and Secondary Market, Role of SEBI and Recent developments.

### Unit 2

**Financial services:** Meaning, Characteristics, Kinds of Financial Services, Financial Intermediaries rendering financial services.

### Unit 3

**Merchant Banking:** Origin, Meaning and Evolution of Merchant Banking, Functions of Merchant Banker. SEBI Guidelines and Code of Conduct for Merchant Banker. Underwriting: Concept and Importance, Functions of Underwriting business, SEBI Guidelines with regard to Underwriting.

### Unit 4

**Credit Rating and Factoring:** Concept, Need and Importance. Objectives of Credit Rating. Agencies in India. Factoring: Concept, Functions and Types of Factoring, Factoring Vs Forfaiting. Depositories System and Dematerialisation of Shares.

### Unit 5

**Other Financial Services:** Lease Financing and Hire Purchase: Meaning and Features, Types of Lease Financing. Venture Capital: Meaning, Features, Types and Stages of Ventures Capital Financing. Mutual Funds: Meaning, Types, Performance & Problems of Mutual Funds in India, SEBI Guidelines.

## Suggested Readings:

1. Avadhani. V. A. : Investment and Securities Markets in India
2. Bholal L.M. : Financial market and institutions
3. Bhalla V.K. : Financial market and Services
4. James C. Van Horne : Functions and Analysis of Capital Market
5. James C. Van Horne : Financial Market Rates and Flows
6. Khan M.Y. : Indian Financial System
7. Machiraju, H.R. : Merchant Banking
8. Srivastava, R.M. : Indian Financial System-The Changing Scenario.
9. Srivastava, R.M. : Management of Indian Financial Institutions

## **PAPER-MC-F 403 CORPORATE TAX PLANNING AND MANAGEMENT**

### **Course Outline**

#### **Unit 1**

**Computation of Corporate Tax:** Computation of Taxable Income of Companies and Corporate Tax Liability, Minimum Alternate Tax, Tax on Distribution Profits of Domestic Companies.

#### **Unit 2**

**Tax Planning:** Nature, Scope and Problems of Tax Planning, Methods of Tax Planning, Tax Management, Tax Evasion and Tax Avoidance.

Implication of tax Concessions and incentives for business decision in respect of setting-up a new business, location and nature of business.

#### **Unit 3**

**Tax Planning related to Financial Management Decisions:** Capital structure decisions, Dividend Policy, Bonus Shares, Investments and Capital Gains.

#### **Unit 4**

**Tax Planning with Specific Business Decisions:** Make or Buy; Own or Lease; Repairs, Replacement or Renovation; Shut-down or Continue; Invest or Disinvest, Export or Domestic Sales; Purchase of assets- out of own Funds or Borrowed Capital.

#### **Unit 5**

**Tax Planning in Respect of Merger and Acquisition.**

### **Suggested Reading:**

1. Ahuja G.K. and Ravi Gupta: Systematic Approach to income Tax and Central Sales Tax, Bharat Law House, New Delhi.
2. Lakhotia, R.N; Corporate Tax Planning, Vision publication Delhi.
3. Singhania, V.K. Direct Taxes: Law and Practice, Taxman Publication, Delhi.
4. Singhania, V.K. Direct Tax planning and Management Taxman Publication, Delhi.
5. Bhagwati Prasad Direct Taxes, Law and Practice

# PAPER-MC-F 404 INTERNATIONAL FINANCE

## Course Outline

### Unit 1

**International Monetary System:** Developments in the International Monetary System, Gold Standard, Bretton Woods System of Exchange Rate, Exchange Rate Regime since mid-1970s. IMF and International Liquidity, System of Exchanging Currencies.

### Unit 2

**Exchange Rate Quotation and Determination:** Direct and Indirect Quotes, Bid and Ask Quote, Spot and Forward quote, Cross rates. Determination of exchange rate in spot and forward market. PPP theory, IRP theory, Monetary theories of exchange rate determination.

### Unit 3

**Foreign Exchange Market:** Spot and Forward, Participants in Foreign Exchange Market – Arbitraging, Hedging and speculation.

**Exchange Rate Risk:** Translation, Transaction and real operating exposure- their measurement and management.

### Unit 4

**International Financial Markets:** Multilateral Development Banks, Euro-currency markets, Euro-Banking, Markets for international Securities- International bonds, Euro notes and Euro-Commercial papers, Medium-term Euro-Notes.

### Unit 5

Markets for derivatives, Currency Futures, Options and synthetics, Currency risk management, financial Swaps and Interest- rate risk management.

### Suggested Readings:

1. Levi, Maurice, International Finance, Routledge, 2009.
2. Eiteman, David K., Arthur and Michael H. Moffett, Multinational Business Finance, Pearson, 2008,
3. Shapiro, Allen C., Multinational Financial Management, Wiley, 2006
4. Apte P.G., Multinational Financial Management, New Delhi, Tata McGraw Hill, 2004.
5. Seth A.K. International Financial Management, New Delhi, Galgotia Publishing Company, 2000.
6. Vij, Madhu, International Financial Management, Excel Publication, 2006.

# GROUP-II APPLIED ECONOMICS

## PAPER-MC-AE 401 PUBLIC ECONOMICS

### Course Outline

#### Unit 1

**Introduction:** Concept and scope of Public Finance, Theory of Maximum Social welfare, Theory of Social Goods, Compensatory Finance, Functional Finance.

#### Unit 2

**Public Revenue:** Classification of Revenue, Principles of Taxation, Taxation and Incentives, Effects of Taxation, Taxable capacity, Theories of Incidence, Problem of Double Taxation.

#### Unit 3

**Public Expenditure:** Classification of public Expenditure, Theory of Public Expenditure, Increase in public expenditure, Operational concepts of expenditure, Cost-benefit analysis, Control of Public Expenditure.

#### Unit 4

**Public Debt:** Concept; Burden of Public debt, Debt Redemption, Tax Vs Loans, Effects of Public Borrowing.

#### Unit 5

**Financial Administration:** Theory of Federal Finance, Methods of Financial Adjustments. Financial Administration in India, Finance Commission, The Budgetary Process, Optimal Budget, Zero-Base Budgeting, Multiplier effects of balanced budget, Fiscal Policy for developing economies.

### Suggested Readings:

1. Musgrave, R.A. and Musgrave P.B. : Public Finance in Theory and Practice, McGraw Hill, Tokyo
2. R.A. Musgrave : The Theory of Public Finance, A study in Public Economy, McGraw Hill Book Co. Tokyo
3. Allen Peacock and R.A. Show: Theory of Fiscal Policy, Sultan Chand and Co.
4. Andley and Sundram: Public Economics, Ratan Prakashan Mandir, Delhi.
5. H.L. Bhatia: Public Finance, Vikas Publication Pvt. Ltd., Delhi.
- 6<sup>०</sup> जे०पी० मिश्रा: लोक वित्त, विजडम बुक, वाराणसी।
- 7<sup>०</sup> एस०के० सिंह: लोक अर्थशास्त्र, साहित्य भवन आगरा।
8. Reports of Finance Commission in India,

# PAPER-MC-AE 402 MONETARY ECONOMICS

## Course Outline

### Unit 1

**Introduction:** Scope and Evolution of Monetary Economics. Significance of Money. Monetary and Real Analysis.

### Unit 2

**Monetary Theory:** Value of Money and its Measurement. Quantity Theory of Money, Wicksell's Approach. Keynesian, Post Keynesian and Contemporary Monetary Theories.

### Unit 3

**Inflation and Unemployment:** Nature, Theories and Effects of Inflation and Deflation, Inflation in Developing Countries- Structuralism, Inflation and Unemployment, Philip's Curve, Theories of Trade cycle.

### Unit 4

**Monetary Institutions and Monetary Policy:** Monetary Policy in a Developing Economy with special reference to India. The working of Reserve Bank of India and its credit policy. The Financial and credit system Money and capital markets.

### Unit 5

**International Monetary Economics:** Balance of Payment, Use of Monetary Policy for adjustments in BOP. Theories of Exchange Rate Determination. Devaluation. International Currency Experience. International liquidity and SDR. Working of the IMF and World Bank.

## Suggested Readings:

1. Suraj B.Gupta : Monetary Economics
2. M.L.Jhingam : Monetary Economics
3. H.L.Bhatia : Monetary Theory
4. M.C. Vaish : Monetary Theory
5. Bosooderstan : International Economics
6. Edward Shapiro : Macro Economics Analysis
7. Ravi Batra : The Crash of the Millennium
8. Dudley Dillard : The Economics of Keynes
9. Sudama Singh and Vaish : International Economics

## **Course Outline**

### **Unit 1**

**Industrial Economics:** Scope, Methods, Objectives of Industrial Economics. Firms, Industry and Markets.

### **Unit 2**

**Industrial and Market Structure;** Pattern of Industrial Structure, Industrial inter-dependence, Structure and Performance, Determinants of Market-structure.

### **Unit 3**

**Economies of Size:** Economies of size, Vertical and Horizontal integration, Diversification, economies of scale and scope. Merger, Acquisition and Take-Over, Innovation, Export led industrialisation.

### **Unit 4**

**Economics of Non-Price Decision of firm:** Research and Development and innovation; R&D Expenditure decision, Financing R& D, Transfer of Technology. Performance measurement.

### **Unit 5**

**State Intervention in Private Sector:** Legal and Institutional Framework, Competition policy, Public policy and development of corporate sector.

## **Suggested Readings:**

1. Divine P.J., N. Lee, R.M. Jones and W.J.Tyson, An introduction to Industrial Economics, Anmol Publication, 1991
2. Hay, A. Donald and Derak J. Morris, Industrial Economics: Theory and Evidence, Oxford University press, 1979.
3. Scherer F.M. and David Ross, Industrial Market Structure and Economics performance, Houghton Mifflin Company, Boston, 1990.
4. Mukherjee, Dilip (ed), Indian Industry, Policies and Performance, Oxford University, Calcutta, India, 1997.
5. Seth, V.K. and A.K. Seth (1994), Dynamics of labour Absorption in Industry, Deep and Deep Publication, New Delhi.
6. Koutsoyiannis A., Economics of Non- Price Decision of Firms, Mcmillian 1980, London.
7. Nayyar Deepak (ed.), Industrial Growth and Stagnation; The Debate in India, Semeeksha, Trust, Bombay, 1994.

# PAPER-MC-AE 404 RURAL AND AGRICULTURAL ECONOMICS

## Course Outline

### Unit 1

**Introduction:** Nature and scope of rural economics, Special features of rural economy. Problems of agriculture. Nature of land holding. Land tenures and land reforms. Consolidation of land holdings. Ceiling on big holdings. Cooperative and Collective farming. Irrigation. Rural electrification and agricultural modernizations.

### Unit 2

**Agricultural Productivity in India :** Causes of low productivity, Measures to increase productivity, Pressure of population and low production, Food Problems, Instability of farm incomes, Input output ratio, Supply and demand for agricultural products, Cost price Structure, Price differentials cobweb. Panchayati Raj, Programmes of rural development.

### Unit 3

**Rural Finance in India:** Nature of Rural credits, Sources of Rural Finance. RBI and Rural Credit. State bank of India and agricultural finance. Role of co-operative, commercial banks and RRBs in the Finance of agricultural activities. NABARD.

### Unit 4

**Problems of Rural Indebtedness; Small scale and Cottage industries in Rural areas; Agro Industries.**

### Unit 5

**Unemployment and Under employment in Rural areas; The Concept of Poverty and Poverty Alleviation Programmes.**

### Suggested Readings:

1. Durmont Renuo- Types of Rural Economy
2. Carver- Principles of Rural Economics
3. Sayana V.V.- Readings in Rural Economics
4. Schultz T.W.- Transforming Traditional Agriculture
5. Glark, Coliu and Haswell- The Economics of Subsistence Agricultural
6. Sukhatme P.V.- Feeding India's Growing Millions
7. Wright Ivan- Principle of Rural Credit
8. Nanavati and Anjaria- Indian Rural Problems
9. RAO, V.K.R.V.- Agricultural Labour in India
10. Sen- Strategy for Agricultural Development.
11. Bhattacharya J.P.- Studies in Indian Agriculture
12. U.N.O-
  - \* Progress in Land Reforms
  - \* Rural Progress through Co-operative.

# GROUP-III HUMAN RESOURCE MANAGEMENT

## PAPER-MC-HR 401 HUMAN RESOURCE TRAINING & DEVELOPMENT

### Course Outline

#### Unit 1

**Human Resource Development:** Concept and Evolution, Human Resource Mobilisations, Strategic Interventions in HRD sector and target groups. HRD Mechanisms, Processes and Outcomes, HRD instruments.

#### Unit 2

**Training and Learning:** The Learning Process, Learning curve, Principles of learning. Training guidelines, Experience vs Training, The Functions of training, Kinds of trainings, Skills of a Successful Trainer- internal and external trainer. System approach to training. Programmed instruction, Transfer of training.

#### Unit 3

**Training Needs Assessment and Curriculum Development:** Identification of training and Development needs. Training needs assessment- various approaches (the job and the individual), Advantages and Disadvantages of basic needs assessment techniques, Assessing curriculum needs, Curriculum standards, Matching organization training needs, Developing training materials.

#### Unit 4

**Training Methods:** Three stages of training (Preparatory, Implementation and follow-up stage), On the job and off-the job methods, Experiential vs Non-experience methods.

#### Unit 5

**Evaluation of Training and Development, and Emerging Pattern:** Reasons of Evaluating training, Criteria for evaluation, Problems of evaluation, Steps involved in evaluation methods for training evaluation, Analysis and costing of training. Emerging Pattern of Training and Development in India.

### Suggested Readings:

1. Prior, John; Handbook of Training and Development, Jaico Publishing House, Bombay.
2. Donald, F. Michalak and Edwin, G. Yager, Making the Training process work, Harper and Row, New York.
3. Phillips, Jack J., Handbook of Training Evaluation and Measurement Methods: Houston, Gulf Publishing Co.
4. Lynton, R and Pareek, U. Training for Development, 2<sup>nd</sup> Edition, Vistaar New Delhi.
5. Nadler, L (ed), Corporate Human Resources Development, Van Nostrand Reinhold.
6. Pareek, V. and Rao, T.V., Designing and Planning Human Resource Systems, Oxford and IBH, New Delhi.

## **Course Outline**

### **Unit 1**

**An Overview of Performance Management (PM):** Definition, The performance management contribution for service delivery improvement and customer orientation, Aims and role of PM System, Characteristics of an ideal PM system, PM process, Job description & job specification, PM and strategic planning.

### **Unit 2**

**Appraisal Techniques:** Past oriented appraisal methods, Performance test and observations, Comparative evaluation approaches, Ranking method, Point allocation method, paired comparisons, Future oriented appraisal methods-self appraisal, Psychological appraisals, Assessment centres, Potential rating, Performance rating, Leadership rating. Employees Appraisal: Skill and efficiency rating, Competency rating, Career rating.

### **Unit 3**

**Performance Appraisal System Implementation:** Defining performance, Determinants of performance dimensions, Diagnosing the cause of poor performance. Balance scorecard, Benchmarking, Gathering Performance Information, Implementing performance management system-data collection, Conducting an appraisal interview, Follow up & validation.

### **Unit 4**

**System and Process of Controlling:** Importance of critical control points and standards; Feed forward control in human system, Effects of control on behaviour, Performance-control and decision making.

### **Unit 5**

**Performance Management and Employee Development:** Personal Development plans, Multi Source feedback, 360 degree feed back as a developmental tool for competitive advantage, Performance management and reward systems; Performance linked remuneration system, Performance linked career planning & promotion policy.

### **Suggested Readings:**

1. Herman Aguinis: Performance Management, Pearson Education
2. Lance a. Berger & Dorothy R. Berger: The Talent Management Hand book, Tata McGraw Hill
3. T.V.Rao.- Performance Appraisal
4. Nair & Nair : Personnel Management and Industrial Relations
5. Davar: Personnel Management and Industrial Relations
6. T.V. Rao : Appraisal & Developing managerial Performance, Excel Books.
7. TV Rao, et al: 360 Degree Feedback & Assessment & Developing Centers, Volume I, II, and III, Excel Books.
8. Dixit Varsha: Performance Management, Vrinda Publication Ltd.

## PAPER-MC-HR 403 MANAGEMENT OF TRANSFORMATION

### Course Outline

#### Unit 1

**Introduction:** Concept, Nature and Process of planned change, Resistance to change. Emerging Horizons of management in changing environment. Concepts of Transformation vs change. Transformation Leadership. Charismatic vs Non- Charismatic Leadership.

#### Unit 2

**Leadership from Within:** Concept, Need and Importance of developing leadership from within. Distinction between leadership from without and leadership from within. Steps for developing leadership from within.

#### Unit 3

**Turnaround Management:** Definition of sickness; Causes and Symptoms of sickness. Prediction of sickness. Revival of sick unit- Role of BIFR, SICA, Financial Institutions. Behavioral, economic, and technical issues in Turnaround Management.

#### Unit 4

**Business Process Reengineering (BPR):** BPR as a tool of managing transformation. BPR- an imperative for survival. The reengineering imperatives in USA & Europe, The re-engineering imperative in India, Instances of re-engineering in Indian organizations. Methodology to implement BPR.

#### Unit 5

**Management of Transformation Through New Technology and Innovation:** Technological revolution-adoption and adaptation of technology (Problems of technology transfer). Innovative Technology- autonomous vs induced inventions. Management of New Technology in relation to organizational productivity and quality of work life.

#### Suggested Readings:

1. Sawhney, Mohan and Jeff Zabin : The Seven Steps to NIRVANA: Strategic Insights into e-Business Transformation, Tata McGraw Hill, New Delhi.
2. Bender, Peter Urs : Leadership from Within, McGraw India Ltd., Delhi
3. Hammer. M. and J. Champy : Reengineering the Corporation, Harper Business.
4. Khandwalla Pradip, : Turnaround Excellence: Insights from 120 cases, Response Books.
5. Noori, H. and Radford : Readings and Cases in Management of New Technology, Prentice Hall, New York.
6. Whittaker, D.H., Managing Innovations, Cambridge University Press, Cambridge.

# PAPER-MC-HR 404 LABOUR ECONOMICS

## Course Outline

### Unit 1

**Labour:** Key Issues, Labour in a Developing Economy. Structure and Peculiarities of Indian Labour Market, Characteristics of Indian Labour, Recruitments of Industrial Workers-Employment Exchange. National Employment service in India, Rural labour in India. Employment Programmes in India.

### Unit 2

**Wage Determination:** Theories of wage Determination, Systems of Wage Payment, Various concepts of Wages- Fair, Profit Sharing, Payment of Bonus, Labour productivity and wage relationship. Wage differentials and National Policy.

### Unit 3

**Trade Unionism-** Theories, Functions, Trade Union Movement in India, Trade Union Movements abroad.

### Unit 4

**Industrial Relations:** Industrial Disputes and Establishment of Industrial Peace. Methods of settlement of industrial disputes. Collective Bargaining. Conciliation, Arbitration and adjudication, Labour Participation in Management. Machinery for the prevention and Settlement of Industrial Disputes.

### Unit 5

**Labour welfare:** Labour welfare measures in India. Social Security, Social Security in India. Social Security abroad. Working conditions and hours of work. Child and Women labour, Labour Legislation in India, International labour Organisation and India.

## Suggested Readings:

1. Allen V.L.: Power in Trade Unions.
2. Dobb, M.; Wages.
3. Hickers., J. R.: Theory of wages.
4. Giri V.V.: Labour Problems in Indian Industries.
5. Myers C.A.: Introduction to Labour Economics.
6. Philips, Q. W.: Introduction to Labour Economics.
7. Singh, V.B.: Industrial Labour in India.
8. Government of India-Report of the National Commission on Labour (1969)  
-Report of the Committee on child Labour (1979)

## GROUP-IV MARKETING

# PAPER-MC-M 401 CONSUMER BEHAVIOUR

### Course Outline

#### Unit 1

**Introduction:** Nature, Importance, and Scope of Consumer Behaviour; Application of Consumer Behaviour in Marketing. Determinants of Consumer Behaviour, changing profile of Indian Consumers.

#### Unit 2

**Individual Determinants of Consumer Behaviour:** Needs and Motivation, Perception, Learning and learning theories, Attitude and attitude change, Personality and Life Style.

#### Unit 3

**External Determinants of Consumer Behaviour:** Group Dynamics, Reference Groups and their Influence, Family- Role and Functions. Social class, Culture and sub- Culture, Cross Cultural understanding of Consumer Behaviour.

#### Unit 4

**Consumer Decision Making Process:** Pre and post-purchase behaviour, purchase process, Diffusion of innovation. Rationality in buying.

#### Unit 5

**Models of Consumer Behaviour:** Nicosia; Howard- Sheth; Engle; Kollat and Blackwell Models, Business buying behavior.

### Suggested Readings:

1. Schiffman, L.G. and Kanuk, L.L.: Consumer Behavior.
2. Nair, Suja R,: Consumer Behaviour in Indian Perspective.
3. Loudon, David, L and Bitta, A.J. Dalla, : Consumer Behaviour.
4. Bennet and Kasara Jan, : Consumer Behaviour.
5. Peter J. Paul and Jerry C. Olson, : Consumer Behaviour and Marketing Strategy.

# **PAPER-MC-M 402 RETAIL AND SUPPLY CHAIN MANAGEMENT**

## **Course Outline**

### **Unit 1**

**Retail Management:** Meaning and Definition of Retailing, Functions of Retailing and its driving forces, Retailing planning, Development and Control, KYC (Knowing Your Customer), Focusing on the Customer. Mapping out society. Targeting Customers.

### **Unit 2**

**Types of Retailing institutions:** Marketing in Retail Trading, Promotion Strategy used in Retailing, Choosing a store location, Store Design and Layout, International retailing entry.

### **Unit 3**

**Meaning and Scope of supply chain Management(SCM):** Importance of SCM, Decision Phases and Process view of SCM, Supply Chain Drivers, Various Flows-(Cash, Value and information) in SCM

### **Unit 4**

**Logistics Management(LM):** LM as part of SCM, Logistics Costs, Inbound and outbound Logistics, Bullwhip Effects in Logistics, Purchasing and Warehousing Management, Functions of Purchase Department, Vendor Rating.

### **Unit 5**

**Inventory Management:** Meaning and objectives, Costs of Inventories, Determination of EOQ, Buffer Stock, Reorder Point, Lead Time, ABC and VED analysis, Just-in- Time System of Inventory.

## **Suggested Readings:**

1. Newman A.J. and Cullen P- Retailing: Environment and Operations (Vikas, 1<sup>st</sup> ed.)
2. Vedmani G. Gibson- Retail Management- Functional Principles & Practice (Jaico Publications 1<sup>st</sup> ed)
3. Raghunath G. (IIMA)- Logistics and Supply Chain Management (McMillan,1<sup>st</sup> ed)
4. Krishnan Dr. Gopal- Material Management, (Pearson, New Delhi, 5th ed.)
5. Agarwal D.K.:A Text Book of Logistics and Supply Chain Management (McMillan, 1<sup>st</sup> ed.)
6. Sahay B.S.- Supply Chain Management McMillan, 1<sup>st</sup> ed.

# PAPER-MC-M 403 ADVERTISING AND SALES MANAGEMENT

## Course Outline

### Unit 1

**Promotion:** Meaning, Importance; Process of Communication in Marketing; Social aspects of Promotion; Promotion Mix.

**Advertising:** Meaning; Functions, Objectives; Strength of Advertising as a Promotion tools; Importance of Advertising in Marketing.

### Unit 2

**Communication Goals of Advertising:** Advertising Campaign; Media Selection; Creation of Advertising; Advertising Theme and Appeal; Advertising copy; Essentials of good Advertising Copy.

### Unit 3

**Advertising Budget:** factors affecting it; methods of Appropriation, Allocation. **Advertising Agency:** Functions and Importance; types; Advertising Agency scene in India; Test of Effectiveness of Advertising; Communication Effect; Sales Effects.

### Unit 4

**Personal Selling:** Meaning, Process, Personal Selling in the Marketing Mix.

### Unit 5

**Sales Management:** Role of Sales Management; Sales Manager's duties and responsibilities; Sales Organisation.

## Suggested Readings:

1. S.A. Chunawalla: Advertising, Sales and Promotion Management, Himalaya Publishing House.
2. S.A. Chunawalla: Sales & Distribution Management, Himalaya Publishing House
3. Cohan, Dorothy, John: Advertising, John Wiley & Sons, New York
4. G.D. Downing: Sales Management, John Wiley & Sons, New York
5. CH Sandage CH Fryburger, Vernan: Advertising : Theory and Praticce, Richard D Irwing, New York
6. MN Misra: Sales Promotion & Advertising Management, Himalaya Publishing House
7. K. Kumar, K.Sethia & S. Chunawalla: Advertising Theory and Practice, Himalaya Publishing House.
8. P.K. Ghosh: Sales Management, Himalaya Publishing House
9. Namita Rajput & Neeru Vasishth: Advertising & Personal Selling, Himalaya Publishing House

# PAPER-MC- M 404 MARKETING RESEARCH

## Course Outline

### Unit 1

**Introduction to Marketing Research:** Meaning of Marketing Research, Types of Marketing Research, Importance; customer insight, Ethics, structure of marketing Research.

### Unit 2

**Planning of Research & Research Design:** Introduction; Process; Methods; Marketing Research-mix, proposals, evaluating proposals.

### Unit 3

**Data Collection:** Types of Data: Primary Data and Secondary Data, Research instruments, methods of collecting primary data and secondary data, sampling-- purposes and stages, sampling procedures, sample size determination, qualitative vs. Quantitative Research.

### Unit 4

**Analysis and Communication:** Analysis of qualitative & Quantitative data, Data storage, reporting and presentation-- its nature, main aspects of visual data displays, report writing and personal presentations.

### Unit 5

**Marketing Research Applications:** Business to Business (B2B) research-- purposes, populations and procedures involved, Difference between FMCG research and B2B research, International Research purpose, difference between domestic and International Research; Procedures involved in Audience Research, Advertising Research and Social Researches.

## Suggested Readings:

1. Palmer A- Introduction to Marketing, Oxford University Press.
2. Nigel Bradley: Marketing Research – Tools and Techniques, Oxford University Press.