

DIRECTORATE OF DISTANCE EDUCATION

UNIVERSITY OF NORTH BENGAL

SYLLABUS FOR M.COM (MASTER OF COMMERCE)

(Semester pattern under CBCS)

(W.e.f. 2019-2020 Session)

- Total Marks: 1600
- There are 16 (sixteen) papers, each carrying 100 marks.
- Each semester shall be composed of 4 (four) papers.
- Out of 100 marks in each of the papers 75 marks are for Written Examination to be held at the end of each semester and 25 marks (15+10) for Assignments (i.e. Internal Assessments) to be submitted as per schedule.
- In Written Examinations Students shall have to answer 2 Essay type questions each carrying 15 marks, 3 Semi-essay type questions each carrying 10 marks and 3 Short questions each carrying 5 marks. There shall be alternatives to each type.
- The duration of semester end written examination shall be 3 (three) hours per paper.
- The Question Pattern, Marks Distribution and Credit Division shall be as follows [Total credits= 64 (1600 marks); Written examination= 48 credits (1200 marks); Assignments= 16 credits (400 marks)]:

**A. Semester End Written Examination**

Type of Questions	No. of Questions	Marks per question	Total Marks	Credit per question	Total Credit
Essay type	2	15	(2X15)= 30	0.6	(0.6X2)= 1.2
Semi-essay type	3	10	(3X10)= 30	0.4	(0.4X3)= 1.2
Short type	3	5	(3X5)= 15	0.2	(0.2X3)= 0.6
<b>Total</b>	<b>8</b>		<b>75</b>		<b>3.00</b>

### B. Assignments

Type of Questions	No. of Questions	Marks per ques.	Total Marks	Credit per ques.	Total Credit
Essay type	1	15	(1X15)= 15	0.6	(0.6X1)= 0.6
Semi-essay type	1	10	(1X10)= 10	0.4	(0.4X1)= 0.4
<b>Total</b>	<b>2</b>		<b>25</b>		<b>1.00</b>

### C. [A and B taken together]:

	SEMESTER END WRITTEN EXAMINATION (A)			ASSIGNMENTS (B)			TOTAL (PER SEMESTER)	TOTAL FOR M.COM (4 SEMESTERS)
	Per Course (P)	No. of course per semester (Q)	MARKS A= (P×Q)	Marks per course (R)	No. of course per semester (S)	MARKS B= (R×S)	A+B	
<b>Marks</b>	75	(4)	<b>300</b>	25	(4)	<b>100</b>	<b>400</b>	(400X4) = <b>1600</b>
<b>CREDITS</b>	3	(4)	<b>12</b>	1	(4)	<b>4</b>	<b>16</b>	(16X4) = <b>64</b>

### N.B. Norms for delivery of each course through distance mode:

No. of Assignments	No. of Counselling Sessions (Theory 10% of total study hours)	Size of SLMs Range (in terms of units, to be divided into blocks)	Study input	Credit Value of the course
<b>2</b>	<b>12 hours</b>	<b>14-16 units</b>	<b>120 hours</b>	<b>4 credits</b>

## Semester-Wise Course Structure

### Semester I

Courses	Course Code	Name of the Course	Marks of Semester end written Examination	Assignment	Credits (Written + Assignment)
Core	MC 101	Management Concept and Organizational Behavior	75	15+10=25	3+1=4
Core	MC 102	Financial Management	75	15+10=25	3+1=4
Soft Core	MC 103	Statistics	75	15+10=25	3+1=4
Elective	MC 104	Human Resource Management	75	15+10=25	3+1=4
Elective	Or MC 105	Analysis of Financial Statement	75	15+10=25	3+1=4
Total Marks: 400			Total Credits: 16		

## Semester II

Courses	Course Code	Name of the Course	Marks of Semester end written Examination	Assignment	Credits (Written + Assignment)
Core	MC 201	Advanced Management Accounting	75	15+10=25	3+1=4
Core	MC 202	Accounting Theory	75	15+10=25	3+1=4
Soft Core	MC 203	Managerial Economics	75	15+10=25	3+1=4
Elective	MC 204	Banking Theories and Practices in India	75	15+10=25	3+1=4
Elective	Or MC 205	Marketing Management	75	15+10=25	3+1=4
Total Marks: 400			Total Credits: 16		

### Semester III

Courses	Course Code	Name of the Course	Marks of Semester end written Examination	Assignment	Credits (Written + Assignment)
Core	MC 301	Indian Financial Institutions	75	15+10=25	3+1=4
Core	MC 302	Indian Financial Markets	75	15+10=25	3+1=4
Soft Core	MC 303	Economic Environment of Business	75	15+10=25	3+1=4
Open Elective	MC 304	Computer Application in Business & E-Commerce	75	15+10=25	3+1=4
Open Elective	Or MC 305	Advertising and Sales Management	75	15+10=25	3+1=4
Total Marks: 400			Total Credits: 16		

- A learner from other subject can choose any one of the Open Elective to be offered by the Directorate. However, the Department reserves the right to decide the number of Open Elective to be offered in a particular academic year depending on the availability of resources and infrastructure.

### Semester IV

Courses	Course Code	Name of the Course	Marks of Semester end written Examination	Assignment	Credits (Written + Assignment)
Core	MC 401	Corporate Tax Planning and Management	75	15+10=25	3+1=4
Soft Core	MC 402	Product and Distribution Management	75	15+10=25	3+1=4
Elective	MC 403	International Finance	75	15+10=25	3+1=4
Elective	MC 404	Consumer Behavior	75	15+10=25	3+1=4
Elective	MC 405	Security Analysis and Portfolio Management	75	15+10=25	3+1=4
Elective	MC 406	Service Marketing	75	15+10=25	3+1=4
Total Marks: 400			Total Credits: 16		

- A learner can choose any of the two Elective from the above mentioned Elective given. However, the number of Elective courses offered during a particular semester period is dependent on the availability of resources and infrastructure.

# DETAILED SYLLABUS

## Semester-I

### CORE PAPERS (Compulsory)

#### Course 101: Management Concept and Organizational Behavior

##### Unit 1: Introduction to Management

Definition; Management- an Art or Science?; Management as a Profession; Importance of Management; Challenges

##### Unit 2: Evolution of Management Thought

Classical Management Theory; Bureaucratic Model; Assessment of Bureaucracy; Scientific Management; Taylor's Mechanism; Assessment of Management; Administrative ( Process ) Management Theory; Fayol's Management Process; Its Assessment; Taylor Vs Fayol; Other Management Principles including Neo-Classical and Modern Management Theory

##### Unit 3: Management Process

Managerial Performance; Efficiency & Effectiveness Managerial Functions; Dual Analysis of Management Work: Planning - Organizing –Staffing – Leading – Motivating – Coaching - Communication-Co-ordination-Developing People; Management Process in a dynamic Business Environment

##### Unit 4: Organizational Culture and Change

Organizational culture and its characteristics; Directions and determinants of Organizational culture; Organizational ethics and values; Concept and Nature of organizational change; Need and Process of organizational change; Force field Analysis; Resistance to change - Causes and Remedies, Management of Planned change.

##### Unit 5: Motivation and Morale

Concept and Significance of Motivation; Money as a Motivator, Techniques of Motivation— Carrot and Stick; Job Enrichment; Maslow's Need Hierarchy Theory; Herzberg's Two factor theory; Comparison between Maslow and Herzberg Theories; Mc Gregor's Theory X and Theory Y;Ouchi's Theory Z; Concept of Morale; Distinction between Motivation and Morale; Morale and Productivity; How to build High Morale

##### Unit 6: Leadership

Concept and Significance; Leadership Vs. Management; Formal and Informal Leaders; Theories of leadership; Leadership Styles; Leadership Continuum; Situational Nature of Leadership

## Unit 7: Communication

Concept and Nature; Process and Significance; Communication channels—Formal and Informal; Grapevine and Rumor; Communication Media; Oral and Written Communication Networks; Barriers to Communication; How to overcome the barriers and make communication effective

## Unit 8: Conflict Management in Organization

Causes of Conflict; Communication and Conflict Resolution; Negotiating to solve Conflict- Programme on Negotiation; Organizing Conflicts; Types of Conflicts; Interpersonal and Inter-group Conflicts; Methods of Conflict Resolution; Regulating Conflicts in Organization

## Unit 9: Stress Management and Work Life Balance

What is Stress?; Causes of Stress, Physical and Psychological impacts of Stress, how to overcome it; Drive towards effective stress management; Work life balance

### **Suggested Readings**

Griffin, Ricky W: Organisational Behaviour, Houghton Mifflin Co. Boston.

Hellreigl, Don, John W. Solcum, Jr. and Richard W. Woodman: Organisational Behaviour, South Western College Publishing, Ohio.

Hersey, Paul, Kenneth H. Blanchard and Dewey E. Johnson: Management of Organizational Behaviour Utilizing Human Resources, Prentice Hall, New Delhi.

Ivancevich; John and Micheel T. Matheson: Organisational Behaviour and Management, Business Publication Inc. Texas.

Koontz. Harold, Cyril O'Donnel, and Heinz Wehrich: Essentials of Management, Tata McGraw Hill, New Delhi.

Luthans, Fred: Organisational Behaviour, McGraw Hill, New York.

Kolasa: Introduction to Behavioural Science for Business, Wiley

Shukla: Understanding Organisations, PHI Pvt. Ltd.

Ahuja: Industrial Management and Organisational Behaviour, Khanna Publishers

Sharma: Organisational Theory and Behaviour, McGrawHill Education

## **Course 102: Financial Management**

### Unit 1: Nature, objectives and scope

Financial decision-making and types of financial decisions; role of a finance manager in a firm; Risk-Return framework for financial decision-making.

### Unit 2: Cost of Capital

Meaning and significance of cost of capital, calculation of cost of debt, preference share capital, equity share capital and retained earnings, combined cost of capital, cost of equity and CAPM. Traditional and M.M Hypotheses – without taxes and with taxes

### Unit 3: Capital Structure Theory and Policy

Relevance of Capital Structure- The Net Income and Traditional View; Irrelevance of Capital Structure: NOI approach and MM Hypothesis without taxes; Relevance of Capital Structure- The MM Hypothesis under Corporate Taxes; The trade-off theory: Costs of Financial Distress and Agency costs; Pecking order theory.

### Unit 4: Capital Budgeting Decisions

Nature and Kinds of Capital Budgeting Decisions; Investment Evaluation Criteria; Determination of Cash Flow for Investment Analysis; Investment timing and duration; Replacement of an existing asset; Investment decisions under capital rationing; Risk Analysis in Capital Budgeting.

### Unit 5: Financial and Operating Leverage

Measurement of leverages; effects of operating and financial leverage on profit; analyzing alternate financial plans; combined financial and operating leverage; Financial Leverage and Shareholders risk.

### Unit 6: Dividend Theory and Policies

Issues in dividend decisions; Walter's model; Gordon's model; M.M. hypothesis; dividend and uncertainty; relevance of dividend; dividend policy in practice; forms of dividends; stability of dividends; Lintern's model of Corporate Dividend Behavior; buyback of shares.

### Unit 7: Management of Working Capital

Meaning; significance and types of working capital; profitability-liquidity tangle; calculation of operating cycle; estimation of working capital requirements; financing of working capital and norms of bank finance; Management of cash; receivables and inventory

## **Suggested Readings**

Brealey, R and Steward C. Myers: Corporate Finance, McGraw Hill, Int. New York.

Weston and Brigham: Managerial Finance, Hall Sanders

Hampton, John: Financial Decision Making, Prentice Hall, Delhi.

Pandey, I.M: Financial Management, Vikas Publishing House, Delhi.

Van Horne, James C: Financial Management and Policy, Prentice Hall, Delhi.

Pinches, George E: Essentials of Financial Management; Harper and Row, New York.

Block, Stanly B, Geoffrey A H: Foundations of Financial Management; Richard D. Irwin,

Brigham and Houston: Financial Management, Thomson, New York

## **SOFT CORE (Compulsory)**

### **Course 103: Statistics**

#### Unit 1: Meaning and Scope

Origin; Definition of Statistics; Importance and Scope of Statistics; Limitations; Distrust of Statistics

#### Unit 2: Theory of Probability

Classical, Empirical and Axiomatic Definition; Set Theory and Probability Theory; Law of addition and Multiplication; Bayes Theorem; Random Variable - discrete, continuous; Probability Distribution: Mathematical Expectation; Moment Generating Function.

#### Unit 3: Theoretical Distributions

Binomial, Poisson and Normal; Moment Generating Function of the distributions; Business Application of Probability Theory.

#### Unit 4: OLS and Properties of OLS Estimators

Ordinary Least Square; Goodness of fit, Autocorrelation, Homoscedasticity; Properties of estimators; Statistical significance of the estimators

#### Unit 5: Correlation

Multiple and Partial Correlation; Multicollinearity

#### Unit 6: Sampling Theory

Sampling Design; Fundamental concepts of Sampling; Importance of Sampling; Probabilistic and Non-probabilistic Methods of Sampling.

#### Unit 7: Sampling Distribution

Standard Error; Determination of Sample Size; Estimation: Interval estimate; Features of a good estimator

## Unit 8: Sample Tests

Central Limit Theorem; Test of Hypothesis; One-tailed test, two tailed test; Test for equality of mean, variance, proportion etc.; t-test; F-test;  $\chi^2$  – test

### **Suggested Readings**

Gupta & Kapoor: Fundamentals of Mathematical Statistics, S. Chand

Hair, Anderson & Others: Multivariate Data Analysis, PHI.

Koutsoyannis A: Theory of Econometrics, ELBS.

Levin and Rubin: Statistics for Management, PHI.

Kendal and Stuart: Advanced Theory of Statistics, PHI.

Conver W.J: Practical Non-Parametric Statistics, John Willey

Box, Jenkin & Reinsel: Time Series Analysis, Pearson.

Johnson & Wichern: Applied Multivariate Statistical Analysis.

Gujarati, D.N.: Basic Econometrics, McGrawHill, Boston.

### **ELECTIVE PAPERS (CHOOSE ANY ONE)**

#### **Course 104: Human Resource Management**

##### Unit 1: Introduction to Human Resource Management

Definition; Objective; Importance; Scope; Similarities and dissimilarities between PM and HRM

##### Unit 2: Manpower Planning

Definition; needs; objectives; process; factors to be considered for manpower planning.

##### Unit 3: Recruitment and Selection

Recruitment: Definition; Importance; Theories of Recruitment; Sources of Recruitment; Methods of Recruitment; Recruitment Policy; Alternative Approaches to Recruitment;

Selection: Definition; Importance; Selection Process; Selection tests; Selection Interview: Objectives; Advantages; Types of Interview; Problems; Guidelines to be followed by the Interviewer

### Unit 3: Induction, Training and Development

Induction: Definition; need; process; information needs of employees;

Training and Development: Definitions; needs; differences; identification of training needs; methods of training; Importance of Development; Identification of Developmental Needs; Methods of Development

### Unit 4: Performance Appraisal and Promotion

Performance Appraisal: Definition, objectives; Rating; Factors that Contribute towards Rating Errors, Process, Methods; Promotion: Definition, types, Need, bases of promotion and their advantages and disadvantages.

### Unit 5: Grievance

Definition; Causes of grievance; Grievance redressal procedure.

### Unit 6: Motivation and Employee Morale

Definition; Process; Maslow's theory; Herzberg's theory; Mc-Gregor's theory; ERG theory; Vroom's theory; Equity theory; McClelland's Theory;

Employee Morale: Definition; factors; types; steps in improving morale.

### **Suggested Readings**

Yoder: Personnel Management & Industrial Relations, Prentice-Hall, inc.

Jucius: Personnel Management, Richard D. Irwin

Strauss and Sayles: Personnel: the human problems of Management, Pearson

Monappa&Saiyadian: Personnel Management, Mc Graw Hill, India 2001

Aswathappa: Human Resource and Personnel Management, Tata McGrawHill Education, 2005

Bowey: A Guide to Manpower Planning, Macmillan

NIPM: Personnel Management in India

Gomez – Mejia, Balkin and Cardy: Managing Human Resources, Pearson

DeCenzo& Robbins: Personnel / Human Resource Management, Prentice Hall

Ivancevich, John. M: Human Resource Management, McGrawHill Irwin

Dessler, Gary: Human resource Management, Pearson Education

Robbins, Stephen: Organization Behaviour, Pearson Education

## **Course 105: Analysis of Financial Statement**

### Unit 1: Introduction to Financial Statement Analysis

What is financial Statement Analysis (FSA)? Domain of FSA -Traditional Approaches to FSA; New Approaches to FSA

### Unit 2: Techniques of Financial Statements Analysis

Analysis through Comparison; Tools and Techniques of Analysis: Common-Size Analysis; Vertical Analysis; Horizontal Analysis

### Unit 3: Ratio Analysis

Requirements for Ratio Formulation; Classification of Ratios according to their Uses: Short-term Solvency/Liquidity Analysis; Long-term Solvency / Capital Structure Analysis; Profitability Analysis: Activity Analysis; Asset Management Analysis; Long term Activity Analysis; Capital Market Analysis

### Unit 4: Income Statement Analysis

Factors affecting reported income; Classification of Income Statement Analysis; Revenue and Expense Recognition; Gross Profit; Operating Profit-Other Income and Expenses- Management's Latitude: A few examples-earnings manipulation and management discretion; Analyzing Sales, Cost of Goods Sold and Gross Profit in Absolute Figures and in Percentage Terms

### Unit 5: Limitations of Financial Statement Analysis

Growth of GAAP; Who created GAAP?; Position of GAAP in India-Standards Overload; Limitations of Financial Statements; GAAP Contradictions; GAAP Inadequacies; Steps taken to make up the Inadequacies

### **Suggested Readings:**

1. Rao Peddina Mohan: Financial Statement Analysis and Reporting, Prentice Hall of India Pvt. Ltd.
2. Sarngadharan M. & Kumar S. Rajitha: Financial Analysis for Management Decisions, PHI
3. Palat Raghu: Understanding Financial Ratios for Business, Jaico Publishing House
4. Kakani Ramchandran: How to Analyze a Financial Statement, McGrawHill Education
5. Dani H.R.: Balance Sheets: Contents, Analysis and Interpretation, Orient Paperbacks
6. Subramanyam K R and Wild John J. : Financial Statement Analysis, McGrawHill Education
7. Horngren, Foster and Datar: Cost Accounting – A managerial emphasis, Pearson

## Semester-II

### CORE PAPERS (Compulsory)

#### Course 201: Advanced Management Accounting

##### Unit 1: The Nature of Management Accounting and Control Structure

How Management Accounting adds value to business; Position and functions of Management Accountants in different types of organizational structures; Role of Management Accountant in Strategic Planning; Management Control and Task Control

##### Unit 2: Responsibility Accounting and Divisional Performance Measurement

Concept of Responsibility Accounting; Responsibility Centers- Cost Centre, Revenue Centre, Profit Centre, Investment, Centre; Measures of Performance; Managing Costs through Standard Setting and Variance Analysis; Controllability and Cost Variance Investigation models; Return on Investment (ROI) Versus Residual Income (RI); Economic value added.

##### Unit 3: Transfer Pricing in Defictionalized Companies

Purpose of Transfer Pricing; Transfer Pricing Methods; Resolving Transfer Pricing Conflicts; Domestic Transfer Pricing Considerations; International Transfer Pricing;

##### Unit 4: Cost-Volume Profit analysis and Short -Run Managerial Decisions

Necessity; assumptions using CVP for managerial decision making; sensitivity, profit planning, CVP analysis of multi-product units; Managerial Decisions – Make/Buy, Add/Drop, Sell/ Process Further, Operate/Shutdown, Special Order; Product-Mix; Pricing Decisions.

##### Unit 5: Activity Based Costing and Activity Based Management in today's Advanced manufacturing environment

Concepts Characteristics; benefits from using ABC systems; how to develop and implement ABC systems; Using ABC for cost management and profitability improvement; Target Costing; Kaizen Costing and Constant Improvement

##### Unit 6: Management Control through management of Quality and Capacity

Definition of quality; classification of quality costs; analysis of quality costs; quality cost reporting; Total Quality Control and Management; Meaning of Capacity Management; Capacity determination; Guidelines of professional bodies on capacity determination; Rightsizing and management of capacity – identifying unused capacity for engineered and discretionary overhead costs.

##### Unit 7: Inventory Management

Inventory Costs and Cost optimization techniques; Selective inventory Control; JIT Inventory Management; Theory of Constraints and application in Inventory Management.

## Unit 8: Activity Based Budgeting:

Purposes of Budgeting Systems; Types of Budget; Using Activity Based Budgeting to prepare Master Budget; Budget Administration; Zero Base Budgeting; Budgeting Product Life cycle costs; Behavioral Impact of Budgets

### **Suggested Readings**

C. Drury: Management and Cost Accounting: Cengage Learning.

Hornigren, Foster and Datar:, Cost accounting – A managerial emphasis.

R.M. Kishore, Advanced Management Accounting, Taxmann Publications.

R.N. Anthony and V.Govindarajan: Management Control Systems, Tata McGraw Hill.

R.S. Kaplan & A.A. Atkinson:, Advanced Management Accounting PHI.

R.W. Hilton, Managerial Accounting, Tata McGraw Hill.

Don.R. Hansen and M.M. Mowen, Managerial Accounting , Cengage Learning

B. Banerjee, Financial Policy and Management Accounting, PHI

Basu B. K: Lectures in Management Accounting, New Central Book Agency.

Kaura M. N.: Management Control and Reporting Systems, Sage Publications.

Drury C: Management and Cost Accounting: Thomson Learning.

## **Course 202: Accounting Theory**

### Unit 1: Accounting Theory

Concept; Role; Classification; Methodology and Approaches

### Unit 2: Accounting Concepts and Conventions

GAAP and Classification of Indian GAAP/Types of Indian GAAP; Concepts and Conventions Related to Income Statements and Balance Sheets.

### Unit 3: Assets, Liabilities and Equities

Definition; Classification; Measurement/ Valuation; Theories of Equity

### Unit 4: Accounting Standards

Definition; Benefits; Management and Standard Settings; Problems of Standard Setting; Accounting Standards (with Special Reference to India); Harmonization and Global

Convergence of Accounting Standards (AS); International Financial Reporting Standards (IFRS); Relative view of AS and IFRSs

Unit 5: Depreciation Accounting and Policy

Definition; Concepts; Relationship with Repairs and Replacements; Evaluation of Various Methods of Depreciation

Unit 6: Contemporary Issues in Accounting

Accounting for Changing Price Levels; Human Resource Accounting; Corporate Social Accounting

**Suggested Readings:**

Hendriksen, E.S.: Accounting Theory; Khosla Publishing House, New Delhi-2.

Baxter, W.T. and S. Davidson: Studies in Accounting; The Institutions of Chartered Accounts England and Wales, London.

Glautier, M.W.W. Underdown: Accounting – Theory and Practice; Arnold-Heinemann Publishers.

Backer, M: Modern Accounting Theory; PHI Pvt. Ltd.

Colditz, B.T. and R. W. Hibbins: Accounting Perspectives; McGraw Hill Book Co. Sydney.

Porwal, L.S.: Accounting Theory-An Introduction; Tata McGraw Hill, New Delhi.

Ghosh, P.K., Maheshwari, and R.N. Goyale: Studies in Accounting Theory; Wiley Eastern Ltd. India.

Bhattacharyya, S.K. and Dearden, J.: Accounting for Management; Text and Case; Vikas Publishing House Pvt. Ltd., New Delhi.

**SOFT CORE (Compulsory)**

**Course 203: Managerial Economics**

Unit 1: Basics of managerial economics:

Overview of the theory of consumer; Overview of the theory of production and market structure; Overview of macroeconomics; optimization techniques using calculus and linear programming

Unit 2: Theory of consumer behavior:

Preference relation, choice rules, and their interrelationship; Consumption set, consumption budget and demand function; The weak axiom of the Revealed preference and the law of demand; Basic properties of preference relations; Preference and utility.

Unit 3: Choice under uncertainty:

Expected Utility Theorem; theory of lottery and its application in business

Unit 4: Market structure (Monopoly):

Monopoly and patent; monopoly and product quality; price discrimination under strong monopoly; hidden information model of price discrimination.

Unit 5: Market structure (Oligopoly):

Cournot, Bertrand and Stackleberg models in the game theoretic approach; The Bertrand model & the Nash equilibrium; Bain's model of limit pricing; Strategic pre-commitments to affect future competition.

Unit 6: Market failures:

Informational asymmetries and adverse selection; The signaling model; The screening models; The principal-agent problem.

Unit 7: Managerial theories of firm:

Marris' model of the managerial enterprise; Williamson's model of managerial discretion.

Unit 8: Macroeconomic system:

Analysis of product market; money market and labour market; Determination of equilibrium and comparative statics in the IS-LM framework.

### **Suggested Readings**

1. J. H. Henderson and R. E. Quandt, Microeconomic theory: A mathematical approach, Third edition, 2003
2. A. Mas-collel, M.D. Whinston and J.R. Green, Microeconomic Theory, Indian edition, 2006.
3. H.R. Varian, Microeconomic Analysis, Second edition, 1984
4. E. Wolfstetter, Topics in Microeconomics: Industrial organisation, auction and incentives, Cambridge University Press, 1999
5. A Mas-collel, M.D. Whinston and J.R. Green, Microeconomic Theory, Indian edition, 2006.
6. A Koutsoyiannis, Modern microeconomics, ELBS, 1975
7. W.J. Baumal, A. S. Blinder, Microeconomics: Principles and policy, Ninth edition, 2003
8. R.J. Gordon, Macroeconomics, Twelfth edition, 2011

## **ELECTIVE PAPERS (CHOOSE ANY ONE)**

### **Course 204: Banking Theories and Practices in India**

Unit 1: Introduction: Structure of Financial System

Unit 2: Money: various definitions of money and their importance; Credit multiplier-factors governing it; its limitations: system of note issue.

Unit 3: Demand for money: Quantity theory of money; Keynesian Theory of money; modern version of Quantity theory of money.

Unit 4: Supply of Money: Effect of money supply in IS-LM framework.

Unit 5: Central Banking (With special reference to India): Structure, Functions and role of Central Banks; Monetary control techniques

Unit 6: Commercial Banking (With special reference to India): Functions; Credit Creation; Management of Assets; Capital Base; Economic and Prudential Regulations; Basel Capital Accord; Services like Lead Banking

### **Suggested Readings**

Avdhani: Investment and Securities Markets in India, Himalaya Publications, Delhi.

Bhole, L.M.: Financial Markets and Institutions, Tata McGraw Hill, Delhi.

Ghosh, O: Banking Policy in India, Allied Publications, Delhi.

Giddy, I.H: Global Financial Markets, A.I.T.B.S., Delhi.

Khan, M.Y.: Indian Financial System, Tata McGraw Hill, Delhi.

Reserve Bank of India, Various Reports, RBI Publications, Mumbai.

Varshney, P.N.: Indian Financial System, Sultan Chand & Sons, New Delhi.

Pathak, B.V.: Indian Financial System, Pearson.

## **Course 205: Marketing Management**

### Unit 1: Introduction to Marketing

Definition & Functions of Marketing; Approaches to Marketing.

### Unit 2: Marketing Environment

Analyzing needs and trends; Macro Environment -Political, Economic, Socio-cultural and Technical Environment, Micro Environment, Industry & Competition; Concept of Market, Potential & Market Share

### Unit 3: Market Segmentation

Definition; Need & Benefits; Bases of Market Segmentation for consumer goods; industrial goods and services; Segments, Niche & Local Marketing; Effective segmentation criteria;

### Unit 4: Marketing organization

Concept; Types - Functional organization, Product Focused organization, Geographic Organization, Customer Based Organization, Matrix organization; Organization structure for a wide customer orientation; Need and Significance of marketing control; Marketing Audit

### Unit 5: Overview of Marketing Strategy

Relationship with Corporate Vision, Mission and Objectives; Market-led strategic management; Offensive and defensive competitive strategies; Build strategies - Hold strategies- Market niche strategies - Harvesting strategies; Divestment/deletion

### Unit 6: Product & Industry Life Cycle

Marketing strategy formulation across PLC stages; Marketing strategy formulation for – emerging markets, growth markets, mature and declining; fragmented markets for products (goods and services)

### Unit 7: New product development and introduction strategies

Speeding new product development; Organizing for new product development; Planned innovation; Planned or unplanned strategy withdrawals / obsolescence.

### Unit 8: Competing through superior service and customer relationships

The three 'S's of customer service; Providing superior service; Measuring and monitoring customer satisfaction Competing through e-Marketing; The impact of e-Marketing on marketing Strategy

## **Suggested Readings**

1. Philip Kotler and Gary Armstrong: Principles of Marketing 12th Edition, Prentice Hall
2. Stanton: Fundamentals of Marketing, McGrawHill

3. RajanSaxena: Marketing Management, Tata McgrawHill Education, India
4. V.S.Ramaswamy and S.Namakumari: Marketing Management, Sage Publisher
5. Donald Lehmann & Russell Winer: Analysis for Marketing Planning, 6th ed., Mc GrawHill Education
6. R.Srinivas: Case Studies in Marketing - Indian context, Prentice Hall of India Pvt. Ltd.
7. Boyd Walker, Mullins Larrech: Marketing Strategy, Tata Mc GrawHill
8. David Aaker: Strategic Marketing Management, John Wiley & Sons.
9. JagdishSheth, AtulParvatiyar: Handbook of Relationship Marketing, Sage Publications, Inc.
10. Richard Batterley: Leading Through Relationship Marketing, Mc GrawHill, Australia
11. S.Shajahan: Relationship Marketing, Tata Mc GrawHill, 1st ed., 2006 reprint.

## Semester-III

### CORE PAPERS (Compulsory)

#### Course 301: Indian Financial Institutions

Unit 1: Indian Financial System: Structure; Functions and role of financial system; Financial system and Economic Development; an overview of Indian financial institutions – their roles and functions

Unit 2: Reserve Bank of India: Organization; management and functions; Credit creation and credit control; monetary policy.

Unit 3: Commercial Banks: Meaning; functions; principles of loan management; investment policies of commercial banks; Present structure; E-banking; Recent developments and Innovations in commercial banking.

Unit 4: Insurance Companies: Objectives; role; investment practices of LIC and GIC; Asymmetry of information and tools used to reduce the impacts of asymmetry of information in insurance business; Insurance Regulatory and Development Authority – role and functions.

Unit 5: Merchant Banking: Concept; functions and growth; Government policy on merchant banking services; SEBI guidelines; Future of merchant banking in India.

Unit 6: Development Banks: Concept; objectives; and functions of development banks; Operational and promotional activities of development banks; Recent developments.

Unit 7: Cooperative Bank: Structure; functions; problems and prospects.

Unit 8: Regional Rural Bank: Concepts; objectives; functions; problems and prospects.

#### Suggested Readings:

Adhvani: Investment and Securities Markets in India, Himalaya Publications, Delhi

Bhole, L.M.: Financial Markets and Institutions, Tata McGraw Hill, Delhi

Ghosh D: Banking Policy in India, Allied Publications, Delhi

Giddy I.H: Global Financial Markets, A.I.T.B.S, Delhi

Khan, M.Y: Indian Financial System, Tata McGraw Hill, Delhi

Reserve Bank of India, Various Reports, RBI Publication, Mumbai

Varshney, P.N: Indian Financial System, Sultan Chand & Sons, New Delhi

Averbach, Robert D: Money, Banking and Financial Markets; MacMillian, London

Srivastava R. M.: Management of Indian Financial Institution; Humalaya Publishing House, Mumbai

Machirjee, H.R. : Indian Financial System, Vikas Publishing, New Delhi.

Pathak, B.V.: Indian Financial System, Pearson.

## **Course 302: Indian Financial Markets**

Unit 1: Indian Financial Markets; Their roles and functions- an overview

Unit 2: Capital market: primary and secondary markets; Arguments for and Against Equity Culture; Stock Market Index; Methodologies for Calculating the Index; Depository system; Primary Market: IPO; Book Building; Reverse Book Building; Green Shoe Option; Recent Developments

Unit 3: Money market: meaning; constituents; functions of money market; Money market instruments – call money, treasury bills, certificates of deposits, commercial bills, trade bills etc.; recent trends in Indian money market.

Unit 4: SEBI – Organization; Role and Functions; an overview; recent developments

Unit 5: Mutual Funds: Concept; performance appraisal; and regulation of mutual funds (with special reference to SEBI guidelines); mutual funds schemes; Latest

Unit 6: Foreign Exchange Market: Structure; Players; Quotes; Forwards; Options; SWAPs; Appreciation/ Depreciation of Currencies; FII and FDI

### **Suggested Readings:**

Avdhani: Investment and Securities Markets in India, Himalaya Publications, Delhi

Bhole, L.M.: Financial Markets and Institutions, Tata McGraw Hill, Delhi

Ghosh D: Banking Policy in India, Allied Publications, Delhi

Giddy I.H: Global Financial Markets, A.I.T.B.S, Delhi

Khan, M.Y: Indian Financial System, Tata McGraw Hill, Delhi

Reserve Bank of India, Various Reports, RBI Publication, Mumbai

Varshney, P.N: Indian Financial System, Sultan Chand & Sons, New Delhi

Averbach, Robert D: Money, Banking and Financial Markets; MacMillian, London

Srivastava R. M.: Management of Indian Financial Institution; Humalaya Publishing House, Mumbai

Machirjee, H.R. : Indian Financial System, Vikas Publishing, New Delhi.

Pathak, B.V.: Indian Financial System, Pearson.

## **SOFT CORE (Compulsory)**

### **Course 303: Economic Environment of Business**

Unit 1: Business environment in India during 1956-90: The philosophy of economic planning; economic controls in various fields.

Unit 2: Economic reforms in India: Needs for economic reforms in 1991; Theoretical frameworks of Indian economic reforms; Problems of adjustment and transition during the reform.

Unit 3: Major reforms in India: Financial sector reforms; Industrial sector reforms.

Unit 4: Evolution of financial policies in India: Development phase; early reform phase; and liquidity adjustment phase.

Unit 5: Fiscal policy in India: Fiscal situation; financial repression, crowding out and economic growth; fiscal adjustment

Unit 6: International environment: Foreign direct investment; WTO; the Bretton Woods Institutions and India.

### **Suggested Readings**

1. Pranab Bardhan, *The political economy of development in India*, 1998
2. Vijay Jorki and I.M.D. Little, *India: Macroeconomics and political economy*, 1991
3. T. N. Srinivasan, 'Indian Economic Reforms: A Stocktaking', paper no 190, Stanford Centre for International Development, 2003
4. Dipak Lal, 'An Indian Economic Miracle?', *Cato Journal*, Vol. 28, No. 1, Winter 2008
5. A. PANAGARIYA, *India in the 1980s and 1990s: a triumph of reforms*. International Monetary Fund Working Paper no. 04/43, 2004
6. Kwok Tong Soo, 'From license raj to market forces: The determinants of industrial structure in India after reform', *Economica*, Vol. 75, 2008
7. John Wein, *Industrialization and globalisation: Theory and evidence from developing countries*, 2002
8. Various issues of *Economic and Political Weekly* and Reserve Bank of India publications.
9. Reserve Bank of India, *Report of the working group on operating procedure of monetary policy*, March 2011
10. Nirvikar Singh and T.N. Srinivasan, *Fiscal policy in India: Lessons and priorities*, NIPFP-IMF conference on Fiscal policy in India, held in New Delhi, 16-17 January 2004.

11. A. Mattoo and A. Subramanian, 'India and Bretton Woods II', Economic & Political Weekly, November 8, 2008
12. T. N. Srinivasan, 'Indian Economic Reforms: A Stocktaking', paper no 190, Stanford Centre for International Development, 2003
13. Dipak Lal, 'An Indian Economic Miracle?', Cato Journal, Vol. 28, No. 1, Winter 2008
14. A. PANAGARIYA, India in the 1980s and 1990s: a triumph of reforms. International Monetary Fund Working Paper no. 04/43, 2004

### **OPEN ELECTIVE (CHOOSE ANY ONE)**

#### **Course 304: Computer Application in Business & E-Commerce**

Unit 1: Computer hardware: computer system as information processing system; CPU, input devices; output devices; storage devices.

Unit 2: Introduction to operating system: DOS, WINDOWS, UNIX etc.; software needs, application software's; basic idea on programming languages; browsers.

Unit 3: Introduction to data analysis: spreadsheet and packages related to business data analysis; applications to accounting, finance and marketing functions; statistical and data-base packages.

Unit 4: Computer networks: basic network concepts, topology, network architecture; OSI model, network model; software; basic idea of Local Area Networks(LAN), Metropolitan Area Network (MAN) and Wide Area Networks(WAN).

Unit 5: Internet Concepts and Technologies: concept and evolution of internet; protocols; tcp layering; web technologies for global publishing concept, universal reader concept and client server concept; hypertext publishing and hypertext information network; benefits of hypertext, URLs, HTTP, HTTPD servers, html, html forms and CGI gateway services; Recent Developments

Unit 6: Introduction to E-commerce: meaning and concept; electronic commerce versus traditional commerce; media convergence; e-commerce and e-business; channels of e-commerce; business applications of e-commerce; need for e-commerce, e-commerce as an electronic trading system-special features; security risks of e-commerce, exposure of resources, types of threats, sources of threats, security tools and risk-management approach, e-commerce security and a rational security policy for e-commerce; m-commerce; corporate digital library; I.T. act 2000; Recent Developments.

Unit 7: Businesses to Business E-commerce: need and alternative models of b2b e-commerce; technologies, EDI and paperless trading; EDI architecture, EDI standards, vans,

cost of EDI infrastructure; features of EDI service arrangement, internet-based EDI and ftp-based messaging; Recent Developments

Unit 8: E-Business: workflow management, mass customization and product differentiation; organization restructuring; integrated logistics and distribution; knowledge management issues and role of e-commerce infrastructure; digital marketing;

### **Suggested Readings:**

Date, C.J.: An introduction to database system, Addison wesley, massachusetts.

O'brian, J.A.: Management information system, tata mcgrawhill, New Delhi.

Ullman, J.O.: Principles of database system, Galgotia Publications, New Delhi.

ITL Education Solutions Ltd. Research and Development wing: Introduction to Computer Science, Person Education.

Agarwal, K.N. and Deeksha Agarwala: Business on net; what's and how' of E-commerce; Macmillan, New Delhi.

Bandyopadhyay, Karabi: Mobile Commerce, PHI Learning Private Limited.

Diwan, Prag and Sunil Sharma: Electronic commerce-a manager's guide to e-business, vanity books international, Delhi.

Kosiv, David: Understanding electronic commerce, Microsoft Press, Washington.

Bhaskar Bharat: Electronic commerce-framework, technologies and applications, Tata McGrawhill, New Delhi.

Elias M. Awad: Electronic Commerce-from Vision to Fulfillment, Person Education.

Chaffey, D. and Ellis-Chadwick, F.: Digital Marketing, Person Education.

### **Course 305: Advertising and Sales Management**

Unit 1: Advertising's role in the marketing process: legal ethical and social aspects of advertising; process of communication –Wilbur Schramm's model; two step flow of communication.

Unit 2: Theory of cognitive dissonance and clues for advertising strategists; stimulation of primary and selective demand.

Unit 3: Objective setting and market positioning

Unit 4: DAGMAR Approach-determination of target audience

Unit 5: Building of Advertising Program-Message, Headlines, copy, Logo, Illustration, Appeal, Layout; Campaign Planning; Media Planning

Unit 6: Budgeting. Evaluation-Rationale of Testing Opinion and Aptitude Tests; Recognition, Recall; Experimental Designs

Unit 7: Advertising Organization: Selection Compensation and Appraisal of an Agency; Electronic Media Buying; Advertising campaign – Advertising V/s Consumer behavior

Unit 8: Sales promotion – Role of Creative strategies; Advertising-Retail, National, Cooperative, Political, International, Public Service Advertising.

**Suggested Readings:**

Aaker, David A. Etc. advertising Management, 4th ed. New Delhi, Prentice Hall of India, 1985

Beleh, George E and Beleh, Michael A: Introduction to Advertising and Promotion, 3rd ed. Chicago, Irwin. 1995

Borden, William H.: Advertising New York, John Wiley, 1981

Hard, Norman: The Practice of Advertising, Oxford, Butterworth Heinemann, 1995

Hleppner, Otto: Advertising Procedure, Englewood Cliffs, New Jersey, Prentice Hall Inc., 1986

Ogilvy, David: Ogilvy on Advertising. London, Longman, 1983.

SenguptaSubroto: Brand Positioning, Strategies for Competitive, New Delhi, Tata McGraw Hill 1990.

## Semester-IV

### CORE PAPER (Compulsory)

#### Course 401: Corporates Tax Planning and Management

Unit 1: Meaning of tax planning and management: tax evasion and tax avoidance; Nature and scope of tax planning and management in the corporate sector; Justification of corporate tax planning and management.

Unit 2: Taxation of Companies: Residential status of companies and tax incidence; Classification of companies for taxation; Corporate tax rates; Minimum Alternate Tax and Dividend Tax; Carry forward and set off of losses for certain companies; Additional Income Tax on distributed Income for Buy Back of Shares

Unit 3: Tax Planning with respect to specific expenses: Depreciation; Investment Allowance; Tea/ Coffee/ Rubber Development Account; Scientific Research Expenditure; Patents and Copyrights; Preliminary Expenditure; Employers contribution to provident fund, superannuation fund, pension schemes, gratuity fund, Bonus or Commission to Employees, Insurance premium, expenditure for skill development, Interest on borrowed capital, Bad Debts.

Unit 4: Implications of tax concessions and incentives for corporate decisions in respect of setting up a new business; location of business and nature of business.

Unit 5: Tax planning with reference to management decisions: Capital structure decisions; Dividend Policy; Bonus Share; Investments and Capital Gains, Owning or leasing of an asset; purchasing of assets by installment system or Hire System; Purchasing of an asset out of own funds or out of borrowed capital; manufacturing or buying; Repairing, replacing, renewing or renovating an asset; Sale of assets used for scientific research; Shutting down or continuing operations.

Unit 6: Tax Planning in respect of Business Restructuring: Amalgamations; Demergers; Transfer of assets between Holding and Subsidiary Companies; Slump Sale

Unit 7: Tax Management: Return of Income and assessment of Income; Advance payment of Taxes; Tax Deduction and Collection at source; E-TDS return; Interest and penalties.

#### Suggested Readings

V.K. Singhania and Kapil Singhania: Direct Taxes Law and Practice, Taxmann Pub.

Lal and N. Vashist: Direct Taxes: Income Tax, Wealth tax and Tax Planning: Pearson Ed.

V.P. Gaur & D.B. Narang: Income Tax-law and practice, Kalyani Publications.

V. K. Singhania, K. Singhania, M. Singhania: Direct Taxes-Planning and Management: Taxman.

E.A. Srinivas: Corporate Tax Planning: Tata McGraw Hill.

V.S. Datey: Indirect Taxes-law and Practice, Taxman

The Tax Law Weekly-Taxman

Taxman's Chartered Accountants Today

### **SOFT CORE (Compulsory)**

#### **Course 402: Product and Distribution Management**

Unit 1: Product Management: Product Development; Product focused organization; Market focused organization; Factors influencing design of the product; Changes affecting product management.

Unit 2: Developing Product Strategy: Setting objectives & alternatives; Product Strategy over the life-cycle; Customer analysis; Competitor analysis; Design of Manufacture; New product development.

Unit 3: Market Potential & Sales Forecasting: Forecasting target market potential and sales; Methods of estimating market and sales potential; Sales forecasting; planning for involvement in international market.

Unit 4: Brand & Brand Management: Commodities Vs Brands; The role of brands; The brand Equity Concept; Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance. Building Brand Equity, Brand; Identity and Brand image

Unit 5: Brand Leveraging & Brand Performance: Establishing brand equity management system; measuring sources of brand equity and consumer mindset; Co-branding; celebrity endorsement.

Unit 6: Brand Positioning & Brand Building: Brand knowledge; Brand portfolios and market segmentation; Steps of brand building; Identifying and establishing brand positioning; Defining and establishing brand values.

Unit 7: Designing & Sustaining Branding Strategies: Brand hierarchy; Branding Strategy; Brand extension and brand transfer; Managing brand over time.

Unit 8: Measuring Brand Equity: Brand Value chain; Brand Audits; Brand Tracking; Brand Valuation; Managing Brand Equity: Brand Reinforcement; Brand Revitalization; Brand Crisis.

Unit 9: Marketing Channels: Definition & Importance; Functions of Marketing Channels – Intensive, Selective & Exclusive distribution strategies; Decisions in Channel Management  
Whole Selling: Concept, Importance, Functions, Trends in Wholesaling; Integrated marketing channels

Unit 10: Retailing: Concept; Importance; Functions - Indian Vs. Global Scenario; Retail formats: Store & Non-Store Retailing; Franchising-Unconventional channels

Unit 11: Retail Location: Factors affecting location decision; Site Selection; Location based retail Strategies; Store Design: Interiors and Exteriors - Store layout – Types of layouts – Factors affecting store layout – Store image mix – Store Façade – The Internet Store.

Unit 12: Store Administration: Floor space management – Managing store inventories and display; Merchandising: Concept, Importance, Functions; Steps in merchandising planning; Category management: Definition and process; Introduction to Private label brands

### **Suggested Readings**

1. Donald R. Lehmann, Russel S. Winer: Product management, McGrawHill
2. Kevin Lane Keller: Strategic Brand Management, Pearson
3. Debashish Pati: Branding Concepts & Process, Macmillan India
4. Philip Kotler: Marketing Management, Pearson
5. Pran K Choudhary: Successful Branding, Sangam Books Ltd.
6. Subrato Sen Gupta: Brand Positioning Strategies for Competitive Advantage, Tata Mac GrawHill Publishing Company
7. Caperer: Strategic Brand Management, Pearson
8. Jones: Behind Powerful Brands, Tata Mac GrawHill Public Company
9. S. Ramesh Kumar: Managing Indian Brands, S. Chand Publishing
10. Stern – El- Ansary: Channel Management, Taylor & Francis
11. Swapna Pradhan: Retailing Management, Mac GrawHill Public Co.

## **ELECTIVE PAPERS (CHOOSE ANY TWO)**

### **Course 403: International Finance**

Unit 1: Introduction to International Finance: Need and Objective of Studying International Finance

Unit 2: Balance of Payment Account: Concepts, Components and Compilation of BoP Account; Importance and Limitations of BoP statistics

Unit 3: Foreign Exchange Markets: Structure of Foreign Exchange Market; Participants in foreign exchange market; Quotes, Inverse Quotes and Cross Quotes; No arbitrage condition; Types of Transactions; Settlement dates

Unit 4: Exchange Determination: Purchasing Power Parity; Interest Rate Parity Principles; Relationship between Purchasing Power Parity and Interest Rate Parity Principles;

Unit 5: International Monetary System: Exchange Rate Mechanism; Gold Standard; Gold Exchange Rate Standard; Brettonwoods System; Current Monetary System; European Monetary System

Unit 6: International Financial Institutions, Markets and Instruments: IMF Role and Functions; Liquidity, Role of IBRD and other development banks;

Unit 7: International Markets Participant and Instruments: GDRs, ADRs, IDRs, Euro bonds, Euro loans, Repos, CPs, floating rate instruments, loan syndication and Euro deposits; Integration of Financial Markets

Unit 8: Foreign Investment: FDI, FII, Reasons for FDI; Appraisals for FDI

### **Suggested Readings**

Apte, P.G. International Financial Management. Tata McGraw Hill, New Delhi.

Buckley Adrian: Multinational Finance, Prentice Hall, New Delhi

Eiteman D.K. and Stonehill A.I. et al: Multinational Business Finance, Pearson Education, New Delhi,

Levi, Maurice D: International Finance, McGraw, International Edition

Rodriquefe, R.M. and E.E. Carter: International Financial Management, Prentice Hall,

Shapiro, Allen C., Multinational Financial Management, PHI India Pvt. Ltd., New Delhi,

Seth A.K., International Financial Management, Galgotia Publishing Company, New Delhi,

Pilbeam Keith: International Finance; McMillan Press, Hongkong.

## **Course 404: Consumer Behavior**

Unit 1: Consumer Behavior: Concept; diversity of consumer behavior; Characteristics of Indian Consumers

Unit 2: Influences on the Consumer: Consumer needs; motives - positive and negative motivation; rational versus emotional motives; Consumer relevant reference groups; opinion leaders; family decisions making and consumption related roles; family lifecycle; social class and consumer behavior; influence of culture on consumer behavior; cross cultural context; Diffusion of innovations: the diffusion process, the adoption process, consumer innovativeness and personality traits.

Unit 3: Consumer decision making: Models of consumer decision making – Engel-Kollatt, Blackwell model, Howard-Sheth Model, Bettman's Model, FCB Model; Concept of involvement & extensive problem solving; limited problem solving; routinized responsive behavior; Post purchase behavior: Consumer satisfaction concept & Models – Expectancy, Disconfirmation, Desires Congruency Model, Equity Theory, Attribution Theory, Cognitive dissonance, Consumer delight, consumer complaint behavior.

Unit 4: Organizational Buying: Concept & comparison with Consumer buying, Economic Influence; Political Influence; Legal Influence; Supplier's Influence; Technology Influence; Customer Influence; Government Influence; Labour Influence, Analyzing Buyers' strengths & Negotiation Capabilities

Unit 5: Organizational Influences on Buying Behavior: Buying Roles; Market Response: The Buy Grid Model; The Organizational Buying Decision Process; Buying Tasks; Interpersonal Influencing in Organizational Buying

### **Suggested Readings**

1. Leon Schiffman, Leslie Lazar Kanuk: Consumer Behavior, Pearson
2. Hawkins, Best, Coney: Consumer Behavior, Mac Graw Hill
3. Sheth, Mittal: Customer Behavior – A Managerial Perspective, Thomson
4. S Ramesh Kumar: Conceptual Issues In Consumer Behavior Indian Context, Pearson
5. Consumer Market demographics in India – Edited by S.L.Rao
6. R.Woodruff and S.F.Gardial: Understanding Your Customer, Wiley
7. Loudon, Delebeta: Consumer behavior, Tata Mac Graw Hill, New York

## **Course 405: Security Analysis and Portfolio Management**

Unit 1: Investment Theory- an Introduction: Elements of Investment, Avenues of investment; Security Analysis: Measuring return and risk of security; Approaches to Investment Analysis

Unit 2: An Overview of Indian Security Market: Primary Market; Secondary Market: BSE, NSE, OTCEI; Mechanism of buying and selling Securities; Players of Security Market; SEBI: Market Regulator; NSDL, CSDL: depository services,

Unit 3: Fundamental Analysis: Economy Analysis, Industry Analysis and Company Analysis; Valuation of Security; Different Methods of valuation of Equity share

Unit 4: Technical Analysis: Point & Figure Chart, Trends, RSI, Moving Averages, MACD, Oscillator

Unit 5: Efficient Market Hypothesis: Weak, Semi-strong and Strong market and Techniques of testing market efficiency

Unit 6: Portfolio Analysis: Estimating rate of return and standard deviation of portfolio; Effect of combining the securities; Markowitz Model; choice of optimum Portfolio; Single Index Model or Market Model; Portfolio total risk, portfolio market risk and unique risk;

Unit 7: Capital Market Theory: Capital market line, security market line, risk free lending and borrowing; Factor models: Arbitrage pricing theory,

Unit 8: Portfolio Performance Evaluation: Measure of return; risk adjusted measures of return; market timing; evaluation criteria and procedures.

Unit 9: Managing Financial Risk with Derivatives: Derivative securities: Hedging risk; Future markets; Forward contracts; Option contracts; Interest rate swaps; Currency contracts.

### **Suggested Readings**

Sharpe, W.F.: Investment, Prentice Hall, Englewood cliff.

Donald, E. Fisher and Ronald J. Jordan: Security Analysis and Portfolio Management, Prentice Hall, New Delhi

Sharpe, William F. Gordon J Alexander and J.V. Bailly: Investments, Prentice Hall of India, New Delhi

Kevin S: Security Analysis and Portfolio Management, Prentice Hall, New Delhi

## **Course 406: Service Marketing**

Unit 1: Introduction to Services: Nature of Services; Characteristics of Services: Intangibility, Inconsistency, Inseparability and Inventory; Search, experience and credence attributes; Classification of Services; Consumer versus Industrial Services.

Unit 2: Global and Indian Scenario in services sector: Importance of Services Marketing; Every business a service business; Service as key differentiator for manufacturing industries.

Unit 3: Services Marketing Mix: Introduction to the 7 Ps of Services Marketing Mix; Product-Service Continuum; Standalone service products; Service products bundled with tangible products; Service Life Cycle; Distribution Strategies for Services; Challenges in distribution of Services; Role of Internet in distribution of Services; Promotion objective for Services; Personnel Selling and Advertising.

Unit 4: Sales Promotion: Role of Relationship Marketing in promoting services; Factors involved in pricing a service product; demand variation and capacity constraints; Capacity Planning; Measures to respond to changes in demand; Reshaping demand using effective pricing. The key role of service employees in a service business; Services marketing triangle; Service profit chain, Concept of Service encounter – Moment of Truth; Training and development of employees; Motivation and empowerment; Nature of physical evidence; Importance of physical evidence in services; Service as a process & as a system

Unit 5: Customer Satisfaction & Service Quality: Monitoring and Measuring customer satisfaction, Order taking and fulfillment; Service Guarantee - Handling complaints effectively; Defects, Failures and Recovery; Concept and Importance of quality in Services; How customers evaluate service performance; Service Quality Models: Parsuraman-Zeithaml-Bitner (PZB) Gaps Model, SERVQUAL, and SERVPERF – Gronroos model

### **Suggested Readings**

1. Zeithaml, Bitner, Gremler & Pandit: Services Marketing, Tata Mac Graw Hill, 4th ed.
2. Christopher Lovelock: Services Marketing, World Scientific Publishing Co.
3. Rampal & Gupta: Services Marketing, Galgotia
4. Ardrian Payne: Essence of Services Marketing, Prentice HALL
5. Helen Woodruff: Services Marketing, Mac GrawHill Education