

**Deen Dayal Upadhyaya Gorakhpur University, Gorakhpur**



**Master of Commerce (M.Com.)**

**Two Year Programme**

**(Four Semesters)**

**Course Structure**

**Under Choice Based Credit and  
Semester System**

**To be implemented from Academic Year-2019-20**

**Progressively**

*Department of Commerce*

*Deen Dayal Upadhyaya Gorakhpur University, Gorakhpur*

## M.Com. Programme Structure

The programme shall be governed by the Department of Commerce, Faculty of Commerce, Deen Dayal Upadhyaya Gorakhpur University, Gorakhpur-273009.

### Programme Structure

The M.Com. Programme is divided into two parts as under. Each Part will consist of two semesters.

Part	Year	Semester-Odd	Semester-Even
I	First	Semester-I	Semester-II
II	Second	Semester-III	Semester-IV

The schedule of papers during first year of the programme shall be as follows:

### Part I: Semester I

Paper Code	Name of Paper	Core/Elective/ Open Elective	Credit	Marks		Total Marks
				Written	Internal Assessment	
MC-101	Managerial Economics	Core Discipline	5	70	30	100
MC-102	Accounting Theory	Core Discipline	5	70	30	100
MC-103	Statistical Analysis	Core Discipline	5	70	30	100
MC-104	Organizational Behaviour	Core Discipline	5	70	30	100
<b>Elective -Choose any one of the following:</b>						
MC-105	I. Business Environment	Open Elective	5	70	30	100
MC-106	II. Legal Aspects of Business	Open Elective	5	70	30	100
<b>Total Credit of Marks Semester I</b>			<b>25</b>			<b>500</b>

**Part I: Semester II**

Paper Code	Name of Paper	Core/Elective/ Open Elective	Credit	Marks		Total Marks
				Written	Internal Assessment	
MC-201	Accounting for Managerial Decisions	Core Discipline	5	70	30	100
MC-202	Foreign Trade Management	Core Discipline	5	70	30	100
MC-203	Management Information System	Core Discipline	5	70	30	100
MC-204	Business Ethics and Corporate Governance	Core Discipline	5	70	30	100
<b>Elective -Choose any one of the following:</b>						
MC-205	Macro Economics: Concepts & Applications	Open Elective	5	70	30	100
MC-206	E-Commerce	Open Elective	5	70	30	100
<b>Total Credit/Marks of Semester II</b>			<b>25</b>			<b>500</b>

The schedule of papers during second year of the programme shall be as follows:

**Part II: Semester III**

Paper Code	Name of Paper	Core/Elective/ Open Elective	Credit	Marks		Total Marks
				Written	Internal Assessment	
MC-301	Strategic Management	Core Discipline	5	70	30	100
MC-302	Financial Management and Control	Core Discipline	5	70	30	100
MC-303	Human Resource Management	Core Discipline	5	70	30	100
MC-304	Marketing Management	Core Discipline	5	70	30	100
<b>Elective -Choose any one of the following:</b>						
MC-305	Entrepreneurship Development	Open Elective	5	70	30	100
MC-306	Monetary and Fiscal Planning and Control	Open Elective	5	70	30	100
<b>Total Credit/Marks of Semester III</b>			<b>25</b>			<b>500</b>

## Part II: Semester IV

Paper Code	Name of Paper	Core/Elective/ Open Elective	Credit	Marks		Total Marks
				Written	Internal Assessment	
MC-401	Research Methodology	Core Discipline	5	70	30	
<b>Choose any One Group of the following:</b>						
<b>Group-I Finance</b>		Elective Group				
MCF-402	Strategic Cost Management	Elective Core	5		30	100
MCF-403	Security Analysis and Portfolio Management	Elective Core	5		30	100
MCF-404	Corporate Tax Planning and Management	Elective Core	5		30	100
MCF-405	Financial Services	Open Elective	5		30	100
<b>Group-II Human Resource Management</b>		Elective Group				
MCH-402	Human Resource Development	Elective Core	5		30	100
MCH-403	Management of Transformation	Elective Core	5		30	100
MCH-404	Labour Welfare & Social Security	Elective Core	5		30	100
MCH-405	Industrial Relations in India	Open Elective	5		30	100
<b>Group-III Marketing</b>		Elective Group				
MCM-402	Consumer Behaviour & Marketing Research	Elective Core	5		30	100
MCM-403	Retail and Supply Chain Management	Elective Core	5		30	100
MCM-404	Integrated Marketing Communication	Elective Core	5		30	100
MCM-405	Services Marketing	Open Elective	5		30	100
<b>Total Credit/Marks of Semester IV</b>			<b>25</b>			<b>500</b>
<b>Grand Total Credit/Marks Semester I to IV</b>			<b>100</b>			<b>2000</b>

**Note:**

1. Each Paper will be covered in 60 Lectures+ 30 Tutorials [4L+2T]
2. There will be 4 lecture hours of teaching per week for each paper.
3. Tutorial Consists of Seminars and Contact Period
4. Two periods will be devoted for tutorials per week.
5. Each batch of tutorial will be divided into an optimum size of at least 10.
6. Open Electives are inter-disciplinary course in each semester. The intake of students from other discipline shall be limited to 15% of the total intake of M. Com. programme.
7. Each paper will be of 5 credits. Thus, the total credit in each semester will be of 25 credits.
8. Each paper will be of 100 marks out of which 70 marks shall be allocated for Semester written examination and 30 marks for internal assessment.
9. Duration of examination of each paper shall be 3 hours.
10. Internal Assessment of each paper consists of
  - (a) One Seminar [Power Point Presentation] -10 Marks,
  - (b) One Sessional Test-10 Marks
  - (c) Attendance and Overall Performance-10 Marks.
11. The admission and examination rules shall be according to the ordinances drafted and approved by the appropriate bodies of the university.

# **M.Com.- I Semester**

# M.Com- I Semester

## PAPER- MC-101 MANAGERIAL ECONOMICS Compulsory Paper

[60 Lectures + 30 T]

### COURSE OBJECTIVE

The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the corporate level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

#### Unit 1 (12 Lectures)

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 (12 Lectures)

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

#### Unit 3 (12 Lectures)

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

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 (12 Lectures)

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

#### Unit 5 (12 Lectures)

Risk and decision making- The concept of Risk and Uncertainty; Decision making under uncertainty, Risk-return Trade-Off; Profit Management: The concept of Economic Profit and Accounting Profit, Profit planning and Forecasting, Theories of profit-F.B. Hawley: Theory of Risk Bearing, F.H. Knight: Uncertainty Bearing Theory, Business Cycles: Concept and Nature, Phases and Causes of Business Cycles.

### References:

1. Koutsiannis, 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 Compahy, New York.
5. Gould,John P.,Edward P. Lazear, Micro-Economics, Theory, Richard D. Irwin, inc., Home'wood illionis.
6. Sen Anindya, Micro- Ecomics: Theory and Applications oxford University Press, New Delhi,1999
7. Mehta P.L, Managerial Economics, Sultan Chand & Sons.
8. Vaishampayan, J.V. Micro Economic Theory, New Royal Book Co.

**COURSE OBJECTIVE**

This course will provide the students an opportunity to learn the theory of accounting and also the new dimensions of accounting.

**Unit 1 (12 Lectures)**

Accounting- Definitions & Nature, Financial Statements and its uses, Measurement of Income-Different Concept of Income Measurement, Receipts of Net Income.

**Unit 2 (12 Lectures)**

Accounting Theory: Concepts, Classification- Different Approaches to Theory Construction, Factors affecting accounting Environment, GAAP, Disclosure of Accounts Policies. IAS

**Unit 3 (12 Lectures)**

Accounting Information Reporting: Nature and Objectives, General purpose and specific purpose reports, Qualitative Characteristics of Accounting information, Conceptual frame work of FASB and IASB.

**Unit 4 (12 Lectures)**

IFRS- Role of IASB, Global Convergence of Reporting Standards- Needs, Obstacles in Convergence. Difference between IFRS and IAAS, USGAAP

**Unit 5 (12 Lectures)**

Contemporary Reporting Issues: Accounting for Price level Changes, Social Accounting, Segment Reporting, Interim Reporting, Human Resource Accounting, Value Added Reporting, Environmental Accounting, and Foreign Currency Translation.

**References:**

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 , Taxman, New Delhi.



**COURSE OBJECTIVE**

The objective of the course is to make the students familiar with basic statistical techniques and their applications in managerial decision making.

**Unit 1 (12 Lectures)**

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

**Unit 2 (12 Lectures)**

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

**Unit 3 (12 Lectures)**

Probability- Distribution: Binominal, Poisson & Normal Distribution.

**Unit 4 (12 Lectures)**

Analysis of Variance [ANOVA], Chi-square Test: Its uses & conditions for its application, Test for Goodness of fit.

**Unit 5 (12 Lectures)**

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.

**References:**

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
5. Gupta K.L., Statistical Analysis, 2011

**COURSE OBJECTIVE**

The objective of the course is to make the students familiar with basics of organizational behavior and their applications in managerial decision making.

**Unit 1 (12 Lectures)**

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

**Unit 2 (12 Lectures)**

Motivation and Leadership: Theories of motivation: Needs hierarchy, Two factor theory, Achievement Motivation theory, Theory X, Y and Theory Z, Maturity and Immaturity theory, Vroom's Expectancy theory, Equity Comparison Theory. Leadership Theories: Trait, Behavioral and Situational theories. Transactional vs Transformational Theories. Leadership styles.

**Unit 3 (12 Lectures)**

Power and Authority: Basis of Power, Authority-Concept, Sources. Politics in Organisations.

**Unit 4 (12 Lectures)**

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

**Unit 5 (12 Lectures)**

Organisation culture and Development: Concepts and determinants of organisational culture, organisation development-concept and intervention techniques. Conflict Management, sources of conflict, patterns, conflict resolution strategies.

Management of stress.

**References:**

- 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. Organisational Behaviour and Corporate Development, Himalya publishing House, New Delhi.

**Open Elective****COURSE OBJECTIVE**

The present course aims at familiarizing the participants with various aspects of economic, social, political and cultural environment of India. This will help them in gaining a deeper understanding of the environmental factors influencing Indian business organizations.

**Unit 1 (12 Lectures)**

**Theoretical Framework of Business Environment:** Concept, Nature and Significance of Business Environment, Elements of Environment – Internal and External; Changing Dimensions of Business Environment; Techniques of Environmental Scanning and Monitoring.

**Unit 2 (12 Lectures)**

**Economic Environment of Business:** Economic systems and business environment; Government Policies- Industrial policy, Fiscal policy, Monetary policy, Exim Policy, Economic reforms.

**Unit 3 (12 Lectures)**

**Political and Legal Environment of Business:** Critical elements of political environment; Government and Business; Changing dimensions of legal environment in India; FEMA, Competition Policy.

**Unit 4 (12 Lectures)**

**Socio-Cultural Environment:** Culture and Business, Social institutions and systems; Social values and attitudes; Social groups; Emerging rural sector in India; Social responsibility of business; Consumerism in India.

**Unit 5 (12 Lectures)**

**International and Technological Environment :** Multinational corporations; Strategic Alliances; WTO, World Bank, IMF and their Importance to India; Technological environment in India; Choice of Technology, Technology Transfer.

**References:**

1. Adhikary, M: Economic Environment of Business, Sultan Chand & Sons, New Delhi
2. Charunilam, Francis: Business Environment
3. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Publications, New Delhi
4. Ashwathapa K : Business Environment , Himalaya Publication, Delhi
5. Chakravarty, S : Development Planning, Oxford University Press, Delhi
6. Ghosh, B : Economic environment of Business, Vikas Publication, New Delhi
7. Govt Of India: Economic Survey, Various issues
8. Raj Agrawal and Parag Diwan, Business Environment : Excel Books, New Delhi
9. Shukla, M.B: Business Environment, Taxmann Publications, New Delhi
10. Sengupta, N.K : Government and Business in India, Vikas Publication, New Delhi

**Open Elective**

**COURSE OBJECTIVE**

To familiarize with the legal environment in which the business entities operate and provide basic appreciation of relevant legal provisions and their impact on business decisions and operations.

**Unit 1 (12 Lectures)**

**Economic Policies:** New Industrial Policy- Salient Features and Its impact on Economy; Fiscal Policy- Objectives and Components; Monetary Policy- Objectives and Components

**Unit 2 (12 Lectures)**

**Intellectual Property:** Concept and kinds of Intellectual Property, Copyright Act 1957-Procedure for Registration, Rights of Copyrights owner; Patent Act1970- Procedure for Registration, Rights of Patentee and Revocation of Patent; Design Act2000- Procedure for Registration. Arbitration, Conciliation.

**Unit 3 (12 Lectures)**

**Environment Protection:** Environment Protection Act 1986- Power of Central Government, Environment Clearance; The Water (Prevention and Control of Pollution) Act 1974- Basic Provisions and Powers of Boards; Air (Prevention and Control of Pollution) Act 1981- Measures Power of Control Boards.

**Unit 4 (12 Lectures)**

**Competition and Consumer Protection-** Concept of Competition, Anti-Competitive agreements, Abuse of Dominant Position, Regulation of Combination, Competition Commission of India; Consumer Protection Act-1986- Concepts, Rights of Consumer, Consumer Dispute Redressal Mechanism.

**Unit 5 (12 Lectures)**

**Goods and Services Taxes :** Concepts, Composition Scheme, Registration, Tax Invoice, Credit and Debit Notes, Returns, Tax Payment.

**References:**

1. Economic Laws: Taxmann Publications, New Delhi
2. Ahluwalia. I.J: Industrial Growth in India, Oxford University Press, Delhi.
3. Alagh, Yoginder K: Indian Development Planning and Policy, Vikas Publication, New Delhi
4. Aswathappa,K.Legal Environment of Business, Himalaya Publication, New Delhi.
5. Ghosh, Biswanath: Economic Environment of Business, Vikas Publication New Delhi
6. Govt of India : Economic Survey.
7. Ramaswamy, V.S. and Nama Kumari: Strategic Planning for Corporate Success, Macmillian,
8. New Delhi.
9. Sengupta, N.K: Government and Business in India, Vikas Publication, New Delhi.
10. Bare Act: Concerned Acts

## **M.Com.-II Semester**

# M.Com-II Semester

## PAPER-MC-201 ACCOUNTING FOR MANAGERIAL DECISIONS

[60 Lectures + 30 T]

### Compulsory Paper

#### COURSE OBJECTIVE

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making.

#### Unit 1 (12 Lectures)

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 (12 Lectures):

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: (12 Lectures):

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 (12 Lectures)

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 (12 Lectures)

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 Cohn, 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 Managemet Accounting, Text, Problems and Cases, S. Chand & Co., New Delhi,2009.
7. Vi], Madhu, Management Accounting, Mc Millan,2008.

**COURSE OBJECTIVE**

This course will provide the students an opportunity to learn and understand foreign trade. The syllabus is designed to allow students to gain managerial skills to meet the challenges they will face in the global workplace.

**Unit 1 (12 Lectures)**

**Introduction :** Nature and Importance of Foreign Trade. Historical Perspectives of India's Foreign Trade. India's Balance of Trade and Balance of Payments. Terms of Trade. Major Beneficiaries of Foreign Trade. Global Recession and India's Foreign Trade. Convertibility of Rupees. Inco Terms.

**Unit 2 (12 Lectures)**

**World Trade :** Growth in World Trade. Direction and Composition of World Trade. Major Partners in World Trade – Exports & Imports. India's Share in World Trade. India's Share in World Exports and Imports. WTO and World Trade.

**Unit 3 (12 Lectures)**

**India's Foreign Trade :** Trends in India's Foreign Trade During Five Year Plans. Direction and Composition of India's Exports and Imports. India's Major Trading Partners – Exports and Imports. Impact of Economic Reforms on the Direction and Composition of India's Exports and Imports. WTO and India's Foreign Trade.

**Unit 4 (12 Lectures)**

**Developments in Foreign Trade Policy :** Need for and Significance of Foreign Trade Policy. Historical Development of Foreign Trade Policy in India. Coverage of Foreign Trade Policy. Rationale and Impact of Foreign Trade Policy. Salient Features of Industrial, Investment and Credit Policies.

**Unit 5 (12 Lectures)**

**Foreign Trade Policy :** Objectives and Features of Export Policy Resolution 1970. Objectives and Features of Recent Foreign Trade Policies of India. Salient Features of Current Foreign Trade Policy. Regulations and Procedures for Availing Foreign Exchange Facilities. Deemed Exports. Technology Policy.

**References:**

1. Foreign Trade Policy, Ministry of Commerce, Govt. of India (Various Issues).
2. Economic Survey, Ministry of Finance, Govt. of India (Various Issues).
3. Rai, Usha Kiran; Export –Import and Logistics management (Prentice-Hall of India).
4. Agrawal, Raj; International Trade, Excel Books.
5. Report on Currency and Finance, Reserve Bank of India.
6. Nabhi's How to Export; How to Import.

**COURSE OBJECTIVE**

To provide basic concepts of information systems and their relevance in business environment. To develop proficiency in solving business problems using personal productivity tools.

**Unit 1 (12 Lectures)**

**Introduction:** Meaning, Functions, Role and Limitations of MIS. Systems view of MIS--T.P.S, MIS, D.S.S, EIS, BKS, OAS and ERP systems. Functional View of MIS.

**Unit 2 (12 Lectures)**

**Computerized MIS:** Manual Vs Computerized MIS, Information- Role, Characteristics and sources. Physical structure of computer. Input and Output devices. Data base management system—data elements, database structure and DBMS approaches. MIS Development Approaches—Waterfall, Prototyping, Iterative Enhancement and JAD Models.

**Unit 3 (12 Lectures)**

**Planning MIS:** MIS Planning techniques—Strategic Planning, Information Requirements Analysis, Resource Allocation and Project Planning. Designing MIS: Conceptual design, Detailed Design, Input and output design. Use of Context Diagram, ERD & DFD in Designing.

**Unit 4 (12 Lectures)**

**Implementation & Evaluation Of MIS:** Tasks involved in implementation, conversion strategies, Behavioral implications, strategies to overcome resistance, Evaluating MIS.

**Unit 5 (12 Lectures)**

**Control & Security Of MIS:** Causes of information system failures. Security—Objectives and Methods, MIS Control—Meaning and Scope; Computer Crime, Ethics, Privacy and Social Issues., System audit,.

**References:**

1. Brien James, O Management Information System, McGra-Hill Irwin
2. D.P. Goyal Management Information System, Macmillan
3. Laudon and Laudon Management Information System, PHI
4. C.S.V. Murthy Management Information System, HPH
5. Gagan Varshney, Pankaj Madam & Awadhesh Gupta Management Information System, Global Vision PH
6. Davis G.B.and M.H.Olson Management Information Systems: Conceptual Foundations Tata MCGraw Hill, New Delhi.
7. Arora, A. and A., Bhatia Information System For Managers, Excel Books, New Delhi.
8. Madhur K Tailang MIS (Hindi), BPB Publication, Delhi.



### **COURSE OBJECTIVE**

The objective of this course is to endow the student with a broad perspective on themes and issues of Business Ethics and Corporate Governance along with their relevance and application in the Indian prospect. It will help the students to build up traits in leadership efficacies so that they can help organizations effectively conduct personnel management and employee relations.

### **Unit 1 Introduction to Business Ethics (12 Lectures)**

- Business Ethics – Concept, Characteristics, Importance and Need for business ethics. Indian Ethos, Ethics and Values, Work Ethos,
- Sources of Ethics, Concept of Corporate Ethics, code of Ethics-Guidelines for developing code of ethics, Ethics Management Programme, Ethics Committee.
- Various approaches to Business Ethics - Theories of Ethics- Friedman’s Economic theory, Kant’s Deontological theory, Mill & Bentham’s Utilitarianism theory
- Gandhian Approach in Management and Trusteeship, Importance and relevance of trusteeship principle in Modern Business, Gandhi’s Doctrine of Satya and Ahimsa,
- Emergence of new values in Indian Industries after economic reforms of 1991 and social media and technology revolution in new millenia

### **Unit 2 Indian Ethical Practices and Corporate Governance (12 Lectures)**

- Ethics in Marketing and Advertising, Human Resources Management, Finance and Accounting, Production, Information Technology, Copyrights and Patents
- Corporate Governance: Concept, Importance, Evolution of Corporate Governance, Principles of Corporate Governance,
- Regulatory Framework of Corporate Governance in India, SEBI Guidelines and clause 49, Audit Committee, Role of Independent Directors, Protection of Stake Holders, Changing roles of corporate Boards.
- Elements of Good Corporate Governance, Failure of Corporate Governance and its consequences

### **Unit 3 Introduction to Corporate Social Responsibility (12 Lectures)**

- Corporate Social Responsibility: Concept, Scope & Relevance and Importance of CSR in Contemporary Society.
- Corporate philanthropy, Models for Implementation of CSR, Drivers of CSR, Prestigious awards for CSR in India.
- CSR and Indian Corporations- Legal Provisions and Specification on CSR, Future of CSR in India.
- Role of NGO’s and International Agencies in CSR, Integrating CSR into Business

### **Unit 4 Areas of CSR and CSR Policy (12 Lectures)**

- CSR towards Stakeholders-- Shareholders, Creditors and Financial Institutions, Government, Consumers, Employees and Workers, Local Community and Society.
- CSR and environmental concerns.
- Designing CSR Policy- Factors influencing CSR Policy,
- The Concept of Whistle-Blowing; Types of Whistle-blowers; Whistle-blower Policy; the Whistle-Blower Legislation and developments in India.

## **Unit 5 Global Recognitions of CSR (12 Lectures)**

- Global Recognitions of CSR- ISO- 14000-SA 8000 – AA 1000 – Codes formulated by UN Global Compact – UNDP, Global Reporting Initiative; major codes on CSR.
- CSR and Sustainable Development
- CSR through Triple Bottom Line in Business

### **References:**

1. Mallin, Christine A., *Corporate Governance (Indian Edition)*, Oxford University Press, New Delhi.
2. Blowfield, Michael, and Alan Murray, *Corporate Responsibility*, Oxford University Press.
3. Francesco Perrini, Stefano, and Antonio Tencati, *Developing Corporate Social Responsibility-A European Perspective*, Edward Elgar.
4. Sharma, J.P., *Corporate Governance, Business Ethics & CSR*, Ane Books Pvt Ltd, New Delhi.
5. Sharma, J.P., *Corporate Governance and Social Responsibility of Business*, Ane Books Pvt. Ltd New Delhi.

**Open Elective****COURSE OBJECTIVE**

To help students understand the economic environment and to draw meaningful conclusions from economic analysis and events. This would help in the decision-making and strategy formulation in the present economic scenario.

**Unit 1 (10 Lectures)**

Macro Economics – Definition, Scope, Difference between Macro Economics and Microeconomics, Paradoxes of Macro Economics, New Classical Macro Economics; Rational Expectation theory.

**Unit 2 (15 Lectures)**

National Income – Meaning of National Income and Methods of its measurement- Product method, Income Method and Expenditure Method.

Basic Concepts (i) GDP and GNP

(ii) NDP and NNP

(iii) NNP at Market Price and NNP at Factor cost

(iv) GDP and Economic welfare

**Unit 3 (11 Lectures)**

Inflation – Definition, causes, effects and measures to control it. Types of inflation, Deflation – Causes and effects of inflation and unemployment, Trade off – Phillips curve, Measurement of Inflationary Gap.

**Unit 4 (12 Lectures)**

Consumption Function – Average and Marginal Propensity to consume, Average and Marginal Propensity to save, determinants of propensity to consume, theory of multiplier: its meaning, assumptions and measurement.

**Unit 5 (12 Lectures)**

Unemployment, Full Employment and Wage-Price Flexibility-Meaning of unemployment, types of unemployment: frictional unemployment; structural unemployment; cyclical unemployment-the cyclical unemployment and labour market equilibrium, concept of full employment-wage-price flexibility and employment.

**References:**

1. N. Gregory Mankiw, Macroeconomics, Worth Publishers.
2. R Dornbusch, S Fischer and R Startz, Macroeconomics, McGraw-Hill.
3. Dernberg Thomas F (1985): Macroeconomics: Concepts, Theories and Policies, 7th Edition
4. Dornbusch, Fischer & Startz (2005): Macroeconomics, Tata McGraw-Hill Publishing Co. Ltd
5. Shapiro Edward (2007): Macroeconomic Analysis, Galgotia Publications Pvt. Ltd.
6. Blanchard Olivier (2007): Macroeconomics, Ch-8,9, Pearson Education
7. Branson William (2006): Macroeconomics: Theory and Policy, AITBS
8. Rana, K.C. & Verma K.N: Macro Economic Analysis, Vishal Publishing House
9. Hejindra, B.J. and F.V. Ploeg (2001): Foundations of Modern Macroeconomics, Oxford University Press, Oxford.

**COURSE OBJECTIVE**

The course provides an overview of the fundamental concepts of e-commerce, management of e-commerce enterprise and environmental factors related with e-commerce business.

**Unit 1 Introduction to Electronic Commerce –Evolution and Models (14 Lectures)**

- Evolution of E-Commerce- Introduction, Main activities, Functions and Scope of E-Commerce, Evolution of Electronic Commerce, Roadmap of E-Commerce in India.
- Benefits and Challenges of E-Commerce, E-Commerce Business Strategies
- Business Models of E-Commerce- Characteristics of Business to Business(B2B), Business to Consumers (B2C), Business to Government (B2G)
- E-Commerce Sales Product Life Cycle (ESLC) Model

**Unit 2 World Wide Web and E-enterprise (14 Lectures)**

- World Wide Web- Reasons for building own website, Benefits of Website, Registering a Domain Name, Role of web site in B2C E-commerce; push and pull approaches; Web site design principles.
- EDI and paperless trading; Pros & Cons of EDI; Related new technologies use in E-commerce.
- Applications of E-commerce and E-enterprise - Applications to Customer Relationship Management- Types of E-CRM, Functional Components of E-CRM.

**Unit 3 E-marketing and Electronic Payment System (12 Lectures)**

- E-Marketing: Scope and Techniques of E-Marketing, Traditional web promotion; Web counters; Web advertisements, Role of Social media.
- E-Commerce Customer Strategies for Purchasing and support activities, Planning for Electronic Commerce and its initiatives, The pros and cons of online shopping, Justify an Internet business.
- Electronic Payment System-Characteristics of E-payment system, SET Protocol for credit card payment, prepaid e-payment service, post-paid E-payment system, Types of payment systems.

**Unit 4 Legal and Regulatory Environment (10 Lectures)**

- Introduction to Cyber Laws- World Scenario, Cyber-crime& Laws in India and their limitations, Hacking, Web Vandals, E-mail Abuse, Software Piracy and Patents.
- Taxation Issues, Protection of Cyber Consumers in India, Importance of Electronic Records as Evidence.

**Unit 5 Security issues of E-commerce (10 Lectures)**

- Security Issues in E-Commerce- Risk management approach to Ecommerce Security - Types and sources of threats, Protecting electronic commerce assets and intellectual property.
- Security Tools, Client server network security, Electronic signature, Encryption and concepts of public and private key infrastructure

**References:**

1. Laudon, Kenneth C. and Carol Guercio Traver “ E-commerce: business, technology, society” Pearson Education Delhi
2. Awad, Elias M., Electronic Commerce: From Vision to Fulfillment (NewDelhi : Pearson Education).
3. Kalakota, Ravi and Marcia Robinson (2001). Business 2.0: Roadmap for Success, New Delhi : Pearson Edu.
4. Introduction to E-commerce (jeffrey) Tata- Mcgrawhill
5. E-Business and Commerce- Strategic Thinking and Practice (Brahm) biztantra
6. Web Technology : Ramesh Bangia
7. Gary Schneider, Electronic Commerce, Thomson Publishing.
8. Pandey, Srivastava and Shukla, E-Commerce and its Application, S. Chand
9. P.T. Joseph, Electronic Commerce – An Indian Perspective, P.H.I
10. Turban, King, Viehland& Lee, Electronic Commerce- A Managerial Perspective, Pearson.

## **M.Com-III Semester**

# M.Com-III Semester

## PAPER-MC-301 STRATEGIC MANAGEMENT Compulsory Paper

[60 Lectures + 30 T]

### COURSE OBJECTIVE

The present course aims at familiarizing the participants with the concepts, tools and techniques of corporate strategic management so as to enable them to develop analytical and conceptual skills and the ability to look at the totality of situations. Class participation will be fundamental to the development of the skills of the students

### Unit 1 Introduction to Strategic Management (12 Lectures)

- Concept of Strategic Management, Strategic Management Process, Vision, Mission and Goals, Approaches to Strategic Decision Making, Importance, Benefits and Risks of Strategic Management.
- Levels of Strategies: Corporate, Business and Operational Level Strategy, Strategic Business Unit
- Functional Strategies: Financial Strategy, Marketing Strategy, Human Resource Development Strategy, Operational Strategy, Global strategy
- Business Environment: Components of Environment- Micro and Macro and Environmental Scanning
- SWOT (TOWS) Matrices, ETOP (Environmental Threat and Opportunity Profiling)

### Unit 2 Strategy Formulation, Implementation and Evaluation (12 Lectures)

- Strategic Formulation: Stages and Importance, Formulation of Alternative Strategies: Mergers, Acquisitions, Takeovers, Joint Ventures, Diversification, Turnaround, Divestment and Liquidation.
- Strategic Analysis and Choice: Strategic Choice- Factors and Importance, Issues and Structures, Corporate Portfolio Analysis- BCG Matrix, GE Nine Cell Matrix, Hofer's Matrix

### Unit 3 Strategy Implementation and Evaluation (12 Lectures)

- Strategic Implementation: Steps, Importance and Problems, Resource Allocation- Importance & Challenges
- Strategic Evaluation and Control: Importance, Limitations and Techniques
- Corporate Restructuring Strategies: Concept, Need and Forms, Corporate Renewal Strategies: Concept, Internal and External factors and Causes.
- Strategic Alliance: Concept, Types, Importance, Problems of Indian Strategic Alliances and International Businesses

### Unit 4 Emerging Strategic Trends (12 Lectures)

- Business Process Outsourcing and Knowledge Process Outsourcing in India: Concept and Strategies. Reasons for growing BPO and KPO businesses in India.
- Reengineering Business Processes- Business Reengineering, Process Reengineering and Operational Reengineering
- Start-up Business Strategies and Make in India Model: Process of business start ups and its Challenges, Growth Prospects and government initiatives in Make in India Model with References to National manufacturing, Contribution of Make in India Policy in overcoming industrial sickness

### Unit 5: Social and Ethical considerations in Generic and Global Strategic Management (12 Lectures)

- Public Private Partnership: Importance, Problems and Governing Strategies of PPP Model.
- Information Technology Driven Strategies: Importance, Limitations and contribution of IT sector in Indian Business
- Global Context of Strategic Management and Corporate Governance.

### References:

1. Porter, Michael E., Competition in Global industries, Harvard University Press, New York, 1986.
2. Porter, Michael E., The Competitive Advantage of Nations, Macmillan, London, 1990.
3. Frynas, J.G. and K. Mellahi, Global Strategic Management, Oxford University Press.
4. Henry, Anthony E., Understanding Strategic Management, Oxford University Press, New York.

5. Wheelen, Thomas L., Hunger, J. David, Hoffman, Alan N. and Charles E. Bamford
6. Ghosh, P.K., Strategic Management- Text & Cases, Sultan Chand & Sons.
7. Nag, A., Strategic Management- Analysis, Implementation, Control, Vikas Publishing.
8. Business Policy and Strategic Management – Dr Azhar Kazmi, Published by Tata McGraw Hill Publications
9. Business Policy and Strategic Management- Jauch Lawrence R & William Glueck Published by Tata McGraw Hill

**COURSE OBJECTIVE**

The present course aims at familiarizing the participants with the skills related to basic - principles, tools and techniques of financial management.

**Unit 1 (12 Lectures)**

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

**Unit 2 (12 Lectures)**

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 (12 Lectures)**

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

**Unit 4 (12 Lectures)**

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 (12 Lectures)**

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.

**References:**

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



**COURSE OBJECTIVE**

The objective of this course is to endow the student with a broad perspective on themes and issues of Human Resource Management along with their relevance and application in the Indian prospect. It will help the students to build up and refine decision making skills so that they can help organizations effectively conduct personnel management and employee relations.

**Unit 1 (12 Lectures)**

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

**Unit 2 (12 Lectures)**

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 (12 Lectures)**

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 (12 Lectures)**

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

**Unit 5 (15 Lectures)**

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

**References:**

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. Hippo, Edwin B, Personnel Management, MC Graw Hill
4. E. Flippo Principles of Personnel Management
5. Monnappa & Saiyadin Personnel Management
6. L.M. Prasad Human Resource Management
7. Monnappa Industrial Law
8. Ashwathapa Human Resource Management and Personnel Management

### **COURSE OBJECTIVE**

This course intends to provide an experienced-based approach to marketing theory and its practical application. The course is designed to enable the students to learn the basic of marketing. Topics of the syllabus shall be addressed and discussed from an application oriented perspective

#### **Unit 1 (12 Lectures)**

Introduction: Evolution of marketing concept, Marketing management process- a strategic perspective, Significance of Scanning Marketing Environment , Trends in marketing- Social media, Online, Digital and Direct Marketing, Social marketing, Sustainable Marketing, Ambush marketing, Buzz marketing

#### **Unit 2 (12 Lectures)**

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 (12 Lectures)**

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

#### **Unit 4 (12 Lectures)**

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. Role of Distribution in the Digital Era, E-tailing and its Advantages

#### **Unit 5 (12 Lectures)**

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.

#### **References:**

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

## **COURSE OBJECTIVE**

To make the student know about entrepreneurship, entrepreneurial behavior, functional areas of business and their inter-relation. To make them understand the risks and rewards of a new venture and the steps required to start a new venture.

### **Unit 1: Entrepreneurship Development Perspective (15 Lectures)**

- Concept and Definitions, Entrepreneur, Intrapreneur and Investor; Theories of Entrepreneurship- Schumpeter Dynamic Entrepreneurship Innovation Theory, Theory of High Achievement by McClelland, Theory of Personnel Resourcefulness; Role of entrepreneurship in economic development;
- Entrepreneurship process; Factors impacting emergence of entrepreneurship; Entrepreneurial attributes; Entrepreneurial Culture; Classification and Types of Entrepreneurs; Women Entrepreneurs and special Government schemes for women entrepreneurs in India; Social Entrepreneurship: Social Entrepreneurship- Features, Importance, Arguments (for and against) Social Entrepreneurship.

### **Unit 2: Entrepreneurial Development Programmes and Institutional Support: (15 Lectures)**

Incentives – Need, Promotion and development of Entrepreneurship, Types of Assistance and incentives -Fiscal, Financial, Promotional, Marketing, and Organisational.

- Central Government: National Policy for Skill Development and Entrepreneurship, Make in India, Start-up India, Special drives to Attract Investments and Ease of doing business.
- State Government: (with special References to Current Uttar Pradesh Industrial Policy) and
- Others and NGOs

### **Unit 3: Creating Entrepreneurial Venture: (10 Lectures)**

Generating Business idea- Sources of Innovation, methods of generating ideas, Creativity and Entrepreneurship; Challenges in managing innovation

- Entrepreneurial Environment- Significance, SWOC Analysis, Problems of Entrepreneurship

### **Unit 4: Business Planning Process: (10 Lectures)**

Search of Business Idea;

- Drawing business project: Format and steps; Reasons of project rejections;
- Entrepreneurial Challenges; Legal issues; forming business entity: considerations and Criteria, requirements for formation of a Private and Public Limited Company,
- Intellectual Property Protection- Patents Trademarks and Copyrights importance for startups.

### **Unit 5: Financial Analysis and Sustenance of Entrepreneurial Venture (10 Lectures)**

Industrial Sickness

- Tools of Financial Analysis, Working capital, sources of development finance, Significance
- Essential considerations for sustenance and future growth of an entrepreneurial venture

## **References:**

1. Kumar, Arya, Entrepreneurship: Creating and Leading an Entrepreneurial Organization, Pearson, India.
2. Hishrich., Peters, Entrepreneurship: Starting, Developing and Managing a New Enterprise, Irwin
3. Taneja, Entrepreneurship, Galgotia Publishers.
4. Barringer, Brace R., and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA)
5. Hisrich, Robert D., Michael Peters and Dean Shepherd, Entrepreneurship, Tata McGraw Hill, New Delhi
6. Lall, Madhurima, and Shikha Sahai, Entrepreneurship, Excel Books, New Delhi
7. Charantimath, Poornima, Entrepreneurship Development and Small Business Enterprises, Pearson Education, New Delhi
8. Natarajan., K and E. Gordon, Entrepreneurship Development, Himalya Publication, India.
9. Vasant, Desai., Small- Scale Industries and Entrepreneurship, Himalya Publication, India.
10. Kuratko, D.F., and T. V. Rao, Entrepreneurship: A South-Asian Perspective, Cengage Learning

### **COURSE OBJECTIVE**

This course intends to provide the students the important concepts of Monetary Economics, fiscal planning and control. It also includes the prominent concepts dealt in International Monetary Economics.

#### **Unit 1 (12 Lectures)**

**Monetary Economics:** Scope and Evolution. Significance of Money. Monetary and Real Analysis. Money and Credit Multiplier, Monetary Theory: Value of Money and its Measurement. Quantity Theory of Money, Wicksell's Approach. Keynesian, Post Keynesian and Contemporary Monetary Theories.

#### **Unit 2 (12 Lectures)**

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

#### **Unit 3 (12 Lectures)**

**International Monetary Economics:** Balance of Payments, 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.

#### **Unit 4 (12 Lectures)**

**Fiscal Policy:** Meaning and Objectives instruments of Fiscal Policy; Public Revenue, Public Expenditure and Public Borrowing.

#### **Unit 5 (13 Lectures)**

Components of Government Budget- Revenue Budget and Capital Budget. Budget Deficit, Revenue Deficit, Fiscal Deficit and Primary Deficit. Fiscal Responsibility and Budget Management Act (FRBMA), 2003.

### **References:**

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. Dudley Dillard : The Economics of Keynes
6. Sudama Singh and Vaish : International Economics
7. Musgrave, R.A. and Musgrave P.S. : Public Finance in Theory and Practice, McGraw Hill, Tokyo
8. R.A. Musgrave : The Theory of Public Finance, A study in Public Economy, McGraw Hill Book Co. Tokyo
9. Allen Peacock and R.A. Show: Theory of fiscal Policy, Sultan Chand and Co.
10. Andley and Sundram: Public Economics, Ratan Prakashan Mandir, Delhi.
11. H.L. Shatia: Public Finance, Vikas Publication Pvt. Ltd., Delhi.
12. जे० पी० मिश्रा: लोक वित्त, विज्झ बुक, वाराणसी।
13. एस० के० सिंह: लोक अर्थशास्त्र, साहित्य भवन, आगरा।

## **M.Com.-IV Semester**

# M.Com.-IV Semester

## PAPER-MC-401 RESEARCH METHODOLOGY

[60 Lectures + 30 T]

### Compulsory Paper

#### COURSE OBJECTIVE

The objective of this course is to develop the research skills of the students in investigating into the business problems with a view to arriving at objective findings and conclusions and interpreting the results of their investigation in the form of systematic reports

#### Unit 1 (12 Lectures)

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

#### Unit 2 (12 Lectures)

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

#### Unit 3 (12 Lectures)

Research Methodology, Sampling Design and Techniques. Hypotheses.

#### Unit 4 (12 Lectures)

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 (12 Lectures)

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

#### References

- 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 TuB, D.S.- Research for Marketing Decisions, Prentice Hall of India.
14. Ferber, R.- Marketing Research, McGraw Hill Book Company.

**Optional Papers  
(Finance Group)**

# GROUP-I FINANCE

**PAPER-MC-F 402 STRATEGIC COST MANAGEMENT**  
**Elective Core**

**[60 Lectures + 30 T]**

## **COURSE OBJECTIVE**

The objective of this course is to make the students aware about the concepts of cost management which can help in strategic decision-making.

### **Unit 1 (12 Lectures)**

**Cost management-** Nature, Cost management system, Strategic Cost Management (SCM) and Strategy, Components of SCM.

**Activity –Based Management (ABM)** – Concept and uses, Relationship with activity-Based Costing, Techniques of ABM and its implementation steps.

### **Unit 2 (12 Lectures)**

**Life Cycle Costing** - Meaning and Utility, Product Life Cycle and Pricing Decisions, Life Cycle Budgeting.

**Target Costing** – concept, Key Principles of Target Costing, Target costing process, Target Costing and Pricing, Market Driven Costing, Product Level Costing ,Component Level Costing, Target Costing Management.

### **Unit 3 (12 Lectures)**

**Kaizen Costing** – Meaning and Implementation steps in Kaizen Costing, General Costing and Kaizen Costing, Target Costing and Kaizen Costing, Item specific Kaizen Costing, Bench Marking.

**Total Quality Management (TQM)** – Meaning and Characteristics, Types of Quality Costs, Measuring and Quality Costs and decision making.

### **Unit 4 (12 Lectures)**

**Productivity** - Meaning, Measuring Productivity - Partial and Total Productivity Measurement, Measuring changes in Activity and Process efficiency, Productivity in Service Firms and Not – For – Profit Organisations.

**Value Chain Analysis** – Concept, Value Chain Linkages – Internal Linkages, Supplier Linkages, Customer Linkages, Role of Value – chain in Decision Making.

### **Unit 5 (12 Lectures)**

**Just-in-Time (JIT) Inventory Management** – Traditional and JIT Approach, JIT and Purchasing, Cost Management and Quality Control, Limitations of JIT.

**Theory Of Constraints (TOC)** – Concept, Operational Measures, Internal and External Constraints, TOC and Cost Management, Uses of TOC.

## **References:**

1. Edward J Blocher, Kung H. Chen, Gary Cokins and Thomas W. Lin, ‘Cost Management: A Strategic Emphasis’, McGraw Hill Education (India) Ltd.
2. Don R- Hansen and Maryanne M. Mowen, ‘Cost Management, Accounting and Control, Cengage Learning (India) Ltd.
3. Ronald W. Hilton, Michael W. Maher and Frank A. Selto, ‘Cost Management: Strategies for Business Decisions, McGraw Hill Irwin
4. Jhon K. Shank and Vijay Govindrajana, ‘Strategic Cost Management, The Free Press.
5. Leslie G Eldenburg and Susan K. Wolcott, ‘Cost Management’, Jhon Wiley and Sons
6. Charles T. Horngren, George Foster and Srikant M. Datar, ‘ Cost Accounting: A Managerial Emphasis’, Prentice Hall of India Pvt. Ltd.



**PAPER-MC-F 403 SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT[60 Lectures + 30 T]  
Elective Core**

**COURSE OBJECTIVE**

The objective of this course is to expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.

**Unit 1(12 Lectures)**

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

**Unit 2 (12 Lectures)**

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

**Unit 3 (12 Lectures)**

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 (12 Lectures)**

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 (12 Lectures)**

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

**References:**

1. Fischer Donald E, & Jordan Ronald J : Security Analysis and Portfolio Management, Prentice-Hall
2. Pandian Punithavathy : Security Analysis and Portfolio Management, Himalaya Publishing House Pvt Ltd
3. Van Horne : Financial Management & Policy, Prentice-Hall
4. Weston J.F. & Brigham E.F. : Essentials of Managerial Finance, Hinsdale, IL: The Dryden Press
5. Walker E.W. : Essential of Financial Management, Prentice-Hall
6. Gitman & Joehuk : Fundamentals of Investing, Pearson Addison Wesley

**COURSE OBJECTIVE:**

The present course aims at familiarizing the participants with the principles, problems and structure of Corporate taxes in India and relevance of these taxes in business decisions.

**Unit 1 (12 Lectures)**

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

**Unit 2 (12 Lectures)**

Tax Planning: Nature, Scope and Problems, Tax Evasion, Tax Avoidance and Tax Management. Tax Assessment:- Assessment procedure, Deduction of tax at source and Collection of tax at source. Advance Pyment of Tax.

**Unit 3 (12 Lectures)**

Tax Planning with Reference to New Business: Location, Nature and Form of Organisation. Tax Planning related to Financial Management Decisions:- Capital Structure Decisions, Dividend Policy, Bonus Shares.

**Unit 4 (12 Lectures)**

Tax Planning with Reference to Managerial Decisions: Purchase of asset—Own Funds or borrowed Capital, Make or Buy; Own or Lease; Repairs, Replacement or Renovation; Shut-down or Continue; Sale of asset used for scientific research.

**Unit 5 (12 Lectures)**

Business Restructuring: Amalgamation, Demerger, Slump sale, Transfer of assets between Holding Company and Subsidiary Company.

**References:**

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

**Open Elective****COURSE OBJECTIVE**

The course gives thorough knowledge of the financial system to the students and introduces them to the financial various financial services, like leasing, hire purchase, etc.

**Unit 1 (12 Lectures)**

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 (12 Lectures)**

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

**Unit 3 (12 Lectures)**

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 (12 Lectures)**

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

**Unit 5 (12 Lectures)**

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.

**References:**

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

**Optional Papers  
(Human Resource Management Group)**

## GROUP-II HUMAN RESOURCE MANAGEMENT

PAPER-MC-HR 402 HUMAN RESOURCE DEVELOPMENT

[60 Lectures + 30 T]

Elective Core

### COURSE OBJECTIVE

To understand the purpose, process and applications of Human Resource Development in the context of different organizational strategies.

#### Unit 1 (12 Lectures)

**Introduction** : HRD Concepts, Strategic HRD, e-HRM, Goals and Mechanisms of HRD; HRD as a total system, Principles of designing HRD system, HRD commitment and culture in the Globalisation Era, HRD in Indian Industries.

#### Unit 2 (12 Lectures)

**HRD Process, Instruments, Sub-systems and Outcomes**: Steps in HRD Process; HRD Instruments; Subsystems of HRD; HRD Outcomes, Linkage between HRD Processes, Instruments, Outcomes and Organisational Effectiveness.

#### Unit 3 (12 Lectures)

**Career Planning and Development and Empowerment** : Concept and Rationale of Career Planning and Career Development; Career Stages; Process of Career Planning and Development; Effective Career Planning; Counselling for Career Planning; Concept and Process of Empowerment.

#### Unit 4 (12 Lectures)

**Training and Development**: Identifying Training needs, Planning for Training, Training Evaluation, Systems Approach to training, Executive Development Programmes, New Roles of Training; Managerial Grid Training.

#### Unit 5 (12 Lectures)

**Performance Management and HRD Audit**: Concept, Methods and Process of Performance Management; Competency Mapping; Balanced Scorecard; Concept and Significance of Potential Appraisal and Development; HRD Audit Concept and Key Audit Areas; T.Q.M; Quality Circles.

### References:

1. Shyam Chandra: Studies in Corporate HRD
2. Rao, T.V Verma KK Alternative approaches and strategies of Human Resource Development.
3. Mathur B.L : Human Resource Development- Strategies Approaches and Experiences
4. Rao T.V: HRD Audit
5. Rao T.V & Peniara D.F: Recent Experiences in HRD
6. Pareek V and Rao T.V: Designing and Managing Human Resource Systems
7. Werner, Jon M. and Randy L. Desimone, Human Resource Development, South-Western Educational Publishing, 6 th Edition, 2009
8. Nadler, L (ed), Corporate Human Resources Development, Van Nostrand Reinhold.

**Elective Core****COURSE OBJECTIVE**

This course will help the students in understanding the importance and procedure of organizational transformation in today's dynamic world.

**Unit 1 (12 Lectures)**

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

**Unit 2 (12 Lectures)**

**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 (12 Lectures)**

**Turnaround Management:** Definition of sickness; Causes and Symptoms of sickness. Prediction of sickness. Revival of sick unit—Provisions of Companies Act, 2013. Behavioral, economic and technical issues in Turnaround Management.

**Unit 4 (12 Lectures)**

**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, Methodology to implement BPR. BPR & TQM.

**Unit 5 (12 Lectures)**

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

**References:**

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.

## **COURSE OBJECTIVE**

To understand the various concepts related with labour welfare and social security in India.

### **Unit 1 (12 Lectures)**

**Labour Welfare:** Concept, Objectives and Scope of Labour Welfare, Types of Labour Welfare-Statutory and Non-Statutory; Agencies of Labour Welfare Work.

### **Unit 2 (12 Lectures)**

**Labour Welfare in India:** Labour Welfare under Constitution of India, Main Provisions of the Factories Act, 1948 and the Mines Act, 1952 Regarding Labour Welfare. Workers Education in India

### **Unit 3 (12 Lectures)**

**WAGE LEGISLATION:** Main provisions of:

1. The Payment Of Wages Act 1936
2. Minimum Wages Act 1948
3. The Payment of Bonus Act 1965 including main recommendations of the Bonus Commission.

### **Unit 4 (12 Lectures)**

**Social Security:** Concept, Need and Significance of Social Security, Types of Social Security, Social Assistance and Social Insurance, Social Security in India

### **Unit 5 (12 Lectures)**

**Social Security Legislation in India:** Main Features and Provisions of the Employees State Insurance Act, 1948; the Employees Provident Funds and Misc. Provisions Act, 1952; Workmen's Compensation Act, 1923; and the Maternity Benefit Act, 1961.

## **References:**

1. Dynamics of Industrial Relations, Trade Unionism and Labour Welfare in India, By Shrikant Mishra
2. Economics of Labour and Industrial Relations by T.N Bhagoliwal
3. Labour Problem and Welfare by M.Mustafa
4. Industrial Relations, Participating Management by B.P Rath
5. Management of Industrial Relations and Labour Laws by S.C Srivastava
6. Personnel Management and Industrial Relations in India by R.S.Davar
7. Industrial Relations in India by V.Agnihotri
8. Labour and Industrial Law, Malik P. L, Eastern Book Company, Lucknow.
9. Simplified Approach to Labour Laws 3rd edn, Sharma J. P, Bharat Law House Pvt. Ltd, New Delhi.
10. Introduction to Labour & Industrial Law, Singh Avtar, Wadhwa and Company, Nagpur.

**Open Elective****COURSE OBJECTIVE**

This course exposes the students to the issues involved in maintaining good employee relations. The paradigm shift from industrial relations to employee relations; the impact on unionized activity is discussed with its historical perspective.

**Unit 1 (12 Lectures)**

**Industrial Relations in India and Emerging Challenges:** Industrial Relation in India; Evolution of Industrial Relations; Approaches to Industrial Relations; Contextual and Constitutional Framework; Industrial Relations Strategy; Emerging Trends & Challenges in Industrial Relations in the Era of Globalization.

**Unit 2 (12 Lectures)**

**Trade Unionism and Collective Bargaining Trade Unions:** Historical Evolution, Development and Types of Unions; Functions of Unions; National Level Federations, Trade Unions Act, 1926 and Recent Amendments; Collective Bargaining-Perspective, Concept, Stages and Prerequisites for Collective Bargaining Process: Types of Collective Bargaining Contracts.

**Unit 3 (12 Lectures)**

**Grievance Redressal and Discipline Mechanisms:** Discipline Mechanisms-Judicial Approach to Discipline; Misconduct, Disciplinary Proceedings, Domestic Enquiries, Charge-sheets, Conduct of Enquiry and Award of Punishments; Grievance and Redressal-Approaches and Nature of Grievances, Causes, Procedure and Grievance Redressal Mechanisms.

**Unit 4 (12 Lectures)**

**Industrial Conflict and Regulations of Industrial Disputes:** Industrial Conflict, Nature of Conflicts and its Manifestations, Data Analysis, Labour Administration Machinery; Instruments of Economic Coercion, Strikes, Lockouts, Inter-Industry Propensity for Strikes; Strike Patterns; Arbitration, Conciliation: Adjudication; Regulations of Industrial Disputes-Contextual Framework, Object, Scheme, Industrial and Individual Disputes, Participants in Industrial Dispute, Settlement of Disputes

**Unit 5 (12 Lectures)**

**Workers Participation and International Labour Organisation:** Industrial Democracy: Concept, types and pre-requisites; Workers Participation-Evolution and Nature of Participation, Forms of Participation, Impact of Participation; Prerequisites for Successful Participation, Limitations of Participation: Current Trends in Participation in Indian Industries, International Labour Organisation-Genesis of ILO, The Philadelphia Charter; Membership and Organization Major Activities of the ILO.

**References:**

1. Dynamics of Industrial Relations, Trade Unionism and Labour Welfare in India, By Shrikant Mishra
2. Economics of Labour and Industrial Relations by T.N Bhagoliwal
3. Industrial Relations by B.P Rath
4. Management of Industrial Relations and Labour Laws by S.C Srivastava
5. Personnel Management and Industrial Relations in India by R.S.Davar
6. Industrial Relations in India by V.Agnihotri
7. Industrial Relations: Text and Cases, C.S. Venkat Ratnam, Oxford University Press, Delhi
8. Industrial Relations: Theory & practice , Michael Salamon, Pearson Education.
9. Introduction to Labour Economics, Myers C.A..
10. Introduction to Labour Economics, Philips, Q. W..
11. Industrial Labour in India Singh, V.B..



**Optional Papers  
(Marketing Group)**

## GROUP-III MARKETING

**PAPER-MC-M 402 CONSUMER BEHAVIOUR & MARKETING RESEARCH [60 Lectures + 30 T]**  
**Elective Core**

### **COURSE OBJECTIVE**

Objective of this course on Consumer Behavior is to present a comprehensive coverage of the subject with examples from the Indian Scenario. This course also challenges students to understand the complexities of consumer needs and perceptions and translate them into effective Marketing Strategies. The course will be focusing on the elementary knowledge of Marketing Research as well.

#### **Unit 1 (12 Lectures)**

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 (12 Lectures)**

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

#### **Unit 3 (12 Lectures)**

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 (12 Lectures)**

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

#### **Unit 5 (12 Lectures)**

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

#### **References:**

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.
6. Nigel Bradley: Marketing Research – Tools and Techniques, Oxford University Press.

**COURSE OBJECTIVE**

This course enables the students to understand the retailing process, the environment within which it operates and the various retail institutions along with their functions. This course will also help them understand about the supply chain system and logistics management.

**Unit 1 (12 Lectures)**

Definition and Scope - Retailer - Evolution of Retailing Industry - Factors behind the change of Indian Retailing Industry - Economic Growth - Retailers Role in Distribution Channels - Benefits of Retailing - Retailing Environment, Classification of retailers

**Unit 2 (12 Lectures)**

Buying behaviour process, Types of Buying behaviour, Buying Situations

**Unit 3 (12 Lectures)**

Definition of Retail Market Strategy, Pricing, Promotion, Store Location and Site Evaluation: Importance of Location Decision - Retailing strategy and Location - Characteristics Used in Location - Analysis - Defining the Trade Area, Store Layout – Design, Visual Merchandising

**Unit 4 (12 Lectures)**

Importance of Supply Chain Management (SCM), Decision phases and process view of SCM, Supply chain drivers, Various Flows (cash, value and information) in SCM

**Unit 5 (12 Lectures)**

Logistics Management as part of SCM, Logistics costs, inbound and outbound logistics, Bullwhip effects in Logistics, Purchasing and warehousing Management, Functions of Purchase Department, Vendor Rating.

**References:**

1. Newman A.J. and Cullen P- Retailing: Environment and Operations (Vikas, 1st ed.)
2. Vedmani G. Gibson- Retail Management- Functional Principles & Practice (Jaico Publications 1st ed)
3. Raghunath G. (IIMA)- Logistics and Supply Chain Management (McMillan, 1st 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, 1st ed.)
6. Sahay B.S.- Supply Chain Management McMillan, 1st ed.

**COURSE OBJECTIVE**

To enable students to build a sound theoretical and practical understanding of the formulation of promotional strategy and the management of the marketing communication process.

**Unit 1 (12 Lectures)**

Introduction to Integrated Marketing Communication: Evolution and Importance of Integrated Marketing Communication, The Promotional –Mix, Role of Communications in Marketing, Economic and Creative justification of marketing communications.

**Unit 2 (12 Lectures)**

The Communication Process, Behavioral Aspects of Marketing Communication, Consumer response to persuasive communications- Different Communication models, Influence of source message and channel factors on communication

**Unit 3 (12 Lectures)**

Advertising, Advertising objectives, functions, message and strategies, Advertising & Consumer Orientation, Advertising budget, Advertising agency, test of effectiveness of advertising, Media planning and strategy.

**Unit 4 (12 Lectures)**

Personal selling, meaning importance, objectives, process, role of personal selling in promotion mix

**Unit 5 (12 Lectures)**

Sales promotion, sales promotion objectives, B2C, B2B, B2T, T2C, sales promotion, types, public relation and publicity, PR and publicity objectives, Direct marketing, Direct marketing objectives, Direct marketing strategies.

**References:**

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 Irving, 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

**COURSE OBJECTIVE**

To focus on the research, strategy and application specific to decision-making in the highly competitive and rapidly growing services sector.

**Unit 1 Introduction to Services Marketing (12 Lectures)**

Concept, Classification of Services, Reasons for Growth in Services, Goods versus Services, Features of Services, Consumer behaviour in Services, Emergence of Service marketing, Marketing Challenges in Services Business.

**Unit 2 Strategies for Services Marketing (12 Lectures)**

Elements of Marketing Mix in Services (7P's), Service triangle, Segmentation, Positioning & Differentiation, Advertising and Sales Promotion of Services, Relationship Marketing.

**Unit 3 Service Quality and Standards (12 Lectures)**

Customer Expectations & Perceptions about Services, Factors influencing Customer satisfaction, Determinants of Service quality, Service Quality and Measurement- SERVQUAL, Gaps model of Service quality.

**Unit 4 Delivering Services (12 Lectures)**

Role of Employees in service delivery, Developing customer conscious Employees, Quality Circles; Physical Evidence- Physical Facilities, Physical Setting, Social Setting.

**Unit 5 Managing Service Process (12 Lectures)**

Designing service process, Design options, Service process planning, Service Blueprint, Benchmarking, Service Productivity, Application of Technology for Service activities.

**References:**

1. Services Marketing, Zeithaml Valerie / Bitner Mary Jo. Tata McGraw-Hill
2. Services Marketing, Lovelock, Christopher, Prentice-Hall, International Edition
3. Marketing Services: Competing through Quality, Berry, Leonard L / Parasuraman, A., Simon and Schuster
4. Services Marketing, Nargundkar, Rajendra. Tata McGraw Hill
5. Managing Services Promises, Berry et al.
6. Services Marketing, NC Jain & Saakshi.
7. Services Marketing, S.Shahlahan